



2013 SOAR Summit

December 9, 2013

Pikeville, Kentucky

FINAL REPORT TO THE REGION

Presented to Governor Steve Beshear and Congressman Hal Rogers

January 13, 2014

by the

Rural Policy Research Institute

Dedication

We dedicate this report
to the people of Eastern Kentucky,
who gathered to create its content,
and for whom it is intended.

These are your voices. These are your visions.

In shaping them, may you unite,
commit together to their advancement,
and live them into that bright future
to which you gave voice in Pikeville.

SOAR!

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January 13, 2014

The Honorable Steve Beshear
Governor, State of Kentucky
Frankfort, Kentucky 40601

The Honorable Hal Rogers
Congressman, 5th District, Kentucky
Somerset, KY 42503

Dear Governor Beshear and Congressman Rogers:

Enclosed is the final report chronicling the 2013 SOAR Summit, held December 9, 2013, in Pikeville. To our amazement, on that foggy, rainy Monday morning, following a weekend of heavy rain in the mountains, nearly 1,700 Eastern Kentucky citizens answered your call to come together and discuss how they might craft the journey to a more innovative future for the region they call home.

This, in and of itself, was truly inspiring. The people were voting with their feet, even before those first musical notes graced the arena. But what followed, and has continued to transpire since then, is the most humbling, yet energizing dynamic I have experienced in almost 30 years of work in rural and regional policy design and development.

First, they stayed – no one left early. Secondly, they clearly did not come to scream or argue; they came to dialogue and dream. And they came to share – great ideas and very real commitments to work together for a regional future. Before the summit ended, 600 had taken the time to respond in detail, on Innovation Ideas or Commitment Cards, and that was after six hours of plenary sessions and “Opportunity” breakouts. When you review the content of these discussions, I feel certain you will come away as have we – humbled. Despite decades of negative stereotyping, difficult and seemingly hopeless subservience to the inevitable boom and bust energy cycles, worn path dependencies, and negative narratives about clan and county competition, this region’s people were speaking with “one voice,” positively, about turning the page and actually beginning to hope, yet again. But this time, hope is vested where it should always have been – in the people themselves!

I am certain Appalachian Kentucky has already expressed its gratitude to each of you for the vision and political courage to undertake such a risky venture. It is well-deserved praise! As you know, our region has been studied and strategized about mercilessly. But it has seldom been asked to speak. Your commitment to this course of action created an historic convening. Surely you have both sensed the region’s tremendous gratitude for this approach and your unique, bi-partisan leadership.

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Our nation's divisive political culture could learn a great deal from what the two of you have risked and the rewards that will be reaped, as a result. Indeed, you are now in the very enviable political position of "There go my people, I must lead them." But this took courage, and we are grateful.

We want to also express our gratitude to your staffs, who worked tirelessly, patiently, and extremely well together. This was simply exemplary. Pulling this off in 60 days was somewhat of a minor miracle. But this was possible because everyone involved knew the urgency and believed in the idea. That is what made the difference.

Our thanks go out, first of all, to the nearly 50 regional citizens who agreed to serve on the SOAR Planning Committee. They designed and executed a very thoughtful and effective dialogue; and their personal gravitas added tremendous credibility to the SOAR effort. Many also served as plenary speakers or breakout session moderators or resource team members. Other regional leaders also carried out similar responsibilities. We are grateful to each of them.

Your bi-partisan SOAR leadership was mirrored by the state's legislative leadership and the region's delegation. Special thanks to Speaker of the House Greg Stumbo and President of the Senate Robert Stivers for their plenary session comments and active engagement, and to the entire region's legislative delegation, which offered a strong commitment to the SOAR agenda during the closing plenary.

We are also grateful to our two plenary moderators, Cindy May Johnson, with East Kentucky Broadcasting, and Neil Middleton, with WYMT TV. Their excellent facilitation, against very trying time constraints, added significantly to each session's impact.

The plenary presenters in our first two panels set an excellent framework for the day. Youth did "Lead the Way," as Andrew Abbot, Jenn Noble, and Brandon Pennington offered inspiring messages, offering hope that the region's next generation is committed to a thriving and creative future, through its greatest assets – its people.

Jeff Whitehead, Audrey Snizek, and Ron Daley shared energizing messages regarding already existing innovations, which provide a strong regional base from which future growth and development can emerge.

The closing morning plenary, "Minnesota's Iron Range: A Story of Rural Regionalism" co-led by the father and son team of Joe and Tony Sertich, both leaders in advancing the prospects of another mining region – the Iron Range of Minnesota, provided a real-life story of four generations, working through that region's boom and bust history. Their most important message, however, was the profound importance of building a framework, broad regional identity, branding, governance, economic and community development planning, and sustaining funding, coupled with building a citizen and jurisdictional support for public-private investment alignments. All of these innovations are critically needed in Eastern Kentucky. To these great friends, who had weather challenges at both ends of their flights to join us, and were forced to drive nearly 10 hours to be with us, I offer my deepest gratitude. They made the event special!

All these sessions were framed beautifully by the musical interludes provided via the HCTC's Kentucky School of Bluegrass and Traditional Music. Special thanks to Director Dean Osborne and musicians Adel, Sue Ellen, and Brack Allen, and Caleb Edwards.

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We also appreciate the outstanding media coverage and support that SOAR received – print, radio and television, blog and social media, including the great coverage of KET. This was very important to this effort and much appreciated.

The event itself was a major undertaking. We thank the hundreds of volunteers from Pikeville and the broader region who carried out the many important functions during the day that assured attendees an hospitable, friendly and efficient SOAR Summit experience. Very well done! Finally, a deep debt of gratitude is owed to the city of Pikeville itself. The civic and city leadership went “above and beyond” in so many ways; and across the board, Pikeville did itself proud. We are very grateful.

The RUPRI family offers our heartfelt appreciation for this opportunity to be of service. On a personal level, I would like to thank my outstanding colleagues who worked before, during, and following the Summit to assure RUPRI’s responsibilities were efficiently and effectively executed. I am particularly grateful to Kathy Miller, Elaine Matthews, Teresa Kittridge, Sally Coats, Nick Balogh, and David Terrell. We were honored and privileged to play a small role in what will be a landscape-changing event for Eastern Kentucky.

With deep gratitude,

A handwritten signature in blue ink, appearing to read "Charles W. Fluharty". The signature is fluid and cursive, with a large loop at the end of the last name.

Charles W. Fluharty
President and CEO

EXECUTIVE SUMMARY

SOAR Summit History

In early fall of last year, Kentucky Governor Steve Beshear and Kentucky 5th District Congressman Hal Rogers began discussing the possibility of collaborating, across political party lines, to create an initiative to address the challenges facing Eastern Kentucky. They specifically were not interested in yet another of the serial task forces, blue ribbon panels or commissions, which have analyzed and strategized over this region for half a century. Rather, they were considering an event or initiative that might enable the region to reassess its current challenges, and discuss ideas or innovations already underway which could be leveraged or aligned to capture emergent regional development opportunities. But above all else, they hoped to create a neutral venue for the region's organizations, institutions, businesses, leaders, and citizens to discuss a new beginning, hope, vision, and collaboration.

Well aware of the prolonged difficulties facing the region including the hardships resulting from restructuring in the coal industry, as well as the regional, state, and local economies, they believed the region was at a "tipping point" and that people were ready, willing, and able to begin an honest dialogue regarding the future they face, and what would be necessary to not simply accept the one to come, but to envision and work together to create a more hopeful alternative.

This was driven by both the urgency of the moment, and a growing realization that with the federal footprint lightening, and national and state governments both in severe budgetary retrenchment, old approaches were no longer possible, even if they had worked. A new framework for the region's future was essential.

This realization was not unique to these leaders, or Eastern Kentucky. In fact, all developed nations now realize that regions-both urban and rural-are the drivers of domestic GDP. What was unique was that Governor Beshear and Congressman Rogers had the vision and courage to step forward together, announce their common commitment to a new vision for Eastern Kentucky, and then ask the region to convene and begin creation of such a framework.

Consequently, in Hazard on October 28, 2013, they were joined by a diverse group of 35 regional citizens, charged by them with the design, development, and execution of this regional dialogue. That Planning Committee quickly grew to nearly 50, as interest and excitement with this idea spread across Eastern Kentucky. As Governor Beshear stated at this original press conference, "Eastern Kentucky is a brilliant, storied region that enriches the fabric of our Commonwealth, yet for several decades, the region has seen a decline in growth and development, hampered by a lack of infrastructure and other resources that communities need to grow and thrive. We know that government alone cannot solve these problems, that is why Congressman Rogers and I are launching this Summit – we believe that to make real progress in Eastern Kentucky, we need the input, collaboration and involvement of the people who live and work hard there every day."

"We are in uncharted waters in southern and eastern Kentucky, where the future of coal faces new regulatory challenges and economic uncertainty is daunting for our small communities," said

Congressman Rogers. “But time and again, the people of our region have proven to be resilient,...I am confident that together, we will rise above these new challenges we face. We will overcome!”

Senate President Robert Stivers added, “Re-energizing the economy of Eastern Kentucky is going to require thinking ‘outside the box.’ I believe this is a tremendous step in that direction.” House Speaker Greg Stumbo followed, “I believe this summit will prove to be a welcome guide for the direction our region needs to take...I cannot think of a more pressing issue affecting the Commonwealth.”

A SOAR Summit was announced, to be convened in Pikeville, on December 9. Also at this time, the Rural Policy Research Institute (RUPRI) agreed to assist the principals, their staffs, and the Planning Committee, to support Summit activities. In the ensuing weeks, multiple meetings and conference calls were held, as well as two additional Planning Committee meetings.

As word of the Summit spread, initial resistance and cynicism in the region turned to fascination, and then engagement. Registration slowly grew, and then exploded. Venues were changed, resources deepened, and the Appalachian Regional Commission and USDA Rural Development, among others, offered agency support. Regional and national press began to discuss this unique approach, and eventually, the 250 folks for whom sponsors originally hoped grew exponentially, first to 500, then 750, 1,000, and ultimately 1,500 and beyond. All this occurred in six weeks.

While this clearly was proof of registration, it was not yet proof of concept or relevance. But everyone sensed that something unique was emerging, particularly the people of Eastern Kentucky. Still, even the morning of the Summit, no one knew for sure who would attend, how many, what the tenor of the dialogue would be, or whether anything of specific substance would emerge.

What did occur, as chronicled in the following pages, was an exemplary regional dialogue. Participants were thoughtful, engaged, respectful of one another’s views, creative, deliberative, and above all else, hopeful. The region’s ability to build collaborative frameworks to capture the many innovative ideas and partnerships suggested was becoming imaginable. Finally, commitments to this future emerged in all the discussions. Almost 600 individual innovation ideas or personal/organizational commitments to support the future of SOAR were submitted. All of these are chronicled in the following sections. No idea or commitment received, in any manner, has been deleted.

SOAR Summit Context/Considerations

It is important to acknowledge what the Summit was, and what it was not. The Summit was designed to foster a new dialogue about ideas, innovations, assets and opportunities that Eastern Kentucky could consider. This was an idea and commitment conference. It was not a planning convening. It was not a strategy prioritization event. It was the start of a new way of thinking, talking, and acting “outside the box”. All these steps must follow, of course, and all are very hard work. But this Summit was about recognizing that if this region keeps doing the same things over and over, in the same ways, with the same or fewer resources, the outcomes will probably be the same, or worse. Summit participants clearly declared that is an unacceptable course of action.

But other caveats must be stated. Registration to this event was free and open to all. It is important to recognize that some sectors of the region were more heavily represented than others; some constituencies were more evident than others; some who could not take a Monday off were unable to be heard; some

counties in the region were much farther away than others; and the heavy rains and cost of transportation to Pikeville may have deterred others. While every effort was made to have a totally open forum, there are those who chose not to engage. Several alternatives could be considered, going forward, given this reality. One is to ignore this concern, utilizing “the people who make the rules are the people who show up” perspective. This course would be very unfortunate.

As the work of SOAR advances, one of the region’s most critical tasks is to take the enclosed suggestions to the people in an even more engaging manner. What is so valuable here must be leveraged. More dialogue must be generated, more ideas sought, and more commitments obtained. The hard work of building consensus on specific action steps must be done, of course; but “going slower to eventually go faster” is also wise counsel, at this juncture.

Broadening regional buy-in must continue, community by community, county by county, even as other exciting dynamics and projects unfold. We would argue that SOAR’s greatest asset, at this moment, is the unparalleled regional good will that was generated by the willingness of political leadership to honestly engage new ideas and possibilities, by listening carefully to the region’s people. This should be enhanced, and leveraged, as SOAR Working Groups are eventually formed, to continue specific initiatives.

SOAR Summit Final Report

In the following sections you will find all the rich and varied content received at the Summit. Every idea or commitment offered before, during, and after the Summit is chronicled here. Our challenge has been to translate raw data into relevant information, and context. However, we have also made every effort to do no translation. What follows is the voice and vision of the region’s people, unmediated, as spoken or written. We have only redacted names and added clarity where absolutely necessary. The Summit chronicle which follows is organized to enhance reader understanding of ideas or commitments, under broad categories of consideration. A brief Executive Summary under each breakout category summarizes the overarching themes that were most relevant during that discussion, and in additional idea or commitment cards received following that dialogue. Greater detail regarding breakout processes is also outlined.

SOAR-SPECIFIC SUMMIT RECOMMENDATIONS

The following pages chronicle the amazing response of the region to the SOAR Summit invitation. Each Opportunity Breakout Session was filled with thoughtful, creative and committed regional citizens. There were a myriad of outstanding ideas and commitments within every discussion, and sufficient innovation potential there for a dynamic future, should the region capture and leverage even a small percentage of the opportunities suggested.

RUPRI was asked to simply summarize the regional voices and visions expressed in these breakouts. We have taken this limited charge very seriously, and this final report is fully reflective of those discussions. However, this Summit was not designed to make decisions, either about ultimate SOAR structure, governance or funding, or these sector-specific topics. Nor were we asked to summarize or prioritize them. In fact, the depth and breadth of the innovations outlined should not be summarized. Each demands careful, thoughtful consideration; one idea at a time. It is our hope that this chronicle will provide resource materials for the consideration of future SOAR Working Groups, which will do precisely that, moving forward.

What is possible, however, is to offer some general observations, gleaned from these dialogues, regarding this specific process and dialogue, in this unique region, in light of similar undertakings in which we have engaged across the nation and globe. These are outlined below in two forms: observations regarding unique dynamics at work in Eastern Kentucky, at this time, which must be taken into consideration by the principals; and recommendations regarding the most critical issues affecting SOAR's potential to eventually optimize its regional impact.

Observations

There is a crisis, people know it, and they are ready to act.

The current economic crisis in Eastern Kentucky, coupled with federal and state government budget challenges, have taken the region's people over a "tipping point." They realize this crisis demands a new framework and they are ready to act. When 1700 Eastern Kentucky citizens take a day to attend a summit, and over one-third take the time to offer very thoughtful recommendations for future regional innovation, something historic is happening. The potential impact of what unfolded cannot be overstated, and it could well be landscape-changing for this region.

The region knows its economy must be diversified.

There is a growing recognition, reinforced by the last two plenary presentations, that no one sector is driving this region's future. Eastern Kentucky is far too large, too sparsely settled, and lacking far too many critical regional wealth components to believe in a silver bullet. The citizens know that diversification must happen, that all sectors are necessary – but none sufficient. Most recognize the coal industry will remain, but employ less, over time. Most also recognize this region will become increasingly multi-sectoral, if it is to thrive.

People appreciate the Governor and Congressman, but fear entrenched interests will wait them out.

There is tremendous appreciation for the vision and political courage which Governor Beshear and Congressman Rogers exhibited, but there is also an understandable skepticism that the same old tapes, rivalries, competitions, and political battles that have kept this region from capitalizing on a more innovative regional approach for decades will outlast this moment, and eventually destroy it.

Folks know if they lose this chance it will be a long time before they get another.

Given this, should SOAR not be successful, it will be years, if not decades, before anything with this promise and potential scale will again be engaged by the region.

People are hopeful, but also afraid.

Therefore, it is not surprising that we had fewer than 10 negative comments out of nearly 1,000. People know this is the best hope to come along in years, and are willing to suspend disbelief one more time, and commit, in the hope this will succeed.

SOAR's bi-partisan political support and the relative influence of Eastern Kentucky within the legislature is unique, and must be capitalized upon.

The bi-partisan political support evidenced in the closing SOAR Summit Plenary is seldom enjoyed by a region. This is quite unique, and of tremendous advantage, if appropriately aligned with wise, regional decision-making.

SOAR is viewed as the regional intermediary needed.

The region's people recognize and appreciate the creative and innovative efforts already underway in Eastern Kentucky, and do not see SOAR as replacing any of these other efforts or organizations. Rather, they consistently articulate it as adding value at the intersection of existing work. This is what all true intermediaries do.

People already speak of SOAR as an initiative.

There is a general awareness that the SOAR breakout sessions will be the basis for the work of future Working Groups or Teams, and that several of them must be subdivided to address more specific dimensions.

Folks want the dialogue deepened and broadened.

While many of the region's citizens were engaged in SOAR, most feel the dialogue needs to be deepened, taken to community and county discussions, and the participation broadened and made more inclusive, with greater participation from folks who cannot take a day off work, women, and minorities.

Funding SOAR is seen as the greatest challenge.

The funding necessary to support such a broad-based regional intermediary, which most envision SOAR becoming, is seen as the most challenging hurdle. There is broad consensus that a funding base must be developed which is not affected by electoral outcomes or dependent upon political patronage.

Recommendations

It will take time to build a SOAR platform; but the work can start immediately.

The SOAR Summit recommendations fall into three distinct time horizons: immediate, triage-like requests; mid-term, organizational, structural and framework building requests; and longer-term efforts to create regional thinking, branding, marketing, planning, investing, and acting.

First focus on the immediate. This includes efforts to help address the very catastrophic employment crisis in the coal industry; but it also should include taking low hanging fruit, with little cost – i.e., asset mapping, websites, “one-stops”, clearinghouses, “connect-the-dots” linkages, data linkages, partnership meetings, service provision collaborations, inventory sharing, and a myriad of other collaborative possibilities. All these begin to weave the regional quilt, and demonstrate the very real value in collaborative thinking and acting.

Ask for help and take it.

The SOAR Initiative will need immediate “coordinating” leadership. Very short term, this executive function could be shared, perhaps across a Coordinating Committee, or some other interim governance body, until sustaining resources are secured and a regional governance structure agreed upon. Almost immediately, this Final Report will reignite offers of assistance from the many organizations, institutions, businesses and citizens who have committed to this effort and already see it as their own. For this region, this is quite miraculous, and should not only be accepted, it should be praised. Many breakout group participants have already expressed interest in serving on working groups. So would many other citizens. Seek help to start those processes as soon as appropriate.

While “doing,” keep “talking.”

At the same time, the broader SOAR dialogue must be continued. There are as many platforms for these discussions as there are gatherings in the region. But the content must be coordinated and relevant to SOAR’s direction, and the responses must matter. This demands a transparency and organizational resources, as well as a strong public presence, which will be challenging at the start.

SOAR leadership must be border-crossing leadership.

The face of SOAR will matter. Inspirational, servant-leadership is called for here, and it will not be an easy watch for the individual chosen. Care should be taken to select a leader acceptable to as many of the region’s diverse constituencies as possible.

Decisions regarding the ultimate SOAR governance should be carefully considered.

This process must eventually result in a permanent structure and funding base, and as soon as appropriately possible. But, given all that must be aligned here, going a little slower in organizational design to eventually go a great deal faster might be warranted. The region will understand that creating such an entity will take deep vetting, serious consideration of alternative possibilities, and considerable dialogue/consultation. An interim Coordinating Committee would be one type of organizational bridge

entity that could enable project efforts to proceed, while final structural dynamics are being deliberated by the region.

Diversification is as important for intermediary funding as it is for regional economies.

Building an accountable and transparent governance structure is important, but assuring a diversified, permanent, and leveraged funding framework is also. Many recommendations were made, and are outlined below, regarding this challenge. In fact, both these decisions impact one another, for good or ill. There are as many funding approaches as there are regional organizations, but those that are most effective receive public, private, and philanthropic support, and have the metrics in place to provide an evidence-based rationale for continuing investments in their work.

“Next Generation” leadership is essential.

The young men and women of this region must feel a stronger sense of SOAR engagement than is currently evident, moving forward. Specific leadership attention to this dimension of governance and program design and delivery is critical to SOAR’s mission achievement.

The SOAR Summit is already having an impact, and these successes should be claimed.

SOAR has already begun to change the region’s self-narrative, and substantive successes are following. The Kentucky Valley Educational Cooperative’s Appalachian Renaissance submission on behalf of the 18 rural school districts, selected as one of the US Department of Education’s Race to the Top District (RTT-D) winners, last week’s White House announcement of funding for the Promise Zones proposal crafted by Kentucky Highlands, new Strike Force commitments from USDA, as well as the many emerging state and regional commitments to the SOAR Initiative have built tremendous momentum, which must be sustained.

What is also happening, that is so wonderful, is that organizations and institutions are offering that the SOAR name be attached to efforts already underway, simply because the SOAR values are consistent with them, and SOAR is seen as a value-add to their work. This is the benefit which regional intermediaries bring, and all this has occurred within 30 days of the Summit.

The challenge now is to sustain this momentum while Working Groups are formed, interim governance is discussed, and further SOAR dialogue unfolds. Moving to regional ownership will be a huge advantage here; but the principals must continue to “name and claim” the positive results emanating from the Summit, until that time.



SUMMIT AGENDA

December 9, 2013

East Kentucky Expo Center

8:00 **REGISTRATION AND NETWORKING**

Morning beverages and pastries will be served

9:00 **OPENING GENERAL SESSION: SHAPING OUR APPALACHIAN REGION**

WELCOME & CONFERENCE CHARGE

Governor of Kentucky Steve Beshear

United States Congressman Hal Rogers

Speaker of the House Greg Stumbo

President of the Senate Robert Stivers

Conference Moderator Chuck Fluharty, President, Rural Policy Research Institute

9:30 **GIVING VOICE TO APPALACHIAN KENTUCKY'S FUTURE**

Panel 1: Youth Leading the Way

Andrew Abbott, Perry County, Morehead State University Student Government Association President

Jenn Noble, Owner, Treehouse Café, Hazard

Brandon Pennington, City of Harlan Tourist and Convention Commission Executive Director

Session Moderator Cindy May Johnson, East Kentucky Broadcasting

Panel 2: Emerging Regional Innovations

Jeff Whitehead, Eastern Kentucky Concentrated Employment Program

Audrey Sniezek, Microsoft Corporation

Ron Daley, KCTCS, Work-Ready Communities & Appalachian Renaissance Initiative

Session Moderator Cindy May Johnson, East Kentucky Broadcasting

10:30 **FRAMING THE REGIONAL CHALLENGE AND OPPORTUNITY**

Conference Moderator Chuck Fluharty

11:00 **INNOVATION SUCCESS IN ANOTHER MINING REGION**

Joe and Tony Sertich, Iron Range Resources & Rehabilitation Board, Minnesota

11:45 **DIRECTIONS FOR THE AFTERNOON**

BREAK FOR BOX LUNCH—MOVE TO 1 P.M. BREAKOUT AFTER EATING

- 1:00 **BREAKOUT “REGIONAL OPPORTUNITY” DISCUSSIONS**
1. **Job Creation & Retention**
Moderator: Governor Paul Patton, University of Pikeville
 2. **Entrepreneurship & Innovation**
Moderator: Jim Booth, Booth Energy
 3. **Infrastructure**
Moderators: Lonnie Lawson, The Center for Rural Development; Hilda Legg, Legg Associates
 4. **Public & Private Investment**
Moderator: Jean Hale, Community Trust Bank
 5. **Tourism (Includes Natural Resources, Culture & Arts, Community & Regional Foods)**
Moderator: Dean Osborne, Kentucky School of Bluegrass & Traditional Music
 6. **Regional Collaboration & Identity**
Moderator: Kim McCann, VanAntwerp, Monge, Jones, Edwards & McCann, LLP
 7. **Leadership Development & Youth Engagement**
Moderator: Hayley McCoy, Jackson Energy
 8. **Lifelong Learning**
Moderator: Ron Daley, Kentucky Community and Technical College System
 9. **Health/Biotechnology/Human Services**
Moderator: Dr. Daria (Nikki) Stone, University of Kentucky North Fork Valley Community Health Center
- Facilitation Provided By EKU Facilitation Center and the Rural Policy Research Institute*
- 3:00 **AFTERNOON BREAK**
- 3:15 **AFTERNOON GENERAL SESSION**
- REPORTS FROM “OPPORTUNITY” DISCUSSIONS**
- Breakout Moderators*
Conference Moderator Chuck Fluharty
- 4:00 **LEGISLATIVE PANEL DISCUSSION/REFLECTIONS**
- Governor of Kentucky Steve Beshear*
United States Congressman Hal Rogers
Regional Legislators
- Session Moderator: Neil Middleton, WYMT TV*
- 4:40 **COMMITMENTS TO ONE ANOTHER AND TO OUR REGION**
- Governor of Kentucky Steve Beshear*
United States Congressman Hal Rogers
SOAR Planning Committee
Guests
- 5:00 **SUMMIT CONCLUDES/SAFE TRAVELS HOME**



Shaping Our Appalachian Region (SOAR)

Program Planning Committee

- Dr. Kay Adkins, President of Ashland Community and Technical College, Russell
- Noor Ali, Rogers Scholar, youth representative, Pikeville
- Dr. Wayne Andrews, President of Morehead State University, Morehead
- Bruce Ayers, retired Kentucky Community and Technical College System, Harlan
- Charlie Beach III, Chairman of Peoples Exchange Bank, Beattyville
- Dr. Michael Benson, President of Eastern Kentucky University, Richmond
- Jim Booth, President and CEO of Booth Energy, Inez
- Fred Brashear, President and CEO of Hyden Citizens Bank, Hyden
- Tony Campbell, CEO of East Kentucky Power, Winchester
- Ron Daley, Director of External Education Programs, Hazard Community and Technical College, Hazard
- Luther Deaton, chairman, president and CEO of Central Bank and Trust Co. and Central Bancshares Inc., Nicholasville
- Terry Dotson, Worldwide Equipment, Prestonsburg
- Dr. George Edwards, President of Big Sandy Community and Technical College, Prestonsburg
- Terry Forcht, Chairman and CEO of Forcht Group of Kentucky, Corbin
- Jonathan Gay, Director, Morehead State University Innovation Center,
- Dr. Stephen Greiner, President of Hazard Community and Technical College, Hazard
- Joseph Grossman, CEO of Appalachian Regional Healthcare, Lexington
- Jean Hale, Chair, President and CEO of Community Trust, Pikeville
- Brad Hall, External Affairs Manager of AEP Kentucky Power, Pikeville
- Larry Hayes, Secretary of Cabinet for Economic Development, Louisville
- Dr. James Hurley, President of University of Pikeville, Pikeville
- Ron Johnson, Owner and President of R.M. Johnson Engineering, Lexington
- Lonnie Lawson, President and CEO for The Center for Rural Development, Somerset
- Dr. Jo Marshall, President, Somerset Community and Technical College, Somerset
- Justin Maxson, President of Mountain Association for Community Economic Development, Berea
- Walter May, President and CEO of Pikeville Medical Center, Pikeville
- Dr. Michael McCall, President, Kentucky Community and Technical College System, Versailles
- Kim McCann, Ashland Alliance, Ashland
- Haley McCoy, Jackson Energy and Christian Appalachian Project, Jackson
- Dr. Lynn Moore, President of Southeast KY Community & Technical College

- Lynn Parrish, Owner of Marwood Land Company, Pikeville
- Lanola Parsons, civic leader and entrepreneur, Harlan
- Gov. Paul Patton, Chancellor at University of Pikeville, Pikeville
- Reed Potter, business community and tourism, Pikeville
- Scotty Reams, Rogers Scholar, youth representative, London
- Bob Stewart, Secretary of Tourism, Arts and Heritage Cabinet, Frankfort
- Dr. Jim Taylor, President of the University of the Cumberland, Williamsburg
- Bud Warman, President and CEO of Highlands Regional Medical Center, Prestonsburg
- Greg Wells, Chairman of the Board, First Trust Bank, Hazard
- Jack Whitaker, President of Whitaker Banks, Lexington
- Jeff Whitehead, Executive Director of Eastern Kentucky Concentrated Employment Program, Hazard
- Tom Zawacki, Secretary of Education and Workforce Development Cabinet, Georgetown



OPPORTUNITY BREAKOUT RESOURCE TEAMS

1. Job Creation & Retention

Governor Paul Patton, University of Pikeville—Moderator
Larry Hayes, Kentucky Cabinet for Economic Development
Danny VanHoose, Appalachian Wireless
Jeff Whitehead, Eastern Kentucky Concentrated Employment Program
Jared Arnett, Southeast Kentucky Chamber of Commerce

2. Entrepreneurship & Innovation

Jim Booth, Booth Energy—Moderator
Tracy Syck, Shred-All
Jerry Rickett, Kentucky Highlands Investment Corporation
Kris Kimel, Kentucky Science & Technology Corporation

3. Infrastructure

Lonnie Lawson, The Center for Rural Development—Moderator
Hilda Legg, Legg Associates —Moderator
Brad Hall, American Electric Power
Jack Sykes, Summit Engineering
Mike Hancock, Kentucky Transportation Cabinet

4. Public & Private Investment

Jean Hale, Community Trust Bank—Moderator
Luther Deaton, Central Bank
Sandra Mikush, Mary Reynolds Babcock Foundation
Rodney Hitch, East Kentucky Power

5. Tourism

Dean Osborne, Kentucky School of Bluegrass & Traditional Music— Moderator
Brandon Pennington, Harlan County Tourist & Convention Commission
Elaine Wilson, Kentucky Tourism, Arts, & Heritage Cabinet
Bige Hensley, Kentucky Farm Bureau
Roger Bowling, Knott County, Trail Rides

6. Regional Collaboration

Kim McCann, VanAntwerp, Monge, Jones, Edwards & McCann, LLP—Moderator
Sandy Runyon, Big Sandy Area Development District
Max Mitchell, First Trust Bank
Charlie Beach, Peoples Exchange Bank

7. Leadership Development

Hayley McCoy, Jackson Energy—Moderator
Stephanie Richards, Artists Collaborative Theater
Noel Crum, Johnson Central High School
Jonathan Gay, Young Professionals of Eastern Kentucky
Joe Allen Stepp, Alice Lloyd College

8. Lifelong Learning

Ron Daley, Kentucky Community and Technical College System—Moderator
Aaron Thompson, Kentucky Council on Postsecondary Education
Wayne Andrews, Morehead State University
Mike Benson, Eastern Kentucky University
James Hurley, University of Pikeville
W. Bruce Ayers, Southeast Kentucky Community & Technical College (President Emeritus)
Reecie Stagnolia, Kentucky Council on Postsecondary Education

9. Health/Biotechnology/Human Services

Dr. Daria (Nikki) Stone, University of Kentucky North Fork Valley Community Health Center—
Moderator
Walter May, Pikeville Medical Center
Joe Grossman, Appalachian Regional Health Care Hospitals
Susan Howard, Kentucky Cabinet for Health & Family Services
Dr. Lorene Putnam, Union College Dean of Nursing & Health Sciences

Young Voices Plenary

Cindy May Johnson, East Kentucky Broadcasting—Moderator
Andrew Abbott, Perry County, SGA President, Morehead State Student Regent
Jenn Nobel, Hazard, Treehouse Café
Brandon Pennington, Harlan County Tourist & Convention Commission

Innovation Green Shoots Plenary

Cindy May Johnson, East Kentucky Broadcasting—Moderator
Ron Daley, Kentucky Community and Technical College System, Work-Ready Communities &
Appalachian Renaissance Initiative
Jeff Whitehead, Eastern Kentucky Concentrated Employment Program
Audrey Sniezek, Microsoft Corporation

SUMMIT CHRONICLE METHODOLOGY

Overview

The sections which follow seek to capture the substantive content of the 2013 SOAR Summit. Each section is designed as a stand-alone chronicle of the dialogue which transpired, which should be useful when the SOAR Working Groups formed to initiate regional collaboration around these suggestions begin their work. Please note that the Opportunity Breakout Session order in no way reflects any prioritization consideration.

Breakout Session Facilitation

The Moderators and Resource Teams for each breakout session were chosen by the SOAR Summit staffs. These regional citizens crafted the short PowerPoint presentations for each session, designed as an overview of the most important trends, challenges, opportunities and innovation possibilities within that sector.

Each breakout session began with the facilitator(s) laying the groundwork for the goals of the session, and discussing ground rules for the session. The common PowerPoint slides which were used to create this framing are presented below, along with slides designed to facilitate the closing SOAR considerations. A moderator then presented a 7-10 minute PowerPoint presentation, introducing the topic and providing background information. These PowerPoints are included with each breakout session summary below, if used by the Resource Team. Following this, the Resource Team had an opportunity to make additional comments relating to the topic area. The floor was then open for participant comments regarding opportunities for the region, ways the region could capitalize on these opportunities, and how the SOAR initiative could advance them.

One or two flipchart scribes participated in each session, documenting the comments on flip chart notes. These notes were then transcribed by the RUPRI team, and appear in the sections that follow. In addition, a computer note-taker was stationed within each breakout session, taking notes on a laptop computer. These notes were utilized by the RUPRI team in documenting the flow of the breakout session and to fill in any components of the flip chart notes that were unclear or incomplete. In transcribing the flip chart notes for inclusion in this report, any misspellings were corrected, and where possible, acronyms were spelled out, to aid understanding.

We are grateful for the Eastern Kentucky University Facilitation Center for their assistance in providing breakout facilitation. This was a very challenging task, given the size of the SOAR audience, but every effort was made to assure no comments were missed. We also appreciate the work of our volunteer note-takers and scribes. We apologize for any errors of omission or commission which may have occurred. They were certainly not intentional.

Compiling and Analyzing Innovation Ideas and Commitment Cards

Throughout the SOAR Summit, participants had an opportunity to write comments on “Innovation and Idea” and “Personal or Organizational Commitment” cards. Cards were collected at each breakout

session, and at four “Idea Kiosks” that were located throughout the Summit location. Over 600 individual cards were collected at these locations.

All cards received during the SOAR Summit, collected at the “Idea Kiosks” and in the Opportunity Breakout Sessions were entered into a master spreadsheet by the RUPRI team. The team sought to keep each comment in its original form, wherever possible. Obvious misspellings were corrected. In many cases, additional cleaning or explanation was necessary, to assure the comment would be understood by a broad audience. Acronyms were spelled out where possible and added to the comment. In addition, many comments were quite long. In such cases, we divided into components for easy categorization. The raw data from all cards, including the name and contact information for those submitting, were included, will be submitted to the SOAR Summit Principals, to enable follow-up engagement as the SOAR initiative unfolds.

Once entered, the RUPRI team assigned a hierarchy of keywords to each comment. Each comment was first assigned a keyword reflecting the nine opportunity breakout topics, and then more particular keywords were assigned so that the comments could be logically grouped. For example, a comment that suggested additional roads were necessary in order to advance the region was assigned a first keyword of “infrastructure” and a second keyword of “roads.”

The team then listed the comments, with the names redacted, into the “Innovation Ideas and Comment Cards” section of each “SOAR Voices and Vision” section. In many cases, comments were appropriate for multiple sections. For example, a comment that suggested the tourism sector was a source for job creation in the region would be assigned to both “Jobs” and “Tourism.” For this reason, some comments will appear in multiple sections.

The nine sections that follow mirror the nine topic areas of the opportunities breakout sessions. A tenth section was added to reflect comments specific to the SOAR Initiative and/or the SOAR Planning Committee and Summit. These may also appear in other sections, but provide an overview of SOAR-specific comments.

Every attempt was made to assure each and every comment at the SOAR Summit is included within these ten sections.

Some additional white papers, longer comments typed or handwritten, letters, and organizational reports were also dropped into an Idea Kiosk. These documents were scanned and appear in the Appendix material. Because of the length, they were not summarized in the following sections, but many pertain to one or more of the Opportunity Breakout Sessions; which we assume will be used as source material when new SOAR Working Groups are formed. Additionally, the appendix also contains additional SOAR related ideas or commitments, which were forwarded to the SOAR website or to the SOAR consultant, following the Summit.

SOAR VOICES AND VISIONS

Overview

The following sections reflect the tone, spirit and content of the SOAR Summit Opening Plenary Sessions, which were designed to create a substantive framework for the afternoon Opportunity Breakout Sessions.

Messages from Opening Plenaries

The morning session included two panel discussions, jointly titled “Giving Voice to Appalachian Kentucky’s Future.” The first panel was composed of three young adults who have chosen to make Eastern Kentucky their home. They spoke about exciting work they are undertaking, their deep feelings for the region, and their commitment to building a positive future. The second set of panelists were leaders of three innovative programs that are benefitting Eastern Kentucky in the areas of workforce, student engagement, and community development and all have high potential for greater contributions in the future. Although space does not allow full transcripts of the panel discussions here, we wanted to share a few heart-warming and challenging statements that emerged from their conversation. To view their full presentations, you may click on this link: <http://www.ket.org/publicaffairs/soar.htm>.

Youth Leading the Way

“Strengthening community is essential to our vitality.”

Andrew Abbott, Student Government President
Morehead State University

“We need to depend on each other to bring up new ideas, to have discussions among Democrats and Republicans. Whatever you are, you are a Kentuckian.”

Andrew Abbott, Student Government President
Morehead State University

“Passion . . . is the heart of the community. The question is how we get youth involved in passionate activities. How do we get them to be the heart of the community?”

Brandon Pennington, Executive Director
Harlan Tourist and Convention Commission

“We can all be anything we want to be . . . as long as we do what we’re passionate about . . . and we can do it anywhere. My community needed me more than New York City needed me. *So I went home.*”

Jennifer Noble, Owner
Treehouse Café and Bakery in Hazard

“ . . . [Owning my own business] was a struggle at first. There was a time that I didn’t have a permanent place to stay. It’s still a struggle, but I believe in myself. I don’t have a home yet, but I *am* home!”

Jennifer Noble, Owner
Treehouse Café and Bakery in Hazard

Emerging Regional Innovation

“The times require us to reinvent ourselves constantly. We can’t do workforce like we did even a year ago. The times require us to be innovative, to embrace emerging technologies, to be more collaborative, more adaptable.”

Jeff Whitehead, Executive Director
Eastern Kentucky Concentrated Employment Program

“Through technology, major corporations don’t have to move here for our people to be able to work with them. Through technology ... we are as flat as Kansas and our mountains are no longer obstacles. They are attractions.”

Jeff Whitehead, Executive Director
Eastern Kentucky Concentrated Employment Program

“Employers everywhere appreciate the work ethic of our workers here in Eastern Kentucky. They desire them. They appreciate the skills they have. We have a steep incline to climb, but we have lots of assets, and we have what it takes to make it to the top.”

Jeff Whitehead, Executive Director
Eastern Kentucky Concentrated Employment Program

“We have very innovative practices going on in education that are preparing our students for the global marketplace and creating a new class of entrepreneurs. We have a lot to celebrate in K-20 education.”

Ron Daley
KCTCS, Work Ready Communities and Appalachian Renaissance Initiative

“I love working with these kids. They are bright, they are eager to learn, and they are humble. They are just as smart as their urban counterparts. They just don’t know it.”

Audrey Sniezek
Microsoft Corporation
Commenting on her work with EKY students in Microsoft’s high school computing program

“Everyone needs hope and a vision and to see a light at the end of the tunnel – and to know there is a tunnel and a path to the other side. This is what I believe we are here to do at SOAR.”

Audrey Sniezek,
Microsoft Corporation

The summit agenda included two presentations to stimulate the thinking of participants as they moved into afternoon discussion sessions.

- The first presentation was by Chuck Fluharty, President and CEO of Rural Policy Research Institute (RUPRI), who was asked to describe lessons learned from RUPRI's work over the past 25 years in rural regions nationwide and to offer lessons with application for the SOAR initiative in Eastern Kentucky.
- The second presentation was by Joe and Tony Sertich, who have been instrumental in leading a successful regional economic development initiative in northeastern Minnesota, another mining region. They also were asked to describe their work and to share relevant lessons for the Eastern Kentucky region.

Following are excerpts from their remarks. Please note that some editing was necessary to shorten the presentations for this summary. PowerPoint presentations by the two sets of speakers are located in the appendix of this report. Presentation videos may be viewed by connecting to this link:

<http://www.ket.org/publicaffairs/soar.htm>

Framing the Rural Challenge and Opportunity

Chuck Fluharty

President and CEO, Rural Policy Research Institute

The Rural Policy Research Institute (RUPRI) has worked in rural innovation around the nation and world for 25 years. Its engagement is initiated by a request for assistance, usually from a region. RUPRI was invited by Kentucky leaders in the summer of 2013 to assist in exploring the potential for a large-scale, collaborative initiative to shape a positive future for Eastern Kentucky. RUPRI provided support for the SOAR Planning Committee and Fluharty served as moderator of the SOAR. Following are excerpts from his presentation.

Why is SOAR so important?

- Caring about which way you go from here is your most critical question today. Because this is not just about the future of eastern Kentucky. What you are doing is about the future of the entire state. In fact, it is about the future of America.
- “Promoting Growth in All Regions” is a recently released study from the Organization for Economic Cooperation and Development. This report traced all developing nations from 1995 to 2007. In that period, predominantly rural regions on average grew more quickly than urban ones. In every developed nation, 68 percent of domestic GDP growth was contributed by rural and outlying regions. The study recommended to all nations that future commitments to challenged regions should not be made on just the basis of social equity. These commitments should be made because of the national prosperity that rural regions offer.

Is SOAR likely to be successful?

- There are three critical questions we ask any rural region when they begin this work.
 - First, do you have public sector champions that will stand up, not for the photo-op, but for the long haul?

- Secondly, will institutional innovators step up? These political leaders cannot do it themselves. Every organization in the region must commit.
- And lastly, will constituencies arise to jointly support these leaders and these institutions? I believe all three of those elements are in place here today.
- I will raise some questions to assess whether SOAR has a possibility or not:
 - Can you be about rethinking core missions?
 - Can you be about creating a renaissance leadership culture?
 - Can you engage the border crossers?
 - Can you redefine who you are and who they are, with special attention to diversity, social, and cultural inclusion?
 - Can you be about building or aligning new regional governance platforms?
 - Can you be about building commitments for regional futures while recognizing community commitments also need to remain. Good regions do not grow where good communities are not evident.
 - Can you be about committing to the long haul?

What will be demanded?

- If you can do those things [answer the above questions in the affirmative] here is your future:
 - Asset-based development.
 - Place-making tied to economic development. This is a simple way to test yourself: Would your young daughter or son choose of all the places on earth to come back to this place to thrive in the next generation?
 - Regional frameworks. Building regional frameworks that align urban and rural constituencies, geographies, and institutional alignments.
 - Support for new intermediaries by the public sector. The future of regional governance is public support and philanthropic support for new intermediary platforms. That can be Farm Bureau, a school board, a regional entity, a chamber.
 - Working landscapes. Arts, culture, heritage, natural resources, tourism, bioenergy, biofuels, entrepreneurial agriculture. All are necessary. None are sufficient.
 - New innovation and entrepreneurship systems. There are wonderful entrepreneurship systems at work here in the region. They need to become much stronger.
 - Workforce. When we think about workforce, we need to think about spatial mismatch. We are going to have to think about workforce training programs that align community colleges, regional universities, and our research universities, but we're going to have to do that in broader geographies. The scale must be broader.
 - Wealth. There's a lot of talk about rural wealth creation and rural wealth retention. It is important to know that every rural region has eight forms of wealth (listed on slide). Any wealth that advances itself to the detriment of any other wealth is not, long-term, building the storehouse of wealth in your region.

What unique challenges does Eastern Kentucky face?

- Here are the unique challenges I want to name for the dialogues today:
 - County lines
 - Family names
 - Friday night lights
 - Listening to old tapes and not new ones
 - And stories we tell ourselves
- In a comparison with Appalachian Ohio, Eastern Kentucky has:
 - Half again as many counties
 - 14 percent fewer people
 - 20 percent lower median household income
 - Different settlement pattern [Ohio has a number of micropolitan cities and small rural hubs.]

The five-element solution track

- Commitment to quality of place. We love these hills for a very good reason. You cannot lose that!
- Must build entrepreneurship and innovation to diversify the economy
- Must create new knowledge and workforce networks
- Really do need a new narrative, don't need a deficit narrative
- Need new networks of shared regional leadership

Innovation Success in Another Mining Region

Joe and Tony Sertich

Iron Range Resources and Rehabilitation Board, Minnesota

During the morning plenary session, Joe and Tony Sertich, a father and son team, presented the story of northeastern Minnesota's Iron Range. Like Eastern Kentucky, the Iron Range is rural, with an average of 10 people per square mile. It has an economy built on an extraction industry; has suffered a major loss of mining jobs (11,000 in the 1980s alone); and, as a result, has witnessed major out-migration of workers and their families.

The story of the Iron Range, however, is far from negative. Today, the region is experiencing a phenomenal economic comeback, connected to a region-wide, collaborative effort led by a state agency called the Iron Range Resources and Rehabilitation Board. This agency is referred to as the IRRRB. It is funded by a taconite (iron ore) production tax. Tony Sertich, a former Speaker of the House, serves as the agency's commissioner. His father Joe has been a major force in shaping regional change through roles in community college leadership, business ownership, and public service.

The IRRRB's mission is to promote and invest in business, community, and workforce development for the betterment of northeastern Minnesota. It provides funding, including low or no interest loans, grants, and loan guarantees for businesses relocating or expanding in the region. Additionally, a variety of grants are available to local units of government, education institutions, and nonprofits that promote workforce

development and sustainable communities.

Below are excerpts from the Sertiches' hour-long presentation. Their full presentation may be viewed online at <http://www.ket.org/publicaffairs/soar.htm>.

How is the IRRRB financed?

- The tax on the resources mined in northeastern Minnesota primarily stays in the region that is most impacted. Two-thirds of it stays within our local region.
- Our annual budget at the IRRRB is \$37 million.
- In the 1970s, folks thought about the end. They said you're mining this non-renewable resource, and eventually you're going to deplete it all and it's not going to be economically viable to take it out of the ground. [Projected iron ore would be depleted by 2002] So they started taking a portion of the yearly fund and putting it into a rainy day trust fund. I'm here to tell you we're still mining long and strong, and it is a major part of the economy. The rainy day trust fund has grown to \$142 million. We use the interest off the fund to support our yearly projects, but we have a nest egg in place that will never go away – we hope.
- You can imagine during the rough times we've had over the past decade with budget deficits. ... state legislators tried to take our money, and we had to fight. It's folks from up and down our metropolitan area that really don't understand our industry, our people, and that this money was local money for our region and should benefit our region.

How are IRRRB funds invested?

- Here are just a few projects we funded out of this trust fund.
 - Back in the 1980s when the bubble burst, when we saw large layoffs, we established a jobs program that kept those unemployed people from leaving, and they worked on public works projects all across the region. It bettered our communities, made sure they got a paycheck rather than an unemployment check, and kept the vast majority in our region.
 - We developed a producer grant program to re-invest in our local mines, to help incentivize the companies that owned our mines so they could re-invest in their Minnesota plants.
 - We worked on value added products, to take the mining of today and add more value in our region instead of shipping it out the door.
 - We've invested in our tourism economy, and you're looking right here at (slide) Giant's Ridge, which has two world-class golf courses and a ski hill.
 - And then there's manufacturing – the importance of the jobs where you get your hands dirty and make something. This [slide] is a project we've just recently funded out at one of our regional airports, a company that is growing from 100 jobs to 150 jobs, with investments from our agency.
- Comments on the programs:
 - Look at the first program. It was a stop gap, temporary, short-measure program to calm the waters so people wouldn't hook up the U-Haul and take off thinking there's a promised land elsewhere.
 - With the second program, we honored the existing industry that created the tax.

- The next is value add. We had a taconite pellet that we were selling for about a penny a pound. This new process has a factor of 10 to 20 times the value and it looks almost like a taconite pellet but is a nugget.
- Giant's Ridge is a great example of diversification – don't put all the eggs in one basket.
- Manufacturing is coming back. Where does it happen? Not going to happen in Times Square. It's going to be in rural America. Expanding already. Because of work ethic. You can't find that everywhere. But can find it all over rural America.

IRRB Impact

- In past three years, the IRRRB
 - Has invested \$110 million in the region
 - That has resulted in public private investment totaling almost \$.5 billion
 - And has created nearly 4,000 jobs

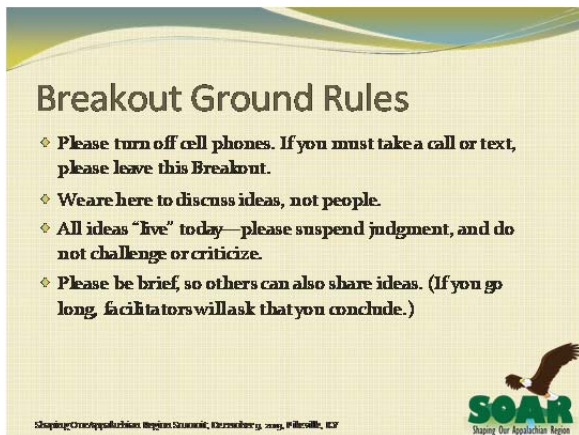
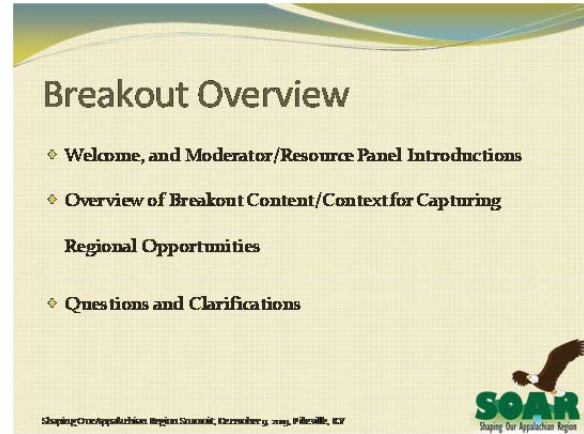
Closing Thoughts and Conclusions

- Place is important. That's what we have to sell.
- What worked in the past will not work in the future.
- Risk taking: stick your neck out there. Got to step up. Ignore the critics sometimes.
- Success is incremental. Never going to get there – it is a process.
- Somebody else is not going to solve your problems. Don't wait for government, some other business, for somebody else.
- Blur the lines. That's what regionalism is what it's all about.
- And it's about coordination.

Opportunity Breakout Sessions

SOAR SPECIFIC POWERPOINT CONTENT

The following common PowerPoint slides regarding SOAR were presented at the beginning and end of each breakout session. Between them was the specific substantive content of each breakout discussion.



What are the 5-7 most common themes that have surfaced in our discussion?

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What should this region do to best capitalize on these opportunities?

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What can the SOAR Initiative do to advance these ideas?

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More broadly, how should the region organize itself and be financed to advance the SOAR Initiative?

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Closing Comments

- ◆ Thank you for this honest, engaged conversation.
- ◆ These comments will become part of the report by the SOAR Summit Planning Committee.
- ◆ We hope you will stay engaged, and if you did not wish to share ideas verbally, but wish them considered, please write them down on the forms you have received, and they will be added in the record.
- ◆ Please place your Commitment and Idea Cards in the box, upon leaving.

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Thank you for your engagement—
have a safe trip home!

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Job Creation and Retention Opportunities Breakout Session

EXECUTIVE SUMMARY

The Job Creation and Retention breakout session began with a short presentation from the resource team on recent job data and the status of the coal industry. Since 2012, more than 40 percent of coal jobs in the region have been lost, and the projection is for a continued decline in the sector through 2020. These statistics point to the need for Eastern Kentucky to look beyond the coal sector for future growth in the region, targeting industries that will keep money in the region. The resource team stressed that there is a serious need to change the perception of the region.

The topic of “jobs” drew the largest crowd at the Summit, and the discussion was marked by a sense of urgency. As one participant put it, “We need some type of immediate action to get jobs.” Participants offered a range of ideas for creating those jobs, including: recruiting industries that would benefit from the skills of miners and other area workers; marketing Eastern Kentucky products to the Commonwealth of Kentucky, a major purchaser of goods and services; building on the medical presence in the area; retrofitting houses; engaging in development of value-added hardwood products; and reclaiming coal mine lands for uses such as greenhouse agriculture.

A major topic of discussion was the need to grow and support entrepreneurship in the region in order to “build our own” economic future. To accomplish that, participants called for a focus on entrepreneurship training and support services to market local goods and services beyond the region.

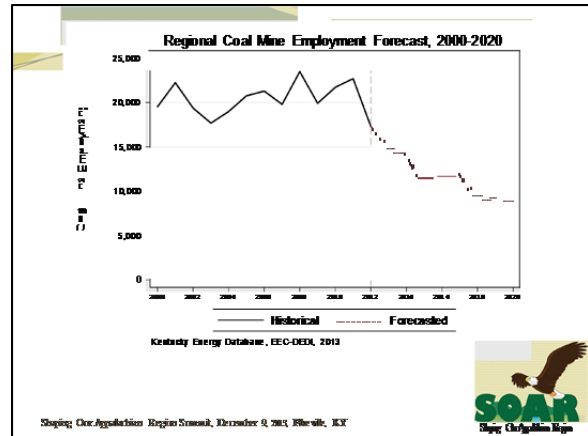
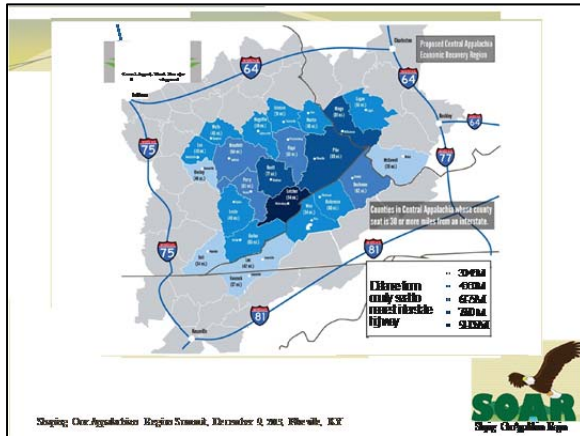
Among other critical support services cited by participants were: enhanced training for jobs and new industries by community colleges and vocational schools; aligning skills training with existing jobs; raising the level of K-12 education in Eastern Kentucky to statewide levels; including more technical training in K-12; providing greater access to business finance; and providing quality childcare for workers. Many believe there is an opportunity to identify the skills of coal workers and market these as workforce assets to Toyota and BMW-type plants.

Numerous comments on job development were collected during the SOAR Summit. While many reinforced issues raised in the breakout session, others brought new considerations to the discussion, including: the importance of arts and tourism in generating jobs; the potential for jobs connected with weatherization and energy efficiency; the need for internships to prepare young people to enter the market with advanced skills; and the need for broadband infrastructure to support economic growth.

Several comments addressed strategies for financing future growth. Participants recommended comprehensive, progressive tax reform; use of new market tax incentives; loan funds for individuals who seek to grow a crop or make a product; a New Appalachian Fund supported by donations; and insuring that Eastern Kentucky has access to a full range of finance options. One recommendation called for the creation of a permanent trust fund from coal severance taxes to be targeted to southeastern Kentucky.

Job Creation and Retention Opportunities Breakout Session

RESOURCE TEAM POWERPOINT



The bleeding is not over.

31 coal-fired power plants in 13 states which purchased more than 8.1 million tons of coal from the 23 counties of Central Appalachia from Jan. 1, 2012, through June 30, 2013, are "Known Legally-Binding Coal-Fired Power Plant Closures" by the year 2018.

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Since January 1, 2012, 43.1% of coal jobs in Eastern Kentucky have been lost.

County	Percentage of Coal Jobs Lost
Breathitt	82.1
Knott	67.4
Letcher	57.8
Harlan	55.6
Leslie	52.1
Maggoffin	43.7
Perry	38.5
Pike	32.5
Martin	32.1

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The average job in Kentucky is worth about \$43,000. (Including wages, Social Security, healthcare, retirement, etc.)

A coal job is worth about \$81,000.

These were not ordinary jobs.

Each lost coal job could soon mean the loss of three more jobs in Eastern Kentucky (my opinion).

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To grow our economy we must produce something to sell outside our region to bring in the new money

We need to replace the money we send out of the region to buy the things we import from outside the region (food, clothing, cars, building materials, entertainment).

In the past that has been coal.

The question before us is, "What will it be in the future?"

Shaping Our Appalachian Region Summit, December 9, 2013, Filletville, KY

Activities that bring new money into the region:

- Manufacturing
- Production of intellectual property using technology
- Processing information for outside entities (call centers)
- Travel/tourism
- Agriculture

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We must promote these and other activities which keep our money in the region.

- Healthcare
- Retail
- Travel/tourism
- Professional services (legal, accounting, etc.)
- Education

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We are not competitive when it comes to projects of new or expanded industries announced by state government.

Through November of this year, there have been 27 state announcements of new or expanded industry. Only **ONE** of those projects was in this 17 county region of Eastern Kentucky.

Shaping Our Appalachian Region Summit, December 9, 2011, Pikeville, KY



Why is the region's percentage of announcements so low?

- ◆ Lack of available product with sufficient infrastructure
- ◆ Low education attainment
- ◆ No regional branding or marketing effort
- ◆ Lack of professionals to manage development process
- ◆ Weak or non-existent local incentives

Shaping Our Appalachian Region Summit, December 9, 2011, Pikeville, KY



Ideas and Opportunities for Growth

- ◆ More involvement from private industry
- ◆ Affordable, accessible higher education
- ◆ Strategic investment of available resources

How can the roles of different parties (local, state and federal government, chambers of commerce, non-profits) make our region more competitive for investment?

Shaping Our Appalachian Region Summit, December 9, 2011, Pikeville, KY



Job Creation and Retention Opportunities Breakout Session

BREAKOUT DISCUSSION NOTES

Opportunities

- We don't need any more minimum wage jobs here – minimum wage is too low.
- A veterans hospital in this area.
- Treatment centers – They would provide salaries and support for rehabilitation.
- Broadband is the key to future.
- Entrepreneurial development is the solution to where we are today.
- Message from the Iron Range – Depend on yourself to get jobs, not others to provide.
- Concern – availability of capital.
- Need for serious investment fund of about \$300 million
- Mandatory recycling.... Recycling could bring forth more jobs.
- Need for majority of the people who are employed in a business to keep money here.
- The Commonwealth of KY is the biggest purchaser of products here. Circulate list of opportunities to chambers of commerce, maybe jobs will be here, not Atlanta, GA.
- Upgrade of Mountain Parkway to four lanes. Upgrade of limited access highways, reaching south and eastern KY.
- Federal permit for hemp farms.
- Medical hospitals, medical lodging.
- Some type of immediate action to get jobs. We have skilled workers here.
- Retrofit housing – immediate way to help secure the future of some of these workers.
- Hardwood timber – need better forest management. Convert trees to products – value-added
- Reclamation business because of decline in mine jobs. Wonder what it would take to bring in school type facilities for mechanics, welders, so forth?
- Why couldn't we be a hub for certification people?
- If coal isn't sustainable, why don't we engineer biofuels for alternative source of energy?
- Huge demand for chemical dependency treatment services.
- Prison expansion and development doesn't work.
- Folks in EKY really care. There's a tradition to KY.
- KY is centrally located to the eastern part of the US.
- My generation, the 50+-generation, controls majority of the wealth in this country.
- Kellogg's factory – incentives offered?
- Work readiness is critical.
- Communicate with colleges – training need, possible expansion for the future.
- Excitement here – entrepreneurship coming all over.
- Region is so beautiful – people who want to come here and stay here.
- A cohesive strategy to band together for the entire region to solicit the international workforce to bring companies here to see our 7,000 miners looking for jobs.
- Politicians need to step aside; the private companies need to step up.

- Ensure quality childcare. People won't work well if their kids aren't cared for well.
- Abandoned mine land? Can we make greenhouses and agriculture?
- Interesting example from Iron Range people. Coal severance money to create a trust fund.
- Working with community colleges and vocational schools to train for jobs and new industries.
- Keep minimum wage where it is.
- K-12 curriculum should be the same throughout KY.
- A manufacturing program. TEAL program by Microsoft.
- Apprenticeship programs. Internships. See job opportunities.
- Marketing. Need a super marketer to come in and teach us.
- How do we break the myths? The quality of people here, the places, and the people – they are exceptional. Bring young people here.
- One of the things we have which we can export is from our mines.
- Need for tele-hubs.
- Need for arts and crafts entrepreneurship program – create items. When someone gives a Kentucky-made gift, it makes a lasting positive impression.
- Minimum wage needs to be raised. It will give greater financial stability.
- We have cut 75% of our technical colleges. STEM program – Science, Technology, Engineering, Mathematics. If we increase the engineering jobs, we're looking at a 4-year program with the University of Kentucky. An opportunity to bring together tri-state area.
- Jobs available don't match the skills available. Need to let people know: there are good high paying jobs, but there is also a skills gap.
- Programs for crowd-source funding.
- Putting entrepreneurship training up front – Moreland Innovation Center, Highlands Innovation Center, and SE Community Tech College.
- Targeting microenterprises who know how to sell products locally but don't do so globally. Follow up with them with entrepreneurs and help them sell beyond KY.
- House \$mart KY – retrofitting homes
- Recruitment for people who have left the area.
- Letting people know what we have to offer. Capabilities are already here – let employers know that.
- Aligning economic development efforts with coal miners' skills. Transferable skills are what's important to identify.
- Encouraging people to go into fields. Every student doesn't necessarily have a parent urging them to go into vocational teaching. Start in kindergarten – what are the skills you need to be marketable?
- Looking at health care in different ways – a lot of rural communities looking at a continuum of care.
- Baby boomers want to go somewhere. they are moving south (health wise).
- How might we address issues of health care across the spectrum?
- Healthy communities, walkable communities. A "quality of place" kind of measure.
- Doctors having trouble adapting to ACA guidelines. Get doctors up to snuff.
- Re-evaluating technical programs in K-12 to train more than front line workers.

- Career paths in the industry and aligning training in region.
- Bringing in good medical people. We need to provide an incentive.
- We don't have high quality community of doctors – bring in the specialists, the best in their field.
- We have high quality health care here.
- Who's directing kids to think about the future?
- Not a problem with employment. We have a problem with qualified workers.
- When we address physical health, we don't address mental health.
- Creating centers of people. Mental health care centers, mental health support systems.
- In Wisconsin, they brought child care centers in as "certified pre K providers." For people that worked, they received a half discount on childcare.
- To attract the Toyotas and the BMWs, need good childcare at a reasonable price.
- Need for better teachers and better methods of teaching.
- Need to show what economic development looks like.
- A broader understanding across all communities – with elected officials.
- Early childcare and education. It is a legitimate teaching profession.
- Once you reach retirement age, you should have to stop to work.
- Legislators should fully fund all education in eastern KY.
- Outstanding teachers in this area. The funding is just not there.
- Second largest of natural resource: natural gas.
- Need tax source to get our natural resource companies together on the same plane.
- Coal can be sold internationally.
- Let's not forget about natural gas and oil. Eastern KY oil wells.

How We Can Advance SOAR and Finance It

- We want to stay here. We need to re-frame our whole way of thinking.
- An opportunity for EKY to be progressive.
- A plan, we need to work the plan, we need to work together as a funding source. We have a great opportunity.
- Organizing around regional opportunities – engaging the private sector.
- We don't have to reinvent the wheel. We had an EKY Appalachian Corps.
- Government can have a very supportive role.
- Bipartisan support – no political affiliation – just working in the region.
- Infrastructure block grants through the education board system.
- Multi-county operations.
- We will never replace an \$80,000/yr. job in KY history. Electricians or miners \$100,000/yr. Need is to try and save the coal industry. I know it's going to be impossible because I truly believe the jobs are gone. We may end up with 1,000 people in coal mines. The only ones are in metallurgic coal. Steam coal as we know it is dead.
- Plenty of entrepreneurs here. If you allow people access to capital – financial capital – you can't get access to capital if you're an entrepreneur.
- We know the coal plants will be history. We got the best electricians, mechanics.
- We need capital access.

- How can SOAR help with these problems? Someone stated a little while ago that we've had other organizations in the past involved.
- Can't keep it on the back burner.
- Public engagement and transparency.

Job Creation and Retention Opportunities Breakout Session

INNOVATION IDEAS AND COMMENT CARDS

Investments, Incentives, and Taxes

- Pursue new market tax initiatives/credits for business expansion.
- Kentucky needs comprehensive, progressive tax reform to raise additional revenue to invest in education, health care, arts, environmental protection, and all the things that make our communities good places to live and work.
- Tax incentives for business.
- Set up loan fund for anyone who wants to make a product, grow a crop or do any economic endeavor. This should be interest free for no longer than two years. It needs to be paid back within 10 years at a low interest rate. The maximum amount needs to be no bigger than \$100,000, probably \$50,000.
- Tax incentives for business. Government backed loans for business.
- Level 1 – angel investments, startup, high risk, startup equity. Level 2 – Equity investments, 2nd/3rd stages of investments, venture capital firms. Level 3 – asset based lending, factoring, SBA programs. Level 4 – commercial bank lending. Level 5 – Access to public financing markets, debt and equity markets.
- Connect the "dots" between the ideas; e.g., access to capital in connection to creating the "condition" for business to grow, which is connected to the "image," which is the key in creating the condition, from which all else will flow.
- Start an Appalachian Fund that those who have moved donate to in order to help organize and fund efforts that we discussed. Could be used for micro loaning.
- Better use of AML money plus severance tax.
- A campaign to shop local (small business support). Global outreach.
- Low taxes for small businesses, low taxes to attract industry.
- Create a permanent trust fund from coal severance tax. Allow this fund to encourage opportunity in southeast KY only. Increase the percentage of the tax to enter fund to 50%.
- Keep legislators from allocating coal severance funds and let them build up until counted. Had available funds for business attraction.
- State incentives to encourage energy efficiency, residential and commercial retrofits. If we are losing jobs in coal fired power plants, this type of work will add jobs.
- Invest in local businesses (owned by people who live here).
- Need interstate highways and large commercial airports in the area so that industries will want to locate in our region.
- Must provide enormous incentives to get businesses to locate in the area.
- Develop an insurance bank that the small mom and pops could tap into. Insurance costs so much for a small business.
- Workers compensation; we are still 15th highest in nation.

Business and Economic Development

- Develop a structure, probably countywide, where farmers grow food to be served in local restaurants, schools, state parks. Use certified kitchens to preserve for off-season use. Farmers will more likely grow produce if they have a "for sure" market. Use of high tunnel greenhouses to extend the growing season.
- Restore and remediate the land and water damaged by strip mining. Put unemployed miners at work doing it.
- Focus on small to medium sized business for development, provide a free or low cost marketing and advertising source to help local businesses grow and expand their business, create industry.
- Provide job training opportunities and create small local support businesses and opportunities, would be ideal for locating on our surface mine sites.
- Provide incentives for mine waste cleanup projects that can be paid. Flow grants (like "PRIDE" but for industrial waste cleanup). Can be a source of jobs in the community, including specialized training for that work.
- Put together a framework this (graphic drawn - share, create, invest in and mentor new business). Public sector to research and support new business opportunity. Good worker wants to be an entrepreneur or business owner. Good worker/wannabe business owner benefits from mentoring and opportunity for equity. And successful existing people get to develop ideas they think may work – may choose to invest in business.
- Continue and increase support for KY Proud products, mid tier processors linked to both grower co-ops / aggregators and institutions with buying power.
- We need factories – build things for KY and also to ship to other states.
- There are many craft people in this area but these people are not good in marketing. We need to have marketing companies that can help in this area. It would boost the crafts and start new marketing jobs.
- More "Rails to Trails" – there are lots of industries that can be associated with them – lodging, food, etc.
- Wood industry – KY is blessed with a great renewable resource of timber – people from all over the world buy our wood, but we need to value added secondary products – rather than sending our wood out of state.
- Promote and/or develop or continue "skills for small business development & operation," i.e., assist people with business planning, loan/grant submission, business counseling for one year after opening. Customer service training skills, phone skills, capital acquisition. Needs to be hands-on assistance like Big Brother program. Too many small businesses go under within one year due to poor planning and poor management of resources, so assign a "mentor" to work with new businesses for one year commitment.
- Put money into vocational education training, small business training, internship grants,
- Upgrade/beautify Slade, KY. Main ext #33 off Parkway for tourists. It is the Gorge/NBSP exit. Put sidewalks along connecting road and making small business/tourist/shopping/cafe district. Put up streetlights, colorful flags, etc., to make it look like tourist town. Need cosmetic appeal.
- We should consider industrial hemp or medical marijuana. We could use the infrastructure from the tobacco industry. This could employ many people and solve this state's economic problems.
- Legalize and promote: HEMP - what doesn't hemp do? Fast and immediate return!

- Moonshine – can be as popular as bourbon. Unbelievable.
- We need to focus more on small business. Forget the industrial parks and \$8/hour jobs. We need to work just as hard to develop a corner cafe as we do a call center.
- I would like to help us bring AG (beef production and livestock). We could use high school and college students as labor. We could also utilize the mountain top properties. I think this would promote a positive image for surface mining as well as supplemental income for the region.
- Perform an economic leakage study to define potential businesses. Then have KY Innovation Network work with them to build and/or grow businesses; use experienced people; need work on quality of life, in general, not just arts and culture. Don't just utilize young people; use older experienced people also.
- Determine area/town/region for semi-retirees. Many 50+ years old are tired of congested cities and love the mountains, yet want to be close enough to families or a city. Eastern KY attracts healthy oriented, outdoor lovers. Lots of second homes and vacation areas in Red River Gorge (RRG) and Natural Bridge State Park (NBSP) area and growing. Encourage these people to semi-retire to their “cabin.”

Education and Training

- Diagnostic testing/aptitude testing K-4 to target abilities toward particular careers. Have enrichment activities at a young age that will make these eastern KY children competitive with children nationwide.
- Harlan County High Gifted Leadership. They talked about getting together with the universities to discuss with students of jobs that are needed so people can be trained to fill those jobs.
- Better inform high school students of what jobs are in demand.
- Provide educational opportunities in traditional building skills – high-end carpentry, historic masonry, timber framing, etc.
- Add industrial arts; vocational and technical education; and science technology engineering and math (STEM) education into the high schools and middle schools.
- Alignment with workforce and community colleges to provide curriculum that matches with local jobs employers and businesses.
- Place college students into LOCAL Internships and apprenticeships to gain experience and get foot in door.
- Align college students and college programs to directly advise on careers/market sectors in areas that have jobs.
- Miners have the same skills their factory line-workers have.
- Innovation centers should train business consultants to go into businesses and develop strategies using innovation as a stepping-stone. If 80 percent of expansion occurs from already existing businesses, and we should encourage them to hire just one more – then we need to teach them strategies that will help them achieve that goal.

Energy and Environment

- Please do not disregard the coal industry. We just find a way to get some of these people back to work and use our own resources.

- Energy efficiency/Weatherization 1) will create jobs; 2) more disposable income in our residents' pockets from the savings' 3) Helps small local businesses – equipment and materials purchased locally (added benefit – homes are made safer). Much of the infrastructure is already in place. \$72 million was allocated to KY during the recovery act for weatherization. Community Action Agencies weatherized thousands of homes – the equipment, tools, and trucks as well as many trained people are still in place.
- Learn about the How Smart program (through MALED and some EKPC Co-ops). A model for creating new jobs for miners while helping Eastern Kentuckians save on energy bills.
- Potential and need for large-scale environmental restoration. It could provide hundred/thousands of jobs, significantly increase the health of people in the region, and make the region more hospitable for tourists, retirees, and business.
- Invest in reclamation. Put miners to work planting trees, rebuilding our mountains, and reclaiming our streams. There is a stream restoration group in PA to learn from.
- Valuable skills can be gained from developing a "cleanup" industry. (cleaning up mine sites, cleaning up waste.) Can develop job skills.
- Put people back to work in reclamation of water and land from mining plus to better promote outdoors tourism. Better use of AML money plus severance tax for this.
- Many of our Kentucky jobs were moved overseas. Bring them back and put factories on mountain strip mine sites.
- Start reforestation programs for all our mountains that have been mined of clear-cut for timber. We also need laws to regulate logging for clean up.
- Stop surface mining completely. We need to have only underground coal mining. Underground mining requires hundreds more of our own coal miners. Surface mining requires only a few heavy equipment operators and most time these equipment operators are not even from Kentucky.

Technology

- Having access to high speed broadband – not just connectivity – is key to growing healthcare, education manufacturing, everything.
- We need dark fiber throughout eastern and southern KY. Businesses of the future are looking at regions that have extremely high speed internet.
- Contact large technology manufacturers that offer grant assistance programs for FREE – companies like Microsoft, HP, CISCO, VIDYO, Lifesize – can help companies and nonprofits get equipment for distance learning, telemedicine, high-tech manufacturing, managed services for SMB's.
- Offer TEALS program (by Microsoft) to public in all communities for free.

Policy recommendations/actions

- Right to Work State – I am the President of Gateway SHRM; I attend meetings that include HR reps from all companies across the nation. I have been discussing our interest in factories to all that will listen. This is one point that was brought to my attention.
- Pass legislation to make this Commonwealth a "right to work " state. I see this issue as being the biggest obstacle to industry moving to this region, or current industry competitors for funds with their out-of-state sister organizations within their company, which are in the right to work states.

- Propose/pass right to work legislation in Kentucky. I work for a national company with a major facility in Eastern Kentucky. My site competes for capital with sister facilities located in right to work states. We lose the competition and do not receive the major billion dollar investments that our sister facilities receive because it costs us much more to build in KY than in right to work states. Significant investments and construction and permanent jobs are going to other states.
- Keep legislators from allocating coal severance funds and let them build up until counted.
- Designate US 23 as interstate.
- Return additional funding to counties from Coal Severance to invest and diversify our economy.
- We should have the same bottle deposit law that the state of Michigan has employed since the 70s except expanded to include water and glass drink bottles. Deposit \$\$ to fund dead programs for people who don't qualify for Medicaid.
- Show true commitment by the state by giving back the \$2.5m stolen from the coal severance fund to renovate Rupp Arena in Lexington.
- Stop wasting money on companies outside of Kentucky to reveal to us things that should be obvious to those living here. The \$100,000 recently expended to share the idea of a "Gatlinburg or Branson" did not require a room of brilliant minds or dollars to figure out. The Kentucky Music Hall of Fame and Renfro Valley located on I-75 should have been an obvious solution to this scenario.
- More monies expended on Sector Studies to state the obvious. The state will focus funds on the designated sectors that simply do not apply to our more rural areas.
- Spend money on training skilled labor!! Other countries are beating us in this vital area and drawing out manufacturing jobs outside of our U.S. border.

Commitment Comments

- We will provide outdoor advertising to support programs we feel are likely to generate job growth and the general economy.
- Promote economic development and job creation.
- To work with business and industry to establish strong partnerships to offer increases of work-based learning opportunities for the students at our area technology centers.
- To help Harlan County find some job solutions; to help promote economic development.
- Effective technology and financial resources for regional collaboration – focusing resources in areas of greatest need – create strategic partnerships – assist in creating ladders of economic opportunity.
- Anything related to technology, economic development, job creation, education.
- Promote active management of forestlands. Promote wood-using industries that can add value to timber.
- Small business encouragement and support.
- We look forward to working with the region to find solutions to our problems of keeping unemployed individuals from leaving our area. We must find ways to put them back to work.
- Workforce commitment.
- Look to areas of the country that have problems like California, Colorado, Detroit, etc. Recruit white-collar jobs and build work force to fit need. Communication to meet the demand.

Entrepreneurship and Innovation Opportunities Breakout Session

EXECUTIVE SUMMARY

The Entrepreneurship and Innovation breakout session began with a short presentation from the resource team, focusing on ways to create an innovation-driven approach to entrepreneurship in Eastern Kentucky.

The team presented a number of areas for potential entrepreneurial activity, including data storage, tree farms, vineyards and wineries, breweries and distilleries, LED lighting-based greenhouses, marketing and selling Appalachian artisan products, and a broad range of tourist-based businesses that could develop as a result of a regional tourism effort.

Participants in the discussion session identified several steps that should be taken to build an entrepreneurial ecosystem in the region. First is insuring the availability of broadband region-wide. Second is providing one-on-one technical assistance and group support for area entrepreneurs. Third is creating an entrepreneurial mindset among Eastern Kentucky's children and youth. Participants believe that schools should introduce entrepreneurship into the curriculum at the earliest ages and that special enticements should be developed that would appeal to older students. Examples would be scholarships to start new businesses or student loan repayments connected to business start-ups.

Comments collected from the SOAR Summit offered additional ideas for potential business development such as industrial and graphic design enterprises that can be conducted from remote locations; businesses built around alternative energy; and businesses connected with value-added timber and forest products.

In addition to the discussion of entrepreneurship, participants in this breakout session called for several actions to advance the SOAR initiative. Among the actions: creating a formal or 501c3 organization with appropriate leadership structure; inventorying similar groups and services to learn from them; establishing implementation goals and operations; creating sub-regions to carry out projects at the local level; and engaging young people.

To support the initiative, the group recommended appealing to private investors, exploring a community investment fund, and creating an endowment from coal severance taxes.

Entrepreneurship and Innovation Opportunities Breakout Session

RESOURCE TEAM POWERPOINT

Kris Kimmel

SOAR Conference
Pikeville, Kentucky

The Challenge:
creating the
Entrepreneurial Ecosystem

Kris W. Wilson
KOU Board Chair | KSTC
KENTUCKY STATE UNIVERSITY



Shaping Our Appalachian Region Summit, December 9, 2013, Pikeville, KY


Kris Kimmel

SOAR Conference
Pikeville, Kentucky

" In a race if you have
complete control of your
car...you aren't driving fast
enough to win"

Mario Andretti

Kris W. Wilson
KOU Board Chair | KSTC
KENTUCKY STATE UNIVERSITY



Shaping Our Appalachian Region Summit, December 9, 2013, Pikeville, KY

Kris Kimmel

SOAR Conference
Pikeville, Kentucky

**Innovation -Driven
Entrepreneurship: The
unconstrained pursuit of new
ideas and innovation leading
to creation and value .**

Kris W. Wilson
KOU Board Chair | KSTC
KENTUCKY STATE UNIVERSITY

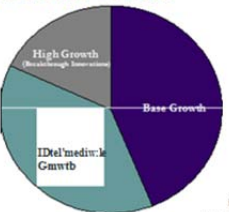


Shaping Our Appalachian Region Summit, December 9, 2013, Pikeville, KY


Kris Kimmel

SOAR Conference
Pikeville, Kentucky

Economic Growth Portfolio




Kris W. Wilson
KOU Board Chair | KSTC
KENTUCKY STATE UNIVERSITY



Shaping Our Appalachian Region Summit, December 9, 2013, Pikeville, KY

Let's talk about... Population


Growing our
population of
professionals aided by
student loan
repayment incentives.



Shaping Our Appalachian Region Summit, December 9, 2013, Pikeville, KY

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Shaping Our Appalachian Region Summit, December 9, 2013, Pikeville, KY

Let's talk about... Population.

Possible other financial incentives based on qualifications or education.



Shaping Our Appalachian Region Summit, December 9, 2013, Pálanville, KY

Let's talk about... Population.

Possible other financial incentives based on qualifications or education.



Shaping Our Appalachian Region Summit, December 9, 2013, Pálanville, KY

CULTIVATING MICROENTERPRISES

AEO Microenterprise Business Statistics in Eastern Kentucky Coal Counties 2009

A Microenterprise is a business with 5 or fewer employees, which requires \$35,000 or less in start-up capital, and which does not have access to the

County	# of Microenterprises			Number of Businesses	
	Without Employees	With 1-4 Employees	Total	Business	% Microenterprise
Total	29,399	4,750	34,149	38,866	89.4%
KY	270,572	45,818	316,390	363,016	87.2%
Service Area % of St	10.9%	10.4%	10.8%	10.7%	

Sources: US Census Bureau, Non-Employee Statistics, 2008
 US Census Bureau, County Business Patterns, 2008
 US Dept of Commerce, Bureau of Economic Analysis, Full-Time & Part-Time Only Employment Statistics, 2008

Jerry Rickett



American Free Enterprise System

Sales - Expenses = PROFIT \$



Shaping Our Appalachian Region Summit, December 9, 2013, Pálanville, KY

YOUTH ENTREPRENEURIAL PROGRAMS



Junior Achievement

Rogers Scholars

FBLA

Entrepreneurial Leadership Institute
The Center for Rural Development

Government's School for Entrepreneurs


Kentucky Council on Economic Education

American Private Enterprise System

Jerry Rickett

Talking Points

- On average, more than 80 percent of the jobs announced in the manufacturing, service and technology sectors each year are a result of existing industry expansions.
- Kentucky's manufacturing GDP growth rate, at 10.7%, was the 3rd highest in the nation in 2012, outperforming the U.S. growth rate of 7.8% and Kentucky's competitor states at 7.4%.
- Fast Company magazine ranked Kentucky's percent growth in entrepreneurial activity 2nd highest per million residents between 2011 and 2012.
- Kentucky ranks among the top 10 in this year's Site Selection magazine's Governor's Cup award for having the highest number of qualifying industry locations and expansions. Kentucky has the smallest population of any state in the Top 10, proving it can hold its own when competing with larger states.
- Kentucky's business climate was named among the top 10 in the country by Site Selection magazine's annual business climate rankings. (Nov. 2013)



Shaping Our Appalachian Region Summit, December 9, 2013, Pálanville, KY

Talking Points

- Kentucky is currently home to more than 400 foreign-owned companies from 30 nations, employing more than 80,000 people.
- Kentucky's 2012 exports reached a record \$22.1 billion, and we are set to surpass that record for 2013. Kentucky's 2013 export growth is the second highest in the country, at 11.3%, compared to the national average of 1.6%. Kentucky exports to nearly 200 countries, with Canada, Mexico and the United Kingdom leading the way.
- Kentucky is one of the first states in the nation to implement a Work Ready Communities program, which certifies the quality of the workforce based on six criteria specified by site selectors, business and industry leaders, economic developers and local officials. Communities must meet goals for high school graduation rates, soft skills development, educational attainment, community involvement, digital literacy and National Career Readiness certificate holders.
- Kentucky produced more than one million vehicles in 2012, the highest production number in five years ranking the state 4th in light vehicle production. We're set to have an even better 2013, currently ranked 3rd in the nation for production (1st on a per capita basis).



Let's talk about... Reclaimed Land

Possible tax breaks



Let's talk about... Reclaimed Land

Tree Farms



Let's talk about... Reclaimed Land

LED Lighting Based Greenhouses for Farm to Fork Projects.



Let's talk about... Reclaimed Land

Vineyards & Wineries



Let's talk about... Manufacturing & Warehousing


Data Storage



Let's talk about... **Manufacturing & Warehousing**

Bourbon or other Distillery
Craft Beer Brewery.

Shaping Our Appalachian Region Summit, December 9, 2013, Filmore, KY



Let's talk about... **Internet / Global Opportunities**

Work from Home

Shaping Our Appalachian Region Summit, December 9, 2013, Filmore, KY



Let's talk about... **Internet / Global Opportunities**

Marketing and selling of Appalachian artisans' products.

Shaping Our Appalachian Region Summit, December 9, 2013, Filmore, KY



Let's talk about... **Service Industry Opportunities**

Utilization of land near major highways and regional airports.


Shaping Our Appalachian Region Summit, December 9, 2013, Filmore, KY



Let's talk about... **Tourism**

Shopping


Shaping Our Appalachian Region Summit, December 9, 2013, Filmore, KY



Let's talk about... **Tourism**

Differentiate from Gatlinburg

Shaping Our Appalachian Region Summit, December 9, 2013, Filmore, KY



Let's talk about... Tourism

Eastern Kentucky
Bourbon Trail.

Museum that chronicles
the rise of Moonshine
and distilling's roots in
Scots-Irish history.



Shaping Our Appalachian Region Summit, December 9, 2011, Pikeville, KY

Let's talk about... Tourism

Connecting Paintsville
Lake and Yatesville Lake
to create recreational
gateway.

Cabins, water park
resort, camping & golf.



Shaping Our Appalachian Region Summit, December 9, 2011, Pikeville, KY

Entrepreneurship and Innovation Opportunities Breakout Session

BREAKOUT DISCUSSION NOTES

Common Themes

- Regionalism
- Using existing assets – awareness
- Improving education for entrepreneurship
- Improving infrastructure – broadband
- Investments in young people
- Energy innovation
- Quality of life – safer place
- Self-employment as entrepreneurship
- Social inclusion and social diversity

Opportunities

- Student loan repayment
- Scholarships to start new businesses
- Connecting education and entrepreneurship
- Arts and culture
- Youth representation
- Innovation centers
- Alternative energy and energy efficiency
- Hub zone funding
- Physical landscape
- Elk
- Absentee landowners
- Innovation and high value development of local natural resources
- Development of local food systems
- Show based on Loretta Lynn's life
- Hardwood
- Hydro turbine energy
- Technology center for energy replacement
- Broadband infrastructure
- One-on-one technical assistance and group training
- Distillery
- Natural scrubbers for coal
- Power plant – uses municipal waste in coordination with manufacturing plant

- Assisting with big ideas
- Adventure tourism
- Application development
- Creative curriculum in schools
- College internships
- Leveraging existing tourism
- Leveraging names on the Country Music Highway
- Regionally, working better together

Actions for #1 Regionalism

- Permanent fund from taxes, coal, and natural gas
- Selling ourselves – branding
- Defining our region and the boundaries
- Planning body in place
- More inclusivity – arts and entertainment
- Tourism focus
- Creating trails
- Incentivizing collaboration
- Addressing economic leakage
- Humility
- Inventory of companies and what they sell and market to the government
- Central hub for business
- Reinstating business information communications
- Considering sub-regions
- Perceived difference between friends of coal and tree huggers
- Political leaders need to commit to not let regionalism get in their way
- Over 50 plans for businesses that want to start
- Coordinated resources and services for those wanting to start new and existing businesses
- Taking care of existing businesses
- Turning them and us into “we”

Use Existing Assets

- Public relations and marketing – use local firms
- Inventory and existing assets – adventure tourism
- Promoting lakes and lodges
- Using Expo center with local activities
- Skill + land + securing lost money = success
- Listening to the poor and what they know
- Reclamation sites

- Utilizing our young people and the education process – developing skills and leadership ability
- Recycling household garbage
- Supporting legislation that provides renewable energy
- Clean energy opportunities

Actions for SOAR

- Sub-regions
- Coal severance and endowment
- Enlisting locals and understanding they have day jobs
- Creating a support network
- Inventory of similar groups and services
- Utilizing crowd sourcing technologies
- Engaging and involving young people
- Keeping transfer of wealth and investment
- Community investment fund
- Creating a formal organization 501c3 with acceptable leadership
- Community foundations
- Integrating growth into all segments
- Establishing implementation goals and operations

How Should SOAR Organize

- Measures of success
- Engage private investors
- Areas of greatest need
- Explore community investment fund
- Investment tax credit

Entrepreneurship and Innovation Opportunities Breakout Session

INNOVATION IDEAS AND COMMENT CARDS

Ideas for Entrepreneurship Development

- Invite young business folks to start and promote tourism. So many new ideas, eventually turned into businesses, and result in so many new jobs.
- Design businesses – industrial, graphic, tech, etc. – are attractive to young people and are underserved by business support agencies.
- Connect education and entrepreneurship, arts and culture, youth representation.
- Creating businesses like Jenn’s Tree House that embraces local food, entertainment, and art. Let’s build an entrepreneurial support system and help them nurture and sustain their success.
- Begin to cultivate a culture that does not kick the entrepreneur when he/she is down. Failures are OK so long as one learns from them and they are directed toward success the next time.
- Encourage entrepreneurs to launch their own innovative businesses!
- Develop ski slopes/resorts on KY side of Black Mountain.
- Alternative energy.
- Create a center where wives (or those who wish not to go 4-wheeling) could go and have a session on clogging, dulcimer making, quilt making, story telling, banjo playing, singing, etc).
- Revitalize downtown areas with outdoor cafes, shops that sell Kentucky crafts, and candy where the 4-wheelers could go in town and enjoy.
- Teach kids how to run the businesses and operate the management.
- Invest in arts and culture.
- Stronger marketing in local foods and local artisans.
- Conduct cultural asset inventories.
- Brand the region in terms of pioneer spirit, homesteader can-do; pitch it to the people who want to learn this (see www.greenhorn.com.) Also brings in music, moonshine, wild hills history – so hip right now.
- Improve the timber and forest products industry. Most of the logs cut in Kentucky are exported to other states. Woodland owners can supply more logs than are now being cut. We need more wood products industries, e.g., furniture industries, paper mills, etc.
- Continue and increase support for KY Proud products, mid-tier processors linked to both grower co-ops / aggregators and institutions with buying power.
- The University of Kentucky maintains a wood utilization center at Quinland, KY. Cooperate with KY forest industries association and get secondary wood processing off and running. Obstacle seems to be family-owned wood industry companies.
- Promote the development of wood-using industries (furniture, millwork, etc...) to add value to our hardwood timber and expand programs that encourage good management of woodlands for both recreation and timber.

- Utilize our farmland. We have a lot of deserted farmlands from absentee owners that could be utilized for raising crops (grapes for KY wine, cannabis plant for medical marijuana, could benefit healthcare market too.)
- Build hemp growing and processing infrastructure (think replacement for wood products & plastics that is good for the earth).
- Legalize and promote hemp and marijuana! We already grow it; why not turn the industry legal?
- Moonshine – can be as popular as bourbon.
- It is reasonable to allow KY craftsmen to produce enough products to survive. Why is there no support mechanism that assists them to seek this vocation?
- Fund a magazine or quarterly, monthly publication like "Edible Louisville."
- Encourage small family farms and farmers markets. More \$\$ for pavilions, \$\$ for market managers, community kitchens, \$\$ to generate marketing, ads, brochures, education and encouragement of new farmers and add value products. EBT, SNAP program help to set up.

Business Assistance and Incentives

- More incentives and access to those who can help for those interested in starting their own business, i.e., some states provide incentives such as no collateral for loans or loans are easier to obtain.
- Need access to low intensity capital for start-up business (high risk ones that have high potential) and old ones, coupled with intensive training and support. Use CDFIs to help implement.
- Pursue new market tax initiatives/credits for business expansion.
- Tax incentives for business.
- Level 1 – angel investments, startup, high risk, startup equity. Level 2 – Equity investments, 2nd/3rd stages of investments, venture capital firms. Level 3 – asset based lending, factoring, SBA programs. Level 4 – commercial bank lending. Level 5 – access to public financing markets, debt and equity markets.
- Government (local, state, and federal) must provide enormous incentives to get businesses to locate in the area.
- Provide scholarships to start new businesses.
- Virtual programs where people can work remotely could help our area.
- Offer no cost classes at our higher learning sites that allow assistance and guidance for newer inventors and business. Not just business plan generation, but start up 101 style help.
- Focus on small to medium sized business for development. Provide a free or low cost marketing and advertising source to help local businesses grown and expand their business.
- Create industry of modular housing. It would keep our \$\$ at home, bring in new \$\$, provide job training opportunities, and create small local support businesses and opportunities, and would be ideal for locating on our surface mine sites.
- Startup weekend to expand growth opportunities for microenterprises (3400) Eastern KY companies.
- Promote new project funding sources through social media and mass media.

Entrepreneurship Success Stories

- As far as young entrepreneurs in tourism, check out Low Gap Outfitters in Hindman. I have interviewed him for an awards video. He is very committed to the area.
- Expand on existing successes to incorporate/host a diverse demographic of people. For example, offer ideas for non-climbers at the gorge. Commitment: I would like to volunteer.

Entrepreneurship Curriculum / Training / Engaging Youth

- New methods have been developed to strengthen the entrepreneurial mindset and skills (lacking in K-12 & higher education institutions). Youth and higher education programs must be established / led in eastern KY.
- Bring entrepreneurial programs to K-12 using those individuals who have successful businesses.
- Early exposure (middle school curriculum) – when students start thinking about occupation – expose them to entrepreneurship, so regardless of interests, they can think entrepreneurially from the beginning.
- Encourage business/entrepreneur mentorships for high school juniors/seniors. If Jim Booth would offer the equivalent of one day per month to competing high school students, each of those students would step up their game in a competitive nature.
- Get entrepreneurship in educational curriculum to facilitate some level thinking and commitment as a viable opportunity throughout life (not just in adult life, but also as an option while young). There is no age limit on innovation and profits.
- SOAR Camp for kids – like (4-H) – to educate kids in a fun way to be future leaders and entrepreneurs.
- Cultivate youth innovation – more creative and less inhibited (current assets).
- Improve expansion knowledge (for businesses already existing) using resources available in education to help people know what to do to move in that way.
- Stop telling our kids to get a job. Start telling them to find a product or service for people here and start a business providing the need.
- Innovation centers should train business consultants to go into businesses and develop strategies using innovation as a stepping stone. If 80 percent of expansion occurs from already existing businesses and we should encourage them to hire just one more – then we need to teach them strategies that will help them achieve that goal.

Entrepreneurship Commitment

- To work toward Work Ready Community. To work to help school systems support future jobs and skills, and to support entrepreneurship.
- Entrepreneurship for public good program.
- Provide free or low cost legal services to Appalachian entrepreneurs and citizens seeking policy changes.
- To assist with training courses for people interested in starting a business. Mentoring those interested in starting or expanding existing business. This throughout SOAR region.

- Good ideas need leadership to put this all together. All small communities can develop shops to sell products in around areas.
- Promote active management of forestlands. Promote wood-using industries that can add value to timber.
- Small business encouragement and support
- We look forward to working with the region to find solutions to our problems of keeping unemployed individuals from leaving our area. We must find ways to put them back to work.

Infrastructure Opportunities Breakout Session

EXECUTIVE SUMMARY

The Infrastructure breakout session began with a short presentation from the resource team, which focused on the needs and opportunities for transportation and broadband/Internet infrastructure development, and infrastructure requirements and investment sources for industrial properties.

Discussion during the breakout session focused heavily on the need to improve existing infrastructure in the region and to utilize the U.S. 460 project as a model for the region. Several participants noted the need for improved and additional roads as well as for improved and expanded broadband and Internet access. Several also noted the need for public transportation within the region, improved or new sidewalks, a need for improving the energy efficiency of homes and business buildings, and a carefully crafted public/private partnership for infrastructure development.

The breakout discussion also discussed the need to develop more comprehensive and long-term plans. It was noted that there are existing industrial properties that could be used if there was a demand. Participants also noted that the use of coal severance funds needs to be examined, and spending needs to be tied to a growth plan, with particular attention to infrastructure. A greater consolidation of utilities was also noted, with a need for some financial incentives to encourage utilities to come together.

Comments surrounding legislative actions included the need to develop a review process for public-private partnership proposals. One suggestion was to apply an approach similar to the Military Base Realignment and Closure (BRAC) process in the region.

Comments collected during the summit regarding infrastructure largely focused on the need for new, improved, or expanded roads within the region, and connecting the region to surrounding areas. Several also noted the need for high-speed rail. Broadband and Internet access were also commonly cited as important infrastructure needs within the region, many noting that this is a critical component for economic development.

Several comments centered on the potential to repurpose existing infrastructure for new ventures, such as utilizing infrastructure from the tobacco industry to grow industrial hemp or medical marijuana, using natural gas from abandoned gas and oil wells to heat greenhouses, using abandoned coal mines for mushroom farming and to develop solar panels on mountains.

Infrastructure Opportunities Breakout Session

RESOURCE TEAM POWERPOINT

Transportation Funding Issues

- (1) Mountain Parkway: \$700 million widening project will require concerted funding in Road Plan.
- (2) US 460 and US 119: As the last remaining APD routes to be done, costs are being accommodated in the Road Plan.
- (3) Industrial Access Roads: Funded through a partnership between Transportation and Economic Development Cabinets.
- (4) Airport Investment: Will use FAA and dedicated state aviation funding.

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HIGH SPEED BROADBAND INFRASTRUCTURE

The Opportunity to deploy throughout Appalachia, a middle mile core of **DARK** fiber optic cable for use by the private and public last mile network operators would provide a resource that is not cost effective by current providers but would impact every aspect of our residents lives. It could enable every home to have access to affordable high speed broadband.

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Broadband Infrastructure STATISTICS

According to the latest FCC report

1.5 % of the Urban Area Kentucky Population is without access

VS.

23% of the Rural Area Kentucky Population is without access

Kentucky ranks 40th in high speed broadband availability

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Benefits to residents include:

- (1) Economic Development: Lower the barriers for companies offering last mile service to unserved areas.
- (2) Education: Be a conduit for learning, bringing rural schools, colleges, universities and thousands of children access to untold educational resources.
- (3) Healthcare: Connect hospitals, med parks and healthcare professionals, and opportunity for increase in home health services.
- (4) Public Safety: Enhance regional emergency communications resulting in lives saved.

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Potential Funding Sources

- An estimated cost for a dark fiber core is \$30 million
- Possible sources are:
- New Market Tax Credits
- Multi-County Coal Severance Tax
- Appalachian Regional Commission
- Economic Development Administration
- HUD-CDBG Program
- USDA Rural Utilities Service

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Perceptions from Our People on ED

- (1) Our roads will not allow us to attract industry
- (2) No industry wants to come to Eastern Kentucky
- (3) Our workforce is terrible, no one wants to work

These Perceptions ARE NOT TRUE!

- ED Consultants say we have much to offer industry, but we have to have marketable (fully infrastructure) properties available

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Opportunities for Infrastructure Innovation – Industrial Properties

- ◊ (1) Ample properties are available for job creation (Inventory)
- ◊ (2) Those properties all have infrastructure challenges that must be addressed in order for them to be marketable and competitive
- ◊ (3) We must invest in these properties in order to attract new industry and create primary jobs
- ◊ (4) Oversight of our industrial properties should fall under the cabinet for economic development to ensure our investments are in line with current economic development practices

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Infrastructure Requirements for Industrial Properties

- ◊ (1) Excess Water Capacity (250,000 gpd minimal)
- ◊ (2) Excess Sewer Capacity (250,000 gpd minimal)
- ◊ (3) Affordable and Competitive Electrical Rates (4th lowest in US)
- ◊ (4) Availability of Natural Gas
- ◊ (5) Available / Reliable Broadband
- ◊ (6) Interstate Quality Highways
- ◊ (7) Easy Access to Parks
- ◊ (8) Availability of Rail and/or Intermodal Sites

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Infrastructure Investment Sources

- ◊ (1) Coal Severance (Multi-county, Single-county, "Off the top")
- ◊ (2) EDA (Economic Development Authority)
- ◊ (3) Private Investment
- ◊ (4) Bond Issues or TIF's
- ◊ (5) Appalachian Regional Commission
- ◊ (6) Rural Development
- ◊ (7) State Economic Development Funds
- ◊ (8) Potential New Federal Sources specific to Eastern Kentucky

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Infrastructure Opportunities Breakout Session

BREAKOUT DISCUSSION NOTES

Key Actions: Public/Private Partnerships

1. Within P-3 [PPP] Proposal/Third Party Appraisal (no vested interest/independent)
 2. Education Fast Track: Integrating broadband/education
- Consider legislation (P3) re: market sector, geography.
 - State should recruit potential P3 involvement.
 - Upgrading housing stock integration of education of consumers/homeowners on energy efficiency/smart grid.
 - Financing – investment will pay off – LIHEAP \$s to upgrade homes/USDA and others.
 - Set up proper committees/community involvement.
 - Comprehensive planning for how to use developable land
 - Use 460 project as a model for other near-term benefits/long-term benefits
 - Existing industrial properties are marketable. Find out how quickly they can be used.
 - Expedite easement process as it relates to state highways.
 - Financial incentives to encourage districts to come together.
 - Forgiveness of debt.
 - Regulatory → oversight entity (utilities that are not providing the services that they are required to) oversight that we are providing services – don't drag it out if they aren't doing it.
 - Allocation of coal severance \$s – all spending tied to growth plan with emphasis on infrastructure (broadband).
 - Coalition would decide priorities.
 - Conduct feasibility study
 - Fund Sandy Valley transportation/LKLP for public transportation.
 - Emphasize pedestrian infrastructure.

How Region Can Organize and Finance To Advance the SOAR Initiative

- BRAC-like Commission
- Roads: Connection between eastern and central KY
- Impact of federal initiatives
- ARC – SOAR would represent this region in seeking \$s + manage spending
- Collaborate on marketing efforts for the region. Marketing team – national/international
- Opportunities for infrastructure innovation:
 - Public/private partnership legislation *½ concur*
 - Education/fast track programs for coal miners and WIA (to bridge skills into other areas) *½ concur*
 - Finish road projects *½ concur*
- Extend Mountain Parkway farther south
- Natural gas severance tax

Infrastructure Opportunities Breakout Session

INNOVATION IDEAS AND COMMENT CARDS

Transportation Infrastructure

- We need an interstate highway south to north in East KY, away from US23.
- We also need an interstate highway through southeast Kentucky. What happened to Hal Rogers I-66?
- Mike Hancock, Sec. Transportation, needs to be on the planning committee!
- For Harlan County to be a viable and productive partner, we must have better highways. Many cities and counties along a 4-lane byway grow while Harlan County is left behind.
- Upgrade the following highways to interstate standards and create new interstate – maintain parkway from I-14 to VK 23 – Hal Rogers Parkway/KY 80 from I-75 to VK 23 – VK 23 from I-14 to Pikeville.
- With no interstate highways or large commercial airports in the area, it is improbable to think that industries will want to locate in our region. With coal jobs also leaving the area, government (local, state, and federal) must provide enormous incentives to get businesses to locate in the area. Virtual programs where people can work remotely could help our area.
- 4-year road plan is too late – let's work on infrastructure.
- High speed rail.
- 1) 421 to Va. Line 2) tourism by rail.
- Roads - easy access in/out.
- 1) Designate U.S. 23 as interstate. I have traveled on many interstates throughout the US and US 23 is a quality roadway. 2) Return additional funding to counties from Coal Severance to invest and diversify our economy.
- Central Appalachia west through the foothills has the best cycling topography in North America. Why not develop the best infrastructure to encourage that through the next 20 years of the highway plan? Our little mtn. towns could emulate the quaint little towns of western Europe.
- The transportation cabinet should investigate the expansion of the rail to trails program. There are hundreds of miles of abandoned railroad bed in Eastern KY. There are railroad beds once served now abandoned mines and (?). All that is necessary is acquiring right of way, clearing, land in some cases, upgrading the bed. Railroad beds are very (?) or gentle sloping and could be used for hiking, bicycles etc.
- Roads – I heard mention of widening Mt Pkwy, US 421 and some type of north/south highway. What I didn't hear is widening KY 80 between Somerset and Hazard. Is that off the plate? That could spur growth from east/west perspective across a large swath of eastern KY.

Broadband/Internet

- Because of our beautiful mountains, it makes it very hard to have good, quality cell phone and internet service.
- Poor cell phone service in East KY is an issue. And poor internet access.

- Having access to high speed broadband – not just connectivity is key to growing healthcare, education manufacturing, everything. We need dark fiber throughout eastern and southern KY. Businesses of the future are looking at regions that have extremely high speed internet.
- Expanding and recruiting businesses. Eastern KY needs to have access to high speed internet – not just connectivity – speeds that would support hi-tech manufacturing, telemed, distance learning. It also supports tele-(commuting) – I telecommuted for 4 years with a company in CA, but I lived in an area that had extremely high speed internet and supported video. I would be happy to elaborate on the hundreds of projects I worked on in rural areas across the U.S.
- IT needs across the board.
- Aerial broadband delivery: This could be more efficient at increasing this target area, without increasing cost.... Several organizations are thinking about this delivery method. We could partner with them to be there test bed.
- Fiber last mile distribution, what is the primary plan? How do we discuss getting involvement? Streamline easement process, for highway and power company partnership.

Infrastructure Available or Needed for Business Development

- Water/sewage.
- We should consider industrial hemp or medical marijuana. We could use the infrastructure from the tobacco industry. This could employ many people and solve this state's economic problems.
- Energy Efficiency-Weatherization: 1) Will create jobs. 2) More disposable income in our residents' pockets from the savings. 3) Helps small local businesses – equipment and materials purchased locally (added benefit – homes are made safer). Much of the infrastructure is already in place. \$72 M was allocated to KY during the recovery act for weatherization. Community Action Agencies weatherized thousands of homes – the equipment, tools, and trucks as well as many trained people are still on place.
- Using natural gas from old abandoned gas/oil wells to heat greenhouses to grow crops. Compete on national scene.
- Mushrooms in abandoned mines.
- Ideas of new energy systems using hydro turbines and electromagnetic systems.
- Recycle machines for bottles and aluminum cans.
- SWAP – Sustainable Workforce & Affordable Power: Create a partnership between electric utilities, the Commonwealth of KY, Kentucky Housing Corporation, builders/manufacturers and financiers, and USDA Rural Development to replace high-utility bill, old mobile homes with ultra-low energy homes that reduce peak power by 90 percent. This would create jobs, improve housing, reduce cost of electric utility infrastructure investment through demand-side management and on-bill financing through newly available USDA RUS funds. (I'd be happy to talk with someone more about it.)
- We need solid investments in our communities, broadband, independent entrepreneurs, clean-up pollution, etc. Build communities that would be attractive to larger manufacturers. Also, manufacture our own products, i.e. crafts, musical instruments, things we know how to build. Build local food systems economy.
- The region could benefit from educational opportunities in traditional building skills – high end carpentry, historic masonry, timber framing etc. The authenticity of the historic built environment would be improved, adding to the existing cultural assets. Historic rehabilitation work is more labor

intensive than new construction. This creates quality jobs, keeps existing buildings in service, and adds/maintains the aesthetic appeal of these structures to enhance tourism.

- Development of solar panels for roads or electrodes for snow removal – on mountains.
- Please, for gods sake, tear down/clear away abandoned homes and buildings.

Infrastructure Related Commitment Comments

- Identify and plan for needed infrastructure improvements in Eastern KY.
- As a Drupal broadband system, H-Kentucky can be manipulated to fit the needs of the community it serves – it is free open access with multiple levels of content, contribution roles, and offers a flexible ad-free communications environment for all subscribers.
- Serve on subcommittee – Infrastructure.
- 1) Comprehensive growth management of utility and infrastructure. 2) Development of regional utility impact. 3) Long and short term utility planning.
- We are currently working with the Governor's Office, universities, citizens and providers to promote broadband access and adoption. We will help in anyway.
- To partner and train groups in weatherization, fortified homes, and Vet projects for housing.

Public and Private Investment Opportunities Breakout Session

EXECUTIVE SUMMARY

The Public and Private Investment breakout session began with a short presentation from the resource team. With the federal footprint lightening, and state and local budgets also challenged, remaining sources of investments will be stretched. At the same time, tremendous wealth exists in the region, much of which will be transferred over the next 20 years. Less than 5 percent of national foundation giving, however, goes to rural regions. Resource panelists discussed the needs of small businesses within the region, particularly for debt and equity financing, and the need to break down barriers to business financing. Comments from participants focused heavily on the need to develop strategies regarding how funds, particularly severance tax monies, are invested in the region. The group identified a need for agency level management of the coal severance tax.

There was much discussion about the need to expand existing partnerships and to form new partnerships and to bring the private nonprofit sector into the discussions. The nonprofit sector in Kentucky is a \$22 billion industry. Participants recognized the time and staffing constraints within the sector, pointing toward a need for pre-development funding (like a low interest loan) to ease the burden of time and staffing constraints.

Expanding knowledge networks was a strong theme throughout the breakout session as well. Participants suggested a “one stop shop” where information is shared broadly through a regional forum, or a “spark tank.” The Babcock Foundation reported that they host a monthly meeting with business funders as a way to share and “spark” new ideas. Participants also called for consistent messaging across programs and the region. Resources to tap into include libraries, Extension, and social media.

There also was much discussion within the breakout session about the energy sector. There are opportunities for federal grants and loans to the region from the Department of Energy. In addition, the energy sector itself has potential for job creation – through new manufactured homes and energy retrofits of existing homes.

Comments collected during the SOAR summit focused on funding sources, including the need to pursue new incentives and new public and private partnerships. There also were many comments regarding the coal severance tax and the need for reform. Many of the comments on this topic addressed the need to keep coal severance tax money within the region, to divide those funds more equitably, and to promote projects that improve the environment and/or clean up abandoned mines. Other SOAR participant comments centered on business financing and business assistance for small businesses.

Comment cards also suggested entities that could be tapped for new partnerships, including community action agencies, community foundations, Sustainable Workforce & Affordable Power (SWAP), and a potential Promise Zone within the region (announced January 8).

Public and Private Investment Opportunities Breakout Session

RESOURCE TEAM POWERPOINT

Public & Private Investment

- ◆ There are many variations, but three regional investment sources:
 - Public Investment
 - Private Investment
 - Philanthropic Investment



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Public Investment

- ◆ Federal funding is expected to continually decline
- ◆ However, multiple federal agencies continue to make investments (Commerce, DOT, HUD, USDA, etc.)
 - Program Loans/Grants/Loan Guarantees
 - Grant Competitions
 - Formula Funding (CDBG/etc.)
- ◆ Similar declines will occur in state budgets however key Kentucky Business Incentives and Financial Programs remain:

New and Expanding Industry (KEI, KEIA, KEDEFA, WEB CDBG)



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Public Investment

- ◆ Job Retention (KRA, KIRA)
- ◆ High-Tech Investment/Construction Pools
 - SBIR-STTR Matching Funds
 - Commonwealth Seed Capital, LLC
 - Kentucky Enterprise Fund and Rural Innovation Fund
 - Energy and Environment
- ◆ Kentucky New Energy Ventures Fund
 - Incentives for Energy Independence Act
 - Kentucky Environmental Stewardship Act



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Public Investment

- ◆ Small Business (4 Programs)
- ◆ Workforce Training (2 Programs)
- ◆ Tax Increment Financing (TIF) (4 different programs)
- ◆ Agri-Business Opportunities (2 Programs)
- ◆ Kentucky Investment Fund Act
- ◆ Tourism Development (2 Programs)
- ◆ Regional and Local Budgets will also be challenged
- ◆ Infrastructure (hard/soft)
 - Bonding challenges for small jurisdictions with poor ratings



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Private Investment

- ◆ Many sources
 - Personal savings
 - Venture capital
 - Hedge funds
 - Angel investing
 - For example, the new Angel Investors Network
 - Private equity investment
 - Bank CRA commitments
 - Community Development Financial Institutions (CDFIs)
 - Mezzanine financing
 - Fund of Funds approaches



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Philanthropic Investment

- ◆ Rural wealth transfer – \$12 million potential over next 10 years; if community foundations capture 5%, would yield \$31 million annually in grants
 - Endow Kentucky tax credit – leveraged \$10 million in 3 yrs.
 - ARDPI (Appalachian Rural Development Philanthropy Initiative)
- ◆ Community foundations (Foundation for Appalachian Kentucky, Bluegrass Community Foundation)
 - Endowment building
 - Civic engagement
 - Community capacity building



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Philanthropic Investment

- ◆ Less than 5% of national foundation giving goes to rural regions, but Appalachia is getting attention of funders
- ◆ Appalachia Funders Network – 70 local, regional and national funders investing in just, sustainable economic transition (22 in Kentucky)
- ◆ Goal to align public/private sector funding to support an entrepreneurial economy, with focus on key sectors (local foods, health, renewable energy) through investments in:
 - Access to capital for small business
 - Entrepreneurial supports
 - Community capacity
 - Supportive policy

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Public/Private/Philanthropic Partnerships

- ◆ Need to create programs and policies which better integrate, prioritize, and leverage all three sources for strategic regional priorities
 - Aligned funding
 - In-kind/match subsidization, or waiver
 - Challenge grants
 - Policy advocacy

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Emerging or Continuing Opportunities

- ◆ Creating a one-source, one-stop shop to provide information on all potential investing sources/programs
- ◆ The new Angel Investors Network
- ◆ Expanding all private investment streams within the region
- ◆ Rural TIFs
- ◆ Coal Severance Tax innovations
- ◆ Natural Gas Severance Tax innovations
- ◆ Innovation in the Commonwealth Seed Capital Fund

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- ◆ Regional Banks creating their own Community Reinvestment Funds / Small Loan Funds managed by a Regional Intermediary
- ◆ Community Foundation expansion to capture transfer of wealth and build community and philanthropic capacity
- ◆ Funder Collaboration with local, regional and national foundations and public sources to create linked investments and more rigorous regional analyses of potential opportunities
- ◆ Appalachian Community Capital to aggregate national investment capital to increase investment in rural CDFIs

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Public and Private Investment Opportunities Breakout Session

BREAKOUT DISCUSSION NOTES

Ideas and Opportunities

- Equity financing missing – debt financing is there – SBA opportunities
- Links to job retention (stay or pay)
- Equity investment will drive future generation job creation
- Venture capital – is there potential in this area to build a venture capital fund? (Pikeville has lots of millionaires)
- Thinking regionally
- Deals coming from central and western Kentucky (not so much eastern)
- Notable under-subscription of federal programs in the energy area (energy efficiency and clean energy)
- Severance tax (100 million/year from Eastern Kentucky) – need to think about how we utilize this money as coal continues to decline. IRRB reference – make sure money is available after the resource is gone. We've gotten away from a strategy for the use of those monies.
- Natural gas severance tax – need to strategically think of those funds as well
- Foundation for Appalachian Kentucky's transfer of wealth study. There has been a lot of investment over the years into this region, need to also build the capacity to do things with that investment – we must think about investing in people and in communities.
- The future starts now. What could have been if we built an endowment 100 years ago even if we just put 1% away?
- Social enterprise – where nonprofits can work together
- Pikeville MBA class did a project with business plans. AllTech made investments. Pursuit of similar programs with other investments to move this forward.
- Public-private sectors – need to remember that (especially here) private also includes private nonprofits. Need to look at ways to creatively foster the health and development of our nonprofits. They need to be brought into the conversation. Need to understand the problems they are facing.
- Kentucky nonprofit network – nonprofits in KY are a \$22 billion industry
- Manufactured housing manufacturing as an opportunity

Themes Heard

- Need for a one stop shop, spark tank
- Babcock Foundation - monthly meeting of business funders
- Question – tremendously skilled people in our area that are out of work – but would have a hard time finding financing for starting a business
- Use of guaranteed loans (SBA, USDA) allow banks to take on a lot more risk than they otherwise would
- Center for Appalachian Philanthropy – nonprofit capacity

- Purchase of real estate at reduced prices, and turn them into small manufacturing facilities
- Private for profit equity investing
- Severance tax and possibility of a regional philanthropy (iron range rainy day funds)
- Housing, energy efficiency. Because energy has been so cheap here for so long, nobody has paid any attention to the energy efficiency of homes. Retrofitting homes is an opportunity
- There is no place in KY that builds manufactured housing.

Small Group Discussions

One stop shop for information

- Everyone has a role to play
- Public libraries, extension service
- Social media
- Use consistent messages

Leveraging of nonprofit and private sectors

- Funding trap and time constraints
- Understaffed
- Streamlining the relationship between the two
- Recognition of the administrative needs resulting in too little program staff
- Look at opportunity as opposed to need
- Immediate actions that could be taken –
 - Predevelopment funding (low interest loan) between the partners to ease some of the difficulties of time and staffing constraints

Equity Investing

- Find a fund manager
- That person then has to raise the money. Where does that money come from?
- Engineering schools get this (business schools not as much)
- Workforce for this (“this is geek stuff”)

Severance Tax

- Largest pool of money that doesn’t have an agency to oversee
- Create a body or institution that would control resources in a trust fund and be able to do planning
- Community participation – best use of resources
- Percentage of funds to go into a trust fund
- Create opportunities for matching (donations from individuals or private sectors), other legal settlement funding, abandoned mine lands funds
- Broader tax reform to wean off the reliance on the severance taxes

Energy Efficiency

- Celebrate the success of Kentucky in establishing HouseSmart – more support needed in order to expand this
- Include specific materials that could be manufactured close to home

- Fitting manufacturers in the region
- Cash for clunkers program
- Education for consumers that would stimulate demand

How To Organize and Finance to Advance the SOAR Initiative

- Meetings across the region
- Something directed out of Governor's office that is a special mechanism for this; IRRB office analog (something located in this region but at the agency level)
- SE KY Chamber of Commerce
- One stop shops are a great idea – 1-800 number for folks to call into
- Pay more attention to sustaining the things we start – make things last
- Severance tax fund is a great use to fund SOAR
- Membership based association with a steering committee
- Need to find way for this to last
- People who are not in positions of power can get involved and stay involved
- Need this to be an annual event
- What will work is something we haven't seen before – need to combine different things
- Need to assure broad participation
- We all need to look outside our limited fields of vision
- Recruit less traditional voices into the leadership of SOAR

Final Thoughts from the Resource Team

- Positive reaction to the ideas put forward
- The tide is turning, these conversations are happening, and people are stepping into leadership. The crisis is creating this opportunity. How can we support this work moving forward? Hope this is just the first of many of these dialogues. Hope this group comes up with a radical vision for Kentucky.
- There is wealth in this region and in this state. The state also has to step forward. Some laws will need to be changed in order to make some of this work.

Public and Private Investment Opportunities Breakout Session

INNOVATION IDEAS AND COMMENT CARDS

Funding Sources

- Financing mine reclamation projects: abandon mine lands fund
- We need a permanent coal severance tax fund. Put away some now to build fund for future.
- Pursue new market tax initiatives/credits for business expansion.
- How should region finance these ideas? a) Community foundations; b) Engage absentee landowners to donate their land back to the region upon their death for either use or sale; c) Keep more coal severance \$s in region.
- Privatized funding – require businesses (large corporations) to make a sustainability investment. Following their tax breaks/incentives, they commit to giving \$s to a regional fund for youth development, economic development, tourism, etc.
- Start a regional committee with representatives from each county and all counties being equal to meet, promote, and divide funding equally.
- State incentives to encourage energy efficiency, residential and commercial retrofits. If we are losing jobs in coal-fired power plants, this will add jobs for those types of work.
- We should have the same bottle deposit law that the state of Michigan has employed since the '70s except expanded to include water and gal/sp/drink bottles. We still use the deposit \$s to fund dead programs for people who don't qualify for Medicaid.
- We discussed a coal severance fund. However, I believe there could be an Appalachian Fund that those who have moved [?] donate to in order to help organize and fund the efforts that we discussed. Could be used for micro loaning.
- Let's float some state bonds to improve/decrease the carbon footprint of all state buildings and make such bonds available for local schools and local governments. The project is self-funding in that it is drawn from future energy savings and/or selling solar power back into the grid.
- 1) Promote new project funding sources through social media and mass media. 2) Bring entrepreneurial programs to K-12 using those individuals who have successful businesses. 3) Promote diversity and that successful business must seek markets outside Appalachia. 4) Promote existing lodges and lakes.
- Permanent fund for the future from severance tax.
- Revolving loan funds that can pay for themselves
- Money is more and more scarce. We have a lot of non-probability with money volunteers. I know those who exist, one did exist. Part of that is related to laws that have us in a category of a business so we pay phone, electric, water bills as a business. Yet we can't offer staff. Surely there could be some way to make the generosity of the person who do this get a break on those bills.

Tax Incentives/Tax Reform

- Kentucky needs comprehensive, progressive tax reform to raise additional revenue to invest in education, health care, arts, environmental protection and all the things that make our communities good places to live and work.
- Assuming that many of our educational/prevention programs are going under due to funding, why shouldn't we implement a .25-1% service/health tax that serves as direct funding for our programs? Charges would be based on family income. Low-income families could have fees waived with applications located in respective offices. Large fees also could be waived. If you

take the median of this charge (.625%) – based on Kentucky's healthcare spending, you end up with a lot of money. For example, \$625,000 would be the net gain for \$1,000,000,000 in spending. In my opinion, Kentucky should be divided into regions based on population/general spending to distribute program funding equally. I realize this conference is more so aimed at the Eastern region of the state. It would greatly benefit our entire state. It may seem small but \$3-4 adds up quickly. The cost of living may go up for us slightly, but the cost of living for our children will be cheaper when they're healthy in 10-20 years.

- Don't depend on the federal government, low taxes for small businesses, low taxes to attract industry. Keep coal severance tax in our region. Lower taxes, cut entitlements, lower taxes, cut spending...
- Re-evaluate criteria that KY Fish and Wildlife uses for fees in lieu of (FILO) funding for stream remediation so that the fund can better be spent in the coalfields where much of the funds come from. It is inequitable to ask coalfield residents to live with damages to their streams while remediation happens outside the coalfields. Similarly, the federal abandoned mine lands money should be accessible to the coalfields. Now is the time to put people back to work before outmigration alters the coalfields forever.
- Carbon tax with funds paid out similar to the earned-income tax credit to people who have lost coal jobs or who are from the region. Kentucky could encourage federal action in this direction or find a way to move this way at the state level. Encourage development of renewables – this is the best way! Direct economic stimulus while making destructive practices more expensive and clean technology practice more cost-competitive.
- Incentives for mine waste clean-up projects that can be paid. Flow grants (like "PRIDE" but for industrial waste clean-up). Can be a source of jobs in the community, including specialized training for that work.
- 1) Utilize Hazard Industrial Park for Empowerment Zone supporting federal set-a-side manufacturing plants utilizing 3 percent set-a-side contracts. Build 4[?] megawatt power plants using municipal solid waste as fuel with East Kentucky counties participating in a co-op. 2) East KY reclaimed strip mines raising cattle utilizing brand new meat processing facility near Campton, KY.
- Create a permanent trust fund from coal severance tax. Allow this fund to encourage opportunity in southeast KY only. Since we have waited too long to create jobs and coal production is down – increase the percentage of the tax to enter fund to 50%.
- 1) Show true commitment by the state by giving back the \$2.5 million stolen from the coal severance fund to renovate Rupp Arena in Lexington. This would allow serious quality of life issues to be attended to in Eastern Kentucky, where the fund belongs. 2) Stop wasting money on companies outside of Kentucky to reveal to us things that should be obvious to those living here. The \$100,000 recently expended to share the idea of a "Gatlinburg or Branson" did not require a room of brilliant minds or dollars to figure out. The Kentucky Music hall of Fame and Renfro Valley located on I-75 should have been an obvious solution to this scenario. 3) More monies expended on sector studies to state the obvious. The state will focus funds on the designated sectors that simply do not apply to our more rural areas. 4) Spend money on training skilled labor!! Other countries are beating us in this vital area and drawing manufacturing jobs outside of our U.S. border. 5) Tackle the Right to Work issue and help Kentucky get consideration for jobs we do not even know we are being eliminated for on a global scale.
- Pool all monies from property taxes for schools and distribute them equally to all the K-12 schools in the state.
- Change state tax code, pursuant to recommendations of recent tax panels.
- Keep legislators from allocating coal severance funds and let them build up until counted... Had available funds to ... match money etc...when trying to get a company to locate.
- Explore MN tax on coal reinvented on mining.com.

Financing for Business Ventures

- Must set up a loan fund for anyone who wants to make a product, grow a crop or do any economic endeavor to help Eastern Kentucky. This should be interest free for no longer than two years. It needs to be paid back within 10 years at a low interest rate. The maximum amount needs to be no bigger than \$100,000, probably \$50,000.
- Level 1 – angel investments – startup, high risk – startup equity. Level 2 – Equity investments – 2nd/3rd stages of investments – VC firms – Angel [?] 2/3. Level 3 – Asset Based Lending – factoring – SBA Programs. Level 4 – Commercial Bank Lending. Level 5 – Access to Public Financing Markets – Debt and equity markets.
- Establish incentive for regionalism/collaboration. Implementation goals and expected outcomes/timeframe. Clusters and interest groups. Look at Minnesota group's seven forms of wealth. Explore investment funds and wealth transfer local incentive.

Funding for Business Assistance and Economic Development

- 1) Some kind of insurance bank that the small mom and pops could tap into. Insurance costs so much for a small business. 2) One source that a not-for-profit can go to for funding to free up time for classes to help. 3) Need a lobbyist and not a politician, someone in the field with a business. 4) Promote small town/country talk with "coffee chat."
- 1) Cash for clunkers type model for manufactured housing. Replace with locally built housing or employ local skilled laborers to retro fit housing 2) regional community fund created to find philanthropic endeavors. Seed money from severance tax and then additional funding from communities.
- Banking – micro-financing/credit union specifically serving low-income; invest in local businesses (owned by people who live here).
- What can we do to get more money for the arts? It is one of the best things we have in Eastern Kentucky. The Kentucky Arts Council helps us, but they don't have enough money.

Public and Private Partnerships

- Have state entities work with the communities to start projects, not try to disappoint people doing projects.
- SWAP - Sustainable Workforce & Affordable Power: Create a partnership between electric utilities, the Commonwealth of KY, Kentucky Housing Corporation, builders/manufacturers and financiers, and USDA Rural Development to replace high-utility bill, old mobile homes with ultra-low energy homes that reduce peak power by 90 percent. This would create jobs, improve housing, reduce cost of electric utility infrastructure investment through demand-side management and on-bill financing through newly available USDA RUS funds. (I'd be happy to talk with someone more about it.)
- Youth leadership development – parties with private sector, philanthropic, nonprofit (youth involvement – places on boards, provides both mentorship and space for youth to give input/ideas."

Commitment: Public and Private Investment

- 1) Communicate with Community Action Agencies throughout Eastern Kentucky; 2) provide a system for local delivery of services; 3) provide network for interaction between local governments, business community, low-income community.
- To help nonprofits effectively manage federal grants, organizational management, legal issues
- Apply for a Promise Zone for 8 coal counties in southeast KY.
- Continue to implement Stronger Economies Together.

- Staff will continue to help SOAR.
- I don't know yet, what are you willing to provide & fund? I would donate to a KY Foundation specific for purpose of promoting tourism and small business (mom & pop) owned. Start one.

Tourism (includes Natural Resources, Culture and Arts, Community and Regional Foods) Opportunities Breakout Session

EXECUTIVE SUMMARY

The Tourism breakout session began with a short presentation from the resource team, focusing on the opportunities and challenges for tourism development within the region. Eastern Kentucky is rich in natural amenities that could be capitalized, opening up high potential opportunities for economic development and job creation.

Participants in the breakout session proposed a wide array of tourism development options that would aggressively build on and promote the region's 1) arts, culture and heritage resources; 2) agricultural products and local foods; 3) vast scenic beauty and 4) natural resource-based recreational opportunities.

To bring about this larger vision for tourism, participants suggested specific projects that could be undertaken. These projects ranged from developing parks and trails, to building an Appalachian arts and crafts center, to expanding the production of "mountain" agriculture. They stressed that tourism could serve as the foundation for increased entrepreneurial activity in the region and for the growth and expansion of small businesses.

Participants also called for the creation of a unifying brand for the region and a major marketing campaign to promote it. They recognized the need to create an inclusive process and to have all counties represented on the Appalachian Kentucky Commission. In addition to the involvement of established leaders, participants recommended the engagement of successful artists, youth, and elders.

To finance the vision, the discussion group suggested tax incentives, guaranteed loans, and assistance for entrepreneurship and business ventures. Several participants noted that the coal severance could be a funding source for tourism development.

Comments collected from the SOAR summit were numerous and varied. A sampling: development of a whitewater park; trails for ATVs, horses, bikes, hikers; a new state park at Fishtrap Lake; amphitheater bluegrass festivals; increased rock climbing activities; visitor center improvement; marina construction; local food tours; car club tours; revitalizing small towns as destinations; development of ski slopes; addition of picnic tables and benches; and passenger trains to view spring and mountain color – to name a few. The overarching message was that significant opportunities are available to capitalize on for tourism for the region, which can lead to strengthening the economy and growing jobs and businesses.

Tourism Opportunities Breakout Session

BREAKOUT DISCUSSION NOTES

Common Themes

- Food/Agriculture
- Marketing
- Entrepreneurs
- Adventure Tourism
- Cooperation (Regional)
- Incentives for Private Landowners

Opportunities

- Promoting Red River Gorge, Breaks Interstate Park, Middlecreek National Battlefield in national parks
- Capitalizing on elk herd, visitor's center, and forestry
- Changing external perception by creating a specific identifiable icon – E. KY Heritage Monument
- Branding what farmers are doing – value-added products
- Inventory and promotion of climbable rock faces and supply sources
- Marketing, upgrading, and beautifying Exit 33
- State and federal government – work more closely with Corps of Engineers to get more water to the Elkhorn City area
- Packaging unique 'Appalachian experience' and opportunities in a cohesive manner instead of as separate opportunities and activities
- Developing an Appalachian arts and crafts center and culinary institute
- Gatlinburg-type development
- Tourism Development Act amended - reduced from \$1 million to \$200,000
- The visual arts opportunity/culture of the region together
- Regionally mapping and advertising – nationally promoting culture and heritage
- Supporting region through shopping locally/regionally
- Recognizing elders in community are a valuable resource
- High school website marketing competition with cash award
- Online culinary magazine (like Edible Louisville)
- Tourism ambassador program and youth ambassador programs
- Wet/dry vote
- Streamlining government resources and creating public/private partnerships and collaboration
- Support for artists and public arts marketing/retail to sell arts and crafts
- Mountain agriculture – beef, goats, sheep, grapes, blueberries, forestry, mushrooms, ginseng, organic vegetables, stevia (sugar replacement)
- Ag education, FFA [Future Farmers of America]
- National spokesperson

- Strengthen agricultural businesses and food and retooling of agricultural development
- Developing national publicity/campaign that advertises all Appalachia has to offer
- Legalizing recreational marijuana
- Promoting covered bridges
- Broadening ideas already in existence (like W. Va. Hatfield/McCoy theme)
- Developing food destinations, restaurants, producers, etc. and brand food heritage
- Promoting Civil War battlefield and carriage driving
- Developing a “service culture,” respecting diversity and value-driven
- Extending Cumberland Gap Trail to Elkhorn City
- Corps of Engineers should release floodplain around lakes for building purposes
- Moonshine promotion: “Moonshine Trail”
- Carrying local promotional literature with you

Resources:

- Country Music Highway travel guide
- ECHO website
- Challenge to group from participant: “Stay & Buy & Play in Region!”

Capitalizing on Opportunity

- Our elders and their knowledge/experience
- Monetary award – for high schools to develop web sites promoting regions
- Advertising rental opportunities for longer seasons; more collaboration regionally
- Strong tourism ambassador program – visit each other’s venues/activities
- Educating students about the region – utilize youth – make sure they experience our assets
- Weekly newspaper about arts/events/restaurants – free
- Cutting through government red tape – regulatory relief
- Support for all artists in region; more public art
- Market EKY as “Adventure Capital of the South”
- The role of arts and culture and how all the issues tie in
- Scheduling another meeting focused on the arts
- Looking at Abingdon, VA, as a model/example for arts and cultural opportunities
- Agricultural programs/education in schools
- Remember forestry – it’s a “cash crop”
- Training in aquaculture and other

Organization

- Appalachian Kentucky Commission with representation for all counties
- Conducting bus tours of region
- Getting involved with existing organizations and resources
- Diversity, long-term, clear vision for regional commission work
- Forming regional historic preservation organization
- Developing community calendar (regional) of events and entertainment

- One large regional point of interest to draw tourists
- Public advocacy – talk to elected officials

Leadership: How to Organize for the Region

- Internet
- Get involved!
- Need strong leaders and to develop a long-term vision
- Good processes in place
- Diversity
- Regional nonprofit heritage advocacy organization
- Need people from region to be involved/collaborate on regional calendar of events
- Selling the region to the politicians – talk about arts/music/food
- Needs to come from the public/voters – what is the next step? what is the forum?

Finance

- Capitalizing on sustainability
- Looking at Virginia's model – put severance tax in different hands
- Putting severance dollars away for future use
- Tapping into successful artists who have left and ask them to make a commitment

Tourism Opportunities Breakout Session

INNOVATION IDEAS AND COMMENT CARDS

Adventure / Activities / Tours / Natural Resources

- Expand on existing successes to incorporate/host a diverse demographic of people. For example, offer ideas for non-climbers at the gorge.
- Build a white water park in Elkhorn City.
- Build a covered bridge at natural bridge state park so older people can visit.
- As in Powell County, we could work to develop our county road systems as the backbone of a trail system to move tourists through our region. This increased traffic and revenue would help support many of the things that were discussed today.
- Develop ATV trails...soon! The Hatfield-McCoy Trail is fantastic, but we need our own.
- We should learn from other's success.
- ATV trails – eight years and we have nothing. Mingo Co. has had 18 miles of ATV trails for 10 years– railroad excursion trail – as coal industry declines side track will become available.
- Develop Fishtrap Dam / State Park in name only now!
- Amphitheater bluegrass festivals.
- Tourist trails – as out west - Durango to Silverton between coal towns.
- To change Southeastern KY into a national park.
- ATV trails, horse trails, tours of heritage/culture (trail rides), infrastructure of resorts, virtual iron/virtual coal mining tours, sky tram systems, rock climbing tours, etc. (similar to the Great Smoky Mountains)
- Invest in our youth, i.e., Junior Tourism Council.
- Expose our youth to outdoor adventures that we are asking them to promote. Get our rural kids on mountain bikes, kayaks, hiking, etc. They are our best ambassadors, yet we don't allow them to recognize their Appalachian heritage.
- Trails, people, bicycle, and horses.
- Red River Gorge/Nat Bridge State Park. Promote/advertise RRG/NBSP area nationally – brings in 10,000 rock climbers annually. Area within three-hour drive time – Cincinnati, Indianapolis Louisville, Lexington and south Indiana.
- Upgrade/beautify Slade, KY. Only exit for RRG/NBSP – All tourists get off here. Sidewalk, lights, flags connecting small business on R&H in Slade to create tourist district of shops/carriages, etc. Talk to tourism directors in Powell and Lee counties.
- Lots of people stop at the visitor center here since halfway point. Needs cosmetic appeal to have people stay and shop.
- Support the five-county multi-purpose trail system for ATVs /mountain bikes and horses. Tell federal Forest System to back off their opposition – they need to realize area needs economic development more than another wilderness trail. (Arguing over couple miles).
- Make RRG/NBSP the "regional outdoor enthusiast recreational area."

- Money needed for advertising and signage, for counties to develop and maintain trail and sidewalk. Put State Marina and State Dock in Beattyville on KY River – this would really make RRS/NBSP a vacation destination. Build it and lease it out.
- Restore and remediate the land and water damaged by strip mining – and put unemployed miners at work doing it. Stop additional mountain top removal.
- Tourists are looking for beautiful natural landscapes, and we can't compete with western N.C. and parts of Southwestern VA until we clean up and restore.
- Tour ideas: Incorporate "faith" into tours; marriage retreats, his/her activities, etc. Food – Southern cooking group – perfect biscuits and gravy, fried corn – food tours. Guitar tours – Learn to play an instrument in one week/or advance your skills and “golf widows” tour.
- Replicate the Explore Colorado West idea. They taught all first line employees how to talk to tourists and encourage them to stay in Colorado West, provided incentives for waiters, waitresses, museum guides, service station attendants, and maids in hotels and motels. Had radio stations, newspapers, magazines, and billboard companies donate time and space.
- Develop Nada/Slade into a tourist destination of shopping and eating along with the road bicycles, mountain bicycles, hiking, trailing, running half marathon, hiking Shewoltee statewide trail, canoeing and canoe racing, motorcycles, antique car clubs, T-1 real trail town, rock climbers.
- We need diversification and need to preserve our simple majestic beauty so we can share it with others.
- Gardening for farmers markets, vegetables, etc.
- Tap into the beauty of the mountains and talent of the people and develop a "4 wheeling" community with 4-wheeling pathways meandering through the hills; create a "village" of cedar siding log cabins where those who travel to the mountains could stay.
- Create roadways, lodging, and an entertainment center where clogging, ducimer making, quilt making, story telling, banjo paying, singing, etc are featured.
- Create or revitalize the downtown areas with outdoor cafes, shops that sell Kentucky crafts and candy.
- Take advantage, for example, of the Hatfield/McCoy feud.
- Develop ski slopes/resort on KY side of Black Mountain and Pine Mountain. Ski resorts are known to attract many small businesses along with tourists.
- Develop an Appalachian bicycle trail – safe, quality, 10-foot wide, linking key communities including Whitesburg, Prestonburg, Merken, Pikeville and Compton. See Iowa's annual "RAGBRI" – stupendous tourism and P.R. and 421 to Virginia line and tourism by rail.
- Invite young business folks to start and promote tourism.
- Connect small towns with bicycle routes, road or trail; Dawking Trail already working.
- Clay City (Powell Co.) is in a horseshoe created by Red River. We want to develop a river walk / bike trails along the riverbanks and extend it to include Stanton.
- There are lots of historic spots (old railroad trestles, sites of logging industry, iron industry, etc.) where historic markers could be placed.
- Build benches for walkers to rest. Picnic tables could be placed in 2-3 spots along route. It would be great local asset for exercise and recreation and a tourism draw.
- Promote existing lodges and lakes and build lodges to house tourists.

- Tie together cultural/craft/music into a culture/arts trail a la Bourbon Trail – ID stops, could start and end in Berea, include food stops along the way.
- Embrace the river.
- Embrace diversity, tourists from diverse backgrounds would feel welcome to come.
- Reclamation of water and land from mining to better promote outdoors tourism.
- Make Eastern KY a destination for spring blossoms and fall color tours.
- Passenger train to travel between recreational areas, viewing our natural beauty – mountains, fall foliage.
- Promote basketball training facility (year-round); Loretta Lynn Music Festival.
- Build Artisan's Center akin to the one in Berea; wine vineyards.
- Have car club tours through Eastern KY (antique cars, Porche club, etc); culinary; art – traditional classes in art – tourists get a chance to try their hands at quilting, instrument making, etc. Dance. And market tours for senior citizens – they have expendable income.
- Kentucky's first 100-mile trail run, to take place on the Pine Mountain Scenic Trail October 4-5, 2014. Race headquarters is at Breaks Interstate Park. Participants may also run 100K (62.2 mi), 50K (31.1 mi) or 25K (15.5 mi). Event is the cloud splitter 100. www.cloudsplitter.com.
- More "Rails to Trails" – there are lots of industries that can be associated with them – lodging, food, etc.
- The Transportation Cabinet should investigate the expansion of the rail to trails program. There are hundreds of miles of abandoned railroad beds in Eastern KY. There are railroad beds once served, now abandoned mines and trestles. All that is necessary is acquiring right of way, clearing land, in some cases upgrading the bed. Railroad beds are very long or gentle sloping and could be used by hiking, bicycles etc.
- Market Eastern KY as the "Adventure Capital of the South."
- Central Appalachia west through the foothills has the best cycling topography in North America. Why not develop the best infrastructure to encourage that through the next 20 years of the highway plan? Our little mountain towns could emulate the quaint little towns of western Europe.
- Promote Red River Gorge/Natural Bridge area as the "regional outdoor enthusiast recreational area" by assisting local counties in the multi-use trails idea. Make it ATV, mountain bike and horse friendly. Provide money for trail access, parking, signage, trail maintenance.
- Assist Beattyville to build marina, boat docks, to KY River. River access and water activities need to be promoted – currently no one capitalizing on beautiful KY River. This would bring in the boating/fishing/water sports tourist in addition to current hikers and climbers.
- Promote rock climbing in Gorge nationally! Area brings in over 50,000 climbers annually and could be more. My cabin rental business brings in numerous foreigners each year just to climb the Gorge. Huge missed opportunity here.
- Establish a gravesite location for heroes – hero being defined in this comment as those people who are organ donors after their pulling. Benefits: recognizing organ donors, media/hospital. Out of the box thinking, but this site could be for donors as Arlington is for our Vets.
- The fact is, even in surrounding states, such as NC, most people have no idea of all of the diverse attractions and outdoor recreation opportunities available here in eastern KY. They need a getaway that has something for everyone, and that will happen if we create a way to broker information in that way.

Regional Promotion and Product Development

- Solidify a regional identity/brand that can help in recruiting business and tourism. Privatized funding – require businesses (large corporations) to make sustainability investments following their tax breaks/incentives. They commit to giving \$s to a regional fund for youth development, economic development, tourism, etc. Training for businesses and individuals in tourism like the "Welcome WV" program.
- Advertise in Colorado and Toronto and Chicago for climbers to come to the Gorge. Red River Gorge /NBSP within three-hour drive of several major cities – huge potential demographics – Cincinnati, Louisville, Indianapolis, Dayton, Southern Indiana, Lexington, Huntington. Also lots of Michigan and Illinois folk stay in our cabins. Promote/advertise Gorge in these towns.
- Create a tourism agency much like TOUR SE KY that would focus more on educating entrepreneurs on their tourism opportunities. 1) How to market. 2) What to do once you get started (no small loans, what to do to market to tourists!). 3) Customer service.
- We need a spectacular icon to unite all the tourism places in Eastern Kentucky. Something that is an image, a logo, for the region.
- Develop a comprehensive website to locate tourism and recreation sites.
- Need a central receiving point for all the people to be able to access for the different tourism possibilities in East KY in a 24-hr, 7-day week basis so that people can make plans to travel to different areas to enjoy what is being offered.
- Need stronger marketing in local foods and local artisans. Cultural asset inventories and incentives for hiring local talent in arts and creative jobs.
- The Eastern KY Heritage Monument would be a world-class work of art that would direct visitors to all the amazing sites and activities in EKY. Capitalize on the largest elk herd east of the Rockies. Use elk as a brand to market wildlife recreation. Partner with coal companies and large landowners for opportunities. Let's build a world-class visitor center and education center.
- Start with getting each county to learn what the other areas have to offer. Everyone using one identity to bring tourism to the area! C.O.A.L.L. – Coalition of Appalachian Learning and Living.
- Replicate tourism themed towns such as Leavenworth, WA.
- Establish regional or countywide hospitality training initiative(s) to train service and tourism employees. Good people skills including courtesy, local-regional knowledge, friendliness.
- Promote moonshine distillery in Jenkins, KY. Devil John Wright Moonshine Trail off Pine Mtn. Coal Mine Tour off US 23 in Jenkins.
- Educate our local and state elected officials and the folks in our communities about the benefit of tourism to local economies. (This excludes Congressman Rogers and Governor Beshear because they already know).
- Need innovative online or 800# resource that helps families plan a 3-4 day vacation.
- Legalize recreational/medicinal marijuana and tax it. Grow an industry, increase tax base, promote tourism, be the first state in the U.S. to do this (don't be the last, just for once).

Arts / Culture / Historic preservation

- Fund the arts. The Kentucky Arts Council helps us but they don't have enough money.
- We need to create a format to bring talent back to create East KY as the music center (entertainment center) of the mid Atlantic region.
- Buy local. Support the arts programs. More art everywhere.

- We have a wealth of culture and traditional arts at our disposal, and these are just waiting to be fully utilized.
- Learn from Summit City and Whitesburg. Learn from Higher Ground Theater in Harlan County – recreate in other communities.
- Preservation of existing historic buildings and structures, e.g., post offices, coal camps, bridges, cemeteries, document their cultural significance, and restore the buildings for public use for arts, music, culinary centers.
- Remember to include East KY's native history – it's 10,000 years of experience/history/culture that can draw tourism dollars.
- Encourage and support the development of a regional historic preservation committee/nonprofit to provide a local knowledge base that can speak to what resources are important to preserve in order to maintain the sense of place so important to so many.
- Consider the area between Paintsville and Prestonsburg as a suitable hub of tourism and cultural identity. 23 (Country Music Hwy) between Hal Rogers Pkwy and Mountain Pkwy.
- Replicate Cowan Creek Mountain Music School – Old time music day camp in Letcher Co. – for bluegrass music or gospel music or even crafts.
- Organize market 2-3 weeks in fall when all organizations present live old time music, bluegrass music, and square dance event – special events so tourists can travel from town to town hearing music and appreciating the fall colors.
- The authenticity of the historic built environment can be improved, adding to the existing cultural assets. This creates quality jobs, keeps existing buildings in service, and adds/maintains the aesthetic appeal of these structures to enhance tourism.
- To improve tourism, we need to develop our agriculture and learn about our heritage, build on farming, (animals & plants) trails, and rock climbing.
- Take advantage of the history of Appalachia. Example: instead of allowing historic homes to be turned into Italian restaurants, turn the home into a historic landmark and open it up to Feud tourists. Also advertise opportunities available in the area. Improve physical infrastructure to invite business.

Commitment Comments

- Use of our facility for meetings, forums, etc.
- To highlight South East Kentucky visual arts. Our area is a microcosm, rich with talented artists, artisans, and crafters. There's more to the visual arts than Lexington and Louisville. Let's highlight the Appalachian Arts! GRANTS TO TEACH Eastern Kentuckians!
- We are developing a small, sustainable local farm. We would like to be involved in developing agro-tourism.
- Help any way we can! Just ask. And please remember adventure tourism could become an industry in East KY.
- Our agency has expertise related to historic preservation and community planning, which could be useful given the regional importance placed on sense of place and promoting things like cultural resources for tourism. We also administer programs like the federal and state historic preservation tax credits and Kentucky Main Street, both programs which support and incentivize private investment and local resources. While our primary focus is on helping people figure out how to save and adaptively reuse the resources they have, we can also offer insights into good design/community considerations when the old can't be saved and new infill is planned. This might be helpful in

situations where making resources accessible and interconnected is critical or desired. Finally, we can offer assistance in working with residents to identify cultural resources that are important to them, something that could support planning for some of the changes this summit will help the region realize!! We are hoping to work on establishing a regional preservation non-profit in Eastern KY to bring local values/interests/perceptions to play in shaping how the region looks moving forward.

- Support the development of a regional nonprofit historic preservation advocacy organization. Support qualified historic rehabilitation projects in eastern Kentucky with the federal and Kentucky Rehabilitation Tax Credit. Be available to speak to communities/organizations who want to maintain their authentic sense of place and heritage. Support eastern Kentucky towns who want to participate in the Kentucky Main Street Program. Partner with travel and tourism entities to implement, expand, or enhance heritage trails such as the Country Music Highway.
- I will do anything (committee work, internet connections, etc. to move the SOAR process forward). My organization owns an historic theatre in Williamsburg, The Lane Theater. We need help restoring it and reopening it as a community arts and cultural center.
- I am hosting, with friends, three events in Powell and Wolfe counties. I just opened Bowen Farm Bed and Breakfast. I serve on a couple of boards that help Eastern Kentucky.
- Will help with ATV trails – emergency communications / auto tourism / music on main / cruises.
- Adventure tourism.
- Sharing information, ideas, etc.
- Education and tourism.
- Time, land, needing FFA funding to do several agricultural (farming) – sharecropping, etc. Utilization of property for trails and zip lines.
- As the only art museum in east Kentucky, we can be useful in many ways. However, specific commitments are hard to make until we see how this effort develops. Not sure when need is What our limited resources can handle.
- Work with the region as much as possible. Our commission goal is to promote and market the area. We would love to be part of this region.
- Will serve on tourism-focused committee.
- I'm not exactly sure the role we could play, but we could in the least disseminate information among our members.
- Health and fitness related, outdoor activities, training, workshops, cycling tours.
- To continue our work to promote tourism by working across county lines, combining resources that can be marketed to tour groups and teaching our members to market with 21st Century technology.
- Participation in any future endeavors Powell Co. Are currently working in regional efforts with Lee, Wolfe, and Estill counties on a by-way system using existing county roads – this could be expanded to include this entire region.
- Member of planning team.
- Facilitate meeting or session.
- Anything I can do to help.
- Attend sessions, facilitate sessions. Host a meeting for the region.
- I commit to help bring industry and tourism to our region by participating in projects that will improve our local economy.

- Willing to serve on committees and travel to promote our region. Help in any way we can. (We attend 11 craft shows in four states each year and pass out information about Harlan Co. now.)
- Our club will help out in any way we can – we are already doing good things in Clay County.
- Radio time to promote region. 1/2 hr. recorded show to play on our station and promote to other stations. Promote tourism.
- Partner with anyone that has an idea to try out from entertainment to activities promote/inform/help with website creation for new tourism business. Any other needs, projects.
- I am a concerned citizen originally from Letcher County. I commit to participate in future SOAR meetings. I'm interested in tourism specifically and am willing to help in any way I can.
- We produce Country Music Hwy Travel Guide and country music highway.com. Not sure exactly what we can do, but contact us and we will discuss.
- To assist any community to explore. Define and develop opportunities to teach/learn about Native America.
- I don't know yet. What are you willing to provide & fund? I would donate to a KY Foundation specific for purpose of promoting tourism and small business (mom & pop) owned. Start one.
- Restart the Kentucky Federal Agency Tourism Council to invigorate partnership and cooperation at the federal, state and local level.
- Will help with getting the word out to our members. Giving my 2 cents/ideas!
- We will lead an effort to capitalize on the elk and wildlife resource of East KY. Our idea is to develop wildlife and education visitor center along with a network of wild herds.
- The London-Laurel County Tourism Commission commits to not only working toward the development of tourism within our boundaries, but regionally. We will be happy to promote tourism in our neighboring counties and throughout eastern Kentucky.
- Host meetings in own facilities (inside, Pikeville; outdoor at Jenny Wiley State Resort Park). Address issues of culture and arts in economic development and cultural place making.
- The Arts Council will continue to offer resources, assistance, training to communities, etc., to further develop and market arts and cultural assets.

Regional Collaboration and Identity Opportunities Breakout Session

EXECUTIVE SUMMARY

The Regional Collaboration and Identity breakout session began with a short presentation from the resource team, which focused on the need to work together as a region to identify strengths and promote goals.

Participants noted that opportunities should be broader than a replacement for the coal decline. There are not likely to be new sources of funding, so partnerships need to be strengthened or created that link together businesses, government, the nonprofit sector, and the education sector. Ideas for regional collaboration were wide-ranging, but several major themes emerged from the discussion. The need for communication across the region on projects was expressed as well as for more collaboration on economic development. The group identified the necessity to move beyond local rivalries and create a unified branding for the region, such as “One Eastern Kentucky.” It was also noted several times that engaging youth is an important aspect of any new opportunity. Communications and technology, and transportation infrastructure were also noted as important components to regional collaborations.

One common theme was the local regional food system and exploiting the local food culture. Agri-tourism can be a source for jobs in the region, and supply chains can be built from suppliers to markets. Another common theme was tourism, ranging from the natural scenic amenities, to cultural activities such as festivals, and the creation of an “adventure trail” or “riverboat tour.”

Participants noted that all these opportunities would take time and funding to bring to fruition, and that challenges of local rivalries, competition, and negative imaging will need to be addressed, but that collaborations between local and state government entities, grassroots funding, and engagement from the private sector, as well as a broader engagement from local residents would all be important components. One workgroup noted it was important to “have patience.”

The comments received from the conference related to regional collaboration ranged from specific comments about what should constitute the region, to specific ideas regarding regional opportunities. Ideas to unite the region around agriculture and agri-tourism, local foods, arts, culture, and tourism were many. Comment cards also addressed many of the challenges that must be addressed to achieve more regional collaboration, including the many political jurisdictions that often compete with one another over scarce resources. Unified branding and marketing, including the need for an organization to promote the region as a whole, was noted by many.

Regional Collaboration and Identity Opportunities Breakout Session

RESOURCE TEAM POWERPOINT

The purpose of this discussion

- Identify what will assist us in moving into the future as a loosely tied region with similar goals and values. (Going to assume that number one goal is **job growth**)
- Identify what holds us back
- Identify the concerns of all those interested
- Identify our needs to be successful in the long-term

Shaping Our Appalachian Region Summit, December 11, 2013, Filtsville, KY



What is Regional Collaboration and why is it important?

- Working together to benefit all.
- Strength comes from numbers. "*All for One and One for All*" or "*United We Stand, Divided We Fall*"
- Need to become significant in this global world.
- Need to improve our image.
- Need to promote similar goals to succeed.
- Identify what makes our region unique.
- Everyone wants to be with winners.
- It must be more than government-Need business

Shaping Our Appalachian Region Summit, December 11, 2013, Filtsville, KY



What are our biggest challenges?

- Number of Counties
- Lack of Technology for Communicating
- Lack of Sharing of Ideas
- Lack of Identity
- Isolated/Terrain
- Lack of Communication
- Lack of available funds
- Fractured communities-different governing bodies
- Lack of involvement of small business owners

Shaping Our Appalachian Region Summit, December 11, 2013, Filtsville, KY



What is our region?

- Geography (do not get tied to boundaries).
- Image for community collaboration, such as **PRIDE**.
- Need to be a destination and not the "end."
- Need to take the initiative ourselves.
- Need to define ourselves to each other so those on the outside know who we are.

Shaping Our Appalachian Region Summit, December 11, 2013, Filtsville, KY



What is Identity Innovation?

- Free thinking – "outside of the box"
- See ourselves in a different way. (No longer just coal)
- Creative solutions
- What we are and what we want to be known as?

Shaping Our Appalachian Region Summit, December 11, 2013, Filtsville, KY



Opportunities to move forward

- Communication
- Infrastructure
- Technology
- Sharing of ideas and resources
- Knock down barriers
- Remember there is no "quick fix"
- Educate our communities on the region
- Cannot be afraid to let our neighbors succeed
- Public/Private Funding

Shaping Our Appalachian Region Summit, December 11, 2013, Filtsville, KY



Our mission-Not a Solution

- Identify concerns
- Review considerations
- Explore Ideas

Shaping Our Appalachians: Region Summit, December 9, 2013, Williams, KY



Regional Collaboration Identity Innovation

What are the 5-7 most common themes that have surfaced in our discussion?

Shaping Our Appalachians: Region Summit, December 9, 2013, Williams, KY



Where do we go from here?

What should this region do to best capitalize on these opportunities?

Shaping Our Appalachians: Region Summit, December 9, 2013, Williams, KY



Moving Into The Future

What can the SOAR Initiative do to advance these ideas?

Shaping Our Appalachians: Region Summit, December 9, 2013, Williams, KY



Promotion of the Region

More broadly, how should the region organize itself and be financed to advance the SOAR Initiative?

Shaping Our Appalachians: Region Summit, December 9, 2013, Williams, KY



Closing Comments

- Thank you for this honest, engaged conversation.
- These comments will become part of the report by the SOAR Summit Planning Committee.
- We hope you will stay engaged, and if you did not wish to share ideas verbally, but wish them considered, please write them down on the forms you have received, and they will be added in the record.
- Please place your Commitment and Idea Cards in the box, upon leaving.

Shaping Our Appalachians: Region Summit, December 9, 2013, Williams, KY



Regional Collaboration and
Identity Innovation

Thank you for your engagement—
have a safe trip home!

Shaping Our Appalachians: Region Summit, December 9, 2019, Wheeling, KY



Regional Collaboration and Identity Opportunities Breakout Session

BREAKOUT DISCUSSION NOTES

Common Themes

- Food
- Youth involvement
- Tourism-unique destinations
- Communication/technology
- One East Kentucky
- Transportation, both infrastructure and public transportation

Opportunities for Innovation

- Local/regional food system (from farming to the plate)
- Demand for skilled training in relation to skill sets actually needed
- Strength of festivals – build & extend
- Calendar of regional events
- Raising awareness that area is not homogenous, inclusion of everyone, such as Latinos
- Exploiting food culture
- Bringing attention to geological features
- Tours of things indigenous to region
- Sharing regional services, such as ambulance service
- Developing partnerships for co-op opportunities for students
- Youth leadership development
- Multi-media collaboration
- Public transportation and infrastructure – access to opportunities for all
- Moving beyond regional/local rivalries
- Nature tourism, agri-tourism, destination points of cool things to do
- Logo, branding of our area
- Incentivizing success – private, but let public promote it
- Internet/broadband access (look at WV Welcomes – a tourism marketing initiative)
- Need to communicate regionally – SOAR may initiate more of this
- Collaboration in economic development like “One Eastern Kentucky”
- We will accept help, but expect those who come to understand us
- “Adventure Trail” – such as the Bourbon Trail
- Getting youth involved
EKCAR East Kentucky Coal Area Recovery
- Moonshine still, riverboat tour, nature, adventure, agri-tourism
www.greenhorn.com

- Food aggregators – food producers
can grow non-genome
KY Proud – build supply chains to get to markets

How We Can Advance These Ideas, Organize the Region, Advance SOAR

- Building a small community association to share calendars, grants, building the community (not just an industry heavy group)
- SOAR can build the startup for projects/businesses for communities
- A permanent fund for future projects that can be built upon for future projects
- Break up around smaller regions by topography – KY One concept
- Establishing an office (central) in a distressed county
- Not have one political/electoral persona stop a project because they want in a particular district
- Youth
- A permanent fund – funnel into account and start small – like a tax incentive for business to donate to a sustainability fund
- Technology improvements, based on smaller regions
- Tourism
- Marketing what is unique about KY
- Incentivize young entrepreneurs
- SOAR needs to be the start, not the conclusion
 - Need a structure/process
 - Need venues
 - EKLIF (East Kentucky Leadership Foundation) – conference will continue these discussions
 - Inclusive, transparent, accountable and relevant
- Look at examples from Tupelo and Iron Range
- Defining the region
 - Be broad enough to create new solutions beyond coal
 - Capture these opportunities but not just the things that come out of the coal decline
 - Recognize that a lot of new funds will not be available (think about how to work with existing resources)
 - Business, government, education, non-profit sectors working together
- Tourism – professionally managed regional websites

What SOAR Can Do

- Planning Committee
 - Growing the diversity of the committee (age, race, gender), more and different
- Organize SOAR committees at more local level
- Any coal severance or abandoned mines monies
- Look at existing regional groups and revamp or expand
- Powell Co. had a summit
- One East KY – branding
- Capitalize on our people

- Determine how to organize
- Continue to think big
- Look back at Ag Dev Food – tobacco settlements
 - Revamp this to help new entrepreneurs find resources and unify them
- EKL (East Kentucky Leadership) group – see how it attracts young entrepreneurs
- Give small business opportunity to try, even if they fail
- Community involvement from even nonprofits, churches, etc. Break it down to a grassroots level. SOAR can change our future!
- Branding: Brand ourselves – have a positive brand or view of ourselves
- One East KY
- Leadership development
 - Advancing SOAR
 - Use leaders, but start involving others like their spouses
- Youth involvement
 - 4-H used to come together to learn skills
 - do it with folks how to learn skills with other counties
- Land owners – bequeath land at death to be used by people or sold and money put into a fund
- Improving regional self-awareness
- Promoting regionalism – promoting one another
- Hospitality training to promote regionalism
- Do we promote ourselves before we figure out who we are?
- We leave here with the same ideas, but then we go back and compete with each other
- For example, we could work together regionally in tourism. It is feasible, but challenging
- Our challenge is we don't promote ourselves and we apologize for who we are, making ourselves our own worst enemy
- Need support of state government to do this
- Developing a stable committee with experience, but add “new blood” to the mix
- Knowing our own community
 - The state of each region/community
- Involving more participants from home allowing each person to have a voice to agree, discuss, argue, increasing buy-in
- How can you take out the competitiveness
 - Linking ideas and communities together
- No one source promoting East KY
- We do not use social media to promote or continue discussions such as these
- We have the opportunity with the Country Music Highway modeled after Crooked Road
- Continuing the SOAR Facebook
- State needs to promote more than horses/bourbon
- Many communities are looking at the Trail Town Initiative
- Must diversify tourism amenities
- Four people in the session were from private business and not tied to government
- Putting together a tour (3 ideas from each) for tour East Ky One

- Tourism is just a piece of it – we need jobs!
- People are leaving the area
- Work together to create a positive image of ourselves
- Starting with tourism may lead to the territorial issues
- Have an inspiring leader for SOAR – some can manage but not lead
- Learn how to clean up coal waste, turn it into a job
- Small Business Development Center
 - Help to write a business plan
 - Financing, tell people in region about it
- Products – hemp – no processing in place
 - A viable replacement for plastics, etc.
 - Cleaner industry`

Regional Collaboration and Identity Opportunities Breakout Session

INNOVATION IDEAS AND COMMENT CARDS

Regional Definitions, Boundaries, and Political Issues

- Need commitment from local politicians to not stop this process; look at combining counties. Look at combining school systems.
- Break down the political corruption and in-fighting to promote E.KY – not just my county, my \$s – need a commitment from our current leaders to support this, as well as training and leadership for future leaders (civic education) – change in political culture.
- Work across boundaries – One East KY.
- Local people need to hear political leaders (county judges, state leaders) state the regional push – "We're all in this together" and forget about the county or legislative districts. We need to hear the push for unity over and over and over.
- Establish incentive for regionalism/collaboration. Implementation goals and expected outcomes/timeframe. Clusters and interest groups. Look at Minnesota group's seven forms of wealth. Explore investment funds and wealth transfer local incentive.
- Local politicians, business leaders, and the public must work together to make this change. It can't be a "me" mentality. We have industrial parks throughout the region that are vacant. If we could work together on a regional basis to foster small ideas such as recycling, timber-hardwood industry, and other businesses. We must have the four-lane completions of the Mountain Parkway and Rt. 80-I66 to bring the region to fruition.
- Reduce number of counties (form regional co-ops?).
- We need to emphasize social and economic clustering. Development doesn't occur in a diffuse, dispersed manner, but in a concentrated way – like Christmas lights on a Christmas tree. One of the greatest barriers to development/progress in Appalachian Kentucky is the scattered nature of the inhabitants as well as the economic, educational, social, cultural opportunities. Clustering is key to economic collaboration, but also to providing service to inhabitants, especially the poor, and to promoting communal/cultural cohesion.
- First, I am pleased to see that big coal's grip on our politicians (I will refrain from writing where or by what they were gripped) has finally loosened enough for them to speak. Secondly, we must develop a structure for admitting our region's activating and interests that by-pass the entrenched and historical corruption and cronyism that has been a blight on this region since the railroad came. I'm not sure we, as a people, can do this at this ballot box. Thirdly, we need to focus more on small business. Forget the industrial parks and \$8/hour jobs. We need to work just as hard to develop a corner cafe as we do a call center. Finally, we have to look at regional, rather than county, development. Only through this sort of thinking will we develop the sorts of assets that will attract others and raise our quality of life.
- "President of the Senate Robert Stivers: "We must blur county lines." This comment is absolutely true, BUT buy-in will only occur when the word "blur" is better defined. Explanation: East Kentuckians are clannish, or rather, family-oriented. Each county must see a benefit from SOAR. Suggestion: Look at the strengths of each community. How can we build a large "industry" that has a satellite "business" that supports the large industry? For example: Scott County has Toyota, which has

several satellite factories that are located in other communities that support Toyota as well as their own community. Following Congressman Rogers, is there a possibility of having a larger technology "industry" that is supported by satellite businesses in surrounding communities? Support happens when everyone feels valued and provides help to the "whole."

- Why have so many damn counties?

Regional Structures / Regional Approaches: Regional Communication, Identity, Marketing, Branding, Organizational Structure

- Create and aggressively market one unified EKY "brand" – for region (People. Place. Passion).
- To better create a regional identity, we suggest branding the region as a whole (East Kentucky One) and semi-regional areas (RRG). Use a common website, social media, etc. to promote. Also, regional infrastructure to promote regional economic development.
- Develop a public relations campaign for Appalachian area, for both internal and external audiences, to highlight the positive attributes of the region – i.e. culture, work ethic, natural resources, and hope for a better future. Good example from our discussion – ONE East Kentucky.
- Establish regional or county-wide hospitality training initiative(s) to train service and tourism employees. Good people skills including courtesy, local-regional knowledge, friendliness.
- 1) Develop a region-wide umbrella organization to a) promote East KY, b) handle regional branding, c) encourage regional communication, d) work on regional planning, and e) serve as clearinghouse for development efforts. Funding for this could be derived from a small allotment from coal severance tax (5 percent or less). 2) Take ownership of "hillbilly" brand. Turn it into a positive, rather than something to be ashamed of. Use it to celebrate history and culture, thereby promoting region.
- Each nonprofit hospital was mandated by IRS to conduct Community Health Needs Assessments (CHNA) and will have to repeat every 3 years. These are posted on each hospital's website. Since the hospital is the center of care in each county, why not bring the CHNA results together and create a regional approach? Possibly involve the MAPP process from the health departments as well. Collaborate, education, investigate, advocate, invigorate, agitate, as appropriate.
- Looking at maps today. Granry/Boyd/Carter is left out of Eastern KY.
- Implement a region-wide board/group that can "prequalify" companies to meet federal guidelines (financial, veteran ownership, etc.) for H.U.B. zone set asides for small businesses. Government contractors and agencies would love it, and they can award jobs easier within our area.
- Incentivize businesses to locate or start up in the region while giving reason for all counties to celebrate the new business, i.e., methods by which all counties in a region can share in tax revenues from a new business – this decreases recruitment competition among counties and encourages them to work together.
- Rebranding Eastern Kentucky – New face other than coal.
- Saying yes to a regional development body like the IRRRB, but with broader membership – not just government people but also NGOs and private sector advisory. Does micro-credit, branding, as well as traditional "employer recruiting" type work. P.S. Check out www.ourregion.org as web example to seek public input.
- I can support by providing marketing and branding expertise – 30+ years experience in branding and PR.
- Working to develop a regional transition movement including Powell and surrounding counties.

- Effective technology and financial resources for regional collaboration - Focusing resources in areas of greatest need – create strategic partnerships – assist in creating ladders of economic opportunity.
- 1) Communicate with Community Action Agencies throughout eastern Kentucky. 2) Provide a system for local delivery of services. 3) Provide network for interaction between local governments, business community, low-income community.
- We need to work as neighbors and promote each other's endeavors.
- Create a PR and marketing campaign for SOAR that markets Appalachia and our resources to our own people.
- Stay composed as a regional committee and promote it that way, do break up meetings around the region. Form partnerships in the region to avoid conflicts of dates and repeat events.
- I believe we need an Appalachian-based, transparent body that can serve as both an information and locally-available resources clearinghouse, and as an Appalachian brand/seal of approval that can prioritize/facilitate support to an array of regional projects and deliver economy of scale benefits to individuals, small business startups, and existing programs/entities.

Regional Structures / Regional Approaches: Food Systems / Agriculture

- Explore regional, indigenous food culture.
- Local regional food system (field to fork or grow local/buy local. Reassessing skills training – looking at what manufacturers need in communities and region, build training based on that.
- Look towards tobacco settlement fund as example, like ag development fund.
- Interest in the preservation of foods related to the cultural heritage of the region. Provide programs, training and support in agriculture/natural resources.
- I would like to help with a project that would help bring Ag to SE KY. I worked at the ECU Beef Production Farm as a student while attending college. With land companies and community colleges working together we should be able to help promote ag as a means of supplemental income for this region. If I can be of any help let me know.
- Collaboration, resources, etc. to assist in developing agriculture as economic development in Eastern Kentucky. Would like to help lead food/ag initiative.
- Build a regional food system including regional branding, community development, and communications.
- What's a brother to do to get frog legs around here?

Regional Structures/Regional Approaches: Education

- There must be a community wide/regional wide effort to support adult education. Local and state partners must collaborate and have common measures for success. Break down silos and increase opportunities for "win/win" for students/adults/agencies.
- 1) Offer TEALS program (by Microsoft) to public in all communities for free – to become software engineers to build stuff; 2) have the right marketing people to sell the region, not political appointed but local people who are currently volunteering their time to make the community better. Hire one superstar marketer to train us on how to sell us and jump start selling our region. 3) Apprentice, intern, and mentor programs – marketing, skilled trades (need these programs).
- Would love to discuss: I am particularly interested in graduate education for leadership development.
- We will continue to offer high quality community-based early care and education from birth through public school. We know this service provides education, workforce development, healthy living, and

economic development in the KY River Region. We want to remain part of the lifelong learning conversation.

- Consult and guide childcare development, improvement, advocacy if it has to do with early care and education we will be at the table.
- KHS is particularly interested in supporting K12 education in the development of 21st century skills and in encouraging local historical organizations to be a part of solving contemporary issues.
- Develop programs to aid children to develop soft skills in a fun environment. Values, math, make them understand they are capable, how important school is to them, team building.
- Free educational advocacy for children. Provide education to public and school officials and parents on how to secure children's rights to become self-sufficient adults.
- Continue to work with other universities and colleges to train teachers to use the environment to teach all disciplines. Continue to work with other universities and colleges to train teachers to use the environment to teach all disciplines. Continue to work with the KCTS to establish Environmental Education in their courses – expand the Kentucky University Partnership for Environmental Education to include private and regional university centers. Work with other "centers" at universities (re: small business centers) to promote services available to the region.

Regional Structures/Regional Approaches: Tourism / Heritage / Arts / Culture

- Tourism – regional (not restricted to county lines) plan for arts or arts/crafts.
- We need a spectacular icon to unite all the tourism places in EKY. Something that is an image, a logo, for the region.
- 1) Through SOAR info – All economic development or tourism groups be identified, their leaders brought together and partner in developing and networking regionally to promote the varied resources. Many of these groups are working on overlapping projects. Create and promote Red River Gorge/Natural Bridge area as the "regional outdoor enthusiast recreational area" by assisting local counties in the multi-use trail idea. Five counties already agreed to pursue. Make it ATV, mountain bike and horse friendly. Provide money for trail access, parking, signage, trail maintenance. 2) Ties into #1 – Assist Beattyville to build marina, boat docks, to KY River. River access and water activities need to be promoted – currently no one capitalizing on beautiful KY River. This would bring in the boating/fishing/water sports tourists in addition to current hikers/climbers. (Just look at N. KY). 3) Promote rock climbing in Gorge nationally! Area brings in over 50,000 climbers annually and could be more. My cabin rental business brings in numerous foreigners each year just to climb the Gorge. Huge missed opportunity here. Advertise in Colorado and Toronto and Chicago for climbers to come to the Gorge. Red River Gorge /NBSP within 3-hour drive of several major cities – huge potential demographics – Cincinnati, Louisville, Indy, Dayton, Southern Indiana, Lexington, Huntington. Also lots of Michigan and Illinois folk stay in our cabins. Promote/advertise Gorge in these towns. 4) Tell the Forest Service to back off and allow the counties multi-use trail system – desperately needed for economic development of region!
- Help any way we can! Just ask. And please remember adventure tourism could become an industry in East KY.
- Partner with anyone that has an idea to try out from entertainment to activities promote/inform/help with website creation for new tourism business/any other needs or projects.
- I am a concerned citizen originally from Letcher County. I commit to participate in future SOAR meetings. I'm interested in tourism specifically and am willing to help in any way I can.

- We produce Country Music Hwy Travel Guide and country music highway.com. Not sure exactly what we can do, but contact us and we will discuss.
- To assist any community to explore, define and develop opportunities to teach/learn about the Native America.
- I don't know yet, what are you willing to provide & fund? I would donate to a KY Foundation specific for purpose of promoting tourism and small business (mom & pop) owned. Start one.
- The arts council will continue to offer resources, assistance, and training to communities, etc., to further develop a market arts and cultural assets.
- We will lead an effort to capitalize on the elk and wildlife resource of East KY. Our idea is to develop wildlife and education visitor center along with a network of wild herds.
- To highlight South East Kentucky visual arts. Our area is a microcosm rich of talented artists, artisans, and crafters. There's more to the visual arts than Lexington and Louisville. Let's highlight the Appalachian arts! GRANTS TO TEACH E. KY'ians!
- Re-start the Kentucky Federal Agency Tourism Council to invigorate partnership and cooperation at the federal, state and local level.
- The London-Laurel County Tourism Commission commits to not only working toward the development of tourism within our boundaries, but regionally. We will be happy to promote tourism in our neighboring counties and throughout eastern Kentucky.

Regional Structures/Regional Approaches: Jobs, Businesses/Industry

- Small business encouragement and support.
- We look forward to working with the region to find solutions to our problems of keeping unemployed individuals from leaving our area. We must find ways to put them back to work.

Regional Structures/Regional Approaches: Health

- Make this a regional solution that relates to the strengths of eastern Kentucky. Plan a strength-based regional plan of health. 1) Better health. Teach rock-climbing, orienteering, hunting and fishing in school. Offer through KCTCS – give people a reason to not do drugs. 2) Community Farm Alliance – teach good cooking techniques. 3) IT infrastructure is good for a rural areas – use for telemedicine and in home health. 4) Leverage existing health resources, hospitals, UPike.

Regional Structures/Regional Approaches: Energy and Utilities

- Comprehensive growth management of utility and infrastructure; development of regional utility impact; long and short term utility planning.
- To partner and train groups in weatherization, fortified homes and Vet projects for housing.
- Willing to help with energy efficiency type work.

Leadership Development and Youth Engagement Opportunities Breakout Session

EXECUTIVE SUMMARY

The Leadership Development and Youth Engagement breakout session began with a short presentation from the resource team, setting the stage for discussion of two critical topics: ways to involve youth and young adults in their communities and ways to provide them with high quality leadership development opportunities.

Participants in the discussion mentioned several existing youth development programs, both at the state and local levels, which have merit and are producing results. They called for greater collaboration among these programs to enhance their “collective energy.” Participants also called for the creation of a structure, a “centralized hub,” for coordinating and marketing the programs since many young people are not aware of the opportunities available.

Participants believe that schools have a role to play in youth leadership development and that they should start leadership education early and incorporate it as a part of the curriculum. Much of the discussion in this session, however, centered on the need to create opportunities outside of the school setting, especially mentoring programs and internships. Participants stressed the importance of real-world experiences and service learning projects that involve problem solving and job opportunities. They cautioned that transportation would need to be provided so more young people can participate.

Several participants stressed the importance of the arts as a way to attract and involve young people and to produce a stronger connection to the culture of the region. Others called for young people to be named to boards and commissions, including the new SOAR committee, and stressed that these young people should be listened to. They also indicated that efforts should be made to appeal to the “boomerang” generation that is interested in returning to the region and that special attention should be given to development of programs to support young professionals.

Written comments received during the summit recommended that programs do a better job of focusing on all students, not just the high achievers. Comments also strongly supported the development of more internship opportunities, suggested creation of a SOAR camp for kids/young problem solvers; and called for careful analysis of program design and results.

Before getting the youth discussion underway, participants in this session brainstormed strategies for organizing the SOAR initiative as it moves forward. Among their strategies: creating a convening body to provide structure; developing a shared vision and mission; creating a private fund to promote the region and opportunities; getting grassroots people involved on the ground; provide incentives to businesses that contribute; take the conversation to a bigger audience; and creating working groups to design and carry out projects.

Leadership Development and Youth Engagement Opportunities Breakout Session

BREAKOUT DISCUSSION NOTES

Common Themes

- Leadership education
- Opportunities to lead
- Resources
- Community buy-in
- Connecting and coordinating services and programs
- Broad reaching
- Connecting “boomerangs” back to region
- Youth buy-in/leadership
- Transportation
- Early engagement/leadership
- Access to activities/services (transportation)
- Community-based partnerships
- Centralized hub of information and resources
- Elected officials willing and capable of leading
- Creating opportunities for students to serve on boards and community action agencies
- Focus on ALL students, not just top achievers with involved parents
- Earlier involvement with leadership and second chances
- Focus on engagement, the first step to leadership
- Leadership education
 - Teachers and other adults as strong, positive examples
 - Higher expectations
 - Promoting what youth can do
- Entrepreneurship education
- Media coverage that tells the TRUTH

Opportunities for Innovation

- Elimination of silos between education, employers, and community
- Collective energy of Governor’s Scholars, Leadership KY and Governor’s School for Entrepreneurship
- Pike County Youth leadership program
- Formal mentor program
- Young people do not know requirements of jobs
- Partnership with UK extension agents to develop leadership programs
- Partnership with philanthropy, leadership, and community service in Perry County program
- Need for greater awareness among students of programs available to them
- Incorporating leadership skills into core curriculum

- Starting leadership education earlier
- Keeping our best and brightest in the region
- Empowering the children to help themselves
- More internships with government and public officials at all ages and levels
- Opportunities for young people to learn more about tech jobs, tele-commuting
- Structure to allow more young people to participate in more programs
- Arts to help develop leadership in young people
- Real world experiences to develop leadership skills
- Service learning as an important part of learning leadership, problem-solving, and job opportunities
- Leadership development opportunities for young professionals.
- Plan to address “boomerang” generation coming back to the region
- Augmenting our public education systems with other organizations
- Capitalizing on our rich heritage of arts and culture in the region
- Working “with” the youth, not “for” the youth
- Integrating young people into roles of leadership
- Including the voices of young people in the future of the region and listening to them
- Coordinating and partnering with:
 - WIA (Workforce Investment Act)
 - KYVEC
 - Leadership Kentucky
 - Kentucky Governor’s Scholars Program
 - YP Eastern Kentucky University
 - Governor’s School for Entrepreneurs
 - Pike County Youth Leadership
 - Arts Council
 - University of Kentucky
 - STAY (Stay Together for Appalachian Youth)
- Using a community problem solving model with students
- Youth leadership development programs (UK/Extension agents)

How To Organize SOAR

- PRIDE model?
- UNITE model?
- A planning body for SOAR?
- SOAR vision, mission, objectives
- Broadening who is involved
- 5-10 year strategic plan

How We Can Advance These Ideas

- Boosting economy by buying local
- Convening body to provide structure
- Private fund to promote region and opportunities, redirection (like North Carolina fund)

- Unified approach to eliminate political barriers within region
- On-the-ground grassroots people to unite the region
- Permanent source of funding – severance tax to provide endowment
- Incentives to businesses that contribute
- Incentives to employers who invest in our region and provide a living wage
- Re-evaluating educational system to allow room to focus on student talents outside of core curriculum, including arts education
- Remembering this is a process – need shared vision and mission
- Taking conversation to a broader audience
- Holding our elected officials accountable
- Considering: If everyone at SOAR mentored three kids ...
- Statewide push to let students know what they can do
- Metric for measuring success for everyone.
- Understanding the youth culture
- Collaboration throughout P-20
- Making industries clean up after themselves to allow local tax dollars to fund programs
- Getting together again – would like to see working groups created to work on these issues
- Requiring work/community service as part of eligibility for government payments

Resources

- “Leader in Me” for K-5 (Stephen Covey)
- Centralized place for students, parents, school, community for resources, activities, and events
- [College] loan forgiveness – opportunities to come back to home community
- Broadband technology
- State funding
- A positive, consistent media message
- Recruiting young leaders in KY for input into SOAR strategic plan
- Promoting leadership model and skills earlier (middle school)
- Collaborating with partners: Rogers’ program (Somerset), Appalachian Media Program, arts and culture of this region

Leadership Development and Youth Engagement Opportunities Breakout Session

INNOVATION IDEAS AND COMMENT CARDS

More Inclusive Approaches

- There has to be greater opportunity to reach and offer opportunities to more students.
- Some strategy is needed to increase the numbers of community partners willing to work with and mentor students, particularly at-risk children. In our community, few are willing to take a chance with these students.
- Remove barriers to youth success; foster hope – let the youth know their community can be better; successful leaders mentor at-risk youth.
- Question: How can we invest in our children and youth who come from a long line of generational dependency? Minister to the "whole person, not just spiritual need" through the church, faith communities. Parent education training = partnership.
- In today's youth leadership programs, administrators market students in the upper percentile of their classes. As a region, we should target all types of students – even those with less than perfect grades or performances.
- Focus on all students not only those who are self-motivated.
- Spend less time and energy fretting over our high school students and more on our young professionals. We talk a lot about "brain drain" or out-migration. We never seem to address what to do with those who return.
- Attract young professionals with student loan repayment plans, particularly those that could work remotely. With a low cost of living, large corporations will want to employ in Eastern KY as they can pay less of a salary than in urban environments.

Opportunities for Internships, Volunteering and Mentoring

- On the topic of youth engagement, I believe our region's businesses and organizations need to create more youth volunteering opportunities. Dozens of my classmates are willing to volunteer their services, but they have trouble finding organizations that can use services of such a young age. I believe we need to create more opportunities for the youth to volunteer and reward them with some incentive.
- As a high school student, I don't see many opportunities to help the community. I am a member of the Knox Central High School Beta Club, and we help out the kids in our community who aren't completely cared for, but I don't think that's enough. We should be exposed to helping the community entirely.
- Pay young people to lead. More paid opportunities to lead are needed. Engagement for all youth is important. Not just leadership. Arts participation develops leadership. Invest in arts. You need youth on your youth panels, SOAR!
- Develop internships with local businesses and public government offices for secondary students.

The purpose is to develop basic leadership skills necessary for college survival such as public speaking, public presentations, team dynamics, office/work ethic, commitment to organizational goals, dress and personal presentation, etc.

- Schools and businesses work together to better educate youth to reality of workplace. Work with parents and grandparents to teach them how to help youth be empowered.
- Internship programs structured by regional development offices for high school summer school students.

Concepts and Program Directions

- Three items of youth leadership focus: 1. Reframe the way we communicate it to youth (the way they want to hear it); 2. Exposure to leadership (self and professional) thought processes; 3. Critical thinking, practical application.
- To determine the benefits of the many varied youth engagement and leadership programs, it is imperative to objectively qualify the people involved in the program and to objectively measure their effectiveness across the entire spectrum of potential leaders regardless of class standing, family history, or ability to travel. This will take the entire community. It will take super effort to routinely eliminate or minimize politicizing any and all programs.
- At the annual institute convened by Brushy Fork at Berea College, have a track devoted to improved engagement of Appalachian youth in community development work.
- Incorporate service learning and regional engagement into curriculum. This includes partnering with community and allows students to explore areas they are interested in regardless of age, socio-economic status, etc. and forces involvement and engagement which naturally allows leadership and teamwork, compassion, etc. to develop. School and community buy-in is essential because scheduled transportation are opportunity/chaperones, etc. are needed. (See MSU's Center for Regional Engagement as a model with service-learning transcripts!)
- We need to stop focusing on stopping the "brain drain" and start focusing on being the sort of place younger workers want to live. We are a mobile nation; most young folks don't live in the town they grew up in (the reason other areas don't experience "brain drain" is they attract folks from other regions to move to the area). We need to attract young people to the region. Of course, if we focus on being an attractive place to live, more of our young people will stay here.
- SOAR camp for kids (like 4-H) to educate kids in a fun way to be the future leaders and entrepreneurs.
- SOAR camp for young problem solvers.
- Bring in youth for focus groups or to lead efforts.
- Youth leadership development – parties with private sector, philanthropic, nonprofit. Youth involvement – places on boards, provides both mentorship and space for youth to give input and ideas.
- Invest in our youth, i.e., Junior Tourism Council. Expose our youth to outdoor adventures that we are asking them to promote. Get our rural kids on mountain bikes, kayaks, hiking, etc. They are our best ambassadors, yet we don't allow them to recognize their Appalachian heritage.
- The best idea – is the next idea. Young people like Jenn Noble at the Treehouse Café should be front and center in any agenda about ideas. She has one, and she should carry the flag – a real

inspiration.

- Look towards formalizing framework for young professional success.
- More financial support for secondary education. Possibly, local scholarships available to students who agree to return to the region following education completion. Also, more incentives and access to those who can help for those interested in starting their own business, i.e., some states provide incentives such as no collateral for loans or loans are easier to obtain.
- Design businesses – industrial, graphic, tech, etc. – are attractive to young people and are underserved by business support agencies. Few educational institutions offer programs. (no BS in design program in KY)
- Spend less time and energy fretting over our high school students and more on our young professionals. We talk a lot about "brain drain" or out-migration. We never seem to address what to do with those who return.

Commitments

- Providing counseling and leadership training to youth in our area. Provide opportunities for lifelong learning to all age groups. Provide facilities for small group learning activities or a meeting place for SOAR groups.
- I have a direct line to high schools students to encourage, engage in initiatives.
- To take every concept, every principle I have learned and connect them. I will take that back home to my high school and my community and share it. To make people aware and motivate them to do something about our community to help southeastern Kentucky have a successful future.
- Promote, help, organize, contribute to collaborations with Pikeville Independent Schools, higher education, and other organizations in the development of youth engagement.
- Would love to work with a group focused on leadership development in the community.
- To be available to provide leadership training and development at all levels and ages.
- To train, recruit volunteers, and help organize trainers – to share hope with youth.
- Glad to support work and thinking in particularly in innovation, youth leadership.
- I am a graduate student living off of a school stipend so I can't commit a lot financially, but I'm a great researcher and can help cultivate and unearth the cultural assets needed to help proliferate a creative economy.

Lifelong Learning Opportunities Breakout Session

EXECUTIVE SUMMARY

The Lifelong Learning breakout session began with a short presentation from the resource team focusing on recent advances and innovation in education in the region, which they believe will provide a strong foundation for future educational achievements.

Participants stressed that learning must begin early, well before a child enters Head Start or kindergarten. For Eastern Kentucky, this is a significant challenge since 50 percent of children come to the classroom without previous opportunities for learning outside the home. Potential actions include funding for pre-K programs as well as development of programs to support parents of young children and grandparent caregivers.

The K-12 discussion focused on better preparation of teachers for the classroom and increased exposure of Eastern Kentucky students to a wide range of advanced educational opportunities. One option cited for teacher preparation was increasing the number of teachers with National Board Certification. Much of the discussion centered on educational innovation both within and outside the classroom. It was suggested that the region undertake asset mapping to identify pockets of excellence so that the region can build on these models. Participants shared many such innovative models.

Universities are critical to the region, and participants want to see bridges built between K-12 schools and the colleges and universities. In response to concerns about the need for greater communications among all parts of the educational system, a recommendation was made that the Kentucky Community and Technical College System serve as the infrastructure for building a communications-based web network. This network might carry out a number of tasks including the recommended asset mapping, sharing of best practices and region-wide ideas among educational institutions, and conducting an annual conference with updates on innovation and practices.

Other discussions focused on expansion of the Work Ready Communities program in Eastern Kentucky; developing the economic potential of the region's 25 college and university towns; strengthening partnerships with the private sector to improve educational programs and provide financial assistance; expanding the educational offerings of existing adult education centers; and launching a media campaign with the goal of making life-long learning "cool." Items listed for potential legislative action included support for full-day kindergarten and for the Support Education Excellence in Kentucky (SEEK) and Kentucky Educational Excellence Scholarship (KEES) programs.

Written comments reinforced the messages of the breakout session and added new ideas. Among these: taking action to prevent the childcare system from collapsing due to funding cuts; increasing the focus on math and science through STEM and other advanced programs; providing early exposure of students to entrepreneurship and environmental awareness; and developing local and region-wide approaches to adult learning.

Lifelong Learning Opportunities Breakout Session


RESOURCE TEAM POWERPOINT

"The Coming Jobs War"

By: Jim Clifton

"What everyone wants is a Good Job"


- Kids drop out when lose hope to graduate
- Job prospects provide hope
- Early career motivation essential



Shaping Our Appalachian Region Summit, December 5, 2013, Pikeville, KY

Kentucky Leader in K-20 Education Reform

- Mountain Ingenuity Makes It Work
- Challenge-Coal Severance Tax has aided Innovation.
- Future Funding?



Shaping Our Appalachian Region Summit, December 5, 2013, Pikeville, KY

Early Childhood Education


<ul style="list-style-type: none"> • Challenges: • High Poverty Rate • Lowest Quotient of Well Being in Nation. 	<ul style="list-style-type: none"> • Opportunities: • Berea College Promise Neighborhoods • Save the Children Home Visitation/Book Sharing, • Corbin/Tri-county Family Literacy (Even Start)
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Shaping Our Appalachian Region Summit, December 5, 2013, Pikeville, KY

KVEC Race To Top Example of Mountain Rural Genius

- Innovative Professional Development Model
- Personalized Learning
- Creative Use of Technology
- Broad Based Partnerships



Shaping Our Appalachian Region Summit, December 5, 2013, Pikeville, KY


Did You Know?

Leslie County High School

- Use Data Notebooks to take ownership of their own learning and to use that data for setting their own goals.
- Keep their own data in their data notebooks for Reading & Math

Owsley County High School

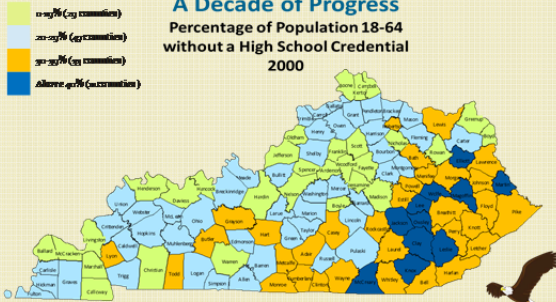
- Partners with the local telephone cooperative to provide internet access to students through Fiber-to-Home Initiative.
- Partners with neighboring districts, Madison and Lee counties, to provide distance learning opportunities for courses not available.




Shaping Our Appalachian Region Summit, December 5, 2013, Pikeville, KY

Kentucky's Adult Education System

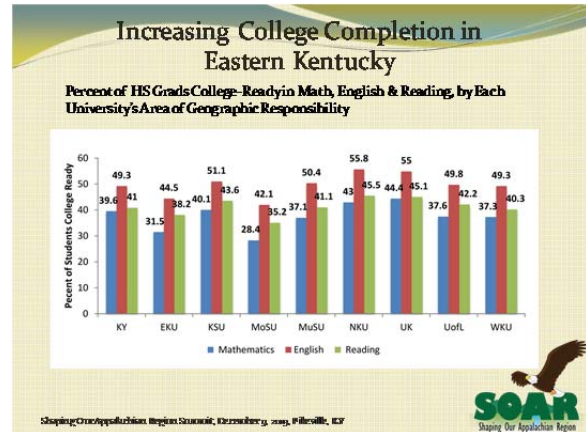
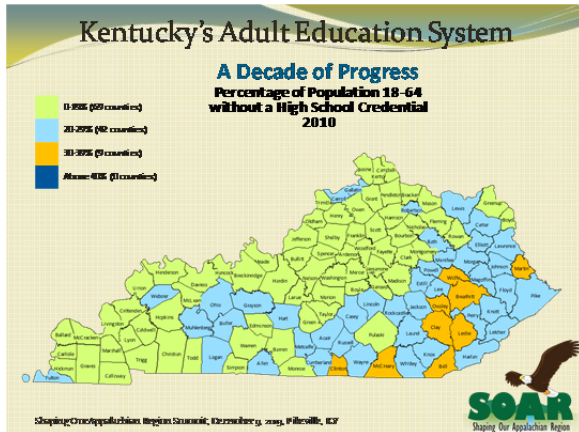
A Decade of Progress
Percentage of Population 18-64 without a High School Credential 2000



■ 12-15% (13 counties)
■ 16-20% (47 counties)
■ 21-25% (21 counties)
■ Above 26% (10 counties)



Shaping Our Appalachian Region Summit, December 5, 2013, Pikeville, KY

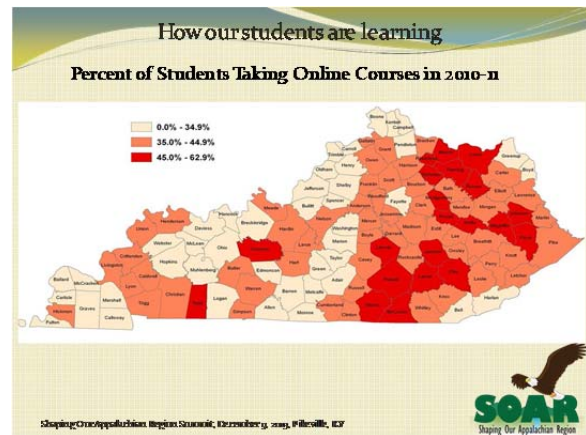


Higher Education Communities & Towns throughout the Region

- Build Partnerships
- Bring Access & Learning
- Offer Access & Broadband
- Spur Innovation

We Can Grow College Communities

Shaping Our Appalachian Region Summit, December 9, 2013, Pikeville, KY



Rural Access Work Group Findings and Recommendations

1. College Affordability
2. Readiness and Outreach
3. Workforce Alignment
4. KCTCS/University Partnerships
5. Adult Friendly Programs
6. High Speed Internet

Shaping Our Appalachian Region Summit, December 9, 2013, Pikeville, KY

Improving the Teacher Corps in Eastern Kentucky

- Clinical Preparation of Teachers
 - Eastern Kentucky University and Corbin Independent Schools
 - The Vanguard Project
 - Vanguard East—EKU, University of the Cumberlands, University of Pikeville, Morehead State University, Kentucky Valley Education Cooperative, Southeast/Southcentral Education Cooperative
 - Teacher Professional Development—MoSU Partnership Academy

Shaping Our Appalachian Region Summit, December 9, 2013, Pikeville, KY

Improving Transition to College in Eastern Kentucky

- Implementation of the Unified Strategy for College and Career Readiness
- Middle and High School Transition Courses
- College and Career Readiness Advising
 - Operation Preparation and Close the Deal
 - Individual Learning Plan
- Early and Middle College at ECU

Shaping Our Appalachian Region Tomorrow, December 9, 2011, Pikeville, KY



Lifelong Learning Opportunities Breakout Session

BREAKOUT DISCUSSION NOTES

Common Themes

- Work Ready Communities
- Leadership Kentucky as a model at the local level
- A communications-based web network for the educational community
- Program partnerships between universities and K-12 to seek external funding
- Examination of counties that are succeeding despite high poverty rates
- Greater use of public libraries (there's one in every county)
- Parent training/improving parent understanding of "lingo"
- Introducing students and parents to college learning at younger ages (middle school)

Opportunities for Innovation

- Understanding that 50 percent of children come to the classroom without early learning
- Changing the mindset of parents of at-risk early learners
- Engaging and providing access to information for caregivers and parents who are not typically involved
- Including grandparents and alternate caregivers in the conversation
- Parent training, e.g., Save the Children, Promise Neighborhoods, expanding early childhood education for all (not just Head Start-eligible, etc.)
- Child care agencies partnering with schools and churches as high quality education institutions
- Attention to the role of parents of children in grades 1-7
- Focusing on 0-5 education in schools
- Early childhood education councils (now in 111 counties)
- The Vanguard Academy in Prospect, KY
- National Teacher Certification –
 - Higher teacher salaries and \$25K bonus
 - Better teachers leading to better students
 - Pushing existing teachers to get certified
- Teach for America
- Non-traditional teacher training programs (practitioner's approach)
- Training programs for differential learning (applies to at least 20% of students)
- Individualized teacher recruitment
- K-3 teacher training to make sure they are ready
- Offering teacher prep and partnership with school districts to hire them
- Introducing students and parents to college learning at younger ages (middle school), e.g., Governor's Minority Scholars Preparatory Program (GMSPP), University of Kentucky's Project Lead the Way, ECU STEM
- Offering dual credit for high school students, based on STEM standards

- Integrating arts across curriculum
- Math anxiety (reduce it)
- Math tutoring online that could be set up by colleges and used by teacher trainees, retired educators, teachers to resolve instructional issues (math.com)
- Developing an East Kentucky math and science academy (West Kentucky has one – Gatton Academy of Mathematics and Science) – ECU is working on this
- ECU – STEM II
- University of Kentucky – land-grant co-op office in every county
- Partnerships with universities
- Kentucky Community and Technical College System – infrastructure for communications-based web network
 - Asset mapping
 - Resource to share practices
 - Region-wide sharing of ideas, e.g., counties meeting to share communication process and structure
 - Web/e-mail based communications system (can highlight programs at different institutions)
 - Annual conference with updates, reporting on best practices and shared problems
 - Two-way communication – collaborative communication and input
 - ECU volunteers to assist in building online communications system
 - Shared (EKY) regional ideas with other regions throughout the state
- Improving the quality of the workforce, e.g., Work Ready Communities
- Encouraging ‘Work Ready’ participation in counties – ripples down to workforce development and early childhood development – need business/employer champions for this
- Using adult education centers for learning other than earning a diploma
- Broad definition of lifelong learning, i.e., arts, etc.
- Highlighting “adult training success stories” (statewide)
- Statewide campaign on lifelong learning with successful adults, i.e., ongoing professional education
- Leveraging federal dollars to do more innovative things
- Asset mapping for examples of innovation in the region, e.g., Leslie, Johnson counties
- Look to other states (e.g., west VA) for successful programs
- Examination of counties that are succeeding despite high poverty rates
- Affirming connection between schools and communities through the arts
- Developing champions in business and education, e.g., chamber of commerce
- Looking outside of the school for assistance
- 25 college towns we should capitalize upon
- Promise Neighborhood grants
- Working with Kentucky Educational Development Corporation (KEDC) on education as a bullet point

How We Can Advance These Ideas

- Agreement on goals of and among education in P-20
- Better position P-20 to legislature
- Legislative session:
 - SEEK and KEES program dollars (SEEK: Support Education Excellence in Kentucky; KEES: Kentucky Educational Excellence Scholarship)
 - Early childhood – full-day kindergarten
- Targeting funding (with local leaders, also with legislative issues/platform)
- Energy severance (not just coal severance)
- Endowment
- Keep gender, age, race, etc. diversity with this project -- Finding ways to keep the project all-inclusive
- Don't only focus on what we need. Focus on what we have. (asset mapping)
 - Pockets of excellence
 - Not just funding, but personnel
- Comprehensive tax reform
 - As a resource to gain funding for higher education
 - Support legislators that support tax reform
- Small working groups to access corporate funding and NSF dollars
- Results prioritized from this (SOAR)
- Higher education: Work together to address and leverage higher education resources to achieve (excellence?)
 - How to tap into private sector and how to market to them (including those who have benefitted from EKY)
- Organize by pockets of excellence (assets), e.g., Bluegrass Higher Ed. Consortium & superintendents/higher education leaders work together (create an EKY consortium modeled after the BHEC)
- Iron Range Resources and Rehabilitation Board model cited
- Universities should build into reward system for professors/faculty participation in this work
- I.T. departments from each university [should] organize and get behind the effort, e.g., KAHN Academy, "Homework Hotline"
- Early graduation without losing Kentucky Educational Excellence Scholarship (KEES) money
- Tie "Preschool-Grade 12" education to college & career readiness
- Energy severance, not just coal severance, e.g.,
 - W. VA [already] has energy severance
- Fully fund pre-K
- Prepared parents
- Parent development

Lifelong Learning Opportunities Breakout Session

INNOVATION IDEAS AND COMMENT CARDS

Early Childhood Education

- Recognize the need for pre-K resources.
- State needs to increase funding and support of pre-K educational opportunities. (Education does not start at "K" level. = 0-3 and 3-5 levels).
- Emphasize through the post-secondary programs that college and career readiness begins at birth. If 50% of children are at home prior to kindergarten, then getting them prepared to be successful in school can't be solved by schools alone. Kindergarten readiness is a community issue.
- Create opportunities for 2-generation learning – working with young children (pre-K) and engaging parents who don't have a high school or college degree. 2. Reach more children in early childhood with preschool in childcare setting. 3. HANDS program for reaching parents of infants re: early education and creating that environment in home.
- Invest in early care and education: 1) by restoring Child Care Assistance Program and leveling the provider reimbursement rates to that of Lexington and other urban areas; and 2) providing financial incentives for collaboration among childcare and public preschool/Head Start providers.
- Promote better educational opportunities, ages 1-6.
- Have enrichment activities at a young age that will make these eastern Kentucky children competitive with children nationwide.
- Caution needs to be taken in all efforts to assure a strong early childhood infrastructure. We cannot assume that Head Start and public pre-school meet the needs of working families. Private nonprofit childcare is not early childhood education. Quality appropriate settings and systems can be developed and improved with investment in quality Stars for Kids Now. Cooperation and communication within and across all systems. Comparable wages and acknowledgement of the value of experience and education in combination. Childcare in the entire region is in dire danger due to cuts in the childcare assistance program. Once the infrastructure collapses, it takes a minimum of 10 years to rebuild. We are losing programs daily.
- Diagnostic testing/aptitude testing K-4 to target abilities toward particular careers. Start introducing these children to all of the opportunities and careers they may be inclined toward. Have enrichment activities at a young age that will make these eastern Kentucky children competitive with children nationwide.

Middle School through High School

- Mental, physical, social, and spiritual growth curriculum as part of core curriculum in late elementary, early middle (H.O.P.E. = Having Only Positive Expectations)
- If you want to increase lifelong learning, place less emphasis on test scores so teachers can teach the material and/or teach students to learn instead of teaching students to "take/pass/manipulate" a

test for a desired score. College readiness indicated by a test core does not necessarily indicate the ability to do college level work or work that would be considered at a college ready level.

- Leverage federal dollars from TRIO and GEAR UP to promote innovation in schools.
- Offer TEALS program (by Microsoft) to public schools in all communities for free – to become software engineers to build stuff.
- Support arts education in schools.
- Language skills are the foundation on which the success of our young people will be built. Bring more writers into the schools to get students excited about the power of words.
- Harlan County High Gifted Leadership. They talked about getting together with the universities to discuss with students jobs that are needed so people can be trained to fill those jobs. I, as a high school student, believe they need to take it a step further to inform high school students of what jobs are in demand so when we get to college we can take a major that, once completed, could be brought back to our home communities to better the futures here.
- Focus more on math and science education, and educate students about career opportunities in those fields, i.e., work out a partnership between the Challenger Learning Center, East Kentucky Science Center, and Morehead Space Science Center so students learn about satellite and technology, etc. Provide resources and financial support to Challenger and EKY science center so they can provide appropriate programming. Some intro to health care fields.
- Having access to high speed broadband – not just connectivity is key to growing healthcare, education, manufacturing, everything. We need dark fiber throughout eastern and southern Kentucky. Businesses of the future are looking at regions that have extremely high speed Internet.
- High academic expectations, competitive academics. Support Mathcounts, Academic Team as much as football, basketball, and baseball.
- Add industrial arts; vocational and technical education; and science technology engineering and math (STEM) education into the high schools and middle schools. There are 300,000 engineering jobs open in the U.S. We are bringing people from Europe to take these jobs because we have cut our I.R. Voc-Tech classes.
- As a student who grew up in East Kentucky but went away for college, I think we need an environmental education curriculum in schools. I am working towards receiving my teaching license, and I think that not filling children's heads with propaganda (Louie the lightning bug) we would be giving children of the area ideas to succeed instead of propaganda only beneficial to coal companies. I never learned much about taking care of our environment, not even Chernobyl, the worst nuclear disaster in history. In a region where some residents can light their water on fire, I think that they deserve to know why.
- Entrepreneurship: 1. Early exposure (middle school curriculum) – When students start thinking about occupations, expose them to entrepreneurship, so regardless of interests they can think entrepreneurially from the beginning. 2. Cultivate youth innovation – more creative and less inhibited (current assets). 3. Improve expansion knowledge (for businesses already existing) using resources available in education to help people know what to do to move in that way. 4. Get entrepreneurship in educational curriculum to facilitate some level of thinking and commitment as a viable opportunity throughout life (not just in adult life, but also as an option while young). There is no age limit on innovation and profits.

Colleges and Universities

- Scholarships for specific programs where skills are needed in the region (entrepreneurship, computer science, health care). Improved partnerships among the UCM@hazard, KTCS and regional universities like Morehead State, to produce employees and employers for East Kentucky.
- Find a better way for high schools and colleges to connect to local businesses to introduce students to careers and provide a channel for businesses to communicate their needs to educational institutions.
- ... we need courses for non-STEM majors as many students are non-STEM. Their degree requires college algebra. Non-STEM students would benefit more from a liberal arts math pathway where they can learn math they might actually use in the real world.
- Expand programs like STEM-H at ECU to include humanities and social sciences. Graduate degree programs rooted in STEM/humanities and social sciences that orient around regional problems – perhaps "dual masters" programs that couple "applied" disciplinary knowledge with leadership training and public administration ... with experiential component.
- Higher level training/certification schools – ex. mechanic's or welding schools. Could also look at bringing in specialty schools – dental school, optometry – like the med school @ Upike.
- Loan [college] forgiveness to locate and stay in our area. This will encourage graduates to stay in our area.
- Better use of colleges and universities to provide more flexible scheduling.
- Offer no-cost classes at our higher learning sites that allow assistance and guidance for newer inventors and business. Not just business plan generation but start up 101 style help.
- I would like to see the Kentucky University Partnership for Environmental Education Centers at all state universities and the KCTCS sustainably funded.
- Bring a school – like the Gatton School at WKU to the University of Pikeville – to improve our education. Look at our schools – take away the politics.
- The idea of a local engineering school is great, though it needs to be coupled with business education to help young people succeed in business opportunity.
- There is a strong statistical correlation between the rate of child poverty in an ARC county and the rate that students from that county graduate public post-secondary institutions (source: Council of Post Secondary Education 2006 data). Yet some counties are outliers – their graduation from college rates are much higher than predicted by poverty rate. What factor might be causing that escalated rate? How could similar practices/situations be fostered in counties with lower graduation rates?

Teachers and Teaching

- Support current Eastern Kentucky teachers: 1. Masters program designed for National Board Certification, with site support across E-KY. Increase teacher efficacy while gaining Masters and/or Rank 1 degree. This results in better prepared teachers, which impacts student achievement as well as impacting the economy with rank change, pay raises and \$20,000 stipend. The national board certification process increases best practice in family, community

connections; deepens content knowledge; and builds leadership at school, district and state levels.

- Utilize retiring teachers to mentor and assist new teachers instead of losing their years of experience (need only the best!) Establish support systems for low achieving teachers. Establish teacher internship year after student teaching where intern works with classroom teacher, not alone in classroom.
- Since each person learns differently, use different testing methods to determine eligibility for the teacher internship program. I was able to pass every part of the test, except for the short answer – That's an area that I've always been a little weak in. The items that required short answer were things that I don't remember going over in college. If I had an idea of what was asked, I could have studied and passed that part of the test.

Overarching School Issues

- Look at combining school systems.
- Increase funding for K-12 schools. Reward the small schools that are succeeding instead of trying to close them.
- Pool all monies from property taxes for schools and distribute them equally to all the K-12 schools in the state.
- "Bridge" and "maintaining" programs that connect K-12 to higher education – 2-yr – 4-yr – graduate.

Unique Opportunities

- Holistic, collaborative efforts to work with our new neighbors – the Latino population. We are educating the children in our schools. If we can find/create/work with families to develop opportunities to educate parents and single adult youth from the Latino population to learn English, parenting skills, daily life skills and perhaps culturally responsive learning opportunities.
- A comprehensive and concise health and wellness education program could be accomplished through a remote-classroom setup. Multiple classes across several schools could simultaneously be held with a single remote instructor and localized supervisors (wouldn't need a degree to do it.)
- Rework educational requirements at state and federal levels to require teaching leadership skills and make it an equal partner to English, math, science, and social studies. We need to help all students develop their talents.
- School administrators should look to outside resources to assist with school needs such as eye and dental screening. Civic clubs frequently seek community projects. Clay City Lions volunteers screen for lazy eye syndrome in our schools. Kiwanis provides coats and shoes to needy kids. Women's clubs provides clothing. Churches provide food.
- I have a workshop in March for a Hispanic student association – networking, email and telephone etiquette, hand shaking, etc. These skills must not be left out of the equation. I can help in this area.
- Education in the classroom (abuse, drugs, etc). There no resources in many eastern Kentucky areas.

- Morehead State University would sponsor a chemical dependency institute to bring together research, grant funding, training of alcohol/drug counselors and coordinate the individual effort already in place in the region.
- Contact large technology manufacturers that offer grant assistance programs for FREE – companies like Microsoft, HP, CISCO, VIDYO, Lifesize – can help companies and nonprofits get equipment for distance learning, telemedicine, high tech manufacturing, managed services for SMB's. I used to manage Polycoms program. I am happy to explain more.
- Involve schools, businesses and communities in transforming our communities and education system. Schools: Prepare kids for college and careers through inter-disciplinary community projects. No need to sacrifice "common core" but teach and engage kids through real life, authentic, collaborative projects that engage kids and give them skills with core content embedded.
 - Project example: tap into the beauty of the mountains and talent of the people, develop a "4 wheeling" community. Create roadways, lodging, and entertainment center. Jobs and skills that could be generated from this idea – construction, landscaping, graphic design, architecture, interior design, landscaping, catering, entertainment, mechanical engineering, etc.
 - Involve kids in our schools in the development. CAD systems could design it under the leadership and supervision of both innovative teachers and business people. Create partnerships, apprenticeships, and internships for kids to be a part of the work and skill development. Beyond the design of the "4-wheeling" pathways meandering through the hills, create a "village" of cedar siding log cabins where those who travel to the mountains could stay (I own a cabin at Lake Cumberland, the community has a section of cabins (that I could show pictures of and plans for).
 - Create a center where wives (or those who wish not to go 4 wheeling) could go and have a session on clogging, dulcimer making, quilt making, story telling, banjo playing, singing, etc.)
 - Create or revitalize the downtown area with outdoor cafes, shops that sell Kentucky crafts and candy where the 4-wheelers could go in town and enjoy.
 - Teach kids how to run the businesses and operate the management. Berea College students run much of that community. Create a "Berea Concept" with middle school and high school kids.
 - This idea could apply to other communities. Take advantage for example of the Hatfield/McCoy feud using this same concept. The 4- wheeling concept I envisioned in Breathitt County. Feel free to contact me - I could go in much more detail for this idea...

Adult Workers

- Lifelong learning from “cradle to grave,” not just K-20.
- Make sure education is a stand-alone bullet with economic development. Education is economic development; look to North Carolina and their focus on education. Investments in education dollars stay in local communities and turn over several times. Educational communication campaign from state level (CPE) that promotes life-long learning and features all types of people

who have continued to learn (doctors, lawyers, teachers, bankers and undereducated) – so that the undereducated population becomes aware it is "cool" and important to continue to learn.

- Obviously, education is the key to economic development. Education for our adults is very critical – we must make sure our adults have the basic academic and employability skills to be successful in postsecondary and career opportunities. There must be a community wide/regional wide effort to support adult education. Local and state partners must collaborate and have common measures for success. Break down silos and increase opportunities for "win/win" for students/adults/agencies. What is occurring and working well – best practices and strategies for serving adults. Prepare counties to collaborate together to ensure that their county can qualify for the certified work ready communities program. The AORC program demonstrates that a county as a skilled workforce, thus opening doors of opportunities. Create "champions" of education that can discuss and promote the educational opportunities offered by adult education.
- Need opportunities for adults (including retirees) to prepare for new careers later in life.
- We need more alignment with workforce and community colleges to provide more curriculum alignment with local jobs, employers, and businesses to place college students into local internships and apprenticeships to gain experience and get foot in door. Align college students and college programs to directly advise/market high sectors in areas that have jobs. As part of my work with EKCEP, I have opportunity to sit with community college graduates, with EKCEP Career Clubs, and graduates who are graduating without co-op, apprenticeship, or internship opportunities. Students are advised without real world knowledge of labor market information and available opportunity of jobs in region. Also mismatch of curriculum alignments in college system versus real world experience that college students need.
- Utilize adult education centers to promote workforce development and college/career readiness for adults (those with or without high school diploma).
- If it's truly going to be learning that continues throughout your life, then it doesn't necessarily have to be college classes. Many of our older citizens have a lot of knowledge about our Appalachian culture that needs to be shared, in free community classes offered possibly through 4-H type settings: gardening, herbs, clogging, storytelling, folk medicine, folk art, canning of vegetables, preserving fruit, quilting, sewing, knitting, tatting, etc. This could be offered to our students to stimulate a love for our culture, encouraging them to invest their lives at home.
- Work Ready Communities – Provide a framework for assessing a county's education and workforce development opportunities and challenges and develop a plan to address those challenges that exist. High school graduation rate, educational attainment, digital literacy, community involvement, soft skills.
- The region could benefit from educational opportunities in traditional building skills – high-end carpentry, historic masonry, timber framing, etc. The authenticity of the historic built environment would be improved, adding to the existing cultural assets. Historic rehabilitation work is more labor intensive than new construction. This creates quality jobs, keeps existing buildings in service, and adds/maintains the aesthetic appeal of these structures to enhance tourism.

Commitments

- We commit to support lifelong learning initiatives that will impact not only Martin County, but also our region.
- I would be willing to serve on a "sub" board for education innovations for SOAR.
- Would love to discuss: I am particularly interested in graduate education for leadership development.
- I would like to be a part of the ongoing conversation about lifelong learning or anything dealing with children's education issues.
- I would be happy to contribute to the lifelong learning conversation.
- We will continue to offer high quality community-based early care and education from birth through public school. We know this service provides education, workforce development, healthy living, and economic development in the KY River Region. We want to remain part of the lifelong learning conversation.
- I suggested that a college collaborative set up a "homework hotline" staffed by teacher education candidates and teacher retirees (& faculty volunteers). Although I used math as my example, this could cover all areas and be open to any age. This is the type of program the Bill and Melinda Gates Foundation would fund.
- We are committed to providing 1 full time attorney to address the legal barriers that keep youth from graduating high school or otherwise successfully transition to adulthood. We will fund this position for 2 years with a focus on 6 counties in the region with hope to expand in the future with additional funding and partnerships.
- Attend meetings especially about educational development.
- Consult and guide childcare development, improvement, advocacy. If it has to do with early care and education we will be at the table.
- Supplying quality education and training for the workforce and community/region.
- Anything related to technology, economic development, job creation, education.
- To work with business and industry to establish strong partnerships to offer increases of work-based learning opportunities for the students at our area technology centers.
- As a club of youth students, we have pledged to help the youth of our school who won't be cared for and inspire them to make their own life for themselves.
- Leadership/capacity building; augmenting education.
- Provide forums for presentation and development of support – use campus facilities as well as Red Bud Festival as venue.
- To assist with training courses for people interested in starting a business. Mentoring of those interested in starting or expanding existing business. Throughout SOAR Region.
- Education and integration of youth.
- Education and tourism.
- The arts council will continue to offer resources, assistance, training to communities, etc., to further develop a market arts and cultural assets.
- Continue to work with other universities and colleges to train teachers to use the environment to teach all disciplines. Continue to work with the KCTS to establish Environmental Education in their courses – expand the Kentucky University Partnership for Environmental Education to

include private and regional university centers. Work with other "centers" at universities (re: small business centers) to promote services available to the region.

- To work toward Work Ready Community. To work to help school systems support future jobs and skills, and to support entrepreneurship.
- Free educational advocacy for children. Provide education to public and school officials and parents on how to secure children's rights to become self-sufficient adults.

Health / Biotechnology / Human Services Opportunities Breakout Session

EXECUTIVE SUMMARY

The Health / Biotechnology / Human Services breakout session began with a short presentation from the resource team, which focused on critical challenges posed by the region's unemployment rates as well as the prevalence of poverty, drug addiction, and poor health in Eastern Kentucky.

Participants in this session expressed concern that many residents of the region remain unaware of good health practices and the availability of health care services. They advocated for starting health education with children at a younger age. They also recommended using civic groups to build awareness; development and distribution of printed materials on healthy living and health services; public service announcements for inclusion in local broadcasts; and, more generally, development of community-wide education programs. One recommendation called for the creation of a new clearinghouse for health information for the region.

Many of the ideas posed during the session related to prevention. Toward this end, participants called for obesity prevention in the classrooms; healthy, smoke free workplaces; improved health screenings; drug prevention programs in schools; outreach to children currently not receiving preventative health or dental care; and increasing the number of wellness centers in the region. Healthy living, participants said, also could be improved by creating greater access to healthy food at an affordable price.

The group called for a significant increase in partnerships and collaborations to improve health care in the region. Examples: stronger partnerships between health care and social work; stronger partnerships between health care and schools; and stronger partnerships between health care and the legislature and government agencies. One idea that emerged was the creation of an institute to bring together agencies to share ideas and put together grant proposals to support research and health initiatives.

The group believed that the region should take all possible actions to leverage the Affordable Care Act to make sure everyone is enrolled. They noted that ACA has funds available for wellness centers that the region should access and use to help create jobs. Several participants called for the region to be more aggressive in seeking grant funds.

In comments during the summit, participants advocated for a range of options, including the creation of a regional, strength-based plan of health. Community health needs assessments mandated by IRS of nonprofit hospitals could be used as a basis for the regional plan. Other ideas involved making better use of technology for telemedicine and health education and implementing a service/health tax for direct funding of health programs. Participants also called for special programs targeted to the health issues of miners, veterans, children, and those suffering from drug addiction.

Health / Biotechnology / Human Services
Opportunities Breakout Session

RESOURCE TEAM POWERPOINT



Challenges & Opportunities

- ◆ CHALLENGES
 - ◆ Unemployment
 - ◆ Poverty
 - ◆ Drug Abuse
 - ◆ Poor Health
- ◆ OPPORTUNITIES
 - ◆ Collaborate
 - ◆ Create
 - ◆ Change
 - ◆ Community Engagement

SOAR
Shaping Our Appalachian Region

Shaping Our Appalachian Region Summit, December 9, 2015, Pikeville, KY

Challenges

- Unemployment
- Poverty
- Drug Abuse
- Poor Health

SOAR
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Unemployment Rates


	Percent of workforce currently unemployed
Breathitt	11.9%
Floyd	11.0%
Johnson	09.4%
Knott	13.9%
Lee	11.6%
Leslie	15.7%
Letcher	14.9%
Maggoffin	15.7%
Martin	10.4%
Owsley	10.2%
Perry	11.8%
Pike	10.0%
Wolfe	12.2%
EMSR	12.2%
Kentucky	8.0%

SOAR
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Challenges

- Unemployment
- Poverty
- Drug Abuse
- Poor Health



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% Children in Poverty

• 56.9% - Owsley (MOST)	• 36.9% - Leslie
• 51.3% - Wolfe	• 36.5% - Letcher
• 48.8% - Lee	• 36.4% - Perry
• 48.2% - Martin	• 32.9% - Johnson
• 46.6% - Breathitt	• 32.2% - Knott
• 40.8% - Floyd	• 31.8% - Pike (LEAST)
• 40.1% - Magoffin	

• US Census 2010





EASTERN MOUNTAIN SERVICE REGION

1615 CHILDREN LIVING OUTSIDE OF THEIR PARENTS HOME:

- 1165 WITH RELATIVES
- 450 IN THE CUSTODY OF THE CABINET FOR HEALTH & FAMILY SERVICES

Challenges

- Unemployment
- Poverty
- Drug Abuse
- Poor Health



Substance Abuse & Addiction

♦ **DEVASTATION** to:

- ♦ Our Region
- ♦ Our Families
- ♦ Our Communities
- ♦ Our Workforce
- ♦ Our Ability to Provide a SAFE HOME for Our Children



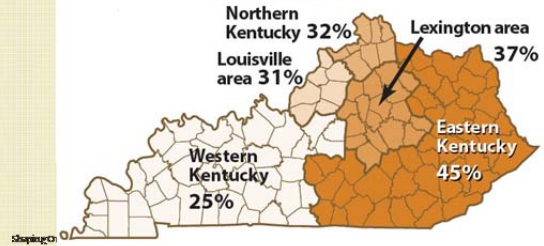

Prescription Drug Misuse

- KY ranks 6th in nation for overdose deaths involving prescription pain relievers
- 54% of KY adults received a prescription for pain relief in past five years
- 33% of KY'ians know someone who had problems from abusing prescription pain relievers
 - **45% in EASTERN KY**
- Kentucky Health Issues Poll 2012



Prescription Drug Misuse

Percentage of Kentucky adults who know someone who has experienced problems because of prescription drug misuse by region



Awareness about Overdose Deaths

- Many Kentuckians are **AWARE** that the leading cause of unintentional death is drug poisonings/overdoses!
- Percentages by area:
 - Louisville area – 29%
 - Lexington area – 39%
 - Northern Kentucky – 41%
 - Western Kentucky – 43%
 - Eastern Kentucky – **69%**

Awareness: Prevalence!



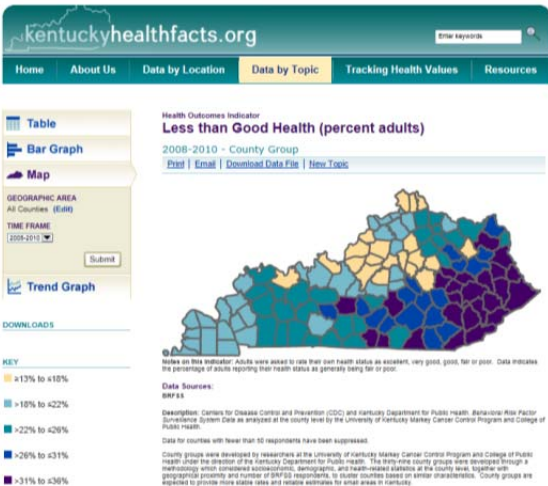
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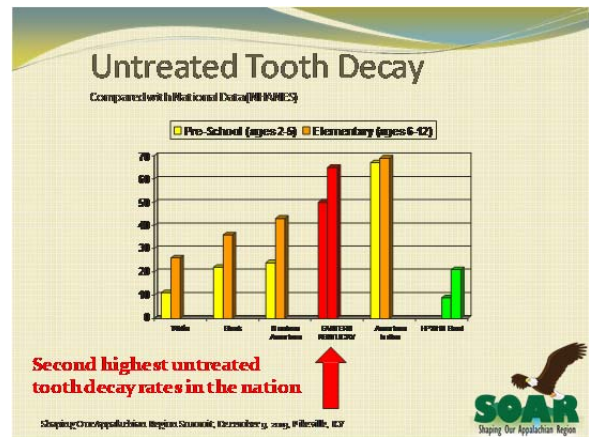
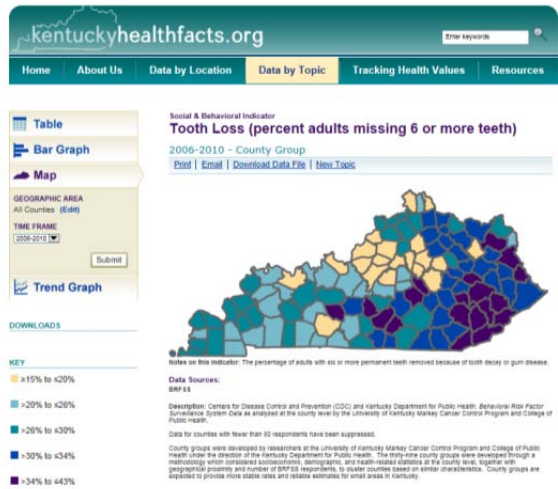
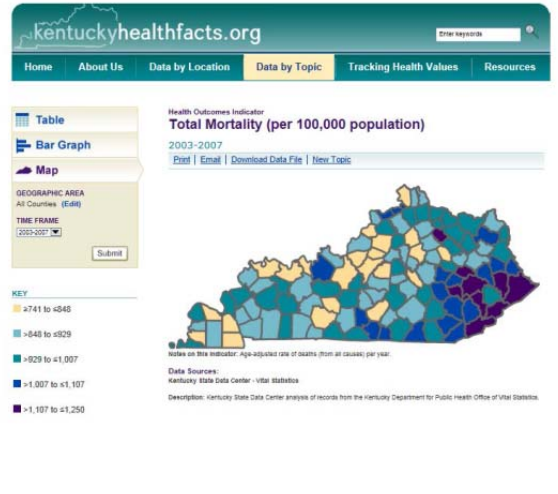
Challenges

Unemployment
Poverty
Drug Abuse
Poor Health



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Opportunities

Collaborate
 Create
 Change
 Community Engagement

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Opportunities

Collaborate
 Create
 Change
 Community Engagement

Shaping Our Appalachian Region Summit, December 9, 2011, Filicville, KY



Collaborate

- **Identify** patients that are looking for healthcare options away from our region
- Find out the **reasons** they are leaving
- If services are already available, **refer and raise awareness**
- **Evaluate** how we can provide the *unmet* services here in the mountains of eastern KY
- **INVEST** in ways to *meet the unmet needs*.

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Collaborate

- **Partnerships** between healthcare providers allows for improved outcomes for patients
- Everyone has a different piece of the puzzle
- Patients need help **NAVIGATING** between providers to get the best care possible
 - Private practitioners
 - Specialists
 - Clinics
 - Hospitals
 - Other: Head Starts, Schools, Social Workers, etc.


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Opportunities

Collaborate
Create
Change
Community Engagement

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Create

- Create healthcare jobs
- Create new training programs
- Create innovative healthcare industries that bring money into the region (biotech, pharmacy, etc.)
- Create a diversified healthcare economy


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Create


- Create a wide variety of local, high quality healthcare training programs throughout the region
- Create a beautiful environment and safe, desirable communities where high quality healthcare providers want to live & work
- Create a network of primary, secondary, and tertiary care offices/clinics/hospitals where ALL healthcare needs can be met here in our own region!

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Opportunities


Collaborate
Create
Change
Community Engagement



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Change



- Healthcare is changing at a rapid pace
- Change mindset
 - FROM treating sick people TO keeping people well
- Promote wellness
- Holistic approaches
- Prevention of disease
- No more silos
 - Multi-disciplinary care
 - Trans-disciplinary care



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Robert Wood Johnson Foundation/ Institute of Medicine VISION


- The RWJF/IOM Vision: Transformed Health Care System**
 - Quality care is accessible to the diverse US populations
 - Promotes wellness and disease prevention
 - Reliably improves health outcomes
 - Provides compassionate care across the lifespan
 - Primary care and prevention are central drivers of the health care system
 - Inter-professional collaboration and coordination are the norm
 - Payment for health care services rewards value, not volume

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Opportunities

Collaborate
Create
Change
Community Engagement




Shaping Our Appalachian Region Summit, December 9, 2013, Filmore, KY

Community Engagement

- OLD:**
 - "If you build it, they will come"
 - Business term: PULL marketing
 - Challenge: doesn't work for some vulnerable populations, they just can't or won't come, so they go without care.
- NEW:**
 - "If they can't come to you, you go to them."
 - Business term: PUSH marketing
 - Challenge: doesn't work for some services (surgical needs), but can work well for preventive services.




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"You can't stay in your corner of the woods waiting for others to come to you... You have to go to them sometimes."

"Winnie the Pooh"



Shaping Our Appalachian Region Summit, December 9, 2013, Filmore, KY

Health / Biotechnology / Human Services Opportunities Breakout Session

BREAKOUT DISCUSSION NOTES

Common Themes

- Collaboration and partnerships
- Quality of life issues
- Education services
- Awareness
- A place to go for information
- Provision of services in the community

Opportunities for Innovation

- Integration of EMS into traditional care
- Social work/health care collaborations – persons with “global” perspective
- Commitment to making work places healthier (smoke free)
- Getting everyone enrolled in ACA/KYNECT (Kentucky’s healthcare connection)
- Improving screenings/preventative care
- Investing in healthier lifestyles vs. investing only in conditions once developed. Education is key. School involvement.
- Breaking cycles by treating substance abuse and meeting needs of families and children
- Teaching healthier diets – farms to schools, etc.
- Traditional nursing programs
- Taking down barriers for nurse practitioners
- Innovative healthcare, wellness centers: collaborations to make healthcare system strong
- Employment/workforce development
- Creating an environment to counter substance abuse
- Policy/infrastructure to build better systems. Partnerships with government, lawmakers, etc.
- Legislative: abuse treatment center criteria and age requirements, etc.
- Health professions’ partnership with school systems – education is key
- Supporting statewide smoke-free workplace for healthier work environment
- Leverage ACA to get people enrolled for health care – improved health outcomes with greater participation
- Improved screenings
- Teaching practical living standards in the classroom
- Education as agent of change
- Reaching out to children that are not receiving preventive care – dental/health
- Getting foster children returned to their homes
- Prevention for health: education for youth on nutrition and local healthy foods
- Utilization of nurse practitioners

- Building more wellness centers in the community
- Question: How do we work with government to build support systems?
- Possibility of changing legislation on substance abuse treatment and removing ability of one to check oneself out
- Holding individuals accountable for their actions
- Addressing mental health issues
- Working with local markets on nutrition and healthy eating habits – providing food at a reasonable price
- Getting message out to public about what services are available and feel comfortable going to

How We Can Advance These Ideas

- Marketing ideas on compassion
- Bringing research communities together – bringing all ideas together
- Workforce issue – bring health care that is needed to cover the ACA demand
- Making sure patients have the things they need after they leave the hospital
- Bringing all health professionals together
- A “body” to represent in legislature
- Subcommittee to come together and develop a plan
- Including school systems
- Making a list of services in the community and handing them out
- Building an institute to bring research and grant money and agencies together to share ideas and initiatives and put them together
- Making a clearinghouse for [health] information
- Better utilization by schools of their civic organizations
- Having PSAs on TV channels – free services
- Quality of life education from CARES
- Awareness needs to come before education
- Resource clearinghouse for all collaboration and partnership opportunities about what can be provided and what people can access
- United Way – pull resources together; supportive and advocacy organization
- Stop cutting folks off at 18 years of age
- Opportunity: the universities and health care community work together to provide jobs
- Marketing what services are provided – affiliated with UK and Mayo
- Changing “our story” of health care

How We Can Advance SOAR

- Minnesota tax model
- Hybrid of public/private funding for SOAR initiative
- Severance tax increase and return to those counties
- Issue bonds to pay for keeping the SOAR initiative going

- Solicit private funds
- Key people to develop creative ways to spend the money
- ACA has set aside money for wellness centers; should access it
- Surface mining reclamation money
- Foundation for Healthy KY
- Department of Education grants
- Department of Public Health grants
- Need for statewide coordination
- Possibility of having individual county forums to get input and provide ownership
- Reach out to front lines for input
- Governor can help promote health care by providing funds for nursing homes

Health / Biotechnology / Human Services Opportunities Breakout Session

INNOVATION IDEAS AND COMMENT CARDS

Regional Health Strategy

- Make this [health] a regional solution that relates to the strengths of eastern Kentucky. Plan a strength-based regional plan of health.
- It will take ownership, leadership, partnership and focus – let's decide how we would know we were successful. Health should be a community focus as wellbeing issue and economic development.
- Each nonprofit hospital was mandated by IRS to conduct Community Health Needs Assessments (CHNA) and will have to repeat every 3 years. These are posted on each hospital's website. Since the hospital is the center of care in each county, why not bring the CHNA results together and create a regional approach? Possibly involve the MAPP process from the health departments as well. Collaborate, education, investigate, advocate, invigorate, agitate, as appropriate.

Healthy Lifestyles

- Community farm alliance – teach good cooking techniques.
- Promote food systems – help for farmers market, etc.
- Better health – Teach rock-climbing, orienteering, hunting and fishing in school. Offer through KCTCS – give people a reason to not do drugs.
- Unite to support smoke free workplace legislation; use the Louisville Compassionate City initiative to create community conversations around a local checklist of compassionate behavior.

Special Needs Groups

- Remember the special health issues of coal miners. Mining is very strenuous and dangerous. Enforcement of safety standards is critically important. Black lung disease is increasing. This is tragic. Better dust control would reduce exposure and reduce black lung. Drug abuse is also a serious problem among coal miners.
- Many veterans have mental health issues. Limited resources are available for these veterans.
- V.A. hospitals.
- Eastern Kentucky Children's Hospital with KY Shine Corporation supporting it.
- Kentucky Shine Corporation – "moonshine distillation" to support a regional children's hospital known as "Appie!!" a sister facility to Kosair Children's hospital at Upike medical school.
- Healthcare access for children: provide access in schools for telemedicine. Funding will be necessary to explore.
- Improve health of Medicaid recipients by holding them accountable for their health outcomes in the same fashion those with commercial insurance do. This can improve health and save cost.

- How can we become a productive region without addressing the major "bad habit" health issues and the drug problem? What kind of signal does it send when operation Unite is being dismantled? We must change our course! And our way of thinking.
- Drug resort for rehabilitation – to help people get off of drugs. Would help each person differently with therapists, doctors, and nurses 24-hours a day until they are cured. Then have job programs to help them get back in work force.
- Morehead State University would sponsor a chemical dependency institute to bring together research, grant funding, training of alcohol/drug counselors and coordinate the individual effort already in place in the region.

Health Education and Services

- Health educator in school – not directly connected to school system.
- IT infrastructure is good for a rural area – use for telemedicine and in-home health.
- Health departments funding going away and so are school RNs. Open schools to utilize RNs in training to do practicums and extend access in school systems.
- Place for families to stay when their loved ones are in the hospital and cannot get home.
- A comprehensive and concise health and wellness education program could be accomplished through a remote-classroom setup. Multiple classes across several schools could simultaneously be held with a single remote instructor and localized supervisors (wouldn't need a degree to do it)
- Leverage existing health resources, hospitals, UPike
- Look at the Affordable Care Act for funding for wellness programs
- Assuming that many of our educational/prevention programs are going under due to funding, why shouldn't we implement a .25-1% service/health tax that serves as direct funding for our programs? Charges would be based on family income. Low-income families could have fees waived with applications located in respective offices. Large fees could also be waived. If you take the median of this charge (.625%) – based on Kentucky's healthcare spending – you end up with a lot of money. For example, \$625,000 would be the negative gain for \$1,000,000,000 in spending. In my opinion, Kentucky should be divided into regions based on population/general spending to distribute program funding equally. I realize this conference is more so aimed at the Eastern region of the state. It would greatly benefit our entire state. It may seem small, but 3-4 dollars add up quickly. The cost of living may go up for us slightly, but the cost of living for our children will be cheaper when they're healthy in 10-20 years.
- We should consider industrial hemp or medical marijuana. We could use the infrastructure from the tobacco industry. This could employ many people and solve this state's economic problems.
- More "Welfare to Work Programs" Cut benefits, put money into vo-ed training, small business training, internship grants. Too many businesses in Eastern KY complained they cannot find "good help" because many people do not want to work many hours because they will "lose benefits."

Commitments

- Whatever capacity needed related to healthcare
- Health and fitness related, outdoor activities, training, workshops, cycling tours

Additional SOAR Specific Suggestions

INNOVATION IDEAS AND COMMENT CARDS

SOAR Planning Committee / Future Roles and Directions / Organizational Offers of Assistance

- To come together with others to make a difference. We need to come together as a team
- Host SOAR again for a multiday conference and allow the town hall input of EKY citizens continue
- **We need to be sure the ongoing process is inclusive and broad.** We should build a white water park in Elkhorn City. Hundreds of people flock to the Russel fork river each October. Lots of money to be mad and a local group has already developed a full complete plan. They just need help and funding to implement it. People come from many states to use this resource. We need a permanent coal severance tax fund. Put away some now to build fund for future.
- Create a PR and marketing campaign for SOAR that markets Appalachia and our resources to our own people.
- Mike Handcock - sec transportation needs to be on the planning committee!
- share the powerpoints from the plenary sessions. 2) expand the planning team to include more grassroots folks. 3) commit to a process - don't expect silver bullets or immediate results. 4) what about community listening sessions around the region to engage folks who couldn't come out today?
- Based on what I heard today all that is necessary is to dig out all the old plans and copy and paste. I know we need to do something but show me something different, something new
- Transparent process for SOAR - funds, participation, goals, etc and diversity in SOAR leadership - that's more representative of the region
- Move SOAR meetings to different locations so everyone can participate
- Greater inclusion of women and minorities in planning efforts.
- What can SOAR do to advance these ideas? a) need to identify a cheerleader, leader who is a non-government stakeholder b) Develop a new cadre of leaders attached to primary stakeholders c) Bring in youth for focus groups or to lead efforts d) Need a process and structure to support development of ideas from SOAR. 5) How should region finance these ideas? a) Community foundations b) Engage absentee landowners to donate their land back to the region upon their death for either use or sale c) Keep more coal severance \$ in region.
- Must have an inspirational leader to lead this initiative
- We need an ongoing process to continue this work and a structure to support that process.
- I believe we need an Appalachian-based, transparent body that can serve as both an information and locally-available resources clearinghouse, and as an Appalachian "brand"/seal of approval that can prioritize/facilitate support to an array of regional projects and deliver economy of scale benefits to individuals, small business startups, and existing programs/entities.
- Map of individual county's strengths, resources, points of pride.
We are not naturally self-reflective people; we need an avenue for that reflection, sharing, identifying strengths and areas of development, and then networking for action items to develop an identity as a region. Before we can be a region, who are we as individuals?
A group member mentioned "SOAR GAMES" for youth - regional Olympics, but with art, trivia, team comps. Good stuff
- Start a regional committee with Reps from each county and all counties being equal to meet, promote, and divide funding equally
- Stay composed as a regional committee and promote it that way, do break up meetings around the region. Form partnerships in the region to avoid conflicts of dates and repeat events.

- What can SOAR do? A council did several years ago, compile a list of service providers and organizations who address concerns; develop guidelines/standards to be used by all areas to ensure same services region-wide. We need to be able to document improvement and that by comparing apples-to-apples
- SOAR should advocate to get AARP KY and AARP national - Net worth Billions to bring Local AARP staff office to Eastern KY

SOAR: General Offers of Organizational Assistance or Support

- Love to work in future with SOAR. Please mail information
- Science center has director, education to provide presentations
- Provide employees to serve on SOAR ongoing committees and other assistance as needed
- We would like to offer the East Kentucky Leadership Conference (April 24-25, Rural Development Center, Somerset) as a venue to continue the SOAR process. Congressman Rogers and Governor Beshear have been invited
- Collaborate with 2nd meeting of SOAR at our annual conference 4th Thursday and Friday of April in Somerset at the Center for Rural Development. Org name - Bank of Hindman; Support Program for Entrepreneurship Development in KY River/Big Sandy Area
- Use of our two story facility, computer lab and Internet accessibility
- Would love to work with a group focused on leadership development in the community
- Church hall available for job training or any other training (no charge)
- To assist with training courses for people interesting in starting a business. Mentoring of those interested in starting or expanding existing business. This throughout SOAR Region
- We need a subgroup that continues this work - with much continued input from many stakeholders
- Promotion and networking
- Wherever I am needed.
- Facilitate meeting or session
- moral support :)
- Anything I can do to help.
- Attend sessions, facilitate sessions. Host a meeting for the region.
- Willing to serve on committees and travel to promote our region. Help in any way we can. (we attend 11 craft shows in 4 states each year and pass out information about Harlan Co. now)
- Our club will help out in any way we can - we are already doing good things in Clay County
- Radio time to promote region. 1/2 hr recorded show to play on our station & promote to other stations. Promote tourism.
- I am willing to change jobs and work entirely for the staff of Kentucky to implement economic growth, development, I well-being.
- Use of our facility for meetings, forums, etc.
- Tell us how we can cooperate
- I volunteer to help in any way that group may choose. I also offer the use of our facilities for meetings, etc, whenever needed
- I would be willing to serve on a "sub" board for education innovations for SOAR
- Interested in marketing, graphic design, and PR services. Want to be part of the[SOAR] web/PR communication material team
- I would like to be a part of the ongoing conversation about lifelong learning or anything dealing with children's education issues.
- I would be happy to contribute to the lifelong learning conversation.

- I am willing to do whatever I can to help with this.
 - host meetings in own facilities (inside Pikeville outdoor @ Jenny Wiley State Resort Park
 - 2) Address issues of culture and arts in economic development and cultural place making
- Will help with getting the word out to our members. Giving my 2 cents/ideas!
- We are willing to participate actively by hosting regional meetings, serving on work groups and any other way needed to grow the Appalachian part of KY and the balance of the State.
- I would be willing to sit on a committee
- I volunteer my time to serve on a committee or any other capacity as needed
- Willing to help with energy efficiency type work
- To develop new or change existing training programs to support Kentucky's new economy and support ideas presented/generated by SOAR
- Anything related to technology, economic development, job creation, education
- Facilitation, neutral convener. Collaboration/partnership, Resource/asset development, Accountable - Transparent - Nationally, Certified community Foundation to hold manage funds, grant-maker
- Participate in future meetings, continue to provide jobs and economic development through housing
- research expertise (interviews, surveys etc...) student labor/hands on research, community development, program assessments, writing (reports and grants)
- work on energy issues -(Efficiency, Renewable, Infrastructure etc..) Transportation
- To help
- Human resources to work on initiatives from this summit
- To participate and provide technical expertise in future panels and committees to continue to build upon the groundwork laid in place today.
- We will provide free energy assessment on all facilities for a city government, county government, and/or school which provides as asset report and potential solutions to reduce energy and save money
- We will provide free energy audits to all local governments and schools and commercial facilities Looking at ways to have energy savings , fund infrastructure improvements
- Willing to represent Pikeville/Bell Co and any future meetings
- Serve on subcommittee - Infrastructure
- Please feel free to contact for Involvement
- Glad to support work and thinking in particularly in innovation, youth leadership
- possible future time to understand the issues
- I am a graduate student living off of a school stipend so I can't commit a lot financially, but I'm a great researcher and can help cultivate & unearth the cultural assets needed to help proliferate a creative economy
- To help Central Appalachia grow using out time, talent and treasure
- How Churches can help
- will continue conversations in the 6th district
- We are the State association of Charities and can assist with communicating and convening the charitable sector. We offer a number of resources to strengthen charities and help them be more impactful
- Consult and guide childcare development, improvement, advocacy if it has to do with early care and education we will be at the table
- I would be willing to sit on a committee
- I volunteer my time to serve on a committee or any other capacity as needed
- To develop new or change existing training programs to support Kentucky's new economy and support ideas presented/generated by SOAR

- Anything related to technology, economic development, job creation, education

Overall Comments Regarding the SOAR Summit

- Make SOAR presentations slides//power point charts for ALL sessions available on-line as resource for folks to see, use and reference
- Can you please post the visuals and/or text of the presentation
Can you please post the list of participants, for networking
- Dear lord, stop talking at us! You have amazing people in this room and you barely let us speak. What a letdown this has been. The facilitators were a joke!
- MORE WOMEN PRESENTERS! & diversity on speakers (age, race, gender, etc)
- Please continue to engage and listen to ideas from citizens
- Too much politicking with: example Hal Rogers, Greg Stumbo. If they have nothing of value to say....don't waste time.
- Some shared communications platform/collaboration b/w all media to lift up and share different stories around the region and support each in other in the work of SOARing!; Diversify the SOAR Planning Committee (age/race/sex).; Support smaller, similar summits to continue conversations, ideas, inputs so both smaller and regional conversations? (not one or the other)...;Regional (SE KY and all of Central Appalachia) inventory of what groups/collaborations already exist and plug into those so aren't reinventing the wheel.

APPENDIX

These SOAR Summit materials are available on the SOAR Website:

<http://governor.ky.gov/Documents/SOAR-report.pdf>

I. Opening Plenary Session PowerPoints

Framing the Regional Challenge and Opportunity

Chuck Fluharty, RUPRI President and CEO

Innovation Success in Another Mining Region

Joe and Tony Sertich, Iron Range Resources & Rehabilitation Board, Minnesota

II. Opening Plenary Session Videos

See: <http://www.ket.org/publicaffairs/soar.htm>

III. Additional White Papers, Reports, and Ideas Submitted

Anytown Kentucky, Cultural Asset Inventory

Eastern Kentucky Coal Area Recovery Commission

Handwritten Comments on Regional Cooperation

Huddleston & Associates, Community Planning and Recovery

Kentucky Council on Postsecondary Education, Rural Access Work Group Recommendations

Operation Smokey, Mountain Tourism Society

Sierra Club letter to SOAR Committee

SOAR Development Ideas, MACED

Sustainable Workforce and Affordable Power

IV. Additional Comments Received from the SOAR Website or via Email

V. Miscellaneous