

Union County Comprehensive Plan 2020-2025

Purpose

KRS 100.183, which guides Planning Commissions in Kentucky states:

“The planning commission of each unit shall prepare a comprehensive plan, which shall serve as a guide for public and private actions and decisions to assure the development of public and private property in the most appropriate relationships.”

Union County Planning Commission partnered with Union County First and Union County Fiscal Court to create the plan administration team. This team organized strategic planning sessions for the ten focus areas. The strategic planning groups included individuals from the planning commission, Union County First, Union County Fiscal Court and citizens of Union County.

Union County Goals

The Union County Planning Commission adopted the following goals and objectives on **insert date**:

1. Conserve and/or utilize all land resources within Union County for their highest and best use, consistent with maximizing the interest of the public and private property owners.
2. Gradually eliminate existing incompatible and blighted land uses through redevelopment, enforcement of codes, ordinances, and various other positive and innovative implementation devices.
3. Strive to maintain orderly growth patterns that will facilitate efficient and economical placement of supporting services and community type facilities.
4. Formulate land development policies designed to encourage orderly growth patterns.
5. Develop public policies and techniques for discouraging urban development in areas particularly vulnerable to flooding.
6. Provide for adequate amount of land to be devoted to open space and recreational uses.
7. Local major traffic generator land-use types should be in close proximity to major thoroughfares throughout the planning area.
8. To provide adequate fire protection to all county to lower insurance rates.
9. To encourage orderly industrial growth to generate economic development.
10. To encourage the preservation of existing forest land and use of conservation practices of farm lands.
11. Create and implement workforce development initiatives.



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Union County's goals and objectives will require guidance and supervision provided by the Planning Commission. The goals and objectives adopted will serve as a guide for preparation of the remaining elements and focus areas. Accomplishing the goals will take many partners and resources such as grants, regulations, concrete data and continual education to move the county forward. This comprehensive plan will be reviewed at least annually by the Commission, Union County First and Union County fiscal court.

The plan administration team will continue to follow the economic forecast of Union County as a guide to determine the direction the county should go in. The judgement of the Commission will be taken when considering projections and recommendations for enhancing the quality of life in Union County. The team will also familiarize the citizens of Union County with the plan and will be open to feedback.

New business and industry will be encouraged to locate within Union County and existing industries will be encouraged to expand increasing local employment opportunities. The plan administration team will continue to work toward enhancing educational opportunities for both adolescents and adults to fill the skills gap evident in our economy.

Focus Areas

The following focus areas were determined by the plan administration team to be the top priorities to improve quality of life for Union County residents. The plan administration team held a separate strategic planning session for each area to allow ample time for brainstorming. A full SWOT analysis was done with each strategic planning group first to determine the assets and issues that faced each area.

1. Emergency Management
2. Industrial Parks and Sites
3. Transportation
4. Community Facility Management
5. Recreation/Tourism
6. Housing
7. IT/Infrastructure
8. Business and Workforce Development
9. Health
10. Educational Facilities



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1.) Emergency Management

The Emergency Management strategic planning session was held on 8.12.19 and was attended by the following:

Pat Donahue, Union County First and retired Methodist Hospital Administrator
 Greg Ellis, Methodist Hospital
 Paul Monsour, Tourism Director
 Greg Noel, Emergency Management Director
 Rick Wyatt, Magistrate and Fire Fighter/First Responder
 Rick Millikan, Morganfield Fire Chief
 Mike Schmied, Union County Road Department Supervisor
 Mark Doepel, 911 Administrator
 Mickey Arnold, Union County Sheriff
 Chris Winstead, Ambulance Service Methodist Hospital
 Sean Sheffer, Planning Commission
 Melissa Coker, Union County First
 Adam O’Nan, Union County Judge Executive

S.W.O.T Analysis

Strengths	Weakness	Opportunities	Threats
<ul style="list-style-type: none"> • Dedicated First Responders • 3 Rescue Squads • 6 Volunteer Fire Departments • Available Funding • Equipment • Regional Relationships 	<ul style="list-style-type: none"> • Lack of man power • Workforce within Emergency Services • Faulty Communication System • Facilities are old • 22-year-old fire trucks • Lack of back up for communication, etc (when in disaster) • Lack of internet countywide • No Emergency Operations Center 	<ul style="list-style-type: none"> • Proactive people to gather grants • Grant availability • Working with School System • Opportunities for partnerships • Mitigation funds 	<ul style="list-style-type: none"> • Disasters • Lack of internet coverage • No back up phones • Infrastructure deficiencies



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The Union County Emergency Management Agency (UCEMA) is the unit of local government responsible for the coordination of mitigation, preparedness, response and recovery efforts pertaining to major emergencies or disasters arising from natural or man-made causes. UCEMA operates in accordance with state statutes and federal laws and provides a number of services important to community awareness and preparedness.

Emergency Management Initiatives		
Goals to attain	Action items	Status
Increase communication between agencies by identifying and correcting lapses in the system	Conduct RFS Study	In progress
	Install additional communication towers	
	Join with EOC Communication	
	Create communication plan with all agencies and volunteer first responders	
Secure funding of 911 Central Dispatch	<ul style="list-style-type: none"> Update the emergency alert system (currently Code Red) to a less costly option Explore funding options for countywide 911 center 	
Enhance the cohesion of emergency services in Union County	Locate a site for a consolidated Emergency Operations Center	
	Research and obtain grant funding for a combined EOC and consolidation of services	
	Combine coroner's office, dispatch center, emergency management, ambulance service, Sheriff's Department	
	Partner with other counties to mirror successful combined E.O.C's	



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Goals to attain	Action items	Status
Ensure that Union County Fire Department is provided with up to date equipment	Formulate a rotation plan for all fire trucks to keep them within the national life span <ul style="list-style-type: none"> • Ensure fire trucks are in budget 	
Ensure that Union County Ambulances are in good working order	Formulate rotation plan for ambulances with estimated cost for replacement	
Complete pre-mitigation projects deemed important by Emergency Management	Plan for the following projects: <ul style="list-style-type: none"> • Increase amount of tornado sirens in county • Secure generators for levees • Locate and secure exposed gas lines • Water treatment system (ask sean) 	

2. Industrial Parks and Sites

Industrial Parks and Sites strategic planning session was held on 8.23.19 and was attended by the following:

Kim Humphrey, Alliance Coal
 Will McDowell, Kentucky Utilities Economic Development
 Gary Vetter, Morganfield City Administrator
 Clay Wells, Union County Property Value Administrator
 Mike Obert, Old National Bank, Union County Industrial Authority
 Melissa Coker, Union County First
 Sean Sheffer, Union County Planning Commission



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S.W.O.T. Analysis

Strengths	Weakness	Opportunities	Threats
<ul style="list-style-type: none"> • Available land • Utilities/infrastructure • Available land with Hwy 60 frontage • Easy Regulations • Existing industries in parks • Airport and available acreage around it • Master plan completed • People willing to get deals done • Partnerships with KU and Kenergy for assistance • Partnerships with State level organizations (KAED, CED) 	<ul style="list-style-type: none"> • Plans made but not recorded • Long turnaround time on deals • Not competitive, all rural industrial parks are the same • Cabinet for Economic Development turnover rate, have to constantly educated them on what UC has to offer • Cities and County E.D. goals may not be aligned • No county landfill 	<ul style="list-style-type: none"> • Coal Severance Funds available • Phase I already completed • Based on feasibility studies, have resources to build out Spec Building • Person to Person marketing • Industry research – seek out expanding industries • Focus on attainable industries • Partnerships with KU and Kenergy staff, KAED and CED • Ohio River • Working with current ownership to reopen the landfill 	<ul style="list-style-type: none"> • Lack of cohesion among city and county makes it hard to move forward • Other industrial park owners doing better than Union County on working together and marketing • Workforce availability

Union County has two industrial parks; Morganfield Industrial Park and Sturgis Industrial Park. Morganfield Industrial Park is owned primarily by the City of Morganfield therefore the purchase and lease of land is managed by the Morganfield City Council. Union County Industrial Development Authority owns small parcels of land in the park. Union County First manages the upkeep, marketing



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and initiates prospects. Union County First over sees projects in both parks and serves as the Economic Development driver.

Sturgis Industrial Park is owned by the Union County Air Board, due to the airport, it is under FAA guidelines pertaining to selling of the property. Like Morganfield, Union County First partners with the Air Board to market, initiate prospects and ensure curb appeal of the property. Industrial Park maps can be found in the appendix.

Industrial Parks and Sites		
Goals to attain	Action items	Status
Cohesion between City and County Officials	Formulate an Economic Development Plan that: <ul style="list-style-type: none"> • Is step by step detailing ED process • Identifies major decision makers in the county and cities • Has a tight deadline for major decisions to be made to avoid a delayed response • Aligns the goals between city and county and is agreed on by all involved 	
Educate all City Councils, Elected Officials and other key players on Economic Development	Host Economic Development training for all individuals involved in the process	
Morganfield and Sturgis Industrial Parks Phase I update	Enlist the services of an engineer to evaluate if the past Phase I study is updated and acceptable should someone request it	
Access to waste disposal in Union County	Work with current owners of landfill to reopen <ul style="list-style-type: none"> • Evaluate options for most cost effective option 	



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<p>Make expansions attainable for existing businesses</p>	<p>Assist local companies with expansion process including accommodating for increased or more efficient traffic flow</p>	
<p>Increase marketing of Sturgis Airport</p>	<ul style="list-style-type: none"> • Meet with Cabinet for Economic Development to ensure they are aware of the available property at the Sturgis Airport • Study communities in Kentucky that have successfully obtained an aerospace company to evaluate what it was that enabled them to land the deal • Research industry reports that show where the aerospace focused locations are • Create a master plan of the Highway 60 property to include utilities and water 	
<p>Increase marketing of both Industrial Parks</p>	<ul style="list-style-type: none"> • Continually market the parks using person to person contact • Meet with Cabinet for Economic Development often to ensure Union County is in the forefront of their inventory • Build relationships with consultants, site selectors and brokers • Determine what it is that makes Union County stand out above other rural Kentucky areas and capitalize on that 	<p>In progress</p>



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	<ul style="list-style-type: none"> • Create printed material (briefing book) for both parks • Organize a regional familiarization bus tour of our area for CED personnel (utilize State Representatives to put pressure on Cabinet staff to attend) 	
Gain Agriculture industry companies	<ul style="list-style-type: none"> • Build relationships with agriculture economic developmentally minded individuals • Visit existing companies in Union County to build a relationship so that when their counterparts expand, they recommend Union County 	

3. Transportation

The strategic planning session for Transportation was held on August 23rd and was attended by the following individuals:

Joe Clements, Union County Fiscal Court
 Adam O’Nan, Union County Judge Executive
 Mike Schmied, Union County Road Department Director
 Kim Humphrey, Alliance Coal
 Melissa Coker, Union County First
 Sean Sheffer, Union County Planning Commission



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Transportation S.W.O.T Analysis

Strengths	Weakness	Opportunities	Threats
<ul style="list-style-type: none"> • Strong relationships with State Road Department officials • River access for Alliance Coal and other businesses • Airport • Centrally located in US to major cities • Blackburn boat ramp and Uniontown boat ramp river access 	<ul style="list-style-type: none"> • Lack of 4 lane highway in County • No public transportation • Roadways in UC Flood often • Issues with accuracy of GPS • River Elevations rising more in the past than previously • Sturgis – Lack of heavy haul road for farmers and truckers 	<ul style="list-style-type: none"> • Possibility for a river port • Functioning airport in industrial park area • Increased heavy haul traffic through Morganfield once HWY 56 is completed • Standard operating procedure for putting roads in county road inventory 	<ul style="list-style-type: none"> • Farm Traffic • Dangerous HWY 60 Bypass • Natural disasters

Transportation is vital to the longevity of any community. Necessary infrastructure updates, future planning and funding are all pivotal parts of the future of our county. Union County works closely with GRADD, Kentucky Transportation Cabinet, State Legislators and Senators, and Kentuckians for Better Transportation to ensure the county has the best chance at landing funding and projects. Attached is the GRADD Regional Transportation Plan for reference.



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Transportation		
Goals to attain	Action items	Status
Implement a form of public transportation for Union County residents	Research H.E.A.R.T public transportation in Henderson County and evaluate the process to determine feasibility in our county	
Enhance barge traffic along Uniontown Boat Ramp	Ohio River dredging project will remove silt from the river which is currently at a dangerous level for Union County's largest employer River View Coal, LLC who utilizes the river for 100% of their coal transportation	
Increase the use of Sturgis Airport and available land	<ul style="list-style-type: none"> Promote airport, available land and buildings statewide Create a marketing plan Create a plan for development for the highway 60 frontage property (electric and sewage) 	
Construct a Marina at Uniontown Boat Ramp	<ul style="list-style-type: none"> Conduct a feasibility study for a marina at Uniontown Boat Ramp Create a plan for construction and secure investors 	
Assist River View Coal with future relocation of mine shafts	Meet with River View Coal Engineers and create a 10 year plan for future development of the mines – this will enable the county to be prepared for infrastructure needs as the mine expands	



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<p>Make Highway 56 a Triple A Heavy Haul Road</p>	<p>Highway 56 project was previously in the states 6-year highway plan and was removed due to the funding needs of the project. Right of ways and utilities have already been secured and the project is ready for construction phase.</p>	
<p>Widen highway 60 to Henderson</p>	<p>Although highway 56 is priority to the county and state, highway 60 is the main highway in and out of Union County making it essential to growth</p>	
<p>Prevent a 4 way stop at HWY 1179 and HWY 1180</p>	<p>State Transportation Department has mentioned concerns at this intersection, their solution is a 4 way stop which is discouraged by River View Coal</p>	
<p>Protect the safety and efficiency of citizens on the road</p>	<p>Accommodate major employers traffic needs such as increase and logistics</p>	

Community Facilities Management

A Strategic Planning Session for Community Facilities Management was held on August 12th 2019 and was attended by:

Billy Adams, Union County Planning Commission Board Member
 Ray Steward, County Maintenance Supervisor
 Mike Schmied, County Roads Supervisor
 Shawn Elder, Union County Jailer
 Trish Tackett, Union County Circuit Court Clerk
 Melissa Polites, Union County Senior Citizens Director
 Kathy Baird, Animal Control Supervisor
 Mark Doepel, Union County 911 Director



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Eddie Clevidence, County Maintenance Department
 Adam O’Nan, Union County Judge Executive
 Melissa Coker, Union County First
 Sean Sheffer, Union County Planning Commission

Strengths	Weakness	Opportunities	Threats
<ul style="list-style-type: none"> • Good Facilities • Buildings are historic landmarks • Inmates available to help • Availability of resources • Judicial system proximity • Maintenance staff goes above and beyond 	<ul style="list-style-type: none"> • Limited funds • Aging infrastructure • Road department too small for need • Communication lines are weak or no service (internet, phones, etc) • Sykes Building • Lack of inventory lists at all county facilities • Discrepancies in what county is in charge of 	<ul style="list-style-type: none"> • “Livable Community” opportunities (like work ready) • Moffits Lake • Community relationships • UC old Board of Ed building • Fairgrounds in Sturgis • Sykes Building 	<ul style="list-style-type: none"> • Old Buildings • Situation at the Jail • Increasing Costs for all operations • Museum could not withstand a disaster (needs much improvement)

Community Facilities Management S.W.O.T Analysis

Community Facilities Management		
Goals to attain	Action items	Status
JAIL	County leaders will create a plan of action to alleviate the financial burden of the Jail on the Fiscal Court. Plan may include: <ul style="list-style-type: none"> • Feasibility studies (new jail, closing jail) • Due diligence on all viable options • A timeline for completion 	



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<p>Breckinridge Museum restoration project</p>	<p>Museum will be restored to its natural historic state utilizing grants – currently siding is severely damaged causing the building to be vulnerable to further damage</p>	<p>In Progress</p>
<p>Repair the roof of the Union County Courthouse Annex Building</p>	<p>Create a plan to fix the roof of the annex building in conjunction with AOC as they cover a percentage of the building cost</p>	<p>In progress</p>
<p>Installation of an elevator in Union County Courthouse</p>	<p>Utilizing Coal Severance Funds and Community Development Block Grants, the county will evaluate all options to make the courthouse accessible to all constituents</p>	<p>In progress</p>
<p>Update the air conditioners and heaters in the Union County Courthouse</p>	<p>Create a plan to replace the air conditioners and heaters in the courthouse</p>	<p>In progress</p>
<p>Expand the space of the Union County Recycling Center and Road Department</p>	<p>All options will be evaluated including the purchasing of new land at an alternate location to provide more storage and space for County Road Department</p>	
<p>Obtain road front signage for the Union County Senior Citizens Center</p>	<p>Plans have previously been made and quoted for a new sign in the front of the Senior Citizens Building – currently there is not a sign by the road decreasing visibility</p>	



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Create an executive county asset list	County leaders will work together to create a County Asset List to ensure maintenance is adhered to	
Document all county property	<ul style="list-style-type: none"> • Create an inventory list of all county property in all county owned buildings for insurance and theft purposes • Ensure all departments policy and procedures include yearly inventory updates to ensure accuracy 	
Union County Animal Shelter is in need of expanded space	Feasibility of expansion at UC Animal Shelter will be evaluated to determine options	

Recreation and Tourism

The strategic planning session for Recreation and Tourism was held on August 20th 2019 and was attended by:

Tiffany Jackson, Business Owner
 Pat Donahue, Union County Industrial Development Authority
 Paul Monsour, Director of Tourism
 Jeremy Baker, Business Owner, Sturgis City Councilman
 Jerri Floyd, Business Owner, Union County Fiscal Court Magistrate
 Jim Ricketts, Union County Fiscal Court Magistrate
 Cody Collins, Moffit Lake Manager
 Melissa Coker, Union County First
 Sean Sheffer, Union County Planning Commission



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Strengths	Weakness	Opportunities	Threats
<ul style="list-style-type: none"> • Wildlife Management • River/Streams for adventure tourism • Moffits Lake • Land available in UC for recreation use • Fair Grounds • Airport • Volunteers • Corn Festival • Cities Firework shows • Prime Kentucky hunting location 	<ul style="list-style-type: none"> • Lack of roads • Lack of hotels • Lack of restaurants • Communication between counties • Lack of staff for events including law enforcement • Lack of game warden/control over resources • Lack of sports complex/facility • Lack of one single recreation director 	<ul style="list-style-type: none"> • Triathlon at Moffits Lake • River (Marina at Uniontown) • ATV and off road (trails to ride on, cities to ride in) • Bike trails/walking trails (existing could be extended) • Unutilized space at Moffits, room for growth • Disc Golf opportunities • Swimming at Moffits Lake 	<ul style="list-style-type: none"> • Increasing insurance costs • Lack of participation • Funding • Unpredictable weather

Recreation and Tourism S.W.O.T Analysis

Union County recreation and tourism is centered around robust community festivals, the Ohio river, motorcycles, demolition derbies, and hunting.

Recreation and Tourism		
Goals to attain	Action items	Status
Develop Moffits Lake Recreation Area to its fullest potential	Create a master plan for Moffit's Lake to include: <ul style="list-style-type: none"> • Cabins • Swimming 	In progress



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	<ul style="list-style-type: none"> • Bike Trails • ATV trails • Benches and sitting areas • Music festival • Wifi availability (hot spot) • Themed weekends to draw people in 	
Promote Union County Tourism and Recreation	Create a strong web presence for promotion purposes	
Organize and maximize Recreation in Union County	Hire a Director of Recreation to manage all recreation facilities and events	
Increase boat traffic on the Ohio River thus increasing productivity of small business owners	Improve and maintain all boat ramps and river access areas	
Increase amount of visitors to Caseyville recreation area	Evaluate the possibility of adding camping spots to the Caseyville Ohio River recreational area	In progress
Increase foot traffic through Union County Communities	<ul style="list-style-type: none"> • Create a plan for walking trails in Sturgis • Extend walking trail in Uniontown to go across the levee as originally planned 	
Increase amount of kayakers in Union County	Enhance promotion of adventure tourism by creating maps of entry and exit points on Highland Creek and Tradewater	



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Construct a sports complex in Morganfield	Gain support and investors for a sports facility in Union County centrally located in Morganfield to increase the amounts of baseball and softball tournaments	
Construct a hotel in Union County	Seek investors for a small hotel located within the county (may include feasibility study)	
Expand health and fitness tourism in Union County	<ul style="list-style-type: none"> • Triathlon • Races • Walking trails, etc • Workout stations at city park along existing walking trail • 	
Start planning for possibility of Union County Fair Grounds becoming a County asset	Be ready to develop a plan for funding and promoting UC Fairgrounds	
Increase tourism focused on ATV/UTV riding and camping	<ul style="list-style-type: none"> • Evaluate the process and appetite for the county selling passes for riding on the backroads • Gain access and map out routes on available land such as Moffit's Lake, Alcoa, Daisy Mae, etc • Expand the riding area around the dam and charge for a pass 	



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Housing

The strategic planning session for Housing was held on August 22nd 2019 and was attended by:

Kim Humphrey, Alliance Coal

Marla McElroy, Union County Happy Packs

Ken Quinton, Union County Citizen

Clay Wells, Union County Property Value Administrator

Jerry Manning, Union County Faith Based Community and Audubon Area

Adam O’Nan, Union County Judge Executive

Sean Sheffer, Union County Planning Commission

Melissa Coker, Union County First



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Housing S.W.O.T Analysis

Strengths	Weakness	Opportunities	Threats
<ul style="list-style-type: none"> • Low cost of living • Availability • Senior Housing • Good amount of housing for low income • Lots available • Nice schools in good neighborhoods • Banks willing to lend and work with homebuyers 	<ul style="list-style-type: none"> • Availability of mid-range housing (125,000-200,000) • Farmers own majority of land driving up prices • Poor conditions of rental property • No county zoning • Number of abandoned houses with liens at high cost • Lack of “teeth” to ordinances • People transitioning to long term care facility leave vacant house with no tax bill • Balance between Government and private (zoning, ordinances, etc) 	<ul style="list-style-type: none"> • Creation of housing developments to increase tax base • UC adopting state level laws • Abandoned housing plan – incentives to invest? • USDA and Jagoe homes help with UC • Inventory of abandoned houses • “free up” the property then public/private partnership • Education on ordinances/etc. build a strong support group 	<ul style="list-style-type: none"> • Personal property rights VS. Government • Lack of Education



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Housing		
Goals to attain	Action items	Status
Significantly reduce the number of abandoned properties in Union County	<ul style="list-style-type: none"> • Create a “clearing house” committee for abandoned houses to include all Mayors and Judge • Encourage public/private partnerships 	
Accurately identify all abandoned houses in Union County	Compile an inventory list of abandoned homes in cities and county to accurately depict the size of the issue	
Resolve the issue of placement of habitat for humanity homes	Designate an area in the county or cities for Habitat for Humanity Homes	
Obtain accurate, data driven information regarding our housing status in Union County	Initiate a housing study to be completed on UC	
Increase the amount of available mid-range housing	After housing study, reach out to Jagoe and other subdivision companies for evaluation of UC	
Market better to the investors that purchase off the tax roll	Reach out to other counties that have investors willing to purchase abandoned homes from the cities and county – identify investors in UC	



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Plan regular meetings to address the housing issues including abandoned homes	Clearing house committee to meet regularly	
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IT/Infrastructure

The IT/Infrastructure strategic planning session was held on 8.22.2019 and was attended by:

- Kate Baker, Union County First Board Member and business owner
- Ryan Lawyer, Eidetik
- Greg Thomas, River View Coal Technology Director
- Clay Wells, Union County Property Value Administrator
- Mark Doepel, Union County 911 Administrator
- Krystal Steward, Union County Fiscal Court Clerk
- Melissa Coker, Union County First
- Sean Sheffer, Union County Planning Commission

S.W.O.T Analysis

Strengths	Weakness	Opportunities	Threats
<ul style="list-style-type: none"> Fiber installation (bandwidth of county is increasing) Spectrum/ATT on board Community Partnerships – individuals and companies Local experts IT professionals in county willing to partner and educate public 	<ul style="list-style-type: none"> Small county, lack of customer service through ATT Infrastructure lacking Large cost of last mile in KY Wired Project Lack of full cell service coverage countywide Increasingly moving backward due to lack of high speed internet 	<ul style="list-style-type: none"> Kentucky Wired Project Education opportunities/better medical services – direct effect of gaining connectivity Better 911 services (connection to school, etc.) GIS Services needs integration Cloud Services Program to enhance education 	<ul style="list-style-type: none"> Funding Municipalities being hacked – very high chance Decreasing tax base Lack of collaboration between entities (KU, SAP, Cities, Etc) Very political process



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	<ul style="list-style-type: none"> • Uniontown- no connectivity/com munication in event of disaster 	(ATT- Food Stamp Program) <ul style="list-style-type: none"> • Utility Co-ops 	
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IT/Infrastructure		
Goals to attain	Action items	Status
Significantly increase internet connectivity throughout Union County	<ul style="list-style-type: none"> • Strategically plan for the last mile – including what areas to focus on first • Partner with USDA, GRADD, Department for Local Government, business, etc.- to create a funding plan for the last mile project plan 	
Form a group of Union County professional and leaders who are dedicated to the development of IT in our county	Form a group of forward thinking, proactive and motivated individuals to create the last mile plan and continually evaluate the progress to prevent stalling	
Increase the residential coverage area	Devise a county plan for problem areas such as Boxville – the more people that agree to sign up for a plan the likelihood of a company providing the service increases – this is a targeted approach	Individuals identified: Ryan Lawyer, Jerry Koonce (spectrum), Ervin Cable, Greg Thomas, Adam O’Nan, Connect GRADD and ATT Representative
Increase education about technology	Initiate free Food Stamp Program through ATT to increase service areas	



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Business and Workforce Development

The Business and Workforce Development strategic planning session was held on 8.15.2019 and was attended by:

- Billy Adams, Union County Planning Commission Board
- Tiffany Jackson, Business Owner
- Jim Ricketts, Union County Fiscal Court Magistrate
- Kate Baker, Union County First Board Member and Business Owner
- Tami Steward, Union County First
- Melissa Coker, Union County First
- Adam O’Nan, Union County Judge Executive
- Sean Sheffer, Union County Planning Commission

Strengths	Weakness	Opportunities	Threats
<ul style="list-style-type: none"> Library in UC John Arnold Arena Work Ready Status Entrepreneurial Minded people Partnerships (Job Corps, UCPS, Community College) River Access Sturgis Airport Location of UC in the Nation Affordability Quality of Life (low crime rates, rural, etc) Local Hospital Dual Credit/Early College Academy 	<ul style="list-style-type: none"> Community wide disconnection between people No public transportation Access to medical care Distance from 4 lane highway Waste management issues Lack of professional opportunities Access to high speed internet Lack of skilled workers Lack of soft skills Lack of trade programs (UCPS and HCC) Quality of life (in terms of recruitment Lack of Diversity Commute 	<ul style="list-style-type: none"> Sturgis Airport River Sykes Building Hospital Job Corps and Community College Dual Credit/Early College Academy Agriculture base opportunities (Hemp) Coal Mining (possibility of new mine) 	<ul style="list-style-type: none"> Jobs Corps (Sewer issue) Workforce Commute (into and out of county) Available Housing Coal focused (huge loss if closed) Agriculture viability Substance abuse Labor participation rate Mental health issues/unhealthy workforce and citizens Aging workforce of skilled workers



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Business and Workforce Development S.W.O.T Analysis

Business and Workforce Development		
Goals to attain	Action items	Status
Implement a form of public transportation for Union County residents	Research H.E.A.R.T public transportation in Henderson County and evaluate the process to determine feasibility in our county	
Increase citizens availability to health care without having to leave the county	<ul style="list-style-type: none"> Continually recruit and secure health clinics and practitioners Create and incentive package for interested practitioners 	
Increase awareness of educational programs and resources related to workforce	Ensure that the KY Career Center is effectively marketing their programs and opportunities	
Increase awareness to workforce leaders of the generational changes	Sponsor education programs on how to successfully employ millennials (businesses to model after – Websturant, Land-O-Frost)	
Implement lifestyle simulator at Elementary schools (5th grade specific)	Research the best programs and cost associated with putting this on – build from the education obtained throughout the student's career as a student	
Activate the County-wide App for keeping everyone informed	Obtain information and implement the app which will be available to all residents	



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Research the appetite for a business incubator in Union County	Poll the county to see the need for a business incubator given the rise in Ecommerce over the past few years	(grant funding available)
Increase confidence in new business owners or those looking to open a business	Create and implement a business mentor program for new entrepreneurs	
Increase internet connectivity to reach countywide fiber ready status	See IT/Infrastructure section	

