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1967 - 2007



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Martha Layne Collins
Governor



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Governor



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Dear Friends,

This year we celebrate the 40th anniversary of the Kentucky Association for Economic Development. You know, there is a saying that “life begins at 40”, and this couldn’t be more true than as it relates to this organization. I have been a member since 1985 and have seen so much change and progress in this organization just in these past two decades. When I joined (then KIDC), everything was done by volunteers and board members. Today we have a professional staff and the organization is truly influencing the process of economic development in Kentucky.

Thinking back to 40 years ago, back to 1967 when this organization originated, it was a time of change, and revolutionary ideas. It was the “Summer of Love”, Rolling Stone magazine was created, the Beatles released “Sgt. Peppers Lonely Hearts Club Band”, McDonald’s introduced the “Big Mac”, the first cash-point Automated Teller Machines (ATM) were put into service, the first handheld calculator (developed at Texas Instruments) came to market, IBM came out with the first general purpose mainframe (System/360) and the Kentucky Industrial Development Council (KIDC) was established.

From its initial meeting of 40 to 50 people, this organization has grown to become the Kentucky Association for Economic Development with more than 400 economic development professionals and allies who influence the economic development process for the benefit of their communities and the Commonwealth of Kentucky. KAED has been promoting the economic development profession, providing education and training opportunities for the economic development professional and influencing the economic development process in Kentucky for 40 years. And, KAED will continue to be a key contributor to the economic well-being of our Commonwealth, the increased quality of life and standard of living for Kentuckians.

Sincerely,

Phillip A. Kerrick, C.Ec.D.
Chairman

Kentucky Association for Economic Development

2225 Lawrenceburg Rd., Bldg. B, Suite 4 | Frankfort, KY 40601
502-227-9653 | FAX 502-227-2611 | www.kaedonline.org

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Publisher: Robert G. Clark

Editor: Florence S. Huffman

Operations & Production: Jennifer Kash

Design & Composition: Kelly Elliott

Cover Design: Sid Webb

Advertising Sales & Support: Sam Stephens,
Sally Davisson, Jen Short, Roger Davis,
Hollye Staley, Carla Bryan

KAED President & CEO: Mike Mangeot

KAED Events Operations Manager: Meghan Crosman

The 40th Anniversary Magazine was published by The Clark Group in partnership with the Kentucky Association for Economic Development (KAED).

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PO Box 34102 • Lexington, KY 40588
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2225 Lawrenceburg Rd., Bldg. B, Ste. 4 • Frankfort, KY 40601
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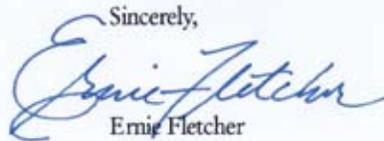


COMMONWEALTH OF KENTUCKY
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I would like to offer congratulations to the Kentucky Association for Economic Development on forty years of service to the economic community of the Commonwealth.

Promoting Kentucky's communities and all they have to offer is an integral part of the Commonwealth's economic development vision for the future. In all areas of the state, we want to create the kinds of opportunities that will move Kentucky forward. KAED provides the kind of strong leadership and partnerships that contribute to that goal.

As our economy has changed over the past four decades, KAED has adapted to successfully continue its mission of creating a favorable business environment throughout the state. On behalf of the Commonwealth of Kentucky, I send my appreciation for your past work and my best wishes in all future endeavors.

Sincerely,

Ernie Fletcher



CABINET FOR ECONOMIC DEVELOPMENT
OFFICE OF THE SECRETARY

Ernie Fletcher
Governor

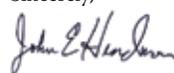
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John E. Hindman
Secretary

On behalf of the Cabinet for Economic Development, I am pleased to congratulate KAED on 40 years of proven success. This success is a result of proactive, strong leadership over the years from community, government and business leaders across the state.

KAED's efforts to create a business climate in which economic development opportunities can thrive have made a tremendous impact on improving the lives of Kentucky's citizens.

Congratulations once again, KAED, as you celebrate such a significant milestone in the state's economic development history. I look forward to a continued partnership for years to come as we work to achieve a common goal. Together the possibilities are endless.

Sincerely,

John E. Hindman
Secretary

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Dr. Lee T. Todd Jr.
President
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History of KAED



KAED, Kentucky's premier economic development association, was formed in 1967 as the Kentucky Industrial Development Council. That was the year that Edward T. "Ned" Breathitt was finishing his term as governor; Louie Nunn had been elected for the next four years; Katherine "Katie" Peden was State Commerce Commissioner and Jim Coleman was Director of Industrial Development. Kentucky was experiencing major industrial expansion, including the location of several major manufacturing and aluminum plants. Lyndon B. Johnson was president and the country was bitterly split by the Vietnam War controversy and civil rights. It was 1967, and the top pop tune was "The Letter" by the Box Tops—remember, "Gimme a ticket for

an aeroplane, Ain't got time to take a fast train..."

Before 1967, a loose-knit group of 14-15 people was actively involved in professional industrial-recruitment work. They came to be known as the "Kentucky Industrial Team" or the "Kentucky Team." The Kentucky Team functioned as an adjunct of the Kentucky Chamber of Commerce; it was composed largely of industrial professionals associated with utility and railroads. Clarence Taylor, Jim Alexander, Jack Frost, Charlie Catlett, Leonard Kernen, Winn Johnson, Jim Coleman, Bill Neal, Art Mattingly, Wayland McDowell, Bill Short, Bruce Kennedy, Whitt Howard and Nick Kieffer—they were members of the Team.

On a recruiting trip to New York in 1967, members of the Kentucky Team decided that a statewide industrial development group, with broader representation, should be formed. The Team members surmised that an association would empower Kentucky's industrial development efforts to withstand inevitable changes resulting from the particular preferences and priorities of each new governor's administration in Frankfort.

Later that year, an organizational meeting was held for the newly-established Kentucky Industrial Development Council (KIDC). About 40-50 people attended this meeting, held in Louisville at The Brown Hotel. Bylaws were adopted and Bruce Kennedy was elected president. Nick Kieffer, then Director of Industrial Development for L & N Railroad, was elected vice-president.

During its early years, KIDC primarily served as support to the Kentucky Department of Economic Development on industrial recruiting trips. KIDC and the Kentucky Department of Economic Development initiated the first industrial tours in the state. Twenty-five to thirty active industrial prospects were invited into specific regions of Kentucky on these tours. They got to see what Kentucky was all about, and what Kentuckians had to offer.

KIDC's collaboration with the Kentucky Cabinet for Economic Development and the Kentucky Chamber continues to the present.

"Bruce Kennedy was co-founder of KIDC and he was the dean of the group," said Leonard T. Kernen (1971). This group felt it was important to create KIDC as a way to provide conti-



(left - right) Jim Coleman, Director of Industrial Development, Kentucky Dept. of Commerce (DOC); President of Firestone; Leonard Kernen, Deputy Commissioner, Kentucky DOC; Katie Peden, Commissioner, Kentucky DOC; Kentucky Governor Edward T. "Ned" Breathitt; Leo Koester, Manager of Chicago Office, Kentucky DOC; Ed Fossitt, Attorney, Kentucky DOC; and Bob Graham, Mayor of Bowling Green.

nunity from year to year, so when each administration in Frankfort changed (as did the philosophy and direction), there would be stability over time. Governor Bert Combs and Lt. Governor Wilson Wyatt laid the groundwork by providing funding for the Kentucky Agriculture and Industrial Development Board, Kernens recalls. During this time, the state hired professionals to produce studies of the aluminum and other industries to show prospects how they could save money and tap the relatively low-wage workforce in Kentucky. The garment industry was leaving the Northeast and a group of businessmen came together and built a building. Fruit of the Loom was recruited and opened their first manufacturing plant in Frankfort, Kentucky. Manufacturers that wanted to expand wanted facts and figures before deciding where to locate. "We spent a lot of time creating 'Industrial Resources Brochures' on local communities throughout the Commonwealth," Kernens says.

As with all things, change is the only constant we know. The association has experienced a great deal of change over the course of 40 years: today it consists of more than 450 members representative of the varied professions of the economic development field. Today the organization is managed by a full-time president/CEO and a full-time event operations manager. Now incorporated, it is governed by a board of directors consisting of 13 volunteers.

In early November 2004, KIDC faced a challenging question: whether to adopt a new name. Such a monumental



Lexington Vice-Mayor and former KIDC President Jim Gray congratulates Governor Martha Layne Collins on her induction into the Kentucky Economic Development Hall of Fame in October 2007. Photo: Steve Leonard

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Gene Strong, Dave Adkisson & Sandy Romenesko networking at KAED event.

change brought passionate opinions from both sides of the coin. Many members—and it turned out to be the majority—believed that the time had arrived for KIDC to have a new name. They thought a new name would better reflect the demographics of their current and prospective membership and the very economy in which they operated within.

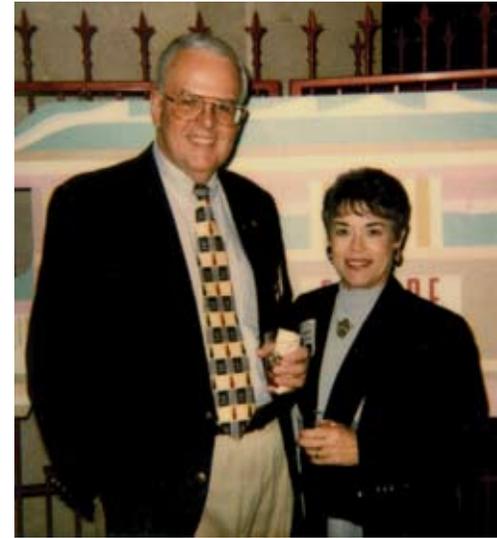
Many encouraged the name change—not a complete overhaul of the agenda—but as an opportunity to broaden the agenda to keep pace with a new era of economic development. And so, by endorsement of the board and vote of the members, the Kentucky Association for Economic Development (KAED) became the organization’s new name. The accomplishments, traditions and friendships have continued—going strong to face the challenges of the 21st century—proving that one of the central benefits KAED affords its members is the opportunity to interact with other professionals who are carrying on the same work—the work of making Kentucky a better place.



(left-right) Three past presidents, J.R. Wilhite, CED (1997), Wayne Foster (1986) and Darrell Gilliam (1987)

With the many successes in industrial recruitment through the 1960s and 1970s, more and more communities recognized the value of hiring local economic development directors. As the number of community economic development professionals grew—so did the membership of KAED. “Success in this business is about developing relationships,” reflects Jim Coleman, one of the founding fathers of this organization.

Fast forward from the 60s and 70s to 1982 when Jim Gray was elected president of then KIDC (Jim is now vice-mayor of the city of Lexington and CEO of Gray Construction). Jim’s father, James Norris Gray, and his mother, Lois, were on many of the early industrial recruitment trips. The Grays were active economic development practitioners; their construction firm, the James N. Gray Company (now Gray Construction), was a strong supporter of continuing education and excellence in the economic development



Alan Fowler (1984) and wife, Connie Fowler (1995)

field. (The Gray Award, named in honor of James Norris Gray, is a one-time recognition of significant level of experience and expertise in the economic development field).

As president, Jim was convinced the organization needed to grow its membership and won board approval to raise annual membership dues to \$100. Jim’s theory was that—some day—the group could afford to hire a professional staff. Jim Gray says, “Successful recruitment is less about leads and more about developing local capabilities... not just networking leads.” Jim knew individuals proficient in economic development principles would provide the foundation for the still-fledgling association to succeed and grow.

Each succession of leaders held differing views about what needed to change and they were acutely aware of national trends. There was a growing realization of the impact of the global economy on Kentucky. “Jimmy Gray changed the direction of the association,” says Alan Fowler, president in 1984. Fowler joined the staff of Gray Construction in 1987. “Gray made a concerted effort to get sponsors like East Kentucky Power and LG&E to underwrite the cost of growing KAED. The goal was to make it the ‘Voice of Economic Development in Kentucky.’ We wanted to make a real difference in our state’s economic development,” says Fowler.

Over the years, KAED has provided leadership and educational opportunities for professional economic developers.

Jim Coleman: A True Economic Development Professional

Jim Coleman served as Director of Industrial Development in Governor Ned Breathitt's administration; he was one of three direct reports to State Commerce Commissioner Katie Peden. Jim recalls the many out-of-state trips to New York, Chicago, California, Oregon and Washington and across the border to Montreal and Toronto, Canada. There were 65 members on the team, who represented the "Who's Who" in Kentucky industry, transportation and utilities. In a May 6, 1968 memo, Jim Coleman reported, "A large-scale advertising program in the August Manufacturing Edition of Fortune Magazine. Cost of this will be borne by selling ... ads." The memo also reports "An industrial promotion project has just taken place and will undoubtedly become an annual event, the Derby Party for industrial prospects. Ten industry officials were guests of the Kentucky Industrial Development Council for the 1968 Derby." The governor of Kentucky continues this Derby tradition every year on the first Saturday in May.



Jim Coleman (1974) and former Commerce Commissioner Katie Peden

In 1986 Wayne Foster served as president of KIDC—at a time when the group still did not have a full-time staff. The chair of the Kentucky Chamber, Jim Wiseman (now vice president for Corporate Affairs at Toyota Motor Engineering and Manufacturing North America, Inc.), paid for secretarial help. "A survey of the membership revealed that 'professional education' was the most important need," Wayne Foster recalls. The not-for-profit Kentucky Institute for Economic Development was created to provide this critical function.

Connie Fowler took over the reigns of KIDC in 1995; her election made Connie and her husband, Alan, the only "husband and wife team" to serve as presidents of the association. Connie believes that one of her most important accomplishments was recruiting Sandy Romenesko to accept the position of executive director of KAED. Sandy now serves as executive director of the Mt. Sterling-Montgomery County Industrial Authority and 2008 chair of KAED.

In reflecting upon his service as president in 1996, Dan Tobergate says that one of the most important accomplishments while he was president was helping establish the 'Kentucky Marketing Plan.' This is the way we helped coordinate state and local marketing efforts to site-selection consultants and corporate real estate officials," says Tobergate. "The advent of the Internet has significantly altered the way in which site selectors learn

about your community. They are much more informed prior to their visits."

Stephen Byars, now the director of Government Relations for the University of Kentucky, served as president in 1998. Byars believes that, "The most significant change in the profession has been the expectation that economic developers not just recruit investment and retain employers but that they help create an environment for entrepreneurship. That is a weighty expectation considering the results of your efforts may not be seen for another ten years—or maybe ever."

Certainly, the vital elements at the core of KAED is growing strong: providing educational and professional development opportunities to membership. Debbie Gray, KAED president in 2006, believes, "The networking is priceless for the old as well as novice members; we always learn something we can take home to utilize in our community from a KAED meeting."

Countless people, businesses and communities have reaped the benefits of the decades of dedication to KAED. Let's tip our hats to KAED's founders and commend the many dedicated leaders and members who have donated their time and talents over these past 40 years to our great Commonwealth of Kentucky.



Kevin Sheilley (2002), Jill Wilson (2004), Frank Salisbury (2003) and Lisa Payne (2001)

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Cabinet for Economic Development

Major Economic Development Accomplishments

Remarkable history has been made in Kentucky since it became a state in 1792. Now, in 2007, a statewide economic development association is celebrating accomplishments over its 40 year history. Forty years, 480 months, over 14,400 days...it would be impossible to chronicle the news-breaking events and accomplishments of men, women and association officers over 40 years.

Take 1967, for example. Edward T. "Ned" Breathitt was governor and his debate team classmate from Hopkinsville, Katie Peden, had accepted his offer to become the first woman in America to serve as state commerce commissioner. Katie had her office repainted "a good bold tangerine" and armed with a ton of detail from a commissioned study, she launched a campaign to recruit businesses to Kentucky. Business Week heralded it "The Pedenblitz." At the end of their four-year term, Kentucky had added 150,000 new non-farm jobs, twice what Breathitt had promised; unemployment had been reduced by half, while personal income had risen 30 percent. American Electric Power Co. (AEP) decided to telescope three years of expansion in its Kentucky-based subsidiary into a single year. Peden also influenced MeadWestvaco Corp. (known then as West Virginia Pulp & Paper) in the company's decision to bring an \$80-million plant to Kentucky.

Fast forward to the mid-80s, Governor Martha Layne Collins began courting Toyota and encouraging them to build their first North American manufacturing plant in Kentucky. The \$147 million mega-incentive package Kentucky offered the automotive manufacturer was among the first of its



Governor Martha Layne Collins is surrounded by Dr. Shoichiro Toyoda (left) and Eiji Toyoda (right), Commerce Commissioner Carroll Knicely and Lt. Gov. Steve Beshear (second from right) during the company's official announcement to locate a plant in Georgetown. Photo: Toyota Motor Manufacturing, Kentucky

VISION & GROWTH: PADUCAH

At the confluence on the Ohio & Tennessee Rivers, the force of Paducah's renaissance continues to produce gains built on years of momentum. What began as a strategic investment in downtown by former Mayor Gerry Montgomery and other visionary leaders, has progressed into a full-scale revitalization program. The intention to define Paducah as a sophisticated river town on the move is clear. During Mayor Montgomery's tenure in the early 90s, the Museum of the American Quilter's Society and renovated riverfront set the anchor for other redevelopment ventures. The realization of more dreams followed—a new exposition center (April 2002) and performing arts center (February 2004). Next, the Artist Relocation Program rapidly birthed a new and unique attraction, the Lowertown Fine Arts District. This historic neighborhood houses studios and galleries of potters, painters and jewelry makers. On the forefront of Paducah's current agenda is the design and engineering of a riverfront development plan that includes a transient dock facility. The River Heritage Museum's \$30 million 3-5 year expansion plan includes an iconic, cantilevered structure on the river as a centerpiece.



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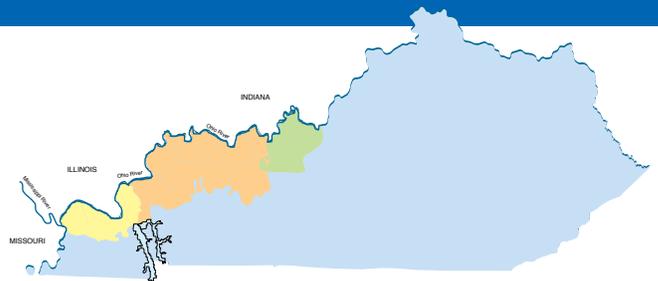


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kind, and Toyota took Kentucky up on it. The words “return on investment” don’t begin to describe the impact this economic development event had on the state. Those initial projections of 3,200 jobs, \$180 million in new payroll and an \$800 million capital investment by Toyota were more than realized, much more. In fact, by their 20th Anniversary Toyota’s expansion had resulted in more than 7,000 jobs, \$516 million in new payroll and a \$5.4 billion investment by Toyota, more than tripling all original estimates.

The dramatic economic impact of this event has been felt statewide with over 100 new automotive suppliers locating in Kentucky, and the eventual location of Toyota’s North American manufacturing headquarters in Northern Kentucky. Toyota’s choice of Kentucky had a profound impact on the economic development profession. Jim Thompson, who served as the president of KAED (2005), believes, “As a result of Toyota, there are economic developers in almost every county in Kentucky. The awareness of the profession changed because of the Toyota location.”

After nearly 15 years of service to three governors at the Cabinet for Economic Development, Secretary Marvin E. “Gene” Strong, Jr. retired from his position in 2007. Strong began his tenure as deputy secretary in December 1991, under former Governor Brereton Jones. He was named cabinet secretary in early 1993 by the Kentucky Economic Development Partnership Board. Since becoming secretary, new manufacturing and supportive industry jobs in the Commonwealth soared to record levels with more than 274,500 new jobs being created. Total estimated capital investment in the state had increased by more than \$34.5 billion.

In reflecting upon economic development accomplishments between 1990 and 2007, Strong doesn’t hesitate. He points back to 1992 when Kentucky’s approach toward economic development was reorganized. That year, the General Assembly enacted House Bill 89, which

created the Kentucky Economic Development Partnership Board to direct the state’s economic development efforts. The Partnership is composed of thirteen members: eight private-sector members represent each of the state’s congressional districts and different sectors of its economy; the secretaries of four cabinets (Economic Development, Finance and Administration, Environmental and Public Protection, and Commerce)

private business leaders like Bill Samuels, David Garvin, Katie Peden and others, Kentucky began to take on a new image in the economic development arena. The image was one of a Commonwealth that was very serious about the jobs business; they were dedicated to a strategic plan that would move Kentucky into a more competitive position nationally and internationally.

“Governors Patton and Fletcher not

“Governors Patton and Fletcher realized the value created through a public-private partnership . . . As a result, today’s Economic Development Cabinet is filled with men and women who are professionals dedicated to providing more and higher quality opportunities for all Kentuckians.”

Marvin E. “Gene” Strong, Jr., Secretary, former Cabinet for Economic Development



serve as public-sector, ex-officio members. The governor serves as chairman of the Partnership.

Strong gives much of the credit for the Partnership to Governor Jones. “Governor Jones supported and believed in the concept of taking the politics out of economic development in Kentucky,” Strong says. “With the political backing of key legislators led by then-State Representative Bill Lear and

only accepted this concept,” according to Strong, “but realized the value created through a public-private partnership. They embraced this organizational structure. As a result, today’s Economic Development Cabinet is filled with men and women who are professionals dedicated to providing more and higher quality opportunities for all Kentuckians.” Strong believes that while things have moved forward at the state level,

VISION & GROWTH: NORTHERN KENTUCKY

Vision 2015 is a 10-year strategic plan for the nine northern-most counties in Northern Kentucky. The multi-county plan was derived from a year-long planning process by a community group that promotes the goals outlined in the plan. Vision 2015 consists of a small paid staff and a large, diverse and intergenerational group of business and community representatives known as the Regional Stewardship Council. Business, civic, government and education leaders from Northern Kentucky and Cincinnati are directly involved. Community members and volunteers work with partners on projects such as Success by Six® and Strive, which indirectly advance the goals laid out by the Vision 2015 report (www.vision2015.org)

Photo: Vision 2015

SOUTHEAST KENTUCKY

Other examples of coordinated multi-county economic development services abound in Kentucky. Consider two such efforts in Southeastern Kentucky: the Center for Entrepreneurial Growth (CEG) and the Appalachian Development Alliance. The Center for Entrepreneurial Growth was designed by the Kentucky Highlands Investment Corporation in London to showcase and support entrepreneurs in the region. KHIC was formed in 1968 to stimulate growth and create employment opportunities; it provides equity, debt and technical assistance to business start-ups, expansions and locations. Jerry Rickett, KHIC's president, says, "Kentucky's entrepreneurial spirit is strong and must be harnessed if we hope to compete in this global economy." The mission of the center is to create a climate that trains, coaches and supports start-up companies and ultimately leverages assets and resources of Eastern Kentucky. Similarly, the Appalachian Development Alliance is a collaboration of seven Kentucky-based community development financial institutions and one entrepreneur assistance organization. These institutions have joined forces to strengthen the collective efforts to provide business development capital and technical assistance to small businesses and distressed communities in eastern Kentucky. These efforts include participating in shared deals, discussing strategy, engaging in peer-to-peer learning and identifying shared sources of capital.



it is equally important to recognize the transformation at the local level regarding economic development. "Kentucky communities are better prepared to market themselves, accept private-sector investment, and meet the workforce demands of today and the future."

Strong questions reflectively, "So what has all this achieved? We've seen Kentucky move into—and stay at—the top 10 in the country per capita in exports, jobs creation from new and expanded business, investment, and business retention. Kentucky is home to 10 of the nation's top 100 communities named as 'best places to do business.'" Strong also looks at the fact that international business is growing at record rates—there are more than 300 international companies in Kentucky—and the Economic Development Cabinet operates offices in Japan, Europe, China, South America and Mexico.

Every investment, every project (whether large or small) and every good job is important to a Kentuckian, insists



Former Economic Development Secretary Gene Strong at the podium talks about the UPS Worldport expansion at a press conference held on in May 2006. (left to right) Rep. Larry Clark; Sen. David Williams; Bob Lekites, UPS VP for Airline and International Operations; Governor Ernie Fletcher; Mayor Jerry Abramson; Brendan Canavan, former UPS VP of Air Operations; and Joe Reagan, Greater Louisville, Inc. (GLI) President & CEO.

Photo: Kentucky Commerce Cabinet, Creative Services

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While the potential for competition is great, members understand that collaboration

is imperative to make a difference for Appalachian Kentuckians. And it's working, largely due to the cooperative nature and leveraging power of the ADA members.

In the 10 years prior to forming the ADA, founding members have:

- Served nearly **3,000 businesses**
- Created or saved **14,500 jobs**
- Leveraged **\$350 million in private investments**
- **Lent \$75 million** to regional businesses

Strong. "I am honored to have had the opportunity to work for Kentuckians and will continue to appreciate and respect the work all of our economic professionals do every day to make Kentucky an even better place."

The 2007 Energy and Economic Development Diversification Act emulates the initiatives the General Assembly took with the passage of the Commercialization and Innovation Act six years ago. This bill represents a major shift in the state's economic development strategy, which will allow Kentucky to take advantage of new energy research, development and emerging technologies. "The initiatives in the bill are designed to ensure that Kentuckians will have clean air, continue to benefit from affordable energy bills, and that we take every responsible action to reduce our nation's dependence on foreign oil," said House Majority Floor Leader Rocky Adkins. This legislation promotes a new and comprehensive economic incentive program for Kentucky's future.

The Finance and Administration Cabinet is directed to identify and deploy best practices to employ energy efficiencies, including "green building" technologies, convert the state's fleet to alternative fuel and incorporate Energy STAR, Green Globe Rating System, and LEED energy saving programs. The state will offer major incentives for renewable energy sources including wind, solar and hydro. In addition, companies applying for incentives will be required to include carbon capture readiness.

The legislation also addressed the critical education component—the act created an education "loan forgiveness" for critical academic areas for which there is a shortage in Kentucky: chemists, engineers, geologists and scientists. The bill goes even further by advancing an energy technology career-track program in middle and high schools. This program incorporates professional development for teachers and cooperative learning opportunities with industry and postsecondary institutions.

A significant appropriation was made, designed to facilitate advancement of research and development in an environmentally responsible way: 1) enhanced research and development at the Center for Applied Energy Research; and 2) advanced carbon sequestration technology and other carbon management applications at the Kentucky Geological Survey.



Center for Rural Development, Somerset
Photo: Center for Rural Development



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International Three Day Eventer Cathy Wieschhoff presents Alltech's colors at the entrance to the Kentucky Horse Park. Photo: 2010 Alltech FEI World Equestrian Games

Incentives have been set aside to the agricultural community for the production of biodiesel, biomass, ethanol and cellulose.

New programs have been created, which focus exclusively on alternative fuels and renewable energy: the Kentucky Alternative Fuel and Renewable Energy Fund (in cooperation with the Kentucky Science and Technology Council) and the Center for Renewable Energy and Environmental Stewardship. This center will be collaboratively developed by Kentucky's public universities, which have been charged with the responsibility of recommending a strategy for the creation of this innovative center by the General Assembly.

Tax credits will be made available to existing businesses willing to retrofit their facilities in such a way that maintains baseline production levels while reducing energy consumption.



tion by 15 percent. Sales tax incentives similar to those already in use by the Kentucky Economic Development Cabinet will be customized for individual companies: income tax credits, incentives designed to encourage employment of Kentucky workers and severance tax incentives (for new production used specifically at the facility).

On December 6, 2005, the announcement that Kentucky would host the FEI World Equestrian Games was heard around the world. The Games will be held in Lexington September 25 through October 10, 2010, which is the first time the Games will be held outside Europe. The Games will also be the largest equine sporting event ever held in the U.S.

Site Selection magazine ranked Kentucky No. 8 in the nation in its 2007 Annual Business Climate Rankings. It is the third consecutive year in which Site Selection, an international publication devoted to economic development, has placed Kentucky in its Top 10. Not only does Kentucky rank among the nation's leading states for its pro-business atmosphere, but Kentucky's workforce training programs received high marks

Site Selection magazine ranked Kentucky No. 8 in the nation in its 2007 Annual Business Climate Rankings. It is the third consecutive year in which Site Selection, an international publication devoted to economic development, has placed Kentucky in its Top 10.

in an annual survey of industrial site selection consultants by Expansion Management magazine. For the fifth consecutive year, Kentucky ranks in the Top 10, moving up to fifth place in the magazine's most recent issue.

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VISION AND GROWTH: LOUISVILLE

Jefferson County Judge Executive and then Mayor of the City of Louisville (1999-2003), Dave Armstrong, has had plenty of opportunity and taken great pleasure in serving as an active participant in many Louisville-area projects that continue to flourish today. "This is an exciting time to live, work and play in Louisville," Armstrong says proudly. "The number of economic development projects and their scope of size will have a significant and long-term positive impact on our great city. It has taken the vision and drive of dedicated leaders and the support of our community to take a leap of faith to bring such projects to reality." Armstrong recounts, among these projects, the expansion of the Louisville International Airport, the establishment of UPS Worldport, the development of Waterfront Park and the building of Slugger Field, the downtown Marriot and Fourth Street Live!

Armstrong says that while these projects look great on paper, his proudest accomplishment is the number of jobs these projects brought to the Louisville area. "I feel truly blessed when I consider the impact these jobs have had on the thousands of Louisvillians employed as a result of these successful projects. I take great pride in the accomplishments achieved during my time in public office. The economic development projects we completed continue to stimulate economic and creative growth and provided the groundwork for many of today's exciting projects."

Armstrong concludes, "My service to Louisville and its continued growth has been a labor of love and continues to grow stronger every day."

Photo: Sid Webb

Congratulations,

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*Three generations
of a Kentucky family building business.*

*Left to right: Lois Howard Gray, Stephen Gray, Franklin Gray,
Howard Gray, Jim Gray, and Chris Allen.*



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GLOBALIZATION

Be-coming involved in the global market place can be extremely intimidating because it is an entirely new playing field with new rules that businesses must face. However, as President Bill Clinton wisely put it, "Globalization is not something we can hold off or turn off . . . it is the economic equivalent of a force of nature -- like wind or water." This force of nature has undoubtedly taken Kentucky by storm and has left growth and opportunity in its path. In 2006 Kentucky exported nearly \$17.2 billion worth of goods, giving our state an eighth place nationally in exports per capita for 2006.

The process of globalization is not hasty and necessitates trusting relationships and negotiations in which everyone benefits in some way. The entire Bluegrass state enjoyed the success of last year's exports. For example, \$4.1 billion was added to the commonwealth's gross state product and 54,000 jobs were directly created, which can only mean an improving quality of life.

Often when people hear Kentucky, they think of Bluegrass music, the Derby and bourbon. Clearly, turbojet and turbopropeller parts aren't the first things that jump to mind. Perhaps they should be, because in 2005 Kentucky was number one of all 50 states in exporting these high-demand items. France was the site for 45.6 percent of Kentucky's \$2.8 billion in exports of turbojet and turbopropeller parts. We have a growing list of trade partners that includes Canada, Mexico,



Governor Martha Layne Collins and Dennis Moore, Public Affairs Officer for the Canadian Consulate General, at the Kentucky-Canadian Studies Roundtable held at Georgetown College. Photo: Bobby Clark

France, the UK, China and Japan, to name a few. Exports from our own backyard experiencing enormous success in foreign markets span a wide range of industries such as transportation equipment, chemicals, computer and electronic equipment and machinery.

Foreign investors are also recognizing Kentucky as a sure bet. Kentucky ranks 5th among the 13 competitor states in the region for foreign direct investment induced jobs created per capita (84,700). Additionally, foreign investment in Kentucky generates a significant amount of manufacturing jobs (47,400). Total gross property, plant, and equipment investment-non bank is an estimated \$26.9 billion.

Globalization is inevitable. Like any force of nature, this can seem overwhelming. Flexibility and adaptation are sure methods of survival and will lead to a flourishing Kentucky. Communication barriers are becoming a thing of the past and the environment has never been more right to "go global." Don't think of this as a gamble, but as the best business decision you will ever make.

Doing business beyond Kentucky's borders is one of the greatest challenges any Kentucky company will face, but it is also one of the greatest opportunities. Whether you are a small company just getting started or a well-established large corporation, importing and exporting products and services can prove to be some of the most rewarding and exciting projects you will undertake.

That's where the Kentucky World Trade Center (KWTC) can help. With offices in Lexington, Louisville and Murray, the KWTC is a leading provider of trade services across the state. Kentucky has emerged as a leader among the 50 states in expanding its international trade, and over the past decade, Kentucky ranked sixth in export growth.

For more information, call 859-258-3139; admin@kwtc.org; or www.kwtc.org.

THE FUTURE

Transition from the Industrial Era to the Knowledge-Based Economy

Profound transformation. That's how Dr. Michael B. McCall describes what our economy is undergoing. Profound transformation—one equivalent in scope and depth to the industrial revolution that occurred in the 19th century as our nation moved from an agrarian-based economy to a manufacturing economy. "Look around," encourages Dr. McCall, president of the Kentucky Community & Technical College System, "It really doesn't take much to see that technology is revolutionizing every aspect of our lives including...what we learn and how we learn it...where we work and how we work...and how we create wealth." According to Dr. McCall, "Knowledge—not just facts—is at the core of this revolution and education is the key to success from both an organizational and individual perspective." In fact, schooling at all levels is fast becoming our nation's political and economic passion.

John Hindman, appointed Secretary of the Kentucky Economic Development Cabinet in May 2007, agrees, "Over the long term, Kentucky must continue to build an environment in which good businesses can succeed. Those essential public investments start with education, but must also include a sound physical infrastructure for transportation and utilities and a fair tax and regulatory structure for business operation." Hindman, who worked for United Parcel Service since 1974, negotiated the UPS expansion in Louisville in 2006—the expansion was one of the largest corporate expansion investments announced in 2006—and was the second \$1 billion expansion UPS had undertaken in Louisville in

less than a decade. (Site Selection magazine named the UPS expansion as one of the top 10 economic development deals in the country.)

According to Secretary Hindman, workforce has been, and will continue to be, the primary issue for business investment. "An employer must be confident that a Kentucky location offers a good quantity of available workers," says Hindman, "and the quality of workers in terms of appropriate skill sets for that business. The challenge is that Kentucky's historically low educational attainment of its older workers does not put us in the strongest position." Hindman insists, "We need to keep working to increase high school graduation rates and the attainment of associate and bachelor degrees. This is what will position Kentucky for the future."

Dr. McCall, who leads 16 colleges and 65 campuses comprising the community and technical college system, would have everyone embrace lifelong learning. Why? "Technology has virtually erased all borders and created a worldwide marketplace where wealth is created by combining science and business in order to apply innovative ideas and technologies to services, products, and manufacturing processes. This New Economy has drastically changed the workplace by demanding that 21st century Americans work with their brains, not their hands." This demand is placing increasing pressure on American



*Dr. Michael B. McCall,
President, Kentucky
Community & Technical
College System*



*John Hindman, Secretary,
Kentucky Economic
Development Cabinet*

"Technology is changing the nature of work so rapidly that most Americans will hold an average of nine jobs between the ages of 18 and 34, and change their careers at least three times during their lifetime."

Dr. Michael B. McCall, president of KCTCS

workers to get more education and embrace a philosophy of lifelong learning,” McCall explains. He agrees with labor economist Tony Carnevale, “We’ve moved from a system in which hard work and showing up for a job, the blue collar economy, was one way to make a living in America. Now the only way you can get ahead is by going to college some way or other and getting some form of postsecondary education or training.”

“Economic success and increasing the number of two- and four-year degreed people in the workforce go hand in hand today,” McCall says. “Today’s high school graduates face a different workplace than the one their parents and grandparents faced several decades ago. Technology is changing the nature of work so rapidly that most Americans will hold an average of nine jobs between the ages of 18 and 34 and change their careers at least three times during their lifetime. This fast-changing economy is exposing vast numbers of workers to global labor competition.” Secretary Hindman echoes McCall’s predictions and points to another growing concern throughout Kentucky and the nation: “Because our economy is based increasingly on the handling of information, large amounts of work can be performed anywhere, and countries like China and India are turning out large numbers of well-educated young people fully qualified to work in an information-based economy.”



Deborah Clayton, Commissioner, Dept. of Commercialization and Innovation

Within Hindman’s cabinet is a department led by Deborah Clayton, which was formerly known as the Office for the New Economy. It’s now the Department of Commercialization and Innovation. Clayton, who became commissioner in June 2005, came from a strong background in research, education and commercialization. The commissioner’s responsibilities include developing a knowledge-based economy strategy, overseeing the modernization initiative, recruiting research

and development companies and attracting high-technology research and development centers. Clayton points to the innovation process: “We need to look at economic development as a continuum of knowledge creation, then business



and wealth creation and then job creation. To sustain job growth, we need to first focus on creating the ideas and businesses that provide the foundation for new jobs and higher per capita income. The Innovation process involves more than just job creation.” She points to the components of the “Innovation Continuum” — four critical elements that influence the success and scale of science and technology strategies: people, place, position (capital) and policies.

Clayton believes that the “people” part of the equation requires not only the key researchers and inventors, but also the risk-taking and high-growth entrepreneurs who can rapidly take an idea into the marketplace. Putting it all together—education, workforce, economy and innovation—Clayton

“Kentucky is doing an outstanding job of providing programs that support startup organizations from early-stage research grants through programs to assist with market research, capital access and expansions. The linkage between the economic development programs is well coordinated, which is not the case in every state. It makes it much easier for growing companies to navigate the resources that are available to assist.”

Greg Harmeyer, CEO of TiER1 Performance Solutions, one of the fastest growing tech firms in Kentucky

says that, “Continuous innovation requires a workforce that is skilled, especially in science and engineering, and depends on the quality of the entire education and workforce system from K–12 to universities. Underpinning the entire continuum is a culture for entrepreneurship and innovation.”

Secretary Hindman believes Kentucky is well-prepared to extend that continuum to global trade, “We also have a strong network of representative offices in Japan, China, Europe, Mexico and South America to promote the products and services of Kentucky businesses in the international marketplace and to promote Kentucky as a great destination for direct investment by foreign-owned businesses. Hindman also knows that Kentucky offers an excellent geographic location for serving the U. S. marketplace, with good transportation via road, river, rail and air. He says, “We are central to the new ‘Auto Alley’ for supplier firms as motor vehicle assembly firms locate in southern states. Our river barge and air-freight services—particularly through the UPS Worldport in Louisville—are strong attractors for logistics businesses. We still have low-cost power that is attractive for high-energy users.”

FY2002-FY2007

- 328₁ high-tech start-up companies created through Kentucky’s network of Innovation and Commercialization Centers and Innovation Centers
- 1,933₂ jobs created by these 328 companies

1. Per the FY2007 annual report submitted by the Kentucky Science and Technology Corporation.
2. The figure of 1,933 jobs combines the 722 from FY2007 with the previous FY2002-2006 cumulative total of 1,211 jobs created by ICC / IC companies. (For FY2002-FY2006.



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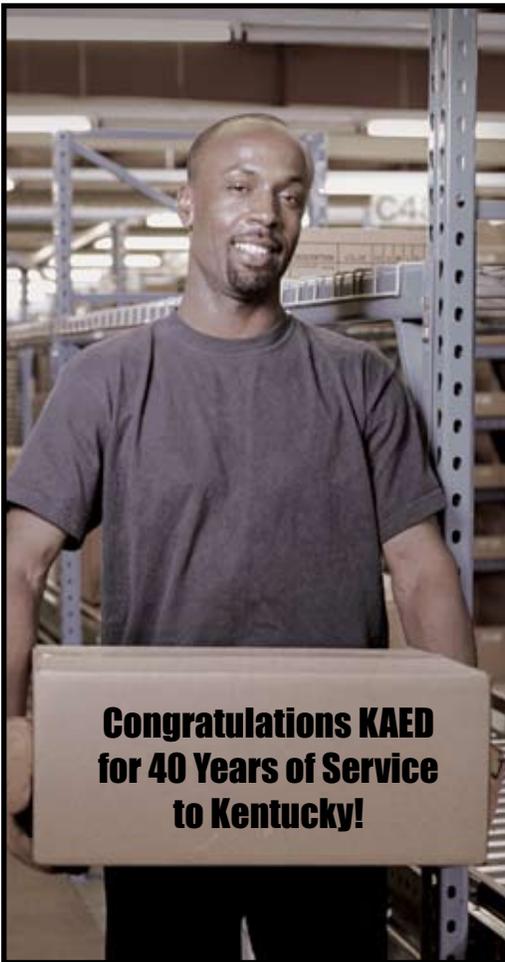
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- More than \$667 million (unprecedented) in private capital has been invested in telecommunications infrastructure over the past three years in Kentucky.
- Home broadband use has grown by 73 percent in the last three years. Kentucky Internet use now exceeds the national average after years of rankings at the bottom.

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Advanced Manufacturing's Role in Kentucky's Economic Transformation

In Kentucky's drive toward a knowledge economy, one key asset is the growing strength in advanced manufacturing. Manufacturing's apparent demise is a myth, more urban legend than economic fact. True, jobs are being shed as newer technologies enable more output with fewer workers and yes, industry is adjusting to the new global competition. But manufacturing will continue to be a crucial economic force. According to a recent report from the National Institute of Standards and Technology, "manufacturing is critical to an advanced economy's long-term growth and will continue to be so into the foreseeable future. The U.S. manufacturing sector now accounts for...a \$1.5 trillion contribution to the GDP and 20 million jobs." Manufacturing is equally important in Kentucky's economy as the 4th largest employer and ranked first in impact on the state's GDP (20% of the total).

Educated Workforce + Knowledge-Intensive Industries + Innovation = Economic Growth

"Advanced" means plants using sophisticated technologies and/or advanced production methods such as lean manufacturing. According to a recent (January 2007) study by the Kentucky Cabinet for Economic Development, about one-fifth of Kentucky manufacturing—or 784 facilities employing 113,478 workers—meet this definition (out of a total of approximately 4300).

Those facilities might seem few in number, but they also have an indirect transformative effect on other industries and services that do business with them by raising the bar. To take just one example, Toyota Motor Manufacturing, Kentucky can't operate as it does—in continuous improvement mode—without suppliers who are continuously improving, using more advanced technologies and production methods; the Toyota facility invests considerable time and effort helping its suppliers advance, which in turn has a ripple effect on their suppliers and on firms who do business with those suppliers and so on...

Another advantage in manufacturing is that instead of scraping away all existing industries to chase some technology of the future, Kentucky can rely on a source of good jobs while more in the industry gradually transform themselves to high performance advanced manufacturing. "That transformation is where we can help," says Bruce Walcott, director

of the Center for Manufacturing at University of Kentucky, which offers product development and engineering help, contract research and lean training to industry.

But that transformation means industry must have a skilled and highly educated workforce. Government, business and education leaders are working hard to raise graduation and attainment levels and to enroll more young students in science and mathematics courses across Kentucky. Better workforce training, matched to the short-and long-term needs of industry, is also a priority.

"Kentucky's economic future depends on our ability to grow an advanced, high-tech manufacturing industry," says Jim LeMaster, president and CEO of the Kentucky Association of Manufacturers (KAM). "To do that, we must improve our workforce development efforts and provide incentives for existing manufacturers to invest in state-of-the-art equipment and information technology to improve efficiency and productivity."



*Jim LeMaster, KAM
President & CEO*

Charles Arvin, UK Center for Manufacturing staff, checks the progress of a project in a rapid prototyping machine, the SLA 3500. This technology allows product development, patient care and research models that used to take days or weeks to make, to be constructed in a matter of hours by building up thin layers of a special plastic material.



KENTUCKY ECONOMIC DEVELOPMENT *Hall of Fame*



The KAED Economic Development Hall of Fame recognizes individuals who have made significant contributions to improving Kentucky's economy.

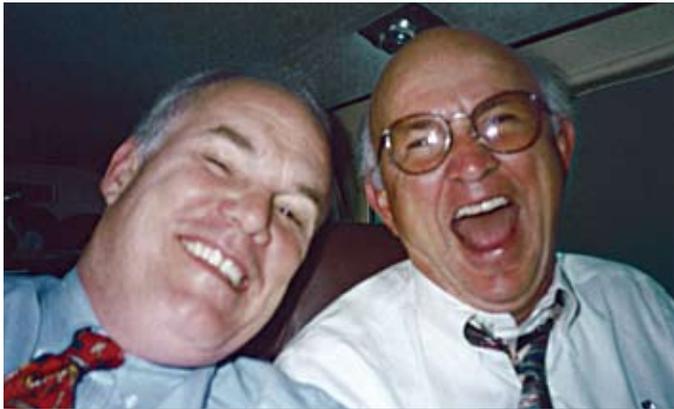


(left to right) Lexington Vice Mayor Jim Gray, Jim Catlett, Charlie Peden (nephew of the late Katherine Peden), Governor Martha Layne Collins, Darrell Gilliam, Governor Paul E. Patton, KAED Chair Phil Kerrick following the Kentucky Economic Development Hall of Fame dinner on October 18, 2007. Photo: Steve Leonard

Jim Catlett

Jim Catlett has dedicated his life to doing work that is among the most important in a community—creating jobs. Good jobs, with well-known American businesses that chose South Kentucky communities as their operating location. Committing his boundless energy, attention to detail and never-give-up attitude to South Kentucky Industrial Development Authority, Jim was a “closer” who didn’t demand credit, only jobs for his fellow Kentuckians.

Catlett learned that “work was very important” from his father, Leon Catlett. Born in 1936 and a native of Mercer County, Jim’s work ethic was a leading factor in his success in economic development. According to those who know him, Jim Catlett has always believed that creating jobs is the most important investment in a community. Jim, a yeoman in the U.S. Navy from 1958-62, came home to work for the Kentucky Department of Commerce/Economic Development in 1960-61. He met and worked for Jim Coleman and Katie Peden, and the rest is history—a history of service and dedication.



Mike Baker and Jim Catlett share a laugh.

In the 1960s, ‘70s, ‘80s and early ‘90s, some well-known names in American business chose South Kentucky communities as their operating location. Names like General Motors and Corvette, Fisher-Price, Quebecor World Printing and Logan Aluminum. The name that played a key role in the recruitment of these stellar companies: Jim Catlett.

Catlett became the assistant director of the South Kentucky Industrial Development Authority (SKIDA) in 1962. He retired from SKIDA 32 years later—Jim spent a lifetime recruiting jobs for his constituents, the 22 counties in South Kentucky.

“Jim Catlett is a mentor and a pioneer,” according to Allegra Pace and Dennis Griffin, Director, Franklin-Simpson Industrial



Howard Gray, Jim Catlett, Jim Dunn, Alan Fowler, Jim Gray, Franklin Gray and Stephen Gray on one of many site visits.

Authority. Pace considers it a privilege to have worked with Jim for over 16 years at SKIDA. “Jim was a mentor to me in so many ways. I observed Jim be aggressive in a good way in his pursuit of new and expanding industries for Kentucky.”

Pace recalls, “He was so good about following up with companies either with personal visits or phone calls. He would bird dog projects until he finally got his catch! Jim initiated prospecting trips here in the US and in later years, abroad. He encouraged community delegation trips to various trade shows. Jim never liked to take the credit for bringing in companies though—his motto: “It doesn’t matter who takes the credit as long as companies locate in our area and employ the folks who work here.”



Griffin recounts that Jim showed him how to do things right the first time. “Jim had an impact on many lives including Rodney Dempsey, Joe Riley and Sam Burke, each of whom made a lifetime career choice to stay in economic development because of Jim Catlett,” says Dennis.

Kim Schippers, CEcD, Executive Director, Hopkinsville-Christian County Economic Development Council was

most impressed by Jim’s thoughtfulness and energy. “He would hand write thank-you notes to everyone he met. He is the most energetic and hard driving man I know,” declares Kim. “Jim has never heard the word ‘No.’”

Everyone knows that Jim Catlett was a real “closer” and a champion for Kentucky.

Governor Martha Layne Collins

Governor Collins' visionary leadership continues to bring exceptional opportunities to Kentuckians—and to make Kentucky a force in both the American and global economy. She dedicated her persistence, sincerity and common sense to winning Toyota (and many others) in order to bring well-paying jobs and bright futures for Kentucky families. She remains at the forefront, reaching to secure relationships to the corners of the globe—all for Kentucky.

This woman was at the helm of one of the most successful economic development events in history—and that's just one part of her story. It was a day of firsts in 1983 when Martha Layne Collins placed one hand on her grandmother's Bible and took the oath as Kentucky's 56th governor. The first woman elected to Kentucky's highest office and the only woman governor in the US at the time, Governor Collins was to become the first woman selected to chair a major political party's national convention.

Collins began her career as a teacher. Elected clerk of the Kentucky Court of Appeals in 1975, lieutenant governor in 1979, Collins was elected governor four years later. Governor Collins' focus would not be about the ground she was breaking but about



◀ *President Reagan welcoming Governor Collins at the National Governors Association annual convention in Washington, D.C.*

U.S. Speaker of the House Thomas (Tip) Phillip O'Neill, Jr., passes the gavel to Governor Martha Layne Collins – the first woman to chair the Democratic National Convention. ▶



opportunities for Kentuckians. And making Kentucky a driving force—literally—in the American and global economy.

Before Toyota Motor Manufacturing announced plans to open a manufacturing facility in the US, Governor Collins and her team were building a relationship with this major Japanese automaker. It would take persistence, humility, an armload of facts and the right deal to win. Collins knew Kentucky had the teamwork Toyota required. Add in a hostess willing to wait and greet them the airport, who charmed her guests with fireworks lighting up the night sky behind the Capitol and the beginning of a beautiful relationship was assured.

Twenty years later, Toyota would establish itself as a corporate leader in environmental issues and outstanding community partner. Toyota's selection of Georgetown as the site of its first North American manufacturing facility brought thousands of well-paying jobs and led to dozens of automotive suppliers bringing tens of thousands of new jobs. Later, Toyota chose Kentucky for expansion and as the home of its North American headquarters.

Toyota wasn't the only economic development achievement of Collins' term. Many new companies and groundbreakings came to Kentucky during her administration—and she worked for new educational opportunities.

She has continued to focus on economic development and education, serving as the first lay president of St. Catharine College. Collins has shared her knowledge of the world marketplace with students at Harvard, the University of Louisville, University of Kentucky and at Georgetown College, where she currently serves as Executive Scholar in Residence.

Add one more job in her quest for Kentuckians to live good lives—she is still cultivating global connections as chair and CEO of the Kentucky World Trade Center.

Any way you look at it, Governor Martha Layne Collins' contributions are groundbreaking.



Governor Collins signing the bill for the education package in 1984.



Governor Collins with Queen Elizabeth II on one of her visits to Kentucky.

Darrell Gilliam

An economic development professional known across this commonwealth as “the guru,” Darrell Gilliam’s diverse career spans more than three decades. Through his passion for his profession, his commitment to leadership and his generosity as a mentor, he has had an impact that will be felt for generations. Gilliam translates his love for Kentucky and his belief in the value of economic development work not only into new jobs but into innovations and leadership development.

Growing up in Eastern Kentucky, this economic development professional understood first hand the importance of a job. He helped create thousands of them across the state. For advice on a project, economic development professionals across the state turned to the man they call “the guru.”

With a diverse career spanning more than three decades, there were few economic development challenges Gilliam hadn’t faced. He began his economic development career in 1969 as a research economist at Spindletop Research Inc., in Lexington, where he helped prepare reports on banking regulations and in the coal, horse racing and restaurant industries. Gilliam moved from the private sector into public service in the ‘70s—starting as city manager for Winchester—an exciting time in economic development. As manager of the Kentucky Appalachian Program, he administered the Appalachian Regional Commission investment program and developed numerous policies with far-reaching impact throughout Eastern Kentucky.

As director of community development for the Bluegrass Area Development District in the late ‘70s, Gilliam helped communities create and expand industrial site development projects. Winchester, Stanford, Lancaster, Stanton and Richmond—all benefited from Gilliam’s drive in helping establish industrial development authorities. He devoted nearly two decades to leading economic development efforts in Winchester-Clark County (1987-1992), then in Prestonsburg-

Floyd County (1992-1994) and finally in Frankfort-Franklin County (1994-2004).

Gilliam was a major force in bringing in some 46 industries that created more than 3,000 jobs and millions of dollars in investment. Passionate about his profession, committed to leadership and generous as a mentor, Gilliam has had an impact that will be felt for generations.



Bryan Quinsey (2000) and Governor Brereton Jones present a well deserved award to Darrell Gilliam (center).

From the small community of Blair, Gilliam knew that every job could change lives. His inclination toward public service was fostered at Berea College and its values of helping others. The bachelor’s and master’s degrees in economics he obtained from Berea College obviously formed a strong foundation for a future devoted to community development.

Gilliam cites many mentors—from his high school employer, Hoover Dawahare—to friends like Bill Love and Jim Coleman—and to the atmosphere of hope instilled by President John F. Kennedy.

He played a key role in developing Kentucky’s first Strategic Economic Development Plan. Gilliam helped found the Kentucky Institute for Economic Development, where community representatives learn basic principles of economic development, from organization to marketing. A member of the Kentucky Industrial Development Council, he served as president in 1987.

Teaching others what it means to be an economic development professional has been a career-long commitment. “Without the encouragement, faith and belief in my abilities from Darrell Gilliam, I would not have become an economic development professional,” said Sandy Romenesko.

No wonder they call Darrell Gilliam Kentucky’s economic development guru.



Jim Coleman and Darrell Gilliam share one of many good times together.

Governor Paul Edward Patton

Governor Paul Patton is a Kentucky leader who has experienced economic development from many perspectives. Everything he learned from his winning career in business and later in public service, he put to work for the benefit of Kentuckians. Independent, self-confident, progressive and original—these traits continue to guide him just as they did when he reorganized and revitalized Kentucky’s approach to economic development.

Paul Edward Patton was born in May 1937, in Fallsburg, Lawrence County, Kentucky. He was born in a tenant house built from a torn-down wood silo on his grandfather’s property. Patton’s mother was known to say, “Abe Lincoln was born in a log cabin and Paul Edward was born in a wood silo.” His

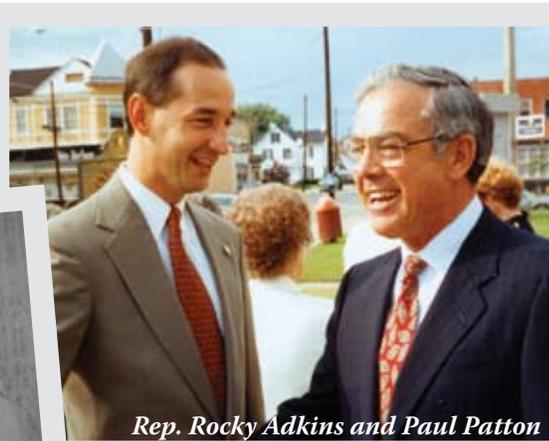
judge-executive of Pike County in 1981. Patton wrote and worked for passage of legislation aimed at bringing significant economic growth to counties that needed it the most. The result was the Kentucky Rural Economic Development Act. Passed in the late ‘80s, KREDA was designed for counties with unemployment rates above average for numerous years. Patton was recognized as a rising star in Kentucky’s economic development efforts. In recalling those accomplishments, Patton fondly speaks of the influence and help of his mentor, Sen. Kelsey Evans Friend.

Patton would rise to the occasion as lieutenant governor in the early ‘90s when Governor Brereton Jones decided to literally put him to work, naming Patton secretary of the Economic Development Cabinet. For the first time, a Kentucky lieutenant governor had an important and highly visible assignment. Under Patton’s leadership, Kentucky’s approach to economic development was reorganized and revitalized.

The 1992 legislative session created the Kentucky Economic Development Partnership Board, bringing together private and public sectors to direct the state’s economic development efforts. Three major initiatives followed: Kentucky Industrial Development Act, to promote urban areas for manufacturing; Kentucky Jobs Development Act, to promote white collar jobs; and Kentucky Industrial Revitalization Act (KIRA), to promote existing industries. They remain a cornerstone of Kentucky’s incentive programs.

In 1995 Patton was elected Kentucky’s 59th governor. And he continued to improve and refine Kentucky’s incentive programs and economic development strategies. Patton turned his attention to another critical component of long-term growth: education. Highlights of his eight years as governor were a comprehensive restructuring of post secondary education and the creation of the Kentucky Virtual High School.

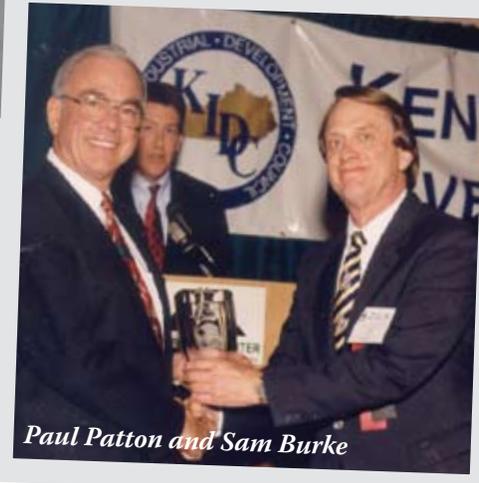
In all his roles, Patton has worked to further Kentucky’s prosperity. He has fostered teamwork and strived to create benchmarks in leadership. As Patton puts it, “Successful economic development is dependent on people.”



Rep. Rocky Adkins and Paul Patton



Governor Patton with a visiting delegation.



Paul Patton and Sam Burke

family came from the mountains of Eastern Kentucky. His mother and father, Irene Borders Patton and Ward Patton, were both from Lawrence County; his father’s roots went deep in Breathitt and Magoffin counties.

From his parents’ example, hard work and a love of learning and knowledge came easily to Patton and his two sisters. Patton knew he would go to college. Starting when he was three, his dad signed up for an employee payroll-withholding program with the C&O Railroad for his son’s college fund.

An engineer (like his father), Patton built a successful coal company. As a business owner Patton became aware of the powerful influence of government on small business. He would become a leading spokesman to government on behalf of small coal operators.

Patton turned to public service and was elected county

Katherine Graham Peden (1926-2006)

This Kentucky economic development professional was a trailblazer—and the trail she blazed went all the way from Kentucky to Washington, D.C. Katherine Graham Peden was a true “first lady” of economic development...who always put her Kentucky first. She put her business savvy and her boundless energy to work to sell Kentucky to business site seekers. Company presidents—and the business world in general—took note of this unprecedented commerce leader...and of her beloved Kentucky.

A woman as state commerce commissioner? In 1963, it was unheard of, in Kentucky or anyplace else. So Katherine Graham Peden made history when Governor



Site Selection
FOR INDUSTRIAL DEVELOPMENT



Katherine Peden greets President Lyndon B. Johnson.

Edward Breathitt appointed her to the post. “Ned” Breathitt knew how smart Katherine was—they served on the debate team together. But being a “first” is not the main reason this farm girl from Hopkinsville, Kentucky, is remembered as one of the most powerful forces in Kentucky’s economic development history.

How about 150,000 reasons? That’s how many new non-farm jobs Kentucky had added by the end of Peden’s four-year term—twice what Governor Breathitt had promised in his campaign. That accomplishment is even more impressive when you consider that 150,000 jobs over four years is the equivalent of 50 new jobs a day, seven days a week. Quite an accomplishment, but not surprising to her friends.

Katherine “Katie” Peden brought a wide range of new companies to Kentucky and convinced others to expand their operations. Under her leadership in commerce, unemployment in the state was cut in half. And personal income rose 30 percent.

Of course, Katherine Peden didn’t come to the job totally inexperienced. Although some doubters pointed out that she

hadn’t worked in economic development prior to her appointment, she had been a trailblazing businesswoman. Her career in radio station management began in 1944; she went on to own a station and to manage national sales for five CBS stations.

By 1962, she was national president of the National Federation of Business and Professional Women’s Club.

As commerce commissioner, Peden put her business savvy and her boundless energy to work to sell Kentucky to business site seekers. She commissioned studies to gather much-needed facts about the advantages of

doing business in Kentucky. And armed with those facts, she knocked on doors. Company presidents—and the business world in general—took note of this unprecedented female commerce leader. And of Kentucky.

Business Week admiringly called her aggressive and successful campaign “The Pedenblitz.”

Donald Cook, President of American Electric Power Company—one of the many firms Peden successfully wooed into relocating or expanding—called her “the most persuasive person in the field of industrial development today.”

In 1963, President John F. Kennedy named her to his groundbreaking Commission on the Status of Women, chaired by Eleanor Roosevelt. President Lyndon Johnson appointed her to the National Advisory Committee on Civil Disorders—the only woman included on the 12-member committee.

After her term as state commerce secretary, Peden continued as a powerful force in economic development, advising governors on key economic development strategies.

In the early ‘70s she started her own company, Peden & Associates, which would be a major force in recruiting companies such as Budd Company’s manufacturing plant in Shelbyville.

President Jimmy Carter appointed her to the Executive Committee of the White House Conference on Balanced Growth and Economic Development.

When she died in 2006, the economic development industry lost a true pioneer and Kentucky lost one of its greatest promoters. Katherine Graham Peden was a true “first lady” of economic development...who always put her beloved Kentucky first.



Katherine Peden and Larry King

COMMUNITY PROFILE INDEX

KAED is proud to present the following Kentucky Community Profiles. These profiles feature a wealth of information from numerous cities and counties across the Commonwealth—and serve as an “Invitation to Kentucky.” From Paducah sited on the great Ohio River in far western Kentucky, to Pikeville nestled in the mountains of eastern Kentucky, each are working to create and grow the fertile ground for prosperity for their citizens. Northern Kentucky/Greater Cincinnati is among “America’s 50 Hottest Cities,” according to Expansion Management and Southeastern Kentucky is unrivaled in its beauty and natural resources.

Come, visit us in Kentucky and see how we foster the sense and spirit of community at our schools, our manufacturing plants and businesses. Your company and your family are welcome here. But we should tell you up front—once you make Kentucky your home, you’ll want to stay. Dr. Tom Clark, our late Historian Laureate said it best, “Kentucky gets a hold of you.” He always said it with a smile.

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Bardstown, Kentucky

sample our spirit

There are several reasons why Bardstown, Kentucky was chosen for three consecutive years by Site Selection Magazine as one of the top 50 small communities to locate or expand an industry. Our centralized location, access of major highways and international airports, a willing workforce and a quality of life make doing business here affordable and profitable.

From our tradition-rich bourbon distilleries to our more recent state-of-the-art automotive manufacturers, more than 40 local, national and international manufacturing facilities have chosen Bardstown and Nelson County as the place they call home.

We are proud of our beautifully designed industrial parks that offer the most up-to-date infrastructure, roadways and rail service and some of the lowest electric rates in the country. Louisville, Kentucky,

the nation's 16th largest city, is only 35 miles north and offers an international airport, UPS hub, a major university and access to three major interstates.

Once here, you will realize that Bardstown and Nelson County is a good place to do business but more importantly it is an even better place to call HOME.

Nelson County Economic
Development Agency
One Court Square
Bardstown, KY 40004
(502) 348-6402
www.visitbardstown.com



The Nelson County Economic Development Team
Nelson Co. Judge Dean Watts, Economic Development
President Kim Huston and Bardstown Mayor Dick Heaton.



Beattyville Lee County



Work

Looking for love? You will be sure to fall head-over-heels for Lee County! A federally designated "Renewal Community", Lee County offers extraordinary incentives such as federal tax credits and enhanced federal deductions, not to mention, our willing workforce! Beattyville is conveniently located just 20 minutes from the Bert T. Combs Mountain Parkway, 30 minutes from Lees College and approximately 60 minutes from Lexington. The Lee County Industrial Park has 27.6 acres of available land for development with up-to-date infrastructure on site.

Live

Need a cup of sugar? Your friendly neighbors will be happy to share! After successful development of 43 units in Crystal Creek Subdivision, Beattyville Housing and Development Corporation is developing an adjacent 80+ acre site located less than 5 minutes from downtown and Lee County Schools. They offer ¼ acre to 1 acre lots or will build-to-suit.

Welcome Home!



Play

Feeling Adventurous? Located on the Kentucky River just 15 minutes from Natural Bridge State Resort Park, you can explore rock climbing, horseback riding, cycling, canoeing, hiking, fishing, woolly worm racing...if you don't think woolly worm racing is adventurous, be one of 30,000+ visitors at the Woolly Worm Festival held each October in downtown Beattyville and see for yourself! Certified by the Kentucky Main Street Program as a Renaissance on Main City, Beattyville is proud of its historic and beautiful Main Street which flows alongside the confluence of the Kentucky River. Shop, dine and share a smile in downtown Beattyville!

Stay

Want to be involved? Cheer for your children at a Lee County Youth Sports or Lee County Bobcats/Ladycats event. Join one of the many civic organizations such as the Beattyville Kiwanis Club or Beattyville Woman's Club. Sing in the church choir. No matter what you fancy, Lee County offers a true sense of community for those of all ages.

City of Beattyville
Beattyville Housing and Development Corporation

57 Main Street | P.O. Box 307 | Beattyville, KY 41311
P: 606-464-5007 | F: 606-464-2123

Lee County Fiscal Court
P.O. Box G | Beattyville, KY 41311

P: 606.464.4100 | F: 606.464.4145 | lcr2006@mikrotec.com



Proud corporate citizens
of Beattyville for more
than 30 years.

Welcome to the Ashland Area

Located in northeastern Kentucky, our Area—the City of Ashland and Boyd and Greenup counties—is exceptionally positioned as an advantageous location for business and industry. Best of all, we have a “can-do” attitude that will make your move to the Ashland Area successful and profitable.

The Ashland Area offers a selection of industrial parks including EastPark, a world-class business park conveniently located on Interstate 64 and the River Port on the Ohio River.

EastPark is a 1000+ acre development owned and operated by a five-county cooperative effort. Its infrastructure includes the Industrial Parkway (connecting I-64 with U.S. 23 North), access roads, water and sewer mains, natural gas, electricity and complete fiber-optic telephone service.

The region—well served by all modes of transportation—provides easy access to the mid-Atlantic and eastern US metropolitan areas. Ashland borders the Ohio River, and river traffic is extensive. In addition:

- Northeastern Kentucky is part of the Port of Huntington Tri-State, the largest inland port in the US (by total tonnage);
- Commercial air service is only 20 minutes from Ashland;
- Local commercial surface-traffic routes serve 32 interstate truck lines;
- CSX Transportation provides mainline commercial freight rail service; and
- Amtrak provides passenger-line service to the area.

We know that quality of place is critical to successful economic development—add natural beauty, a low crime rate, affordable housing, outstanding educational systems and healthcare facilities, year-round recreation and festivals, and appreciation of the arts—and you’re in the Ashland Area.

Ashland Alliance | 1733 Winchester Ave Ashland, Ky. 41105 | 606.324.5111 | bhammond@inicity.net

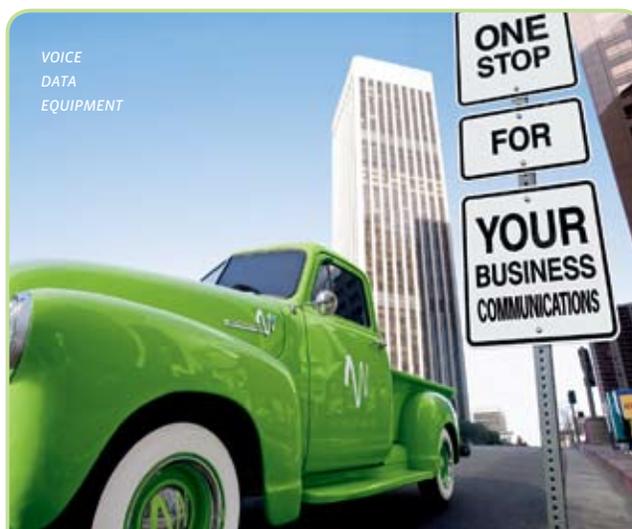


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Bowling Green/Warren County

Hospitality

National Geographic Adventure recently named Bowling Green one of the Best Places to Live + Play, and Warren County residents maintain a sense of Southern hospitality while their community grows.

South Central Kentucky—and Warren County—has one of the lowest tax burdens per capita in the nation. With a median home price of \$108,000 and one of the lowest energy costs in the United States, it's economical to live in Warren County.

From pre-K programs to postgraduate curricula, Warren County offers quality education for everyone. Public and private schools offer top-quality education for youth. Bowling Green Technical College and Draughtons Junior College provide real-world experience and training for workforce preparation, and Western Kentucky University's focus is on expanding their programs and endowments to affect changes on and off campus.

Business

Bowling Green's economy is growing faster than that of the state and of the nation, with a gross domestic product increase of 9.5% between 2004 and 2005. The Bowling Green Area Chamber of Commerce is the driving force for economic success in South Central Kentucky, as well as the primary resource for economic development in the region.

In 2007, *Forbes* ranked Bowling Green as No. 29 among the best small places for business and careers in the country. And Inc.com included Bowling Green in its 2007 Boomtown Rankings, ranking the city at No. 49—higher than any other Kentucky city.

As the employment hub for the South Central Kentucky area, Warren County boasts a labor market area reaching out to 1.2 million people. Employees are willing to travel an hour or more to work here because of the availability of quality jobs and the ease of commuting on the interstate and parkway systems.

Warren County is the premier location for businesses, industries and retailers in South Central Kentucky. Bowling Green, the region's largest city, is at the center of all activity.



Photographs Courtesy of CommunityLink

Bowling Green is home to the General Motors Corvette Assembly Plant, Fruit of the Loom, and Huish Detergents, among others, as well as operation headquarters for Houchens Industries, DESA and Camping World.

The Kentucky Transpark, located just outside of Bowling Green, is a major force in driving the region's economy, with large employers Bowling Green Metalforming, American HOWA Kentucky, Inc., and Cannon Automotive Systems, as well as onsite facilities to meet the educational, research and training needs of Transpark occupants.

Adventure

Adventure and excitement abound in Warren County. The National Corvette Museum features more than 75 Corvettes and includes everything from mint condition vintage models to unique prototypes that never reached production. The Lost River Cave and Valley features Kentucky's only underground boat tour and a walking tour that travels back in history to Native Americans, Civil War soldiers and the legendary Jesse James.

Visitors can travel to Smith's Grove or Woodburn to enjoy the antique shops and small-town experience, or stop by the Shaker Museum at South Union to observe the historic site and museum of the Shaker society.

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Corbin lies on the boundary of three counties: Whitley, Knox and Laurel with a combined population of nearly 130,000 in the Tri-County Region. Our Corbin Independent School System is ranked third in the state, and our high school holds the distinction of being named a Model High School, the only one in the State of Kentucky and one of twenty-five nation wide. A 76 acre elementary campus is under construction to accommodate enrollment growth and meet future educational needs. Through the Eastern Kentucky University Corbin Campus and the Corbin Center for Technology and Community Activities, residents may conveniently pursue a degree in higher education or enhance their workplace skills.

The City of Corbin is currently constructing a 133 thousand square foot Exposition Center with a seating capacity for 7,400 spectators, scheduled for completion in 2009.

Corbin offers boundless opportunities for outdoor enthusiasts, with our proximity to the Daniel Boone National Forest and Cumberland Falls State Park attracting nearly one million visitors annually to view the famous moonbow created by the falls as it plunges 60 feet into the river basin. There is convenient access to great fishing, boating and camping along the 212 miles of shoreline on Laurel River Lake, just eleven miles from the city limits. Colonel Harlan Sanders of Kentucky Fried Chicken began his rise to world fame in Corbin at Sanders Court, which is still serving his secret recipe and is also a museum dedicated to his efforts.

Call, write, or e-mail our office for detailed information on the advantages of locating in our community. We would be pleased to show you why Corbin offers to both businesses and families, “Unbridled Opportunities”.

Corbin Economic Development Agency

101 Depot Street Corbin, KY 40701 606.528.6390

ceda@corbinky.org • www.corbinky.org



Bruce Carpenter
Director



Willard McBurney
Mayor

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City of
Corbin

Corbin City Hall

Mayor
Willard McBurney

City Commissioners
Bruce Farris • Phil Gregory
Dennis Lynch • Joe Shelton

City Manager
Bill Ed Cannon

805 South Main Street, Corbin, KY 40701
Phone: 606.528.0669 Fax: 606.523.6500
Website: www.corbin-ky.gov



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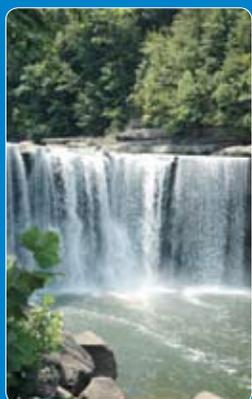
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Bruce Carpenter, Executive Director
Corbin Economic Development Agency
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(606) 528-6390
www.corbinky.org email: ceda@corbinky.org

Welcome to Cadiz-Trigg County the "Gateway to the Vacation Paradise of Mid America"! We are proud to have in our community beautiful Lake Barkley State Resort Park, Lake Barkley, Kentucky Lake and the number one tourist attraction in the Commonwealth of Kentucky, the Land Between the Lakes National Recreation Area. We are also a Kentucky Renaissance City that has been awarded the National Preserve America Award.

Take a stroll down our historic main street and enjoy shopping in one of our unique specialty stores, antique shops, visit our fine arts center or enjoy dining at one of our cozy cafes outside while listening to bluegrass music from the square, all located in the heart of downtown Cadiz, Kentucky.

Cadiz is conveniently located in the heart of Southwestern Kentucky within 70% of US Markets. Cadiz offers three industrial parks with close proximity to interstate, an international airport, ample labor supply, up-to-date infrastructure and lowest electric rates in the country. This all combined makes Cadiz-Trigg County an excellent place to do business.

Whether you are a current resident, visitor or potential business, we have a wonderful place to live, work or play. Having a country location like ours doesn't mean you're away from everything...it's quite the contrary, it is the best of both worlds! We look forward to sharing our community with you!

Trigg County, KY

City of Cadiz

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Industrial Parks Cadiz, KY!

Cadiz-Trigg County Economic Development Commission

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Welcome to a community where good things are happening—the future is bright in Caldwell and Lyon Counties because pride and progress is what drives us and we work together to achieve our goals. We welcome the opportunity to show you the potential available to new and expanding companies.

We offer a pro-business spirit and a cost of doing business that has few rivals, highlighted by our competitively priced land and some of the lowest electricity costs in the nation.

Our workforce, prized for its ability to embrace the ever changing concepts of continuous improvement in today's workplace, is dedicated to making your business cost effective and highly productive. To insure that the incumbent workforce, as well as

future ones, stay highly trained we offer twelve universities and colleges and 10 state sponsored technical schools within a 60 mile radius.

Transportation access to our community is provided in every way used in today's world. A fully equipped executive airport is within 15 miles or a full service commercial airport is an easy 30-minute interstate highway drive. For your business needs, those same interstate roads connect to more than half of the country's population within a day's drive complemented by our thriving river-bound and equally busy rail systems that connect to the far corners of the world.

Caldwell Lyon Partnership

640 U.S. Hwy 62 E | Eddyville, KY 42038
270.388.6483 | www.clpartnership.org

This profile sponsored by:
Caldwell County Fiscal Court,
City of Princeton and
Princeton Electric Plant Board



Frankfort

Franklin County

Frankfort has a long and rich history in economic development, going back to 1792, when successful negotiations and an incentives deal secured the location of the state Capitol in the city. Founded in 1786, Frankfort is the seat of government for the Commonwealth of Kentucky and the County of Franklin. Nestled in the Kentucky River valley, Frankfort is located in the legendary Bluegrass Region in Central Kentucky and enjoys a broad diversity of resources supporting successful economic development efforts which include sustainable existing business growth and expansion, new business attraction, creation of new businesses, and tourism.



Liberty Hall

Blessed with natural beauty, beautiful historic and modern architecture, Frankfort is considered one of the most picturesque Capitols in the United States. Frankfort has also been named as one of the most livable small cities

with attributes including generous hospitality, rich cultural and architectural history, and affordable housing and low cost of living. Frankfort is considered in the top 8% for affordability of property taxes, top 10% for short commute times, and top 14% in affordability of rents by its peers (communities across the United States of similar size). Within the State of Kentucky, Frankfort is also in the top 11% for racial diversity, the top 16% for walking and biking to work and the top 19% for well-paid single women.

Frankfort is a great place to enjoy life, raise a family, and work. Come and visit, to see first-hand why Frankfort is the low-risk location for your business.



Phillip A. Kerrick, Executive Director
 Capital Community Economic &
 Industrial Development Authority
 109 Consumer Lane | Frankfort, KY 40601
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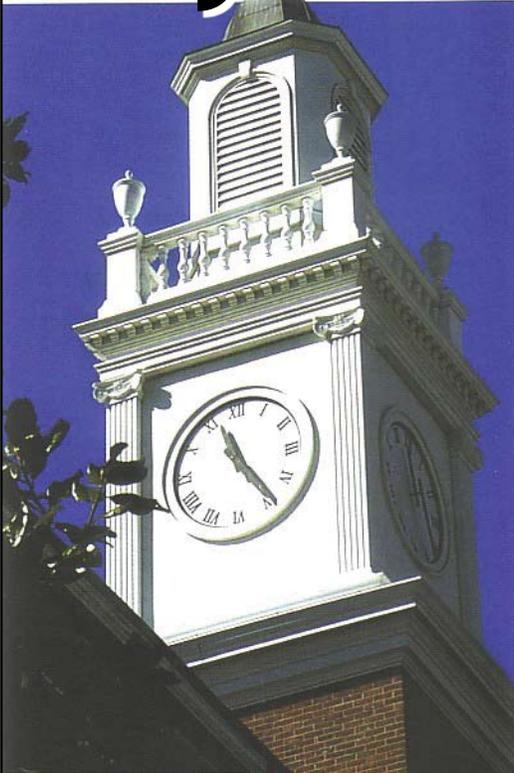
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City of Glasgow

Barren County, Kentucky



Barren County was named the #1 Best Place to Live in Rural America by *The Progressive Farmer* magazine in February 2007.

Barren County was established in south central Kentucky in 1798. Shortly after in 1799, Glasgow, named after Glasgow, Scotland, became the county seat. Early on, Glasgow became a cultural, business and industrial center for a wide area extending to the north, east and south and this pattern still exists.

Transportation

Glasgow is served by multi-lane Louie B. Nunn Parkway with nearby access to Interstate 65. Other highways include 31E, 31W, 68/80, 90 and 63. CSX rail spur meets with main line in Park City. 26 truck lines serve Glasgow-Barren County. Moore Field (one 5,300-foot runway); nearest scheduled national airline service is from Nashville and Louisville.

Education

Western Kentucky University - Glasgow Campus; BG Technical College – Glasgow Tech Campus; BG Technical College – Health Campus

Recreation

Barren River State Park; Glasgow Highland Games; Bell's Tavern; Plaza Theatre; Historic Fort Williams; Mammoth Cave National Park; Brigadoon State Nature Preserve; South Central Kentucky Cultural Center; Public Parks for Sports & Family Activities

Medical

As a regional medical center, Glasgow offers a complete range of medical care including family practice, pediatrics, orthopedics, cardiology, gastroenterology, gynecology and obstetrics, urology, podiatry and other medical specialties. T. J. Samson Community Hospital, an acute care facility with an active medical staff of over 60 physicians, employs 1,100. The hospital, in partnership with the University of Louisville, is the location of the Glasgow/Barren County Family Medicine Residency Program.

Major Employers

- ACK Controls
- Akebono Brake, Glasgow
- Alcan Composites
- BR Retreading
- Bluegrass Dairy & Food
- Carhartt Distribution
- DANA Corporation
- Dickerson Lumber
- RR Donnelley
- Federal Mogul
- Felker Brothers
- JL French
- Lyons Company, Inc.
- Ply-Tech
- SKF USA, Inc.
- T.J. Samson Community Hospital
- SpanTech, LLC
- Square Deal Lumber Company
- Sumitomo
- Suntec Industries



This profile is sponsored by the following Barren County Businesses:



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Great Amenities, Great People and a Great Way of Life



**HARDIN COUNTY OFFERS THE BEST OF BOTH WORLDS –
BIG CITY ADVANTAGES WITH A SMALL TOWN LIFESTYLE:**

- A hard working, highly skilled & **growing** workforce
- Easy access to roads, rivers, air & rail transportation
- Local governments that provide business incentives

AND MANY QUALITY OF LIFE AMENITIES:

- Restaurants & Shops, Arts & Cultural Events
- Parks & Recreation, Quality Schools
- Affordable Housing, Lower Taxes
- First Class Medical Care

Hardin County, a great place to grow your business AND call home!

These folks already have:

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- AGC Automotive Americas
- Army Human Resource Center of Excellence
- Cardinal Health, and many more . . .
- Dana Corporation
- Dow Corning Corporation
- Remington Arms Company
- UPS Supply Chain Solutions

Great sites available including:

- Elizabethtown's T.J. Patterson Industrial Park
- Radcliff's Millpond Business Center (close to Fort Knox)
- Glendale Mega-site (1500 acres / easy access to I-65 & rail)

Contacts:

Brad Richardson
North Hardin Economic
Development Authority

Rick Games
Elizabethtown/Hardin County
Industrial Foundation

270-351-6455
brad@nheda.net

270-737-0300
eif@kvnet.org



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Jeffersontown, Kentucky

Small Town Values . . . Enterprising Spirit



Jeffersontown, located in southeastern Jefferson County, celebrated its 210th birthday in May of 2007. It has a full share of Kentucky's bluegrass beauty and allure. The city has proudly preserved its history and boasts the best of small-town America with its traditional downtown and the welcoming retail and service district, Gaslight Square. New residents drawn by the city's charm soon find a superior school system, recognized at state and national levels; a park system that serves the needs of young and old; responsive government; and a cost of living well below the national average.

The Jeffersontown area is home to over 25 hotels and 125 restaurants. It is also home to region's 5th largest festival, the Gaslight Festival, which attracts over 200,000 visitors each year. The Gaslight Festival has been a Jefferson-town tradition for the last 38 years. The hospitality industry is a vital piece of the Jeffersontown economy. Jeffersontown is also home to world renown Bluegrass Industrial Park. Located only 15 minutes from the airport and downtown, it can be easily accessed by 2 interchanges of I-64. Bluegrass Industrial Park hosts over 900 companies and 40,000 workers each day. The Park draws workers from over 20 counties in central Kentucky and Southern Indiana.



The amenities provided to area residents; the services provided by the City of Jeffersontown; and the available business opportunities all add up to a great place to live, play or work.

Thank you KAED for 40 years of service to Kentucky.

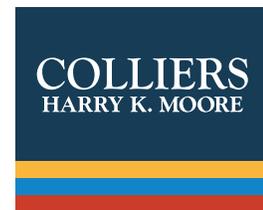
Clay S. Foreman, Mayor
City of Jeffersontown

For additional information, contact
The Jeffersontown Economic Development Authority
10434 Watterson Trail • Jeffersontown, KY 40299
(502) 261-9697 • www.jeffersontownky.com



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LANCASTER, GARRARD COUNTY

One of the fastest growing counties in Kentucky, Garrard County boasts the advantages of small town life, rural life, and proximity to large city opportunities.

Air transportation is readily accessible through Lexington and Cincinnati. Access to Interstate 75 is twenty miles from the center of Lancaster over newly improved Kentucky 52. US 27 is slated for improvements which will provide better access to both Interstates 64 and 75 through Lexington. Served by US 27 and KY 52, both AAA rated highways, by AA rated KY 39, and AAA rated KY 1295, the Industrial Site currently offers 12.9 available acres. Currently available for purchase or lease is a shell building at the Industrial Site. All roads within the site are paved and lighted, and all utilities are available.

Garrard County's 231 square miles of land area consisting of gently rolling to hilly terrain is bounded by water on three sides, including Dix River, the Kentucky River and 3600 acre Herrington Lake. Whatever your choice, Garrard County offers an abundance of water-related recreational opportunities. Three nature preserves exist on the Kentucky River. Covered picnic facilities, walking, riding, and fishing are available at Logan Hubble Park. Garrard County Recreational Park offers tennis courts and baseball fields as well as a soccer field, a concession stand, and an expanded picnic area. Designed by Pete Dye, Peninsula Golf Resort is rated among the top ten in Kentucky. Kentucky's newest state park will be located on Herrington Lake.

Constantly upgrading its facilities for the benefit of their students, the Garrard County School system has three modern elementary schools, a modern middle school and a newly-renovated high school. Growth in the county has necessitated the building of a new high school to be opened in 2010. All schools in the system are fully accredited by the Southern Association of schools and colleges. Lancaster Higher Education Center, associated with Eastern Kentucky University is conveniently located within the city. Many top-ranked universities and technical schools are located within an easy commute.

Steeped in history Garrard County offers a wealth of history with nearly 100 buildings on the National Register. The Garrard County Jail Museum and Pleasant Retreat, the restored home of Governor William Owsley offer glimpses of the past. Its great beauty, central location, fine schools, low cost of living, and exceptional recreational facilities make Garrard County attractive for individuals and businesses.

LANCASTER/GARRARD COUNTY IDA

PO Box 491 | Lancaster, KY 40444 | 859-792-2282



GARRARD COUNTY COURTHOUSE

Public Square | Lancaster, KY 40444 | 859-792-3531

CITY OF LANCASTER

308 W Maple St, Ste 1 | Lancaster, KY 40444
Phone: 859-792-2241 | Fax: 859-792-3341

Lawrenceburg Anderson County



Lawrenceburg, Kentucky is a quaint historic community located in the heart of the Kentucky. This community offers the amenities of rural life with the availability of a lifestyle offered by the larger metro cities of Louisville and Lexington. With a population of not quite 10,000 residents in the city limits, it's a friendly town expected to grow positively over the next several years. It's a place where bourbon is as old as the community and the wine nationally acclaimed.

With a beautiful downtown reminisce of early economic activity, it provides visitors a first hand look at many historic buildings that remain intact. As you travel through the downtown, you are most likely to be enticed by the smells lingering from the locally owned and operated Lawrenceburg Candle Company. Experience the smells of spring, the scents of the holidays and more in this shop offering specialty gifts such as afghan throws and decorating accessories. Close to the central core of commercial and retail, the downtown area offers a unique look into the past.



100 North Main Street | Lawrenceburg, Kentucky 40342 | PH (502) 839-5372 | FAX (502) 839-5106

Adair Allen Anderson Ballard Barren Bath Bell Boone Bourbon Boyd Boyle Bracken Breathitt Breckinridge Bullitt Butler Caldwell Calloway Campbell Carlisle Carroll Carter Casey Christian Clark Clay Clinton Crittenden Cumberland Daviess Edmonson Elliott Estill Fayette Fleming Floyd Franklin Fulton Gallatin Garrard Grant Graves Grayson Green Greenup Hancock Hardin Harlan Harrison Hart Henderson Henry Hickman Hopkins

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Kentucky Association of Counties

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Lexington, Fayette County

Beyond the beauty of the Bluegrass rolling hills, fields of green dotted with horses and blue skies lies a vibrant business community, dynamic economy, superior schools and award-winning quality of life.

Lexington, Kentucky, home to many thriving industries, including growing horse, healthcare and high tech sectors, has been rated as one of America's premier cities by some of the most noted and revered industry standard-bearers. To name just a few, they include Forbes magazine, the U.S. Census Bureau, Cognetics consulting group, Dun & Bradstreet, Ladies Home Journal and Places Rated Almanac. Our community ranks high in quality of life factors, such as health care, public safety, educational attainment and quality family living. The area also measures high among the best places for business location, creativity, entrepreneurial growth and career relocation. All of these factors help explain why Lexington was recently named the "48th Best City to Live in the Entire World" by Mercer Consulting's annual "World Wide Quality of Living Survey"!

However, we aren't resting on our laurels. Our dedication, professionalism and enterprising spirit continue to grow through the Bluegrass Business Development Partnership, a new way to supply start-up and existing businesses with the tools they need to grow and expand. This team of business development specialists from local government, Commerce Lexington and the University of Kentucky is a one-stop, super-service.

Lexington's high quality of life and winning team efforts generate tangible results. We will build on our success as we remain focused on stimulating business investments and providing quality job opportunities in the Bluegrass.

A big part of why the Bluegrass is so great is because of the KAED. Commerce Lexington congratulates KAED on 40 years of hard work and success!



Bob Quick, President & CEO
Commerce Lexington



Jim Newberry, Mayor
Lexington, Kentucky



Commerce Lexington – The Greater Lexington Chamber of Commerce, Inc.

330 East Main Street | Lexington, KY 40507 | P: 859 225 5005 | F: 859 225 5008
www.commercelexington.com | www.thinkbluegrass.com

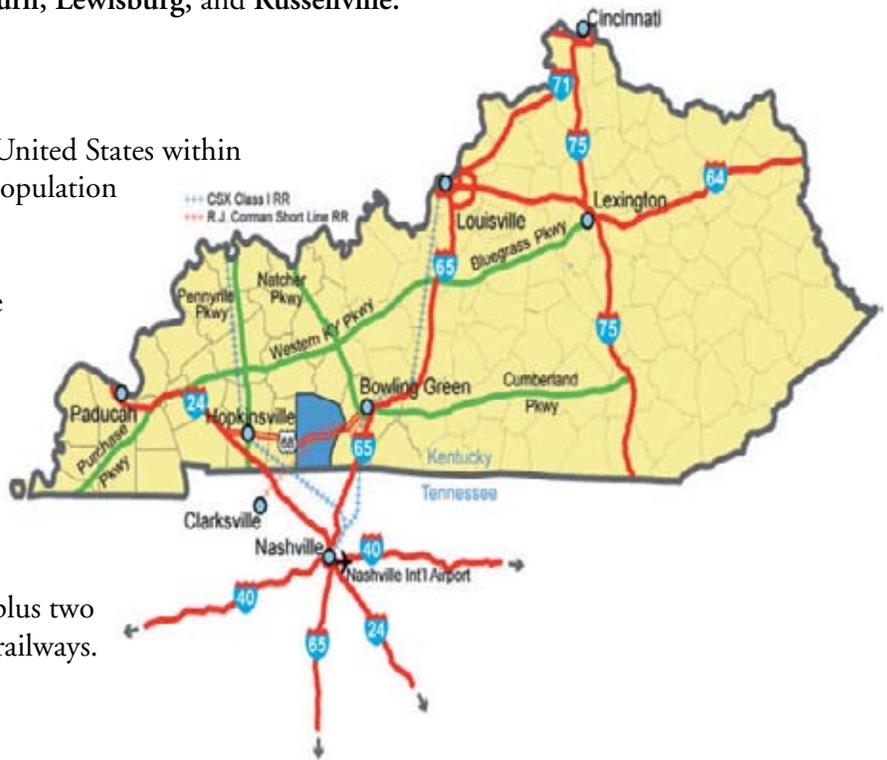
All roads *LEAD* to...

The Logan Economic Alliance for Development is charged with a mission simply expressed in our acronym - to LEAD economic development initiatives prospering over 27,000 residents in Logan County, Kentucky, and its four cities: Adairville, Auburn, Lewisburg, and Russellville.



Logan County, Kentucky, is:

- Located centrally in the eastern United States within a day's drive of half the nation's population and manufacturing employment.
- Positioned strategically amid the growing metro areas of Nashville and Clarksville, Tennessee, and Bowling Green, Kentucky.
- Connected logistically with four-lane highway access to Interstates 65, 24, 40, and the Nashville International Airport, plus two short line junctions with Class I railways.



LOGAN ECONOMIC ALLIANCE FOR DEVELOPMENT

www.loganLEADs.com

116 South Main Street • Russellville, KY 42276

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This profile made possible through the support of:



There's opportunity here



Louisville

IT'S POSSIBLE HERE.

Greater Louisville is a community with a purpose, a place where blue-sky thinking meets grassroots can-do. It's a city that inspires individuals, cultivates families and fosters bright-idea businesses. Louisville is a place where anything is possible.

Sperling's Best Places recently named Louisville the best large city in America for relocating families. Outstanding health care, an acclaimed arts community, eclectic neighborhoods, a diverse population, safe streets, affordable cost of living – they all contribute to Louisville's exceptional quality of life.



The great sense of community is supported by successful commerce. Working together, business and government leaders have developed a unified economic vision for Greater Louisville. This vision capitalizes on emerging opportunities in fast-growth niches where the region enjoys a competitive advantage – health-related businesses, logistics and entrepreneurship – as well as traditional strengths, such as manufacturing, particularly automotive.

So as businesses look for locations where people can live, work, learn, play, thrive and belong, they discover **it's possible in Louisville.**



A PUBLIC/PRIVATE PARTNERSHIP
FOR A GREATER LOUISVILLE

For information on economic development efforts in Louisville contact:

Greater Louisville Inc
614 West Main Street, Suite 6000
Louisville KY 40202
Phone: 502.625.0041
Email: Solutions@GreaterLouisville.com
Online: www.GreaterLouisville.com/ED

Mt. Sterling, Ky.



A COMMUNITY THAT IS EASY TO GET TO, BUT HARD TO LEAVE.

Mt. Sterling is the county seat to Montgomery County which is home to some 25,000 residents. It is the economic engine for this Central Kentucky region as noted by Site Selection magazine, recently placing the community as *a top ten Micropolitan community* in Kentucky. This is due to the growth and capital investment made in the community. Montgomery County is home to 35 industries employing over 5,000 area residents, a 65 bed hospital, a regional arts center, the Clay Community Center which is home to the newest and fastest growing extended campus for Morehead State University plus numerous other amenities.

Mt. Sterling is a town of approximately 6,000 people in a county of 25,000 residents on the fringe of the central region of Kentucky. Our community, located on I-64 just 29 miles east of Lexington, offers a combination of big city amenities and rural community advantages. Our strong work ethic, moderate

land and building prices, labor availability and low turnover rates are indicative of a rural community.

Our proximity to Lexington, Kentucky's second largest city, affords big city services not available in the average rural community. Services such as commercial air travel, universities, performing arts, fine restaurants, industrial services and supplies, and endless shopping are available within a short distance. This combination makes Mt. Sterling a logical choice for your facility.

Mt. Sterling qualifies for the KREDA program, a tax credit program established by the State, allowing you to receive a 100% tax credit against your KY income tax liability generated by the project and to utilize a 4% job development assessment fee (see www.thinkkentucky.com for further details). We are also inclined to develop local incentives for a company offering to employ local men and women. We welcome the opportunity to discuss your needs and develop an incentive package that meets a particular need of your company.

Mt. Sterling-Montgomery County
Chamber of Commerce &
Industrial Authority

Sandy C. Romenesko, Executive Director
126 W. Main Street | Mt. Sterling, KY 40353
Ph: 859.498.5400 | Fax: 859.498.3947
sandy@mtsterlingchamber.com
www.mtsterlingchamber.com



Congratulations on your 40th anniversary!

**We're proud to be in
Mt. Sterling, Kentucky.**



**Congratulations *to the*
Kentucky Association for Economic Development
for **40** years of dedication
to industrial and economic growth for Kentucky.**

At **The Walker Company**, we have a steadfast commitment to our original values that has helped us grow into one of the premier contracting firms in Kentucky. It is through this same commitment that the KAED has become a leading voice in Kentucky's economic development.



THE WALKER COMPANY
OF KENTUCKY, INC.

We applaud KAED on their continued success and service to Kentucky.

105 Apperson Heights, Mt. Sterling, Kentucky 40353 | Phone (859) 498-0092 | www.thewalkercompany.com

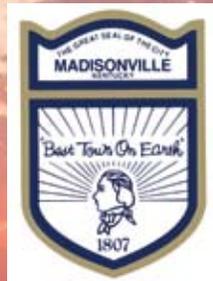


Kentucky Association For Economic Development: PROVIDING 40 YEARS OF ECONOMIC SUCCESS

The Northern Kentucky region recognizes KAED on this milestone anniversary and the organization's impact on the Commonwealth of Kentucky.

Congratulations and thank you for 40 years of service.

Northern Kentucky – Opportunity Central



Madisonville, Kentucky

Founded in 1807 and named for James Madison, the fourth president of the United States, this city has grown to be the home for over 19,000 people. Madisonville is located in the heart of Western Kentucky (49 miles south of Evansville, IN; 104 miles northwest of Nashville, TN; and 153 miles southwest of Louisville, KY) making this community attractive for economic development opportunities and weekend visitors. The town is served directly by the Pennyriple Parkway (future I-69), US Hwy 41 and 41A, and Kentucky Highways 70 and 85, making us easily accessible to all visitors.

67 North Main Street | Madisonville, KY 42431
270.824.2100 | www.madisonvillegov.com

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Northwest KY has 3 interstate gas pipelines

Northwest KY consistently offers some of the lowest, if not the lowest, electric costs

Northwest KY produces over half of Kentucky's soybeans and corn as well as 60% of its wheat crop

Henderson-Evansville MSA rated as top mid-size metro for relocating families

Northwest KY is home to 12 certified industrial parks and sites. These sites offer more than 6,400 acres of industrial property



Northwest KY is at the mid-point of the I-69 route connecting Canada, the US and Mexico

The Henderson County Riverport is one of the most active river ports in the Midwest with full intermodal capabilities, a customs port-of-entry and Federal Trade Zone status

Quality Workforce — the Northwest Kentucky workforce draws from a three state area and is above the national average in productivity

Nearly a third of the active US aluminum production occurs within 45 miles of Northwest Kentucky



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1990 Barrett Court
Henderson, KY
42419-0674

877.434.3766
270.827.2969 fax

**Congratulations to KAED,
celebrating 40 years of service
to our commonwealth!**

Morehead-Rowan County
Economic Development
Council, Inc.

&



100 Lake Park Drive
Morehead, KY 40351
edc-eky.com
rodney.hitch@roadrunner.com
606-784-5874

Ohio County, Kentucky



The Foundation's sole purpose is to promote the advancement and development of Ohio County, creating opportunities to stimulate the economy through new industry development and expanded opportunities for existing industry.

Industrial Park East has 50 acres available for current industry to expand or for a small company to locate on. It also has a 30,000 sq.ft. spec building ready for

customization to a company's specifications.

Industrial Park West has 10 acres of property to develop for new or existing industry.

Bluegrass Crossings Business Centre has approximately 900 acres ready for development.

We extend an open invitation to visit us any time. If you have any questions or would like additional information, please contact our office or web site.

Ohio County Industrial Foundation, Inc.

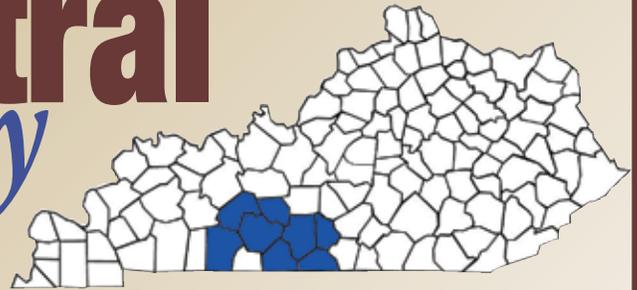
1350 Clay Street | P.O. Box 3 | Hartford, Ky. 42347 | 270-298-3551
www.ohiocountyindustrialfoundation.com



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408 S Main St | 270-298-3283

South Central Kentucky



South Central Kentucky is a crossroads where you can enjoy all the comforts of traditional southern living and still surge ahead in the industrial, technological mainstream of business. The counties of Allen, Barren, Butler, Edmonson, Logan, Metcalfe, Monroe and Warren have partnered to strengthen their economic development efforts. Professionals in these counties recognize that the region is "Central for business. Southern for living."

With a total population of more than 250,000 and a labor market area reaching out to 1.2 million people, the region boasts a workforce as unspoiled as the region's stunning lakes and parks, and it holds a traditional American work ethic you may have thought was lost forever. South Central Kentucky consists of a group of diverse counties and communities working together to create a cooperative environment in which business and industry thrive.

Enviably located within 600 miles of 47% of the country's population, South Central Kentucky is a natural hub for business throughout the United States and beyond. Direct shipping is available via I-65 and multiple railroad access points. Regional air transportation is available in addition to the Nashville International Airport that is within an hour's drive. Being within 100 miles of the population center of the eastern United States puts South Central Kentucky near the heart of the nation's resources.

Bowling Green Area Chamber of Commerce
866.330.2422 | info@bgchamber.com



SouthCentralKentucky
Central For Business. Southern For Living.

Paducah lives on the edge.

A marine community nestled right next to the Ohio River, millions of patrons know Paducah as the quilting capital of the world. Each year the city exhibits thousands of intricate and beautifully handcrafted quilting marvels and enthusiasts make their way to this mecca. And now, another cultural explosion is taking place. Artists from all over the world are transforming the historic district of Paducah into a thriving artist community. Over 80 painters, sculptors, potters, weavers and photographers have working studios in the downtown area. It's an accomplishment unlike anywhere else in America. Combine that with the new \$44 million performing arts center and you have all the ingredients for a thriving cultural community.

Literally & culturally.

In addition to its phenomenal river accessibility, Paducah has great interstate access with five exits on I-24. This allows students, shoppers and workers from 5 states to access opportunities in Paducah to improve their quality of life.

Speaking of cutting edge, Paducah has quite an array of interesting educational opportunities. Their newest, the American Justice School of Law, provides professional development and will grow to 600+ students in the next five years. In addition, students can choose from Murray State University, Mid-Continent or the West Kentucky Community & Technical College (WKCTC). On the WKCTC campus, a BS in Engineering is available from the University of Kentucky.

These students add to the vibrant and diversified workforce that Paducah offers. Even though Paducah/McCracken County has a population of 66,000, it offers industry a much larger workforce base with a 60-mile radius draw and another 479,000 in population.

A variety of industry benefits from this skilled population. Much of the economy is marine-based with industry leaders like Ingram Barge, Crounse, and Marquette Transportation utilizing the unique river access. Just this year, four more companies have located in Paducah to take advantage of its Ohio, Tennessee, Mississippi and Cumberland multi-river access. However, Paducah is diversified, also being the headquarters for Dippin' Dots, producers of the cryogenically-frozen ice cream beads that have become an international phenomenon.

Paducah/McCracken County is poised to attract future marine-related industry with its new Riverport West multi-modal, river-accessible park. And they are taking care of their own with a brand new entrepreneurship program that encourages home-grown business. Combine that with premier business parks and class A industrial parks and you have a complete and well-rounded package.

Paducah/McCracken County is avant-garde in every facet of its strategy for the future. A forward-thinking community that's serious about good living and a strong tomorrow.



Greater Paducah Economic Development Council
Wayne Sterling, *President and CEO*
270-575-6633
www.gpedc.com





It's Happening Now...



*Opportunity
& Growth in
Pike County, Kentucky*




Pike County is the financial, industrial, medical, and retail capital of Eastern Kentucky; the 3rd largest banking center in the state.

 *Pike County* is the nexus of US 460; US 23; US 119; US 80; and I-66 Corridor, in the future, creating an opportunity for an open market.

Pikeville has twice been voted one of "The 100 Best Small Towns in America."

 *Pike County* has a high *Population of Labor Market Area* at 214,713

Pike County offers some of the lowest property tax rates in Kentucky.

 *Pike County* offers local subsidies and tax incentives on the County and City Level.

For more information on Pike County and business development, contact:
 The Chamber of Commerce at (606) 432-5504
 The City of Pikeville at (606) 437-5100
 or Pike County Tourism at (606) 432-5063



*... be part of the growth
in Pikeville and Pike County
Kentucky*

Ad sponsored by The City of Pikeville, Interstate Natural Gas, Pike County Chamber of Commerce, and Pike County Tourism

WELCOME TO BEREA AND RICHMOND IN MADISON COUNTY, KENTUCKY

Madison County, the largest of the Bluegrass counties in Central Kentucky, serves as the hub for manufacturing jobs in a thirteen county area of central/southeastern Kentucky. To the south, it touches the rolling Appalachia Mountains and to the north the lush rolling Bluegrass area. Interstate 75 passes through the heart of Madison County with convenient exits at Richmond and Berea. It is one of the fastest growing counties in the State of Kentucky.

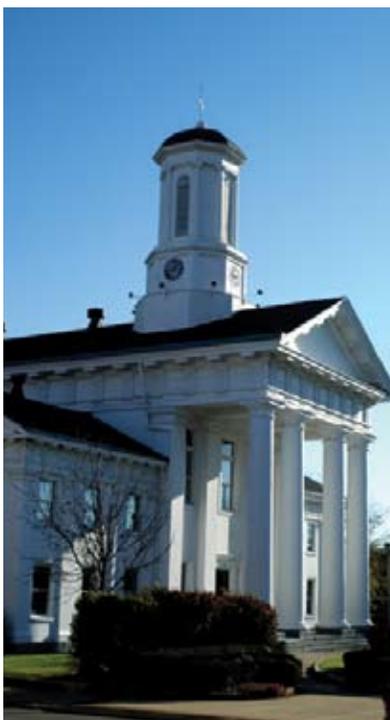
Berea and Richmond have developed their own industrial parks that provide convenient and affordable locations properly zoned for manufacturing plants and distribution centers.

Richmond recently purchased an additional 207 acres and is in the process of developing Richmond Industrial Park South III. Richmond Utilities, Bluegrass Energy & Kentucky Utilities, Delta Natural Gas and AT&T provide the following utilities respectively, water & sewer, electricity, natural gas and telecommunications. The primary road into this new Park is on schedule to be completed by the end of 2007. The Park has easy access to Interstate 75 and the local airport, Madison Airport. A commercial airport, Blue Grass Airport, is located only 36 miles from the Park.

Berea has also recently purchased an additional 322 acres creating the Menelaus Industrial Park. Blue Grass Energy serves this new site for electricity, Delta Natural Gas for natural gas, Southern Madison Water District for water and Berea Municipal Utilities for sewer. The largest possible tract is 276 acres. The primary road into the Park is under construction. The Park has easy access to the local airport (Madison Airport) and is only 44 miles from a major commercial airport (Blue Grass Airport) and it has easy access to Interstate 75.

The cities of Richmond and Berea each have an institution of higher learning. Berea College was founded in 1855 as the first interracial and coeducational college in the South. Eastern Kentucky University (Richmond) was founded in 1906 as a teachers college and now offers 168 degree programs and serves over 16,000 students a year.

With so many positive attributes, you can easily see why more companies are choosing Madison County as the site for their next manufacturing plant.



Call one of the officials listed below and/or visit their website to learn more about Madison County's industrial sites, buildings, utilities, demographics, workforce, tax incentives, existing industries and quality of life:

Tom McCay
859-228-1040
cityofberea.com

Kent Clark
859-624-4700
madisoncountyky.us

Jimmy Howard
859-623-1000
richmond-industrial.org

Shelby County

Good Land, Good Living, Good People.

It is more than a slogan; it's a way of life.

Shelby County with a rolling to hilly terrain covers a land area of 384 square miles and has a very agricultural background. Breathtaking horse farms dot the countryside here, the Saddlebred Capital of the World. Corn, tobacco, hay and livestock are not the only things growing in Shelby County. Thanks to a tremendous vision for the future; Shelby County is one of the fastest growing industrial and commercial counties in the state. Shelby County's location and accessibility to three interstate highways, as well as rail, make it an attractive site for any company.



Shelby County has a population of 39,000, two incorporated cities: Shelbyville and Simpsonville. Strategically located between Louisville and Lexington, Shelby County is ideal for commuters from the seven surrounding counties, as well as, other counties within a 60 mile radius, including southern Indiana. The population of our labor market area is 1,403,244. We are located within 600 miles of 50% of the nation's population.



Maintaining the balance between agriculture, industry and residential development allows Shelby County to continue to grow. Shelby County's formula for smart growth includes a



healthy industrial base. More than 7,500 people are employed in local industries, making manufacturing the county's largest employer. Industries represented are diverse from envelopes to denatured alcohol, sausage to veneer, powder coating to staples. The next time you purchase a Capri Sun drink, know that the packaging was produced exclusively in Shelbyville, Kentucky.

Growing industry has been part of the county's plan since 1957, when the Shelby County Industrial & Development Foundation was formed. The foundation has attracted 65 industries to the county, ranging from small operations with two employees to major corporations employing over 500.

Education is very important to our community. Shelby County is home to one high school, two middle schools, six elementary schools, and private school systems. We are also proud of the Shelby County Area Technology Center and the Jefferson Community and Technical College – Shelby Campus who are making great strides in preparing our workers not only for the jobs of today but for the jobs of tomorrow.

A few amenities are our Family Activity Center and Park system, Jewish Hospital-Shelbyville campus, 5 golf courses, and two lakes. Shelbyville also has a thriving historic downtown.

For more information on our community please visit:
www.shelbycountyindustrialfoundation.com



Taylor County

Heartland Commerce and Technology Park



Heartland Commerce and Technology Park is a new 203 acre regional business park designed to attract relocating companies to Campbellsville and Taylor County. The park has all infrastructure on site and is shovel ready for new development. It is located on the new Heartland Parkway Corridor.

- 96-Strand Fiber Optic Cable
- Dual Feed Electric Power from 1 substation with two circuits
- 4" Gas Main, 85MCF
- 10" Water Main
- 8" & 4" Sewer Mains
- Deed and Covenant Restrictions

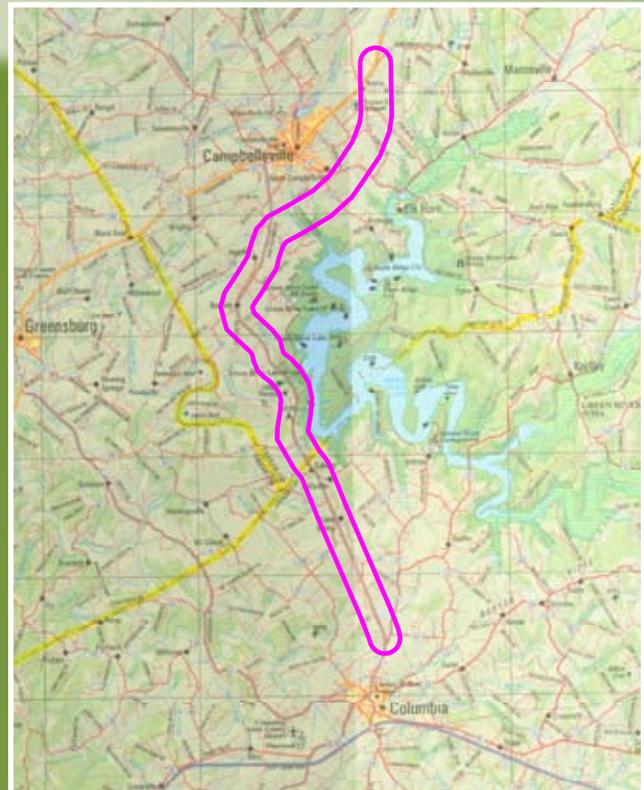
Heartland Parkway

Heartland Parkway is an upgrading of KY 55, US68 and KY 555 to a four-lane primary access corridor connecting the Martha Lane Collins Bluegrass Parkway with the Louie B. Nunn Cumberland Parkway.

Sections of this project are currently under construction.

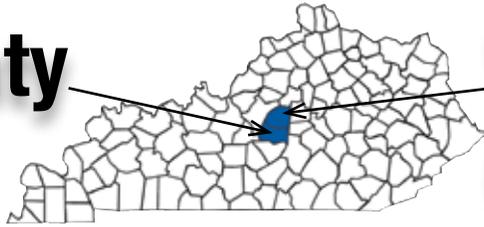
Team Taylor County
Campbellsville-Taylor County
Industrial Development Authority

Ron McMahan, Executive Director
107 W. Broadway | Campbellsville, KY 42719
270-465-9636 Phone | 270-465-0607 Fax
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The Center of Kentucky

Marion County



Washington County



Marion County's industries produce bourbon, car and truck parts, wood products, mining equipment, appliance parts and consumer goods. Marion County is the manufacturing center for Central Kentucky. Marion

County's success in attracting new industry is due to its location in the exact center of the Commonwealth of Kentucky, its productive labor force, its low cost utilities, its advanced infrastructure and its pro business influence on the Central Kentucky region.

Marion County is poised for additional growth and expansion with four industrial parks, speculative building program, advanced vocational technical training and an industrial base that requires support and outsourcing opportunities.

To enhance the existing infrastructure the City of Lebanon, Marion County and the Commonwealth of Kentucky provide maximum incentives and cooperation to qualified industries, retail and commercial ventures.

Contact information:

Tom Lund, Executive Director
Marion County Industrial Foundation, Inc.
223 N. Spalding Ave. Ste. 300 | Lebanon, KY 40033
(270) 692-6002 | (877) 692-6002 | Fax (270) 692-0510
www.marioncountyky.com | tlund@marioncountyky.com



There must be a reason why Washington County is experiencing a tremendous influx of growth and opportunity! Indeed, there are a number of very good reasons including insight, cooperation, planning, timing, and attitude. These same attributes combined prove a successful business or organization.

The mission of the Springfield-Washington County Economic Development Authority is to enhance the quality of life and standard of living in Washington County so as to create a community where people want to live and work, nurture a workforce that will sustain future economic growth, and encourage partnerships in support of economic development and quality of life enhancement.

In addition to a strong work ethic and positive attitudes, Springfield and Washington County provides a safe, secure atmosphere for our manufacturers and businesses. Many people relocate to this area because of the security provided by the city and county governments, availability of quality health care, overall friendliness of our residents and strategic proximity to the Louisville-Lexington metro areas.

Contact information:

Hal B. Goode, Executive Director
Springfield/Washington County Economic Development Authority
124 West Main Street | Springfield, KY 40069
(859) 336-0052 #3 | (800) 430-5505 | Fax (859) 336-9410
www.sweda.org | halsweda@bellsouth.net



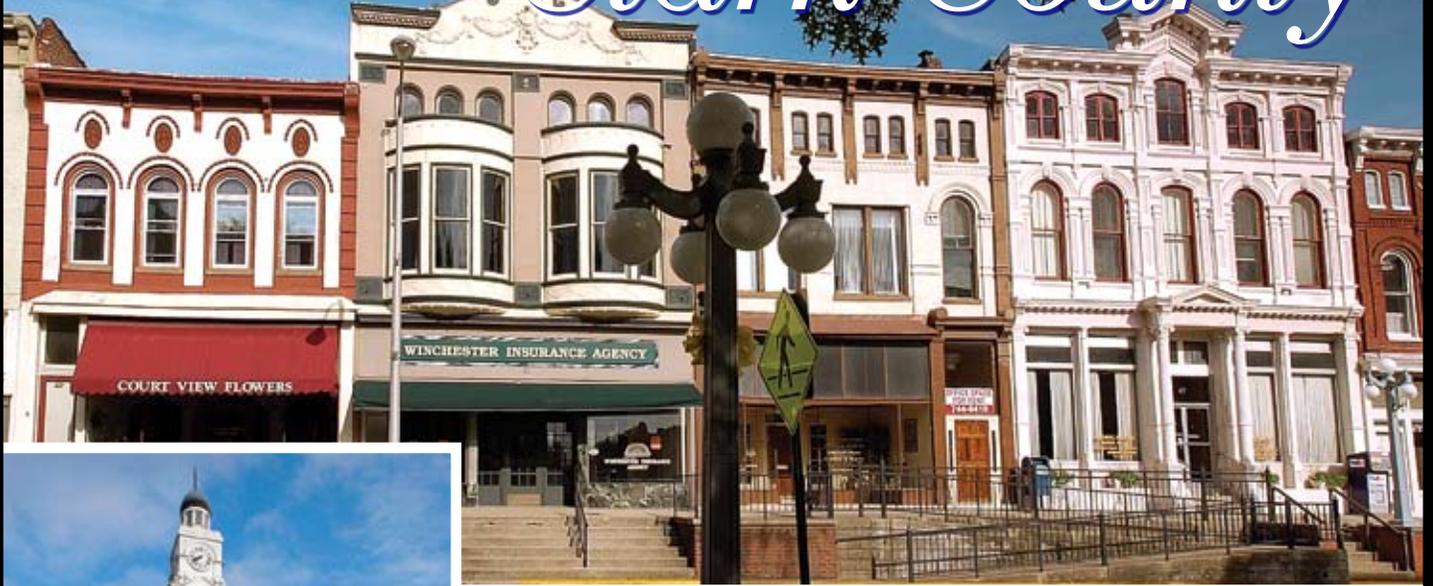
From left to right Hal Goode, Springfield-Washington County Economic Development Authority and Tom Lund, Marion County Industrial Foundation, Inc.

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Winchester Clark County



Winchester, the county seat of Clark County, is located in the Blue Grass Region of central Kentucky. Located on Interstate 64, Winchester sits at the center of a 31 state distribution area within 54% of the U.S. population and 55% of the U.S. personal income and U.S. retail sales. You can see Winchester truly sits at the “Crossroads of Commerce.”

Clark County offers a combination of business friendly factors that continue to help it grow and expand. Reliable, low-cost energy, a highly productive workforce and a convenient location just 20 miles east of Lexington have made this community a place to call home for numerous families, business and industry.

Since 2004, 17 companies have located or expanded in Clark County, resulting in over 300 new manufacturing jobs and an investment of more than \$106 million. Manufacturing and service companies lead the employment base with 29 percent of the workforce each.

Winchester/Clark County has a rich and diverse history including the state’s first industrial settlement located at Lower Howard’s Creek. Winchester features one of the nation’s few intact Victorian downtowns complete with antique shops and restaurants.

With committed leadership and a progressive attitude our community is building a brighter future through education, infrastructure, and tourism initiatives. A new 25,000 square foot Community and Technical College is expected to open in spring of 2008. A new waste water treatment plant will go online soon to increase capacity to handle growth. New subdivisions, new retail development and a new winning spirit prevail here. Please take a moment to shop, dine, discover and enjoy Winchester/Clark County, KY.

C. Todd Denham, Executive Director
Winchester/Clark County Industrial
Development Authority
2 S. Maple St. | Winchester, KY
859-744-5627 | www.winchesterindustry.com

1970 to 2006

Kentucky's Demographic, Educational and Economic Trends

Kentucky has experienced significant changes in its economy, its population and its educational attainment over the past 36 years. The demographic, educational and economic trends over the period from 1970 to 2006 offer both opportunities and challenges as Kentucky moves into the Twenty-first Century.

DEMOGRAPHIC TRENDS

In 1970, Kentucky's population was 3,218,706 or 1.58% of the United States population of 203,211,926. In 2006, Kentucky's population had reached 4,206,074 (2006 American Community Survey, ACS), a growth of nearly 1 million persons, 987,368 or 30.7%. The United States reached a population of 299,398,485 (2006 ACS), a growth of 96 million or

47.3% lowering Kentucky to 1.40% of the United State population. Notice the limited growth in the 1980's of only 0.7% when Kentucky experienced major out migration. Population growth/decline is determined by natural increase/natural decrease (births compared to deaths) and in or out migration (domestic/internal and international).

Kentucky's population density per square mile was 81.0 persons in 1970 compared to 101.7 persons per square mile in 2000 and remaining above the United States population density of 57.4 persons in 1970 and 79.6 persons in 2000. The highest population density in the United States in 2000 was in the Northeast, 330.3 persons, followed by the South, 115.1 persons, where Kentucky is located, the Midwest, 85.7 persons and the West, 36.1 persons.

Table 1
United States and Kentucky Population Trends, 1970 to 2006

	<u>1970</u>	<u>1980</u>	<u>1990</u>	<u>2000</u>	<u>2006</u>
United States	203,211,926	226,545,805	248,709,873	281,421,906	299,398,485
% Change		11.4%	9.8%	13.1%	6.4%
Kentucky	3,218,706	3,660,777	3,685,296	4,041,769	4,206,074
% Change		13.7%	0.7%	9.7%	4.1%

Source: 1970, 1980, 1990, 2000 Census and 2006 American Community Survey

Table 2
United States and Kentucky
Educational Attainment, 1970 to 2006

	<u>1970</u>	<u>1980</u>	<u>1990</u>	<u>2000</u>	<u>2006</u>
United States					
HS+	52.3%	66.5%	75.2%	80.4%	84.1%
BA+	10.7%	16.2%	20.3%	24.4%	27.0%
Kentucky					
HS+	38.5%	53.1%	64.6%	74.1%	79.6%
BA+	9.0%	13.9%	16.1%	18.7%	20.0%

Source: 1970, 1980, 1990, 2000 Census and 2006 American Community Survey

EDUCATIONAL TRENDS

In 1970, Kentucky’s educational attainment was 38.5% with a High School degree or higher and 7.2% with a Bachelor’s degree or higher compared to 52.3% and 10.7% respectively for the United States. In 2006, Kentucky’s educational attainment was 79.6% with a High School degree or higher and 20.0% with a Bachelor’s degree or higher compared to 84.1% and 27.0% respectively for the United States. Kentucky has been closing the gap for those with a High School degree but lags behind in those with a Bachelor’s degree. There are current educational efforts to close the Bachelor’s degree gap with efforts to increase the numbers with a Bachelor’s degree in Kentucky.

ECONOMIC TRENDS

In 1970, Kentucky full-time and part-time employment was 1,336,200 (Bureau of Economic Analysis, BEA) compared to 91,281,600 for the United States or 1.46% of the United States workforce. In 2005, Kentucky full-time and part-time employment was 2,305,386 (BEA), a growth of 969,186 jobs or 72.5%. The United States full-time and part-time employment reached 174,249,600, a growth of 83.0 million new jobs or 90.9%.

Although manufacturing shows some growth in Kentucky and provides a higher salary than retail or service jobs there has been limited growth in manufacturing jobs in Kentucky while retail jobs have doubled and service jobs have tripled. Similar trends occurred across the United States between 1970 and 2000*.

SUMMARY

Kentucky is experiencing population growth, its educational system is making progress and employment is growing. New Census data shows population migration out of the Northeast and Midwest with domestic/internal migration currently mainly occurring in the South with international migration driving the growth in the West. The South as a

The demographic, educational and economic trends over the period from 1970 to 2006 offer both opportunities and challenges as Kentucky moves into the Twenty-first Century.

region is getting better educated and the West is experiencing educational decline. These new educational and population trends provide an opportunity for the South and for Kentucky. Kentucky is an “Edge State” with numerous economic opportunities if it continues to make investments in its infrastructure, its educational system and its efforts in economic development.

A more detailed article, titled “*Kentucky: An Edge State with Numerous Opportunities*” is available from the author by request, ron.crouch@louisville.edu.

Prepared by:
Ron Crouch, Director
Kentucky State Data Center | University of Louisville
426 West Bloom Street | Louisville, Kentucky 40208
(502) 852-7990 | ron.crouch@louisville.edu

Table 3
United States and Kentucky Employment by sector, 1970 to 2000*

	<u>1970</u>			<u>2000*</u>		
	<u>Manufacturing</u>	<u>Retail</u>	<u>Services</u>	<u>Manufacturing</u>	<u>Retail</u>	<u>Services</u>
United States	19,687,400	13,698,800	17,021,800	19,114,800	27,222,300	52,990,800
% of total	21.6%	15.0%	18.6%	11.5%	16.3%	31.8%
Kentucky	256,364	190,903	220,434	330,645	397,532	607,593
% of total	19.2%	14.3%	16.5%	14.2%	17.0%	26.1%

Source: Bureau of Economic Analysis, BEA, Regional Economic Information System, REIS. *1970 to 2000 economic data is based on the Standard Industrial Classification, SIC, codes and economic data after 2000 on the North American Industrial Classification, NAIC, which created more categories and cannot be compared to SIC economic data by sector.

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Impact of U. S. Military on Kentucky's Economy



1997-2011 and

BEYOND



Throughout the history of our nation, “Kentucky played a significant role and displayed an unflinching commitment to national defense,” according to Jerry Cecil, one of Kentucky’s Civilian Aides to the Secretary of the US Army. The geographic and strategic national importance of Kentucky became evident when Fort Knox and Fort Campbell, established in 1918 and 1932 respectively, were established. Covering 109,000 acres in Hardin, Meade and Bullitt counties, Camp Knox (renamed Fort Knox in 1932), was established with an initial 40,000 acres in 1918; Fort Campbell opened in 1942 to provide training areas and house for the US Army during WWII. Throughout Kentucky, Kentucky Army and National Guard maintain a network of military installations funded by state and federal funds. (Source: “Military Installations,” by Jerry Cecil, Kentucky Almanac and Book of Facts, Second Ed.; Lexington, Ky., 2006).

Today the federal military presence and defense community in the Commonwealth is guided by the Kentucky Commission on Military Affairs (KCMA). KCMA, created in 1997, serves in an advisory capacity to the Governor, the Kentucky General Assembly and the Congressional Delegation. Led by James E. Shane, Jr., Brigadier General (Ret.)—who served 28 years in the U.S. Army—KCMA’s primary mission is to preserve and grow Kentucky’s defense industry by protecting military installations and activities from the threat of downsizing, while sustaining and promoting military business opportunities. And, KCMA assists small businesses that seek contract opportunities with the defense industry. Kentucky has seen substantial growth in defense spending since KCMA’s enactment. Today’s military industry contributes over \$5 billion dollars to Kentucky’s

economy; its functions contribute to the overall economic strategy of the state.

However, the Base Realignment and Closure (BRAC) process threat-ened the very security of those significant contributions to our state’s economy. Between 1988 and 2005, BRAC was used as a restructuring tool for the US Department of Defense, and many bases across the nation were shut down. BRAC was the military’s way of making itself more efficient by downsizing or even closing some installations while consolidating assets at others.

Fort Knox’s glory days were thought to be in the past, and when the last combat unit left the post in 1994, the Army’s Armor Center and School and tenant organizations like the Army Recruiting Command were all that remained of a once-thriving installation. Trainees, who seldom left the installation, made up the bulk of the military presence. Many of the remaining civilians worked in blue-collar positions. This downward trend at the region’s largest employer, obviously, had a negative economic effect on the area closest to the post.

KCMA recognized that a strategic and coordinated approach was necessary to preserve and grow the federal military presence and the defense community in Kentucky. “Our world changed following the tragic attack on our



*BG (Ret) James E. Shane Jr.,
Commission on Military Affairs*



Artist rendering of the proposed 900,000 square foot Army Human Resource Center of Excellence which will house the following organizations: U.S. Army Accessions Command, U.S. Army Cadet Command and the U.S. Army Human Resources Command.



U.S. Senator Mitch McConnell (third from left) gives a thumbs-up after he and other dignitaries break ground for the new Army Human Resource Center of Excellence on November 27, 2007. Photo: Bobby Clark

country that occurred on 11 September 2001. The Global War on Terrorism has resulted in major changes designed to enhance our nation's security," according to General Shane. With that in mind, the Commission's Strategic Plan was designed to guide regional efforts in order to achieve positive results from the BRAC 2005 process. In the spring of 2005, "BRAC anxiety" had local officials around Fort Knox actually "war gaming" for the worst-case scenario—further reduction or even total closure of the base.

And then came the announcement: 4000+ new permanent positions; an estimated \$350 million in new payroll; an estimated 12,000 new residents (a large percentage of whom would live off post); and \$800 million+ in new construction on post.

As a result of coordinated implementation efforts, the Commonwealth of Kentucky will receive billions of dollars in economic growth and add thousands of new jobs. According

to Brad Richardson, who served on Governor Collins' Toyota team, the comparisons to Toyota Motor Manufacturing plant in Georgetown and the initial projections are almost eerie. Richardson says that, "The new jobs are dramatically different than those currently at Fort Knox, where the largely blue-collar employee base supports trainees who are here for short durations for their basic or initial entry training. The Armor Center, trainee population and workforce that support it will soon depart for Fort Benning, Georgia Fort Knox will welcome the Army's Human Resource Center of Excellence (AHRCE), numerous smaller headquarters commands and a deployable combat infantry brigade. To be housed in a 900,000 square-foot complex, the Center of Excellence will feature a highly-skilled, well-paid white collar workforce made up largely of human resource, information management and information technology professionals." Richardson predicts that this event has the potential to be even bigger than Toyota – "a truly fantastic opportunity for the Fort Knox region and the entire state." But with fantastic opportunity comes daunting challenges.

Following the excitement after the BRAC 2005 announcement came many questions about how to manage this regional growth effort—and the key word is "regional." The challenges and benefits would not be confined to one individual community. Indeed, cities and counties surrounding the Fort Knox area (with a combined population of approximately 250,000) will provide a majority of the new workers for

Fort Knox and give the needed infrastructure to support transferring workers and their families.

Community leaders in both private and public sectors soon realized that to do this “right” meant thinking and acting regionally. “In order to succeed,” says Richardson, “it couldn’t be about this town or that town, or our county or your county. It became quickly apparent that a regional growth and new economic development structure was needed to properly manage this event. So with the hearty endorsement from military and community leadership, One Knox was born.”

One Knox (www.oneknox.com) serves as the central-coordinating community agency and is intended to help the local nine-county region respond in the most positive ways to the growth opportunities associated with BRAC and Fort Knox. Richardson describes One Knox’s goal: To make this the most successful BRAC move ever. “In order to do this,” Richardson says, “it means setting and managing the conditions for the smoothest possible transition for the new workforce and their families, while helping the displaced workers from the out-going Armor school find their way. From training a new workforce, to identifying and funding necessary improvements to our road networks, or building new schools to meet the expected demand, it is in our communities’ and Army’s best interests to manage this growth in the most constructive way.”

One Knox adopted a traditional manufacturing approach: Determine The Gaps. After forming One Knox, the initial

task was to evaluate current assets against future needs and identify critical gaps that had to be addressed. Fortunately the federal Office of Economic Adjustment’s (OEA) mission is to support such efforts. One Knox became an operating unit of the Lincoln Trail Area Development District (LTADD) for federal funding purposes. More than a half a million dollars in OEA funds were appropriated for the development of One



Fort Campbell entrance in Hopkinsville, Kentucky.



Tank at Patton Museum, Fort Knox. Photo: Kentucky Department of Tourism

Knox's "Growth Management Plan." It was a gap analysis, which included an economic impact analysis, a housing market analysis and a transportation study. In all of these studies, experts set about to capture current data with help from the local communities. "But accurately determining future needs requires close coordination and extensive outreach to Army representatives both at Fort Knox and at the locations from which people will be moving to Kentucky," warns Richardson. According to Richardson, "While much of our study and analysis is still ongoing, our regional workforce study has shown us that upwards of 1,400 job openings will need to be filled. Making sure our local labor force is trained and ready to go to work will be critical."

After identifying the gaps and potential solutions to fill those gaps, then resources to make those changes possible must be obtained. Whether its building new schools, expanding road networks or implementing workforce training programs, these improvements cannot solely fall on the shoulders of the local communities whom have yet to even realize the increased population and tax base that these improvements will support. Looking for creative ways in which to transform the region—and prepare for future growth—doesn't stop with the growth at Fort Knox. "In fact," says Radcliff Mayor Sheila Enyart, Chair, One Knox Policy Council, "What became apparent as we began to assess current conditions against future needs was that our region was truly a part of a larger regional economy that encompasses Louisville and its surrounding counties. And all of us are facing similar workforce and economic development challenges. Leveraging our resources to everyone's benefit is the key to future economic development and prosperity."

Finally, in addition to gap analysis and seeking funding support, One Knox also has a valuable public information role for numerous constituents. Whether it's providing community information to the relocating workforce and their families or



Hardin County delegation awarded the KAED Community Innovation Award sponsored by E.ON U.S.

Front row (left-right): Alan McGinnis, Manager-Economic Development, E.ON U.S.; Conrad Curry and Beth Avey, One Knox; Shelia Enyart, Mayor of Radcliff. Back row (left-right): John Wolfram, Director of Customer Service & Marketing, E.ON U.S.; Harry L. Berry, Hardin County Judge/Executive; David Willmoth, Jr., Mayor of Elizabethtown; and Brad Richardson, Executive Director, One Knox.

keeping the local community apprised of Army unit arrivals and departures, One Knox sees its communications and outreach efforts as paramount. The goal has engaged local citizenry, committed to supporting the growth-management efforts. The re-locating of workforce and their families requires+ valuable information about Kentucky and the region in order to learn about the history, accomplishments and benefits of living and working in Kentucky's Heartland.

WIRED—TALENT DRIVING PROSPERITY

This past June the U.S. Department of Labor announced the third generation of "Workforce Innovation in Regional Economic Development" (WIRED) regions. A concept launched in late 2005 by the DOL's Employment and Training Administration, self-identified areas compete for million-dollar awards. The WIRED program recognizes that local economies often transcend geographical boundaries—the seed grants act as catalysts to mobilize the diverse array of stakeholders in a community. The focus is on developing the human talent that is key to any successful regional economic plan.

The foundation of WIRED is built on three complimentary goals: regionalism, partnerships and education. Cities and counties cannot compete in the global economy alone; it takes the assets from the natural multi-county economic region to do so. Similarly, individual organizations cannot affect the economy alone. It takes the resources of multiple organizations each committed to a single economic vision and strategy. Finally, the region and its contributing organizations



Emily Stover DeRocco, Assistant Secretary, Employment & Training Administration, U.S. Dept. of Labor, speaks at the I-65 WIRED Kick-Off event, October 22, 2007. Photo: Heartland Communications Consultants, LLC.

must recognize that education and workforce preparation are the keys to achieving the vision.

When One Knox and the Governor's BRAC Task Force heard of the opportunity, they clearly saw it would enhance transformation of the regional workforce and foster economic development. The WIRED grant seemed a perfect fit for the workforce transformation occurring throughout the region in and around the Interstate-65 corridor. Lincoln Trail Area Development District partnered with its counterpart in Louisville and mounted a grant-writing team effort with One Knox staff in support. Basic parameters of the "I-65 Corridor" regional proposal were identified. Encompassing the LTADD region, plus Louisville and seven other local counties—all moving from a largely blue-collar manufacturing workforce base to a more diverse, high-tech driven economy—the focus was on the region's strengths and transformation.

On June 14, 2007, the U.S. Department of Labor released the results: the I-65 Corridor proposal had been awarded \$5 million in seed capital over three years (out of 70 proposals received under the competition). Speaking at the WIRED Kick-Off in Louisville, on October 22, 2007, Assistant Secretary of Employment and Training Administration, Emily Stover DeRocco, remarked on the selection: "It was clear that this region had a vision for where it's future lay and had commitments from an extensive partnership group including workforce and economic development organizations; secondary schools, community colleges and universities; businesses and business organizations; foundations and private capital groups; and a host of others involved in the growth of the economy."

Called the "Central Kentucky I-65 Corridor," the region lies contiguously along the Interstate 65 Corridor of north-central Kentucky. Supported by a strong infrastructure hub of rail, roadways, runways, river and fiber optics, the region's growth and transformation from rural to urban are well under way. It's the 21st Century, and Kentucky's unique towns and cities are abuzz with growth.

The transformation derives from several critical sources, from I-65 itself—Interstate 65 is one of the most heavily traveled north-to-south highways in the United States—to an international logistics hub, leading research facilities in medicine and science, technology, engineering and math technologies. A major base realignment at Fort Knox will radically shift employer demand in Hardin County and surrounding area from blue collar to white collar workers highly skilled in 21st Century competencies. Expansion in education and research facilities guarantee access to learning new skills.

The I-65 Corridor through Kentucky is lined with completed and planned construction projects including commercial, residential, military, sports arenas, convention and tourism attractions. Land is available for prime manufacturing and distribution growth to support a "just-in-time" delivery system.

The \$1 billion United Parcel Service hub expansion is slated for completion in 2010. It will provide I-65 Corridor



KAED board member Kim Huston (in white jacket), chair of the Lincoln Trail Area Development District Workforce Investment Board, also serves as co-chair of the WIRED implementation group. Photo: Heartland Communications Consultants, LLC

companies with a link to the global market—allowing central Kentucky's automotive support industries and major distribution centers instant access to world markets.

Five challenges critical to sustain rapid growth have been identified: Fill critical workforce gaps, generate a culture that supports educational advancement and entrepreneurship, strengthen corridor-wide analysis and planning, increase innovation and entrepreneurship, and finally, link existing partnerships and resources to support comprehensive regional

The WIRED program recognizes that local economies often transcend geographical boundaries. These grants are catalysts to mobilizing the diverse array of stakeholders in a community . . .



collaboration. A core resource team, called the Partners for the Corridor, includes state and local officials, workforce investment boards, education and training providers and business and industry representatives.

Overall, these changes will spur the attraction of a sophisticated population—from Kentuckians who have lived here for generations—to newly-transplanted Kentuckians. Any way you look at it, Kentucky offers an inviting environment in which to work, learn, play, create and be a family.

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2008 KAED Board of Directors



Sandy Romenesko, Chairman
Executive Director
Mt. Sterling/Montgomery Co. IDA
126 W. Main Street
Mt. Sterling, KY 40353
Office: 859-498-5400
Fax: 859-498-3947

sandy@mtsterlingchamber.com
Term Limit: 1 year: Term Expiration: 2008



John Cosby, Chairman Elect
Vice President, Public Affairs &
Administration
Home Builders Association of Louisville
1000 North Hurstbourne Parkway
Louisville, KY 40223
Office: 502-429-6000

Fax: 502-429-6036
john@hbal.com
Term Limit: 1 year: Term Expiration: 2008



**Daryl Smith, C.Ec.D. Secretary/
Treasurer**
Economic Development Executive
E.ON U.S.
One Quality Street
Lexington, KY 40507-1462
Office: 859-367-5365

Fax: 859-367-5839
daryl.smith@eon-us.com
Term Limit: 3 years: Term Expiration: 2008



Phil Kerrick, C.Ec.D., Past Chairman
Executive Director
CCE/IDA
109 Consumer Lane
Frankfort, KY 40601
Office: 502-226-5611
Fax: 502-226-6634

pkerrick@cceida.com
Term Limit: 1 year: Term Expiration: 2008



Bob Hammond, Director
Director of Business Development
Ashland Alliance
P.O. Box 830
Ashland, KY 41105-0830
Office: 606-324-5111
Fax: 606-325-4607

bhammond@inicity.net
Term Limit: 3 years: Term Expiration: 2008



Kim Huston, Director
President/COO
Nelson County Economic Development
Agency
One Court Square
Bardstown, KY 40004
Office: 502-348-6402

Fax: 502-348-6478
kimhuston@nceda.net
Term Limit: 3 years: Term Expiration: 2008



Lisa Wilson – Plajer, Director
Business Development Manager
H.C. Nutting Company
2468 Apollo Court
Burlington, KY 41005
Office: 800-486-8070
Fax: 859-455-8630

wilson2928@fuse.net
Term Limit: 3 years: Term Expiration: 2009



Hal Goode, Director
Executive Director
Springfield/Washington County
Economic Development Authority
124 W. Main Street
Springfield, KY 40069
Office: 859-336-0052

Fax: 859-336-9410
halsweda@bellsouth.net
Term Limit: 3 years: Term Expiration: 2009



Jody Lassiter, Director
Executive Director
Logan Economic Alliance for
Development
116 South Main Street
Russellville, KY 42276
Office: 270-726-9575

Fax: 270-726-2237
jody@loganLEADS.com
Term Limit: 3 years: Term Expiration: 2009



Stephen Taylor, C.Ec.D., Director
Development Director
Kentucky Highlands Investment Corp.
362 Old Whitley Road
P.O. Box 1738
London, KY 40743-1738
Office: 606-864-5175

Fax: 606-864-5194
staylor@khic.org
Term Limit: 2 year: Term Expiration: 2009



Gina Greathouse, Director
Senior Vice President, Economic
Development
Commerce Lexington Inc.
330 E. Main Street, Suite 205
Lexington, KY 40507
Office: 859-225-5005

Fax: 859-225-5008
ggreathouse@commercelexington.com
Term Limit: 3 years: Term Expiration: 2010



Roxann Fry, Director
Director of Client Solutions
Greater Louisville Inc.
614 W. Main Street, Suite 6000
Louisville, KY 40202
Office: 502-625-0074
Fax: 502-625-0010

rfry@greaterlouisville.com
Term Limit: 3 years: Term Expiration: 2010



Robert A. Fouts, Director
Executive Director
Bullitt County Economic Development
Authority
300 South Buckman Street, 2nd Floor
P.O. Box 676
Shepherdsville, KY 40165

Office: 502-543-1200: Fax: 502-543-1765
bobeda@alltel.net
Term Limit: 3 years: Term Expiration: 2010



John Hindman, Ex-Officio Director
Secretary
Ky. Cabinet for Economic Development
Old Capitol Annex
300 W. Broadway
Frankfort, KY 40601
Office: 502-564-7670

Fax: 502-564-1535
john.hindman@ky.gov



Dave Adkisson, Ex-Officio Director
President
Kentucky Chamber of Commerce
464 Chenault Road
Frankfort, KY 40601
Office: 502-695-4700: Fax: 502-695-6824
david@kychamber.com



Jim Moore, Ex-Officio Director
President/CEO
Caldwell-Lyon Partnership
640 U.S. Highway 62 East
P.O. Box 188
Eddyville, KY 42038
Office: 270-388-6483: Fax: 270-388-6484

clpartnership@bellsouth.net



William Jones, Ex-Officio Director
Division Manager
US Bank
333 Broadway
P.O. Box 2400
Paducah, KY 42001
Office: 270-575-5139: Fax: 270-575-5113

william.j.jones@usbank.com

KAED STAFF



Mike Mangeot, President/CEO
KAED
Bldg. B, Suite 4
2225 Lawrenceburg Road
Frankfort, KY 40601
Office: 502-227-9653: Fax: 502-227-2611
mmangeot@kaedonline.org



Meghan Crosman, Event Operations Manager
KAED
Bldg. B, Suite 4
2225 Lawrenceburg Road
Frankfort, KY 40601
Office: 502-227-9653: Fax: 502-227-2611
mcrosman@kaedonline.org



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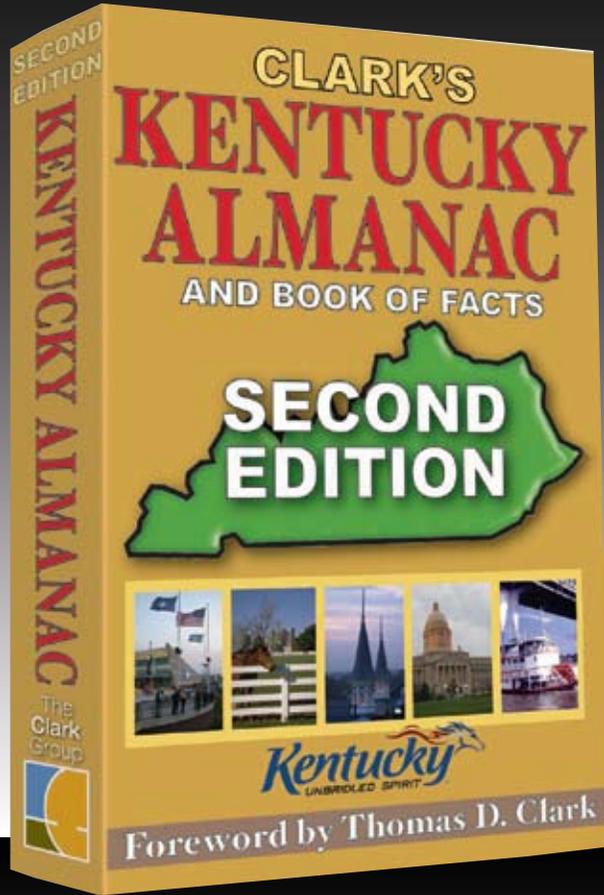
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