A Year In Review...

Speaking on behalf of the CEDIK crew, what a year! It’s been a very productive 12 months. In this annual report you will hear about our work with rural hospitals, the development of a teen youth leadership group, community design projects in small downtowns, and middle school teachers introducing entrepreneurship curriculum in the classroom. We are close to wrapping up some excellent research projects, led by our research director, James Allen and our hard-working graduate students. We now have six county data profiles for each of our 120 counties. We provided scholarships to 13 Appalachian students to attend college to pursue a career in healthcare. Finally, we provided grants to 8 Kentucky organizations to fund community-driven health projects. When you browse this annual report, I hope there is something of interest to everybody.

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# Table of Contents

Overview ................................................. 4  
Building Engaged Communities ................. 8  
  Research .............................................. 9  
  Extension ............................................. 10  
Building Vibrant Economies ...................... 12  
  Research .............................................. 13  
  Extension ............................................. 14  
Building Strong Healthcare Systems .......... 18  
  Research .............................................. 19  
  Extension ............................................. 20  
  Grant Giving ......................................... 21  
Looking Ahead ......................................... 22  

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The Community and Economic Development Initiative of Kentucky (CEDIK) emerged as a college level unit within the University of Kentucky’s College of Agriculture, Food and Environment (CAFE) in 2010. CAFE administration recognized the need for both an internal source of professional development and instruction for students and county extension agents, as well as an external reach to Kentucky communities with programming and research that focused on community and economic development.
The land grant mission of instruction, extension, and research form the three main goals of CEDIK: to provide all Kentucky Cooperative Extension Personnel professional development and training in community, economic, and leadership development topics regardless of program area; to assist Kentucky community leaders, organizations and extension personnel directly with economic and community development efforts; and to produce quality research that supports innovative community, economic, and leadership development programming.

A distinguishing feature of the initiative is that CEDIK is not just the work of one department in the College. CEDIK’s extension and research faculty are housed within several different CAFE departments (Agricultural Economics, Community and Leadership Development and Landscape Architecture), as well as the Department of Retailing and Tourism Management in the School of Human and Environmental Sciences. CEDIK faculty collaborate on innovative community and economic development programming, training and research that serve audiences across the state and the South.

Statewide, CEDIK has ongoing partnerships with the Kentucky Small Business Development Center, the State Office of Rural Health, Kentucky Highlands Investment Corporation, Kentucky Association for Economic Development and Kentucky Hospital Association. Regionally, CEDIK works closely with the Southern Rural Development Center and Purdue Center for Regional Development.

In the 2012-2013 academic year CEDIK funded eight graduate students on grant projects (six master’s and two doctoral seeking students). Funding for CEDIK’s projects is generated from several external federal sources including the U. S. Department of Housing and Urban Development, the National Institute of Food and Agriculture and the Appalachian Regional Commission; state sources including the Kentucky Hospital Association and

CEDIK Involvement Statewide, 2012-2013
Kentucky Farm Bureau; local sources such as the Bluegrass Area Development District; and private foundation sources including the New York Community Trust.

CEDIK has also been active at national and statewide professional associations, either attending and/or presenting research at the American Association of Agricultural Economics, Community Development Society, National Association for Community Development Extension Professionals (NACDEP), National Rural Health Association, Joint Council of Extension Professionals, Southern Region Community Resource Development Program Leader’s Network, Kentucky Association for Economic Development, and Kentucky Rural Health Association.

Earlier this fall CEDIK received two regional and national awards from NACDEP. Recognized as an innovative model for extension, CEDIK received an “Excellence in Teamwork” Award for both the Southern region and nationally. CEDIK was also recognized for our Community Health Needs Assessment (CHNA) program for the Southern region and nationally. The “Excellence in Community Development Programming - Team” Award highlighted CEDIK’s efforts in the past year, working with county extension agents to bring the CHNA program to 35 hospitals across Kentucky and West Virginia.

Three broad themes characterize the work of CEDIK; Building engaged communities, Building vibrant economies, and Building strong healthcare systems throughout Kentucky.

CEDIK conceptualizes engaged communities as:

- Communities where creativity is cultivated.
- Communities with a strong sense of place and identity.
- Communities with people who are proud and eager to share what their community is about with others.
- Communities that engage their youth with planning and projects, and really listen and support their unique vantage point.
- Communities willing to “roll up their sleeves” and tackle the tough issues together.
CEDIK characterizes vibrant economies as:

• Communities with a vibrant main street.
• Communities that support entrepreneurs and businesses at all stages of their growth.
• Communities that recognize the importance of a diverse local economy.
• Communities that have strong, citizen-driven leadership.

And CEDIK believes that strong healthcare systems include:

• Healthcare that is responsive to the changing needs of the communities served.
• Healthcare systems that coordinate and collaborate across facilities and regions.
• Healthcare systems that address both acute crisis care and preventative care.
• Healthcare systems that educate and are educated by the communities served.

What follows is a closer look at the work CEDIK has accomplished from 2012-2013 in building engaged communities, vibrant economies, and strong healthcare systems throughout Kentucky.
CEDIK is heavily involved in community development in Kentucky, either directly through programming that sends our faculty to work on a process in a local community, or indirectly through our impact on county-level cooperative extension.

CEDIK faculty are frequently asked to facilitate community development processes both because of their expertise, and sometimes, as an impartial or neutral party.

In the past year, CEDIK research has focused on program evaluation while extension efforts encompassed strategic planning and leadership development.

2007 World Chicken Festival, held in London, Kentucky (Laurel County). Photo Credit: Kentucky Photo File on Flickr
Research

ReadyCommunity Program Evaluation
ReadyCommunity is a rural community disaster resilience program developed by the Southern Rural Development Center (SRDC). The process is designed to complement the Federal Emergency Management Agency (FEMA) and local emergency management director efforts, by engaging broad community participation and awareness in the local community’s emergency plan. SRDC has trained Extension personnel, emergency managers, and other community leaders from over 12 different rural localities across the country to work through the ReadyCommunity process.

CEDIK received funding from NIFA to evaluate the process. The evaluations both served to advise SRDC about how to better train and support teams, and also how to modify the ReadyCommunity manual to enhance the process.

Extension Fine Arts Program Evaluation
CEDIK has an ongoing commitment to the Kentucky Extension Fine Arts Program, which employs three extension agents who are responsible for developing and promoting support for arts education in their respective counties. Whether organizing a music festival, a travelling art exhibit, or community theatre, the Extension Fine Arts Program is designed to develop human capital and bring communities together around arts and culture. Kentucky has the only Extension Fine Arts Program in the United States. However, in the hopes of encouraging other state extension programs to build Extension Fine Arts Programs of their own, we published findings of a study completed in 2012 on the value of the program in Kentucky.

Look for our upcoming article “Resident Valuation of Kentucky’s Extension Fine Arts Program” in the Journal of Extension, which was authored by CEDIK faculty, staff, and a graduate student.
Leadership Development

The Kentucky Extension Leadership Development (KELD) Program continues to produce materials for each primary Extension program area on several leadership topics. The link to the KELD materials can be found on the CEDIK website.

Dr. Kristina Ricketts worked with Owen County to develop an eight session program for their Community Leadership Development program; she also led five of the sessions. Kris also offered several leadership in-services for both youth and adults on the following leadership development topics; introduction to leadership, personality, and community leadership.

Kris has been partnering with another campus leadership group, the Kentucky Agricultural Leaders Program (KALP). She has provided seven evaluations for KALP program activities over the past year.

Bath County Teen Leadership Project

CEDIK worked with Bath County steering committee which included the Community Education Director, the 4-H Extension Agent, the Industrial Board, the Superintendent, the Area Development District, and elected officials. The steering committee and CEDIK designed a survey to learn more about youth’s perceptions of living in Bath County. CEDIK compiled the results of the survey. The survey results indicated a need for Bath County to provide more youth leadership opportunities for students.

The survey results warranted resuming the youth leadership program for Bath County high school students called the Wildcat Leadership Council. Selected students focus on several civic engagement and economic development topics over the school year: the arts (trip to the opera), career development (preparing for college or career), industry tours, entrepreneur education and contest, community design project to improve walkability and physical activity in community, local government tour, and a visit to the state capitol.
Strategic Planning

CEDIK views strategic planning as an essential component of the community development process. Too often, communities and organizations do not have the capacity to develop a plan that clearly identifies goals, objectives, action strategies, in addition to identifying the parties responsible for implementation steps.

In general, a community or organization completes a strategic plan. The team should have the capacity to implement, update and revise their plan with minimum external assistance.

CEDIK has facilitated strategic planning activities for small and large communities across the state; with local and state wide quasi-governmental agencies; and with private and public organizations.

Dr. Lori Garkovich worked with 24 entities across the state of Kentucky on strategic planning this past year.

Some of the strategic planning processes were more straightforward with a committee convening, discussion facilitation and a final report produced, while others invited community input into the process through surveys, focus groups, and town hall meetings.
CEDIK provides technical assistance around economic development issues in Kentucky, either directly through analyses that inform a community or region about an industry or the overall economy, or indirectly though our impact on county-level cooperative extension programming.

CEDIK faculty provide support for economic development efforts, primarily in rural communities and regions. CEDIK also has an ongoing commitment to providing county level data profiles that provide important information to both extension and community leaders.

In the past year, CEDIK research has focused on the impediments to rural entrepreneurship as well as reporting on the economic impacts of events and industries, while extension efforts encompassed business retention and expansion, regional economic development planning, Economic Gardening and agritourism.
Research

County Data Profiles
The purpose of CEDIK’s County Data Profiles is to provide reliable, readable and applicable data that characterize the economy at the county level. The profiles are available at cedik.ca.uky.edu/CountyDataProfiles. To date, we have created profiles for each of Kentucky’s 120 counties on several issues, including the economy, healthcare industry, and agricultural and food industries. James Allen IV, CEDIK Research Director, works with our CEDIK graduate assistants to produce the profiles.

The positive feedback we have received on the County Data Profiles has inspired the development of additional profile topics. This year we put together three new profiles that address the retail sector, workforce, and small businesses. In February we released the Retail Sector profile, which describes each county’s dependency and involvement in retail trade, such as grocery, department and specialty stores, gas stations and restaurants. Then in July we released our Workforce profile, which details commuting patterns and depicts how a county’s workforce is distributed by education, gender, age, knowledge, and average earnings. Finally, we will be releasing our Small Business profiles in early 2014.

Rural Entrepreneurship Study
To better understand the barriers to entrepreneurship in rural communities, we recently created and distributed a survey on rural entrepreneurship to 12,000 Kentucky households. In order to determine what makes a rural entrepreneur successful, we asked about county resources and attitudes toward entrepreneurship, individual and family characteristics, and the individual’s risk taking attitudes. We also asked farmers specifically new activities they have launched about their farm which has never been studied before. We are partnering with several researchers from the University of Kentucky, Western Kentucky University, and Yale University. The survey is only one component of a comprehensive study funded by the United States Department of Agriculture. After analyzing the results in early 2014, we will share key findings and incorporate them into our economic development extension programming.
Economic Impact Studies
CEDIK has conducted several economic impact studies in the past year. First, CEDIK provided leadership to the 2012 Kentucky Equine Survey study, which estimated the economic impact of Kentucky’s equine industry at nearly $3 billion having directly and indirectly generated 40,665 jobs in 2012. We examined the economic impact of horse shows and races and particularly how attendees bring in dollars for hotels, restaurants, and shops from out-of-state. Dr. Jason Swanson estimated the economic impact of the Rolex Kentucky Three Day event. CEDIK also supported a survey to estimate how much Kentucky residents, particularly those in the Bluegrass, value the presence of the equine industry in Kentucky.

In addition to equine studies, CEDIK also conducted an economic

Extension

Agritourism Training
Over the past year, CEDIK has increased efforts to provide education to County Extension personnel and community groups (such as Farm Bureau) about agritourism as an economic development strategy. CEDIK had been strengthening ties with the Kentucky Department of Agriculture with this shared interest in agritourism. County Extension personnel attended a half day training in Woodford County last fall.

Economic Gardening®
CEDIK partnered with the Kentucky Small Business Development Center (SBDC) and received training from the Edward Lowe Foundation to bring Economic Gardening to second stage businesses throughout Kentucky. CEDIK and SBDC staff are now trained as a team and will be completing additional training with the national Economic Gardening team in 2014.

Kentucky Tennessee Regional Alliance
CEDIK is wrapping up a three year project in six counties across the Kentucky Tennessee state line designed to create a sustainable development plan. The plan focuses on economic development, housing, transportation, and health.
impact study of Kentucky’s forestry sector. We also completed a study compiled business level data for all ag and ag related businesses in Fayette County and estimated that 1/9 jobs are tied to the agriculture cluster. The results of these studies have been reported by the media and inspired discussion among policymakers.

**Best Practices for Measuring Success**

CEDIK worked with our partners at the Kentucky Highlands Investment Corporation (KHIC) and the Kentucky Association for Economic Development (KAED) to identify best practices in measuring success as an economic development professional.

This question guided our process: is it time to think beyond counting jobs and new industry and to think more broadly about community impacts and efficiencies? CEDIK and KHIC co-presented findings at the 2013 Spring and Fall KAED conferences.

**Business Retention and Expansion**

McLean County completed a yearlong process with Dr. Rick Maurer to better understand their community’s business needs and learned how they might be able to support their existing businesses, as well as new businesses looking to locate in their community. Rick worked with a local committee to design a survey of current businesses, trained the committee members to conduct interviews with business owners, and then compiled all of the information into a final report.

**Grant Writing Workshops**

CEDIK conducted workshops for audiences of all backgrounds to assist them in finding funding opportunities and developing collaborative teams to prepare a competitive proposal. CEDIK will be hosting several workshops in the near future for the rural healthcare audience.

**Bluegrass Area Development District**

CEDIK prepared scorecards for each of the 17 counties within the planning region. In addition we created regional profiles around four targeted clusters: Healthcare, IT, Advanced Manufacturing, and Transportation and Logistics.
Community Design Planning

CEDIK Extension Specialist and Assistant Professor of Landscape Architecture, Jayoung Koo, has been working with three Eastern Kentucky communities on community design projects. For two of the three projects, Jayoung has been able to involve her undergraduate LA studio students in the design process, providing them with applied, community-led design work experience.

In Nicholas County, Dr. Koo consulted with local officials on a planning project for downtown Carlisle. UKLA students presented four different design options to the community, and Jayoung is working with the county on the implementation of one of the plans.

In Bell County, Jayoung has been working with Discover Downtown Middlesboro and their Build a Better Block Event in Fall 2013. Build a Better Block is a tactical urbanism event intended to use home-grown talent and local design assistance to create short term urban interventions that can demonstrate the potential for longer-term design strategies. UK Landscape Architecture undergraduates volunteered at the event. She will be continuing her work with the community in spring 2014 with her undergraduates in their studio class. The community has developed a Trail Town Taskforce, and will be submitting a grant to the National Park Service for their trail plan. Bell County would like to connect downtown Middlesboro with Cumberland Gap National Park via trails.

In Knott County, Jayoung has started a wayfinding project with the Hindman community. This wayfinding project will make it easier for residents, commuters and tourists to find Downtown Hindman destinations from the main roads nearby.
**E-Discovery Challenge**

E-Discovery Challenge is an educational program which was launched in middle schools in distressed Appalachian counties. It complements state mandated core requirements while allowing students to conduct research about potential products and services, develop financial projections and to actually sell products and services in entrepreneurial teams. Dr. Ron Hustedde is the program evaluator for E-Discovery Challenge.

During the 2012-2013 school year, 148 teachers taught 2,709 middle school and elementary students who in turn started 568 businesses that sold ‘green-oriented’ products and services. Most of the student teams made profits after repaying their seed money. Based on a survey of teachers involved in the program, the 2013-2014 school year will involve over a hundred teachers. They intend to reach 2,552 students and to help them form 507 entrepreneurial teams or new businesses. Ron notes that teacher interviews also highlight that the program links mathematics, communications, economics, and life skills into something which is practical.

**Excellence in Extension Award**

The Kentucky Association of State Extension Professionals (KASEP) met in Frankfort on March 29th, 2013 where Ron was presented the 2013 M. D. Whiteker Excellence in Extension Award during the meeting. The Whiteker Award is the most prestigious award for a state level Extension professional in Kentucky.

The award is given to the nominee based on the following criteria; contribution to the development and implementation of Kentucky CES programming, involvement in activities above and beyond the nominee’s programmatic focus, and professional and personal recognition in their field.
CEDIK has a strong commitment to supporting healthcare systems and their surrounding communities throughout Kentucky. CEDIK works closely with the Kentucky Hospital Association and the State Office of Rural Health, and also serves as the Rural Health Works Program for the state.

In the past year, CEDIK’s research program has focused on estimating the value of rural hospitals in Kentucky, and on an evaluation of the portfolio of health projects that the Appalachian Regional Commission (ARC) has funded in the past decade. Extension work has focused on working with hospitals to complete Community Health Needs Assessments, maintaining a scholarship competition to support the higher education of Appalachian students studying in health fields, and providing funding for rural health coalitions.

Wayne County Hospital Entrance Sign.
Photo used with permission from hospital.
Research

Value of Rural Hospitals

Proposed federal legislation, in addition to the Affordable Care Act, threatens the sustainability of small rural hospitals around the country. With help from the Kentucky Hospital Association, surveys were sent out to residents in ten rural counties throughout the Commonwealth in order to learn what components of health care provisions provide the most value. Specifically, the questionnaire asked residents what they were willing to pay for quick access to various types of healthcare facilities, which differed by hours open, available services and healthcare providers, existence of emergency and specialized care, among others.

We found that the acceptance of Medicaid/Medicare and the use of a sliding fee scale were the most valued attributes. Moreover, presence of full diagnostic services, an emergency room, and 24 hour / 7 day per week access were also highly valued. In total, respondents valued hospitals $226 more annually than a rural health clinic. The results were clear that rural residents were willing to pay significantly more for facilities with better insurance options, longer hours, and full diagnostic services. These results were presented at an internationally recognized academic conference and are currently in review for publication.

Evaluation of Health Projects Funded by ARC

Additionally, CEDIK’s Research Program has sought to expand its reach beyond Kentucky through support from the Appalachian Region Commission (ARC) to evaluate over 200 of their health projects over the past decade. We recently conducted 13 case studies for a diverse set of projects from Pennsylvania to Mississippi. For example in North Carolina, MY Health-e-Schools connects sick students in the school nurse’s office with a centrally located nurse practitioner or physician using high-definition video conferencing equipment, increasing access to healthcare, improving school attendance, and allowing parents to stay at work.

Many of these projects become models for improving health outcomes throughout Appalachia and the United States. Additionally, we are currently analyzing results from 171 online questionnaires that were sent to all project organizers to collect information on outcomes and performance. 47% of the projects that responded can best be described as increasing healthcare access. Another 29% seek to improve public health, and the final 25% improve the quality of specific clinical services. We will be reporting our key findings and final report to ARC in April 2014.
**Extension**

The Community Health Needs Assessment is a new requirement for hospitals as stated in the Patient Coverage and Affordable Care Act. In the Summer of 2012, CEDIK was asked to provide general assistance to hospital leaders completing a CHNA. CEDIK’s services were requested by 35 hospitals across Kentucky, Ohio, and West Virginia.

CEDIK led focus groups, key informant interviews, and created surveys to garner input from a broad set of community stakeholders. Particular effort was made to receive input from the underserved, the medically needy, and the disadvantaged in each hospital’s community. CEDIK’s Extension Associate Marisa Aull visited each hospital at least five times, and led over 80 focus groups and key informant interviews among the 35 hospitals.

A closer look at CEDIK’s process with each hospital is outlined below. A copy of one of the completed CHNA reports can be accessed at cedik.ca.uky.edu/CHNA_example.

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**Counties with Hospitals that Received Assistance with CHNA from CEDIK, 2012-2013**

- **One Hospital**
- **Two Hospitals**
- **Three Hospitals**

Counties outside Kentucky with Hospitals completing CHNA: Hamilton County, OH; Raleigh County, WV; Summers County, WV
Grant Giving

CEDIK has developed the capacity to provide funding and support to help strengthen Kentucky’s rural healthcare system, as well as scholarship funding for future rural healthcare professionals in the Appalachian region.

Rural Community Health Coalition Funding

Several of the rural hospitals that CEDIK worked with on the CHNA process generated plans to address the needs of the community they serve, however did not have the necessary funds to get their projects started. In conjunction with the Kentucky Hospital Association and the State Office of Rural Health, CEDIK hosted a small grants competition in fall 2013 to award funding to rural hospitals and their community partners that would help them put their CHNA plans into action.

CEDIK awarded six communities funding totalling $26,000. For more details see our story at cedik.ca.uky.edu/files/Rural_Communities_Health_Grants_Announcement_Nov13.pdf.

Appalachian Health Scholarship Competition

For the second year CEDIK funded a scholarship competition for students who reside in Appalachia and are pursuing higher education in the healthcare field. Students who applied were eligible for $5,000 scholarships for the 2013-2014 academic year.

Thirteen scholarships were awarded from over 60 applications received. The funding for the scholarships is provided by the New York Community Trust. CEDIK recently learned that this program will be renewed for two more years.

Recipients are attending institutions both inside and outside central Appalachia and are studying a diverse range of health related degrees including medical school, nursing, physical therapy, dentistry, and pharmacy.
Looking Ahead

We have some wonderful opportunities on the horizon.

CEDIK is an implementation partner for the new Promise Zones designation (President Obama’s initiative) in Southeast Kentucky. We will be leading the strategic planning efforts with each of the eight counties and working with the youth in the region to identify strategies that will help create a stronger workforce, a more sustainable economic base, and a place where people want to live and raise their children.

In addition, we look forward to joint ventures with new partners, Purdue University and the Kentucky League of Cities, as we attempt to launch the new Community Development Institute across Kentucky and Indiana, designed for community leaders, extension agents, and elected officials.

We are also excited to launch the Kentucky Economic Gardening® program in the state. The Kentucky Small Business Development Center will be working with small but potentially high-growth firms to identify new markets and cost-efficiencies. CEDIK will be providing GIS consulting support as one of the key tools offered through this program.

Thank you all for making this a wonderful year and we look forward to new and exciting opportunities in the future.