

BRAXTON COUNTY DEVELOPMENT AUTHORITY

Long Range Economic Development Strategic Plan

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2010-2013



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Table of Contents

- I. Community Profile**
- II. Economic Development Evaluation**
- III. 2010-2013 Goals, Objectives and Tasks**
- IV. 2010-2013 Implementation Plan**
- V. Long Range Funding Plan to Support Operational Budget**

I. Braxton County - 2010 Community Profile

Description of County

Formed in 1836 from parts of Lewis, Kanawha and Nicholas Counties, Braxton County is situated in central West Virginia and contains 513 square miles. Population density based on 2009 estimates is 28.1 persons per square mile. Braxton County presents the best of rural community living as well as the challenges. Its location in the heart of West Virginia offers Braxton County residents and businesses many recreational, social and cultural opportunities within its own boundaries and within an easy one hour commute. Nestled along the Elk and Little Kanawha Rivers, the communities of Sutton (county seat), Gassaway, and Burnsville evoke the small town charm and community spirit indicative of rural West Virginia while Flatwoods thrives because of its scenic beauty and proximity to Interstate 79. While these positive qualities exist, there are still challenges facing these communities, many of which are typical of small rural areas.

The area around the I-79 interchange at Flatwoods has experienced growth due to the interstate and its central location in West Virginia. The economy has experienced an enormous positive impact due to a factory outlet shopping area that continues to expand, a motel/conference center that attracts numerous conferences, and Weyerhaeuser Lumber. The Braxton County Commission and the Flatwoods-Canoe Run Public Service District's (FCR PSD) recently completed the Poplar and Morrison Ridge water extension project. The Commission and the FCR PSD have also received funding to complete the upgrade of the PSD's water treatment plant. Because of Weyerhaeuser's operations and the consistent growth occurring at the Flatwoods I-79 Interchange, the need for this project was significant. The Braxton County Commission has added several other water projects to the region's project list, including many possible self-help projects.

The Braxton County Development Authority has been engaged in strategies to diversify the local economy from that which is based on cyclical industries (wood products) and low wage services to one that is focused on 21st century jobs. As such, the BCDA has constructed an office building in Flatwoods with the help of federal and state funding. The building is wired with the latest technological equipment and infrastructure, and is 80% occupied with businesses that focus on technology related activities. The BCDA is interested in continuing expansion of this project with the addition of a second facility and promoting additional development that builds on the county's scenic and recreational resources.

A. Demographics

Over the past 40 years the population of Braxton County has fluctuated with periods of growth and loss. Consistently though the County has had population growth that was much greater than what was experienced at the state level over the same time periods. From 1990 to 2000 the County experienced a 13.1 percent increase in population while the state averaged 0.8 percent. From 1980 to 2000 the County grew by 5.8 percent and from 1970 to 2000 by 16.1 percent; comparatively the state rates for the same periods were -7.3 percent and 3.7 percent respectively¹.

The total population of Braxton County in 2000 according to the US Census was 14,702. More recent population estimates provided by the West Virginia University Bureau of Business and Economic Research show the county with a total population of 14,434. Exhibit 1 shows the annual estimated population for the County since the last Census (2002-2009). Each year estimates a loss of population with the exception of 2004 where there was a marginal gain of 0.38 percent.

Exhibit 1
Estimated Braxton County Population, 2002-2009

Year	Total Population of County	Percent Change
2002	14,677	--
2003	14,633	-0.30
2004	14,688	0.38
2005	14,666	-0.15
2006	14,561	-0.72
2007	14,557	-0.03
2008	14,551	-0.04
2009	14,434	-0.80

Source: WVU Bureau of Business and Economic Research, 2010; Terrell Ellis & Associates

Exhibit 2 shows future population projections for the County through 2035. Compared to previous decades, only limited growth is anticipated in the County over the projection period with the greatest changes occurring from 2010 to 2015.

¹ Source: US Census Bureau, accessed through STATS Indiana at http://www.stats.indiana.edu/uspr/a/us_profile_frame.html

Exhibit 2
Braxton County Population Projections, 2010-2035

Year	Total Population of County	Percent Change
2010 (projection)	14,721	--
2015 (projection)	14,904	1.24
2020 (projection)	15,066	1.09
2025 (projection)	15,199	0.88
2030 (projection)	15,295	0.63
2035 (projection)	15,361	0.43

Source: WVU Bureau of Business and Economic Research, 2010; Terrell Ellis & Associates

Age Distribution

As evidenced in Exhibit 3, the estimated age distribution in Braxton County varied only slightly during the four-year period between 2005 and 2009. The county has remained steady in the 0-5 and 5-24 age groups with the largest changes occurring in the remaining age categories. As with the majority of the rest of the state the County has had a recent decline in 24-44 year olds. This shift is most likely indicative of young people leaving the area upon graduation to seek higher education and/or job opportunities outside the area.

Exhibit 3
Estimated Age of Population in Braxton County, 2005-2009

Age	Braxton County Population			
	2005	% of Total	2009	% of Total
Under 5 years	786	5.4	744	5.1
5 to 24 years	3,488	23.8	3,431	23.8
25 to 44 years	3,866	26.4	3,592	24.9
45 to 64 years	4,197	28.6	4,356	30.2
65 years and older	2,329	15.8	2,311	16.0
Total	14,666	100.0	14,434	100.0

Source: U.S. Census Bureau; Terrell Ellis & Associates

The largest population growth in the County between 1990 and 2000 was in the 45-64 year old age group. This growth is also consistent with statewide trends which indicate an increase in population in the 45-64 year old age group, equating to 25 percent of the statewide population. The older population in the County has also impacted the median age for the County which has increased to an estimated 42.5 years in 2009. This is slightly higher than that of the state (40.5

years). These figures continue to indicate an aging population in the County that will only increase over time.

Racial Composition

As shown in Exhibit 4 Braxton County has a very small minority population which reflects the overall state racial characteristics. Although the populations are small, all racial categories experienced increases between 1990 and 2000 in both the County and statewide. The largest increases were shown in the American Indian and Alaska Native and Black or African American categories.

**Exhibit 4
Population by Race in Braxton County compared to West Virginia, 1990 – 2000**

Race	Braxton County				West Virginia			
	1990	% of Total	2000	% of Total	1990	% of Total	2000	% of Total
White	12,905	99.3	14,514	98.7	1,725,523	96.2	1,733,390	96.6
Black or African American	46	0.4	120	0.8	56,295	3.1	62,817	3.5
American Indian and Alaska Native	17	0.1	129	0.9	2,458	0.1	10,644	0.6
Asian, Native Hawaiian, and Other Pacific Islander	23	0.2	30	0.2	7,459	0.4	12,760	0.7
Some other race	7	0.1	21	0.1	1,742	0.1	5,579	0.3
Total	12,998	100.0	14,702	100.0	1,793,477	100.0	1,808,344	100.0

Source: U.S. Census Bureau; Terrell Ellis & Associates

Recent 2009 estimates show that the racial composition of the County, and the state as a whole, has not changed much since the 2000 Census. Braxton County is made up of 97.7 percent White, 0.8 percent Black, 0.4 percent American Indian and Alaska Native, 0.1 percent Asian, and 0.9 percent Hispanic/Latino. 2009 estimates for the state are 94.4 percent White, 3.7 percent Black, 0.2 percent American Indian and Alaska Native, 0.7 percent Asian, and 1.2 percent Hispanic/Latino². Comparatively, Braxton County continues to have a greater percentage of Whites than the state average and also a slightly larger concentration of American Indians.

Summary

- Braxton County population growth is expected to continue though at much lower rates than during the 1990-2000 period. Beginning in 2015 the growth rate will spike and then begin to decline.
- The age distribution of the current population in the County and its municipalities indicate that the majority of the population is aging in place. Issues related to senior

² Source: US Census Bureau, accessed through STATS Indiana at http://www.stats.indiana.edu/uspr/a/us_profile_frame.html

citizens and social services for the elderly may become even more prevalent as the current population moves towards retirement age.

- Racial minorities do not make up a significant portion of the population at the county or municipal levels; however, some groups have increased since 2000 and the county does have slightly higher concentrations of Native Americans compared to the state average.

B. Income Distribution

Households and Household Income

The total number of households in Braxton County in 2000 was 5,771. This is an increase of 17% (821) over the 1990 level of 4,950. See Exhibit 5. Although this growth did not keep pace with the state, nevertheless it was positive in comparison to other counties across the State that recognized declines in the number of households. The average household size declined slightly, but kept pace with statewide trends. Average family household size in 2000 was 2.92.

Exhibit 5
Braxton County and West Virginia Household Trends, 1990-2000

Area	Households		Household Size	
	1990	2000	1990	2000
Braxton County	4,950	5,771	2.61	2.46
West Virginia	500,259	736,481	2.55	2.40

Source: U.S. Census Bureau; Terrell Ellis & Associates, Inc.

According to US Census SAIPE 2008 poverty estimates, the median household income (HHI) in West Virginia is \$37,528. In Braxton County the median household income in 2008 was \$30,843 compared to 2000 estimates (adjusted for inflation) of \$31,889. Overall, the estimated five-year change in median HHI, once adjusted for inflation, for the County is -3.3%.³

In 1990, the majority of household incomes were \$10,000 or less. However, by 2000 household incomes had increased with the largest share of households making between \$15,000 and \$24,999. Although Exhibit 6 depicts the dramatic increases in the number of households in the upper income categories, starting at \$50,000 and up, it also reflects that more than half of the County's households earn incomes less than \$25,000.

³ Source: US Census Bureau, accessed through STATS Indiana at http://www.stats.indiana.edu/uspr/a/us_profile_frame.html

Exhibit 6
Household Income Distribution in Braxton County, 1990-2000

Income	1990		2000		% Change
	Total HH	% of Total HH	Total HH	% of Total HH	
< \$10,000	1,505	30.3	1,096	18.9	-27%
\$10,000-\$14,999	802	16.2	707	12.2	-11.80%
\$15,000-\$24,999	1,088	21.9	1,145	19.8	-52%
\$25,000-\$34,999	672	13.5	983	17	46.30%
\$35,000-\$49,999	532	10.7	749	12.9	40.80%
\$50,000-\$74,999	292	5.9	687	11.9	135.30%
\$75,000-\$99,999	47	0.9	251	4.3	434.00%
\$100,000-\$149,999	16	0.3	102	1.8	537.50%
> \$150,000	10	0.2	72	1.2	620.00%

Source: U.S. Census Bureau; Terrell Ellis & Associates

Per Capita Personal Income

Per capita personal income (PCPI) levels have been increasing at both the County and state levels. In 2008 the PCI for West Virginia was \$31,634. The 2007-2008 state change was 5 percent and the national change was 2 percent. Braxton County fared even better than the state and national averages with a growth rate of 6.6 percent over the 2007-2008 period. In the county the PCPI rose to \$23,645 in 2008. While this growth is positive, compared to the other counties in the state Braxton County still ranks low in PCPI and was considered 48th out of 55.⁴

Poverty and Self Sufficiency

Exhibit 7 shows the percentage of the population which is considered to be below poverty for the county and the state. In 2008 21.1 percent of the County population lived in poverty, the 16th highest rate in the state. Of those individuals living below poverty in the County in 2008, 858 were under the age of 18, which is approximately 30.2 percent of the total population in that age group. Braxton County ranks 15th in the state in terms of the number of children in poverty. Trends in population show that poverty may be rising again in the county due to the overall economy and percentages are still much higher in Braxton County than the rest of the state.

⁴ Braxton County BEARFACTS accessed at www.bea.gov/regional/bearfacts

Exhibit 7
Percentage of Population below Poverty Levels in Braxton County
and West Virginia, 1989-2008

Year	Braxton County	West Virginia
1989	25.6%	19.2%
1999	22.0%	17.9%
2003	19.9%	16.3%
2008	21.1%	17.4%

Source: U.S. Census Bureau; Terrell Ellis & Associates

In 2009 WorkForce WV updated the self sufficiency standards for the state and its counties. The standard is a measure of how much income is required for a family of a particular structure in a particular location to satisfactorily meet its fundamental needs without public or private assistance. Based on these calculations the self sufficiency standard for Braxton County would be \$17,332 annually or \$8.21 hourly for one adult and \$41,671 annually (combined) or \$9.87 hourly (per adult) for two adults and two school-aged children.

Summary

- The number of households in the County is growing while the average household size is decreasing. This trend is consistent with state and national averages.
- Although HHI and PCPI levels are steadily increasing at the County and state levels, however Braxton County continues to lag and income levels, when adjusted for inflation, have actually declined.
- Poverty continues to be a problem for a significant portion of the population, especially children, in the County even though these rates are in decline from 1989.
- A living wage in Braxton County would be considered to be \$17,332 annually or \$8.21 hourly for one adult and \$41,671 annually (combined) or \$9.87 hourly (per adult) for two adults and two school aged children. This is lower than the current 2008 PCPI (\$23,645) for the County. However for families it is much higher than the current 2008 median HHI of \$30,843.

C. Economy

The economy in Braxton County from 2007 has been largely stagnant, much like the rest of the state and nation. As shown in Exhibit 8 there have not been many additions of new businesses into the County over the last three years but there also have not been many losses. Largest losses have been in Transportation and Warehousing. Largest gains have been in the Other Services sector. Exhibit 9 shows recent earning figures for the major industry sectors in the County.

Exhibit 8
Braxton County Industry Units, 2007-2009

NAICS Category	2007	2008	2009
21- Mining	7	7	6
23 - Construction	38	41	40
31-33 Manufacturing	13	14	14
22- Utilities	3	3	3
42 - Wholesale Trade	10	10	8
44-45 Retail Trade	78	75	75
48-49 Transportation and warehousing	21	19	13
51 - Information	5	5	6
52 - Finance and insurance	13	15	15
53 - Real estate and rental and leasing	10	10	10
54 - Professional and technical services	15	16	15
56 - Administrative and waste services	9	7	8
62 - Health care and social services	22	21	21
72 - Accommodation and food services	32	33	32
81 - Other services except public administration	22	26	31
Government	52	51	52
Total (all industries)	360	363	360

Source: WorkForce WV Labor Market Information; Terrell Ellis & Associates, Inc.

Exhibit 9
Braxton County Major Industry Sector Earnings, 2008

NAICS Category	Earnings (\$000)
21- Mining	\$10,605
22- Utilities	\$3,635
23 - Construction	\$19,493
31-33 Manufacturing	\$20,019
42 - Wholesale Trade	\$3,156
44-45 Retail Trade	\$21,506
48-49 Transportation and warehousing	\$9,267
51 - Information	\$1,250
52 - Finance and insurance	\$4,408
53 - Real estate and rental and leasing	\$1,498
54 - Professional and technical services	\$3,323
71 - Arts, entertainment, and recreation	\$173
72 - Accommodation and food services	\$7,288
81 - Other services except public administration	\$9,469
Government and government enterprises	\$52,055
Total	\$199,952

Source: US BEA; Terrell Ellis & Associates, Inc.

Based on data provided by the WV BEP from 2008 the following businesses are the top employers in the County⁵:

1. Braxton County Board of Education
2. Central WV Aging Service
3. Braxton County Memorial Hospital
4. Go-Mart, Inc.
5. Braxton County Senior Citizen Center, Inc.
6. Weyerhaeuser
7. Mountain Cap of West Virginia
8. WV Regional Jail & Correctional Facility
9. John Skidmore Development, Inc.
10. Braxton Health Care Center, LLC

Exhibit 10 shows the employment changes by industry from 2007 to 2009. Total employment has been on the decline with the largest job losses coming in the Construction, Manufacturing, and Health Care/Social Services sectors. The largest increases occurred in the Government sector.

Exhibit 10
Braxton County Industry Employment, 2007-2009

NAICS Category	2007	2008	2009
21- Mining	112	111	101
23 - Construction	304	313	262
31-33 Manufacturing	389	359	349
22- Utilities	41	41	42
42 - Wholesale Trade	62	59	53
44-45 Retail Trade	642	654	650
48-49 Transportation and warehousing	89	75	70
51 - Information	29	28	29
52 - Finance and insurance	88	86	89
53 - Real estate and rental and leasing	32	37	32
54 - Professional and technical services	59	59	50
56 - Administrative and waste services	35	29	38
62 - Health care and social services	738	730	712
72 - Accommodation and food services	442	409	438
81 - Other services except public administration	76	89	70
Government	967	980	1,011
Total (all industries)	4,216	4,160	4,101

Source: WorkForce WV Labor Market Information; Terrell Ellis & Associates, Inc.

⁵ This data is based on the number of employees provided as part of survey that is conducted by the WVBEP during the first quarter of each year. Employees include anyone who worked 1 hr or more during the survey week.

Labor Force

Braxton County experienced a fairly steady labor force from 2000 until 2005 with unemployment declining during that period. With the impacts of the recession hitting the local economy, the overall unemployment rate has increased significantly. In 2009 the labor force in the county was estimated to be 5,843 and the unemployment rate was 8.6, higher than the state rate of 7.9 for the same period but lower than the national average of 9.3. Over the past five years the total labor force in the county has declined by 0.4 percent. Total employment shrank by 3.3 percent and the unemployment rate grew by 45.8 percent. As of June 2010, the unemployment level for the County was 8.8 compared to the state level of 8.6 and the national level of 9.6. In 2010 the highest monthly unemployment rate for the County has been 14.2 recorded in February.

Exhibit 11
Braxton County Labor Force Statistics

Braxton County	2000	2005	2009
Civilian Labor Force	5,860	5,950	5,843
Employed	5,430	5,600	5,343
Unemployed	430	350	500
Unemployment Rate	7.3	5.8	8.6

Source: WV BEP; Terrell Ellis & Associates

According to the 2000 Census approximately 1,500 people live in the County but work elsewhere with the largest outflow to Kanawha County. Only 961 workers commuted into the county in 2000 with the largest inflow coming from Nicholas County.

Regarding the education levels of the labor pool in the County, 42 percent of the population that is over 25 has graduated from high school and 13 percent has completed at least some collegiate level education.

Retail Sales

Retail sales are an important component of the local and regional economy. Based on Economic Census Data, Braxton County experienced growth in retail sales revenue from 2002 to 2007 and remained fairly constant in the number of retail establishments. These trends are comparable to Braxton's neighboring counties which all experienced increases in sales revenue. The adjacent counties also all lost retail establishments between 2002 and 2007, except Gilmer which remained the same. Of all the neighboring counties Nicholas County had the largest number of retail establishments and highest revenue in 2007, however, Braxton County had the largest increase in retail sales (77%) over the period.

Exhibit 12
Retail Sales in Braxton County and Surrounding Region, 2002-2007

	Retail Trade	Braxton	Calhoun	Clay	Gilmer	Lewis	Nicholas	Upshur	Webster
2007	Establishments	83	25	24	24	78	111	90	31
	Sales (\$1,000)	219,637	34,099	41,338	34,262	212,862	345,876	297,123	40,144
2002	Establishments	86	27	31	24	80	120	95	32
	Sales (\$1,000)	123,859	25,325	36,474	26,010	149,870	267,385	240,478	31,623

Source: Economic Census, US Census Bureau; Terrell Ellis & Associates, Inc.

Summary

- There have not been many additions of new businesses into the County over the last three years but there also have not been many losses. Largest losses have been in Transportation and Warehousing. Largest gains have been in the Other Services sector.
- Total employment has been on the decline with the largest job losses coming in the Construction, Manufacturing, and Health Care/Social Services sectors. The largest increases occurred in the Government sector.
- Retail sales have increased in the county and remain competitive with neighboring counties. Braxton County leads the region in terms of growth in retail sales over the last decade.
- Unemployment and unemployment rates are increasing much like the rest of the state and nation.

D. Housing

Housing in Braxton County varies in terms of age and condition. According to the 2000 Census, 61.4% of the housing stock is at least 25 years old. Current estimates show that in 2009 there were an estimated 7,716 units in Braxton County and that only 265 new units have been added in the last decade. In 2000, 5,771 units were occupied with 4,511 occupied by owners and 1,260 by renters.

Exhibit 12
Annual Estimates of Housing Units for Braxton County, 2001-2009

Year	Units
2001	7,451
2002	7,508
2003	7,546
2004	7,584
2005	7,616
2006	7,655
2007	7,689
2008	7,713
2009	7,716

Source: WVU Bureau of Business and Economic Research; Terrell Ellis & Associates, Inc.

The most dramatic change in the housing market is demonstrated by the increase in the housing values in the County. In 2000, the median house value was \$59,300, a significant increase over the median value of \$39,300 declared in 1990. This figure lags behind the state median house values of \$72,800.

The median mortgage value in the County in 1990 was \$451 per month, this value increased to \$611 per month in 2000. The median rent for the County over the same period was \$264 per month in 1990 and \$332 in 2000. These figures are slightly lower than the corresponding statewide averages.

Housing Stock Characteristics

The majority of the housing stock in the County is considered to be single-family detached housing. Less than five percent of the total housing stock is multi-unit which may indicate a severe shortage in apartment-style and multi-family housing which could be problematic for lower-income individuals. The lack of this style of housing is also apparent at the state level. Manufactured and mobile housing makes up approximately 26 percent of the total housing stock in the County, a rate which is ten percent higher than the state average.

Exhibit 13
Housing Units and Structure Types in Braxton County and West Virginia, 2000

Units and Structure Type	1990		2000	
	Total	Total	Total	% Total
Total Housing Units:	5,708	100.0	7,374	100.0
1, detached	4,117	72.1	4,740	69.1
1, attached	52	0.9	82	1.6
2	81	1.4	88	2.6
3 or 4	46	0.8	94	2.9
5 to 9	71	1.2	75	2.6
10 to 19	33	0.6	51	1.5
20 to 49	0	0.0	24	0.9
50 or more	0	0.0	12	1.5
Mobile home	1,254	22.0	1,958	16.9
Boat, RV, van, etc.	54*	1.0	250	0.4

Source: U.S. Census Bureau; Terrell Ellis & Associates, Inc.

* 1990 Census had "other" category instead of "Boat, RV, van, etc."

Approximately 20 percent of the housing stock in the county was built between 1990 and 2000. The majority of the units were built between 1960 and 1989 with a significant portion of the stock built in 1939 or earlier. This breakdown is consistent with the housing stock averages throughout the rest of the state with a slightly higher percentage of newer construction in the area. See Exhibit 13.

In Braxton County in 2000 approximately ten percent of all housing lacked complete plumbing facilities and approximately eight percent lacked complete kitchen facilities. These levels are much higher than the statewide average of three percent for both plumbing and kitchen facilities.

Exhibit 14
Housing Unit Age in Braxton County and West Virginia, 2000

Age	Braxton County		West Virginia	
	Total	% Total	Total	% Total
Built 1999 to March 2000	231	3.1	16,300	1.9
Built 1995 to 1998	655	8.9	57,953	6.9
Built 1990 to 1994	621	8.4	56,800	6.7
Built 1980 to 1989	1,332	18.1	121,243	14.4
Built 1970 to 1979	1,439	19.5	156,862	18.6
Built 1960 to 1969	748	10.1	91,692	10.9
Built 1950 to 1959	581	7.9	99,887	11.8
Built 1940 to 1949	514	7.0	80,765	9.6
Built 1939 or earlier	1,253	17.0	163,121	19.3

Source: U.S. Census Bureau; Terrell Ellis & Associates, Inc.

Vacancy

The homeownership rate in the County in 2000 was 78.2%, three percent higher than the state average rate. As shown in Exhibit 14 vacancy rates for both homeowners and renters have fluctuated at the municipal and county levels between 1990 and 2000. The county and all municipalities experienced increased in homeowner vacancy rates from 1990 to 2000 with the exception of Flatwoods which showed a slight decrease. In comparison, the rental market fared somewhat better over the same period with vacancy rates going down in all areas except Flatwoods which experienced a slight increase. Overall the County vacancy rates are in line with statewide averages. In 2000, there were 1,603 vacant units and 731 of those units were considered seasonal or for recreational use.

Exhibit 15
Housing Occupancy in Braxton County and Municipalities
Compared to West Virginia, 1990 – 2000

Area	Homeowner Vacancy Rate		Rental Vacancy Rate	
	1990	2000	1990	2000
Burnsville	1.2	7.1	11.5	8.7
Flatwoods	1.9	1.6	6.9	7.1
Gassaway	4.4	8.6	12.8	12.0
Sutton	3.3	8.0	15.8	13.0
Braxton County	1.8	3.1	9.0	7.6
West Virginia	2.2	2.2	10.1	9.1

Source: U.S. Census Bureau; Terrell Ellis & Associates, Inc.

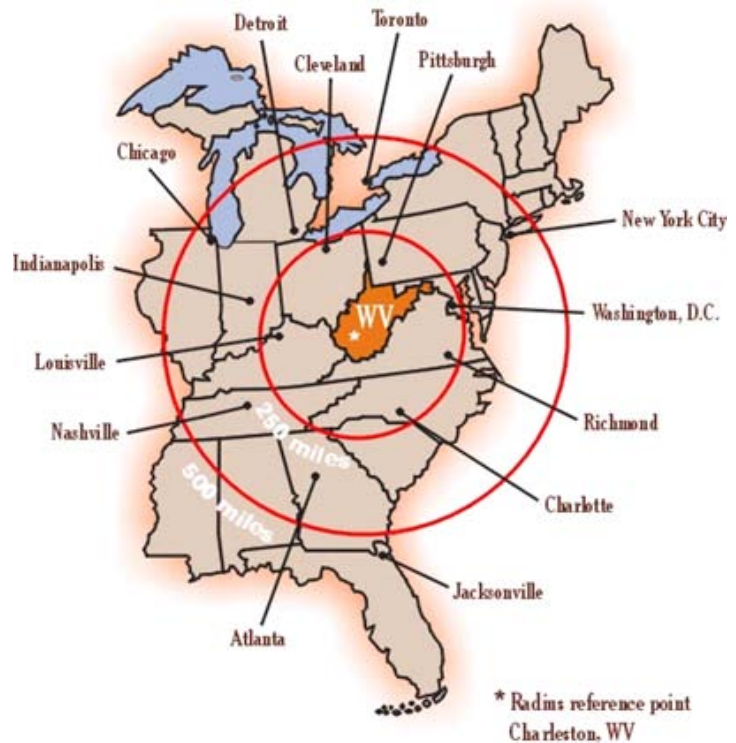
Summary

- Braxton County has had limited new housing development in the last decade.
- Homeownership rates are higher than state averages.
- Rental vacancy rates are declining within the County but some municipalities are seeing significant rises in homeowner vacancy rates.
- The majority of the housing stock in the County is less than 50 years old and a substantial portion of the total units have been built within the last 15 years.
- A significant number of units in the County lack adequate plumbing and kitchen facilities.

E. Transportation

Located in the heart of West Virginia, Braxton County is conveniently situated along Interstate 79. The County is located within 500 miles of 60 percent of the population of the United States, enabling Braxton County businesses to reach their markets quickly, efficiently and within a reasonable budget. The County is located within one hour of the State Capitol and one to two hours from other major urban areas of the state.

The intersection of two major highway systems is located in Braxton County. Interstate 79 is a major north-south transportation corridor providing direct access to the ports on the Great Lakes. In Morgantown, I-79 intersects with I-68, a link to most major arteries on the eastern seaboard. Forty miles north of Morgantown I-79 connects with I-70, which runs through the Midwest and ties in with all major highway networks in the northeast. In Charleston, I-79 intersects with I-77 and I-64, opening the area to the south and Midwest.



West Virginia Division of Tourism; Terrell Ellis & Associates, Inc.

The county is also the northern terminus for U.S. Route 19, or Appalachian Corridor D, which has recently been upgraded to a four-lane highway. U.S. Route 19 connects I-79 and I-64/I-77 at Beckley.

The following data reflects average daily traffic (ADT) counts gathered at various points on these highways in 2007 and earlier. These traffic counts reflect a steady increase in the I-79 area in Braxton County.

Exhibit 15
Highway Traffic Counts (Per Day), 1997-2007

Location	1997 ADT	2003 ADT	2006 ADT	2007 ADT
Interstate 79 – Between US 19 and (Exit 57) and WV 4 (Exit 62)	16,500	20,000	24,000	25,900
Interstate 79 – Between WV 4 (Exit 62) and US 19 (Exit 67)	16,500	20,000	22,000	22,800
Interstate 79 – Between US 19 (Exit 67) and WV 5 (Exit 79)	16,000	21,500	22,500	18,000
U.S. Route 19 – North of Sutton	4,900	5,100	5,000	---
U.S. Route 19 – North of WV 15	4,800	5,300	4,650	---
U.S. Route 19 – South of Flatwoods	3,500	4,000	4,300	----

Source: WV Department of Transportation, Division of Highways; Terrell Ellis & Associates, Inc.

In addition to highways, the County is also served by additional ground transportation services such as freight rail and interstate bus service. Braxton County has its own general aviation airport in Sutton. The Braxton County Airport is a publicly owned and operated airfield with a 4000 foot asphalt runway which is lighted and open to the general public. 100 low-lead fuel and jet fuel are available on site. The Braxton County Airport Authority is also starting construction soon on taxi lanes for future development of T-Hangars, Corporate Hangars, and Box Hangars. The nearest commercial aviation services to the County is the Harrison-Marion regional Airport located 59 miles away in Bridgeport, WV. The nearest international airport is the Pittsburgh International Airport which is 169 miles from the County.

Summary

- Braxton County's central location, proximity to major interstate corridors, and existing transportation services make it well suited for both inter and intra-state commerce.

II. Economic Development Evaluation

The following section provides an evaluation of the economic development efforts of the BCDA from 2007-2010, the previous certification period. Each of the goals and objectives from the past plan has been assessed based on completion status and the identified evaluation measurements. Deviations from the plan are identified and also discussed.

Goal 1: Encourage new development within Braxton County.

Objective 1-1: Assist in the diversification of the local economy by supporting and encouraging a variety of new development (i.e., industrial, commercial, office, retail, and residential).

Strategy 1-1A: Develop an inventory of potential developable sites in Braxton County and existing available sites in downtowns (including suitability for various types of development).

- **Status:** Completed – developed site inventory and searchable database that is currently hosted on BCDA website.

Strategy 1-1B: Work with appropriate federal, state, and local agencies to better understand the development potential surrounding lakes in Braxton County.

- **Status:** On-going – formed a committee to work on lake development issues. Currently working to coordinate a 99-year lease on 300-acres of developable land around Sutton Lake that is currently owned by the USACE. Exploring the development of cabins, lodging hall, marina expansion, camp sites, and beachfront improvements.

Strategy 1-1C: Actively market available development sites based on completed inventory and suitability for different types of development.

- **Status:** Completed – WVDO developed marketing material to promote availability of Tech Center, Route 15 site, and Frametown Industrial Park. BCDA has not done any additional marketing of sites due to lack of funding resources for marketing.

Strategy 1-1D: Begin planning and development of new office/small scale manufacturing building similar to completed Braxton Technology Center.

- **Status:** On-going – BCDA has prepared EDA planning grant application for a feasibility study for Phase II of the Braxton County Tech Center.

Evaluation Measures:

- According to County Business Patterns between 2006 and 2007 new establishments were created in the following industries: mining (1), wholesale trade (1), transportation and warehousing (5), arts, entertainment, and recreation (1), and accommodation and food services (4).
- Since the last planning period the BCDA has been in contact with eight businesses interest in locating in the county. Most inquiries have been related to the tech center.
- The greatest change in available space has been in the tech center. Of the original 22,000 sq ft only 4,500 remain.
- No properties have been removed from the database due to lease or sale.

Goal 2: Assist in the creation and retention of new jobs in Braxton County.

Objective 2-1: Identify business sectors to market and attract to Braxton County.

Strategy 2-1A: Utilize the information collected under Strategies 1-1A, 1-1B, 1-1D, 4-1A, 4-2A, and 4-2B to target suitable businesses and industry sectors to market.

- Status: Incomplete – BCDA has not done a targeted industry analysis as funding was not granted for the completion of a study. BCDA anticipates that the EDA planning grant that is currently being prepared for the Phase II of the tech center would help provide industry targets for the technology sector.

BCDA has identified the following target sectors through other informal analysis and based on available infrastructure:

- Data centers (new fiber capacity from tech center occupant allows for this)
- Medical technology/electronic records (growth industry and possible training partnership with Pierpont)
- Tourism development (lake development and sports recreation facilities)

Objective 2-2: Retain existing job base through implementation of regular business retention visits to all sectors of the local economy.

Strategy 2-2A: Track issues that are identified in retention visits and develop strategies to address.

- Status: On-going – BCDA conducts annual retention visits in coordination with the WVDO at 8-10 key private sector business targets (e.g., manufacturing, technology) and major employers.

Objective 2-3: Lead the exploration of an entrepreneurial training program for central West Virginia.

- **Status:** Incomplete – BCDA would like to explore a more comprehensive incubator program as part of the Phase II of the tech center.

Evaluation Measurements:

- According to County Business Patterns, establishments were lost in the following sectors from 2006-2007: forestry, fishing, hunting, and agriculture support (1), construction (3), retail trade (7), information (2), healthcare and social assistance (1), and other services (1).
- 8-10 businesses are contacted annually for retention visits.
- Informal satisfaction surveys of businesses are conducted during retention visits. Areas of concern expressed by businesses have been the economy, health care costs, and environmental regulations – all areas in which the BCDA has little influence, however information is shared with state agencies.
- Socioeconomic indicators such as job growth/loss by sector and employment/unemployment rates, etc are informally monitored by the Executive Director and used to inform decision making and planning as appropriate.

Goal 3: Improve infrastructure in Braxton County to support economic development projects.

Objective 3-1: Increase access to broadband Internet services in the County.

Strategy 3-1A: Continue to support and expand on the Research Zone pilot project.

- **Status:** On-going – BCDA has successfully implemented wireless broadband in the Flatwoods area that is accessible to small businesses and residences. Fiber is also now available due to upgrades from a current Tech Center tenant. Additionally, the BCDA has applied twice for federal broadband funding. BCDA was not approved in the first round and is awaiting notification regarding the second round. The goal of the project is to provide broadband service to “last mile” users across the county.

A \$200,000 special state appropriation was just awarded to the area for expansion of the broadband project. This expansion will be completed by June 30, 2011.

Objective 3-2: Develop a better understanding of what some of the infrastructure limitations are that may prevent development from occurring in the County.

Strategy 3-2A: Coordinate with local and state agencies to identify problem areas with existing infrastructure and potential projects necessary to address the problems.

- Status: Incomplete – BCDA has not been involved in water and sewer issues in the county to date. This is primarily due to the fact that the majority of developable areas are well served by infrastructure. Additionally, the BCDA has limited staffing resources to devote to low priority issues.

Strategy 3-2B: Work with local businesses and potential new markets to identify infrastructure needs.

- Status: Incomplete – BCDA will need to address water and sewer needs for potential new development at Sutton Lake.

Evaluation Measurements:

- Number of households/dwelling units served by broadband/highspeed internet.
- Percentage of broadband/highspeed internet coverage in the county. (check with Butch)
- Number of identified infrastructure projects. (check with PSDs)
- BCDA is only aware of issues related to pricing expressed by businesses related to infrastructure. Because our largest water user, Weyerhaeuser, downsized its production and thus water utilization, the rest of the customers in the system have had to absorb the lost revenue through rate increase. The only way to address this situation is to combine the PSDs in the county to get greater efficiencies. Right now this is not possible because of some of the bond covenants on the various water and sewer projects.

Goal 4: Provide support for the development of the labor pool in Braxton County.

Objective 4-1: Develop a better understanding of what skills are required by existing business in the County and in support of potential new markets.

Strategy 4-1A: Work with local businesses and potential new markets to identify training needs through the creation of a business consortium that meets regularly.

- Status: Completed – BCDA created a Business Advisory Council (BAC) that met regularly for approximately 6 months but it was dissolved due to lack of participation and interest from the business community. During the time that the BAC met the group identified hospitality and entry level customer service training as a need. The BCDA subsequently implemented training programs that were offered through the Dept. of Education but these classes had limited participation and there was no interest from employers or employees to conduct future classes.

As a result of this experience, we are trying a different approach. We will try to sponsor periodic job fairs and draw potential employees from throughout the central region of the state to the county to meet with our employers. In addition

we are exploring development of a virtual job bank that that can match local employers with people looking for jobs.

Objective 4-2: Provide support and opportunities for vocational training in Braxton County.

Strategy 4-2A: Identify and market existing training programs offered though the Braxton County School district.

- Status: On-going – BCDA needs to identify a new board of education representative to sit on the board.

Strategy 4-2B: Establish partnerships with appropriate local, regional, and state agencies as well as public and private educational institutions and private industry to explore possible training programs/partnerships in Braxton County.

- Status: On-going – BCDA needs to continue to work with Pierpont on establishing a training program for electronic medical recordkeeping.

Evaluation Measurements:

- Employers and employees have not indicated an interest in future training programs.
- One training session was offered related to the hospitality industry and basic customer service.
- Attendance at the training session was minimal. Employers did not want to send staff and employees/unemployed individuals also did not show interest in attending.

Goal 5: Improve communication and coordination among agencies and the public in support of economic development in Braxton County.

Objective 5-1: Address organizational issues for the Braxton County Development Authority.

Strategy 5-1A: Determine the appropriate level of staffing and funding commitment for the organization.

- Status: On-going – BCDA needs to refine priorities and focus on what is feasible given existing staff and budget constraints.

Strategy 5-1B: Work with local businesses through the creation of a business consortium that meets regularly.

- Status: On-going – Attempts were made at forming a Business Advisory Council (BAC) but there was lack of interest in continuing this group.

Strategy 5-1C: Increase local capacity by creating subcommittees to focus on specific goals and objectives and invite the general public to participate in the committees.

- Status: On-going – BCDA has developed the following subcommittees to work on specific issues/projects: lake committee (includes community members), building II committee, loan committee, and the audit committee.

Objective 5-2: Provide coordination, support, and guidance for communities within the County conducting their own economic development projects.

Strategy 5-2A: Respond to requests for support from local governments engaging in their own economic development activities.

- Status: On-going – the Executive Director has responded to several requests for technical assistance from Gassaway and will continue to do so. Sutton appears to no longer require as much support from the BCDA due to its new status as an “On Trac” community and the resources it has available through that program.

BCDA needs to continue to seek board representation from municipalities.

Objective 5-3: Increase involvement with the community regarding economic development programs sponsored by the BCDA.

Strategy 5-3A: Increase marketing for existing programs so that the general public is more aware of current efforts.

- Status: On-going – BCDA continues to rely on its website to share information and also articles that have been written for circulation in the local newspapers.

BCDA would like to further enhance its website to make it easier to update with more timely information and utilize other marketing tools such as Constant Contacts (email marketing, electronic newsletters) and Facebook (social media). In order to take advantage of these tools the BCDA will need to develop a database of business email addresses in the county.

Strategy 5-3B: Develop a feedback loop for the public to comment on existing programs and to assist in determining needs and developing future programs.

- Status: On-going – BCDA currently has a comment page on its website which has not been utilized. The future use of tools like Facebook may help to simplify and improve the feedback loop.

Strategy 5-3C: Provide training to the BCDA board regarding available funding programs to support economic development activities.

- Status: On-going – Executive Director updates the board as funding opportunities arise.

III. 2010-2013 Goals, Objectives, and Tasks

A planning retreat was held with the Board of Directors for the BCDA in which the leadership discussed ongoing projects and issues of concern that they felt should be addressed in the development of future goals and objectives. Issues of concern include:

- Dissatisfaction with the availability and skills of the existing workforce.
- Continuing desire to attract higher paying technology and business services types of jobs.
- The need to do more to capitalize on the county's recreational resource base and central location in the state.
- Concern for the remaining manufacturing jobs that are focused on the wood products industry.
- Desire to support the county's small businesses and entrepreneurs.

Based upon the above identified concerns, the BCDA Board of Directors has adopted the following set of goals and objectives for the time frame 2010-2013.

Goal 1: Improve employers' access to the regional labor pool (Calhoun, Clay, Gilmer, Harrison, Lewis, Nicholas, Roane Upshur, Webster).

Objective 1.1: Conduct annual job fairs to promote available jobs in the region.

- Tasks:
- a) Establish media partner
 - b) Recruit employers
 - c) Market attendance regionally

Objective 1.2: Establish an electronic job bank to host job openings and resumes of those looking for employment.

- Tasks:
- a) Research electronic formats and link to BCDA web site.
 - b) Determine pricing structure
 - c) Recruit employers to post job listings
 - d) Market site to attract potential employees to post resumes

Goal 2: Develop retain quality jobs.

Objective 2.1: Refine technology and business services sector targets.

- Tasks:
- a) Determine county attractants for these sectors.

- b) Identify sectors that are most likely to locate in Braxton County based on available attractants (e.g., infrastructure, proximity of other related industries)
- c) Identify growing or emerging sectors (e.g., electronic medical records)

Objective 2.2: Recruit 50 new technology and business services related jobs.

- Tasks:
- a) Market remaining space in Technology Center to identified targeted sectors.
 - b) Build out space for new tenants.
 - c) Construct new space in Phase II of Technology Center (see Objective 2.6)

Objective 2.3: Retain existing technology related jobs.

- Tasks:
- a) Conduct specialized retention visits to technology businesses
 - b) Monitor issues identified in retention visits and develop strategies to address them.

Objective 2.4: Retain existing manufacturing jobs.

- a) Conduct annual business retention visits with manufacturing businesses, document issues of concern, develop strategies here possible to address concerns.

Objective 2.5: Promote educational opportunities and programs that support technology related development.

- Tasks:
- a) Identify workforce development needs to support targeted technology sectors
 - b) Partner with the Braxton County School Board and the local colleges and technical schools to integrate skills into existing programs or design new programs
 - c) Partner with the Workforce Investment Board to provide additional non-traditional training opportunities

Objective 2.6: Develop Phase II of the Braxton Technology Center

- Tasks:
- a) Secure potential anchor tenant
 - b) Secure additional land adjacent to current Technology Center
 - c) Submit pre-application to U.S. Department of Commerce EDA
 - d) Submit application to WV IJDC

- e) Procure construction services

Objective 2.7: Expand and enhance Central WV Innovator incubator.

- Tasks:
- a) Explore with existing tenants the addition of on-site business counseling and assistance
 - b) Assess demand for additional incubator space.
 - c) Create a “virtual” incubator using single office on second floor

Goal 3: Promote recreational and tourism development opportunities that result in economic development.

Objective 3.1: Acquire and develop Bee Run property at Sutton Lake.

- Tasks:
- a) Continue to work with USACE to negotiate and sign lease
 - b) Secure funding to conduct required studies for project.
 - c) Complete market demand, economic feasibility analysis, and environmental assessment.
 - d) Complete design/development drawings and identify phased scope of work and cost estimates.
 - e) Develop and secure funding for infrastructure improvements
 - f) Develop marketing strategy to attract private development

Objective 3.2: Develop a destination recreation and sports complex.

- Tasks:
- a) Work with Braxton County Sports Committee to identify the scope of facilities
 - b) Identify available parcels to for possible complex development
 - c) Develop site plan and cost estimates
 - d) Develop a funding strategy for public and private sector participation
 - e) Acquire or control proposed site
 - f) Identify and retain construction services

Goal 4: Attract permanent full time residents.

Objective 4.1: Assess current housing stock.

Tasks: a) Identify existing housing by type and map in relation to infrastructure, land uses, and access to services.

Objective 4.2: Quantify demand for additional housing by type and location.

Tasks: a) Conduct a housing demand analysis.
b) Identify potential development sites for new types of housing to determine land capacity to meet demands.

Objective 4.3: Facilitate development of new housing based on demand analysis.

Tasks: a) Identify and control preferred site for development.
b) Develop marketing strategy to attract developer.
c) Support funding and development as needed.

Goal 5: Improve coordination and expansion of infrastructure improvements.

Objective 5.1: Advocate for cost containment of water and sewer rates.

Tasks: a) Monitor proposed rate changes of water and sewer
b) Attend PSD and County Commission hearings pertaining to rate changes and provide public statements advocating for cost containment
c) Develop op-ed piece for local newspapers regarding BCDA position on cost containment for water and sewer rates
d) Utilize electronic media to help promote cost containment message and increase support

Objective 5.2: Map existing and planned infrastructure improvements including water, sewer, gas and electric service.

Tasks: a) Collect planned improvement information from service providers
b) Assemble data into GIS database to show future service areas in the county for water, sewer, gas, and electric

Objective 5.3: Support expansion of broadband in un-served areas of the county.

Tasks: a) Continue coordination of the Braxton Gilmer Research Institute.
b) Manage work scope for the current \$200,000 special appropriation.
c) Map coverage areas upon completion of Task b.

d) Develop work plan and costs to serve areas not served through the completion of Task b.

e) Seek funding to continue expansion efforts.

f) Develop marketing and education initiatives to encourage subscribers to the broadband system.

Goal 6: Improve BCDA communications with external stakeholders.

Objective 6.1: Upgrade web site to make it more interactive.

Tasks: a) Improve web design to allow authorized BCDA staff to post information directly to the site

Objective 6.2: Develop electronic messaging with stakeholders.

Tasks: a) Develop e-mail database of residents, supporters, and other interested parties for direct messaging purposes

b) Use e-mail marketing tool (Constant Contact) to increase outreach with stakeholders via monthly newsletters or event/activity based alerts

Objective 6.3: Develop social media communications opportunities.

Tasks: a) Establish a Facebook page for the BCDA to help build support base and to increase awareness of on-going activities

b) Establish a Twitter account as an additional social media platform

c) Link Facebook and Twitter to updated website and e-mail marketing to provide frequent and simplified updates

IV. 2010-2013 Implementation and Long Range Funding Plan

Goal 1: Improve employers' access to the regional labor pool (Calhoun, Clay, Gilmer, Harrison, Lewis, Nicholas, Roane Upshur, Webster).

Objective	Priority	Responsible Party and Resources	Complete tasks by	Budget/Funding Source	Tasks
Objective 1.1: Conduct annual job fairs to promote available jobs in the region.	High	BCDA, CVB, Local Media, Local Businesses	Spring 2010, 2011, 2012	\$1,000 per year BCDA Operations/Local business sponsorships	a) Establish media partner b) Recruit employers c) Market attendance regionally
Objective 1.2: Establish an electronic job bank to host job openings and resumes of those looking for employment.	Medium	BCDA, Local Businesses	June, 2011	\$2,000 BCDA Operations/local business subscriptions	a) Research electronic formats-link to BCDA web site b) Determine pricing structure c) Recruit employers to post job listings d) Market site to attract potential employees to post resumes

Goal 2: Develop and retain quality jobs.

Objective	Priority	Responsible Party and Resource	Complete tasks by	Budget/Funding Source	Tasks
Objective 2.1: Refine technology sector targets.	High	BCDA Staff	Dec. 2010	\$0 Part of staff expenses	a) Determine county attractants for technology industries b) Identify technology sectors that are most likely to locate in Braxton County based on available attractants (e.g., infrastructure, proximity of other related industries) c) Identify growing or emerging technology sectors (e.g., electronic medical records)
Objective 2.2: Recruit 50 new technology related jobs.	High	BCDA, WVDO	Ongoing	\$400,000-for build out of space in Phase I Possible sources: USDA RBEG; WVEDA; Private bank loan	a) Market remaining space in Technology Center to identified targeted technology sectors b) Build out space for tenants c) Construct new space in Phase II of Technology Center (see Objective 2.6)
Objective 2.3: Retain existing technology related jobs.	High	BCDA, WVDO	Ongoing	\$0 Part of staff expenses	a) Conduct specialized retention visits to technology businesses b) Monitor issues identified in retention visits and develop strategies to address them
Objective 2.4 Retain existing manufacturing jobs.	High	BCDA, WVDO	Ongoing	\$0 Part of staff expenses	a) Conduct annual retention visits with manufacturing businesses, documenting issues of concern and developing strategies where possible to address concern.

Objective 2.5: Promote educational opportunities and programs that support technology related development.	Medium	BCDA, BOE, Pierpont Technical College, Glenville State, WIB	June 2012	Cost unknown Sources: Grants from Community College Fund, WIB,	<ul style="list-style-type: none"> a) Identify workforce development needs to support targeted technology sectors b) Partner with the Braxton County School Board and the local colleges and technical schools to integrate skills into existing programs or design new programs c) Partner with the Workforce Investment Board to provide additional non-traditional training opportunities
Objective 2.6: Develop Phase II of the Braxton Technology Center	High	BCDA, Region 7 PDC, WVDO, WVIJDC	August, 2011	\$3 million USEDA, WVIJDC, Private bank or WVHDF for construction loan	<ul style="list-style-type: none"> a) Secure potential anchor tenant b) Secure additional land adjacent to current Technology Center c) Submit pre-application to U.S. Department of Commerce EDA d) Submit application to WV IJDC e) Procure construction services
Objective 2.7: Expand Central WV Innovator incubator.	Medium	BCDA, WV High Tech Consortium, SBDC, Community Colleges	December, 2011	\$10,000 for equipment USDA RBEG	<ul style="list-style-type: none"> a) Explore with existing tenants the addition of on-site business counseling and assistance b) Assess demand for additional incubator space. c) Create a “virtual” incubator using single office on second floor

Goal 3: Promote recreational and tourism development opportunities that result in economic development.

Objective	Priority	Responsible Party and Resources	Complete Tasks by	Budget/Funding Source	Tasks
Objective 3.1: Acquire and develop Bee Run property at Sutton Lake.	High	BCDA, USACE	June 2012	<p>\$100,000- predevelopment costs State appropriations</p> <p>Development costs unknown but we anticipate establishing a TIF district; and applying to ARC, EDA, USDA for infrastructure improvements</p>	<p>a) Continue to work with USACE to negotiate and sign lease b) Secure funding to conduct required studies for project. c) Complete market demand, economic feasibility analysis, and environmental assessment. d) Complete design/development drawings and identify phased scope of work and cost estimates. e) Develop and secure funding for infrastructure improvements f) Develop marketing strategy to attract private development</p>
Objective 3.2: Develop a destination recreation and sports complex.	High	County Sports Committee, BCDA	July 2011	<p>\$10,000-site planning Private donations</p> <p>Development costs unknown but we anticipate financing the complex through a combination of private donations, public sector financing, and state appropriations</p>	<p>a) Work with Braxton County Sports Committee to identify the scope of facilities b) Identify available parcels to for possible complex development c) Develop site plan and cost estimates d) Develop a funding strategy for public and private sector participation e) Acquire or control proposed site f) Identify and retain construction services</p>

Goal 4: Attract permanent full time residents.

Objective	Priority	Responsible Party and Resources	Complete tasks by	Budget/Funding Source	Tasks
Objective 4.1: Assess current housing stock.	Medium	BCDA	August 2011	\$5,000 BCDA operations budget	a) Identify existing housing by type and map in relation to infrastructure, land uses and access to services.
Objective 4.2: Quantify demand for additional housing by type and location.	Medium	BCDA, Consulting assistance	December 2011	\$10,000 Flex-E-Grant	a) Conduct a housing demand analysis. b) Identify potential development sites for new types of housing to determine land capacity to meet demands.
Objective 4.3: Facilitate development of new housing based on demand analysis.	Low	BCDA, Private developer	June 2012	Scope of activity and costs are not well enough defined to make any assumptions about budgets or sources of funding.	a) Identify and control preferred site for development. b) Develop marketing strategy to attract developer. c) Support funding and development as needed.

Goal 5: Improve coordination and expansion of infrastructure improvements.

Objective	Priority	Responsible Party and Resources	Complete tasks by	Budget/Funding Source	Tasks
Objective 5.1: Advocate for cost containment of water and sewer rates.	Low	BCDA	Ongoing	\$0 BCDA staffing and board time.	a) Monitor proposed rate changes of water and sewer b) Attend PSD and County Commission hearings pertaining to rate changes and provide public statements advocating for cost containment c) Develop op-ed piece for local newspapers regarding BCDA and

Objective	Priority	Responsible Party and Resources	Complete tasks by	Budget/Funding Source	Tasks
					position on cost containment for water and sewer rates d) Utilize electronic media to help promote cost containment message and increase support
Objective 5.2: Map existing and planned infrastructure improvements including water, sewer, gas and electric service.	Medium	BCDA, PSDs, Utilities, engineering assistance	January, 2011	\$5,000 BCDA Operational grant	a) Collect planned improvement information from service providers b) Assemble data into GIS database to show future service areas in the county for water, sewer, gas, and electric
Objective 5.3: Support expansion of broadband in un-served areas of the county.	High	Gilmer Braxton Research Institute, BCDA	June, 2011	\$200,000 + State Special Appropriation	a) Continue coordination of the Braxton Gilmer Research Institute. b) Manage work scope for the current \$200,000 special appropriation. c) Map coverage areas upon completion of Task b. d) Develop work plan and costs to serve areas not served through the completion of Task b. e) Seek funding to continue expansion efforts.

Goal 6: Improve BCDA communications with external stakeholders.

Objective	Priority	Responsible Party and Resources	Complete tasks by	Budget/Funding Source	Tasks
Objective 6.1: Upgrade web site to make it more interactive.	High	BCDA, web designer	Oct. 2010	\$3,000 BCDA Operations	a) Improve web design to allow authorized BCDA staff to post information directly to the site
Objective 6.2: Develop electronic messaging with stakeholders.	High	BCDA	Oct. 2010	\$0 BCDA Staff Time	a) Develop e-mail database of residents, supporters, and other interested parties for direct messaging purposes b) Use e-mail marketing tool (Constant Contact) to increase outreach with stakeholders via monthly newsletters or event/activity based alerts
Objective 6.3: Develop social media communications opportunities.	High	BCDA	Oct. 2010	\$0 BCDA Staff Time	a) Establish a Facebook page for the BCDA to help build support base and to increase awareness of on-going activities b) Establish a Twitter account as an additional social media platform c) Link Facebook and Twitter to updated website and e-mail marketing to provide frequent and simplified updates

V. Long Range Funding Plan to Support Operational Budget

Line Item	Budget	Source of Funds
Staff	\$60,000	Operating Revenues: LED Grant (\$34,000) County Commission (\$34,000), Loan Fund Interest (\$2,500), Community Contributions (\$9,000)
Marketing or Special Projects	\$5,000	
LED Training	\$3,000	
Travel	\$2,500	
Telephone, Printing, Postage	\$2,000	
Insurance	\$2,000	
Web Site	\$3,000	
Miscellaneous	\$1,000	
Internet Access	\$ 600	
Total Office Expenses	\$79,000	
Building Expenses	\$66,000 ⁶	Rental Income ⁷
Building Debt Service ⁸	\$250,000	Rental Income

⁶ Expenses are based on full occupancy (22,000 sf) @ \$3 per square foot

⁷ Rental income at full occupancy is projected at \$320,000 per year

Assumes current and new debt on remaining portions of the Technology Center – new debt of \$400,000 at 10 year term; 6% interest rate