

CARLISLE COUNTY

STRATEGIC PLAN

An Economic Development Action Plan Prepared for
The Carlisle County Industrial Development Board



Acknowledgements

The Carlisle County Strategic Plan was made possible by many civic leaders, business owners, and residents who have given generously of their time, passion, and expertise to collaborate on this vision. This publication draws on the existing and contemporary research that has been collected and analyzed in the process of developing a conceptual framework of information for the Carlisle County Industrial Development Board.

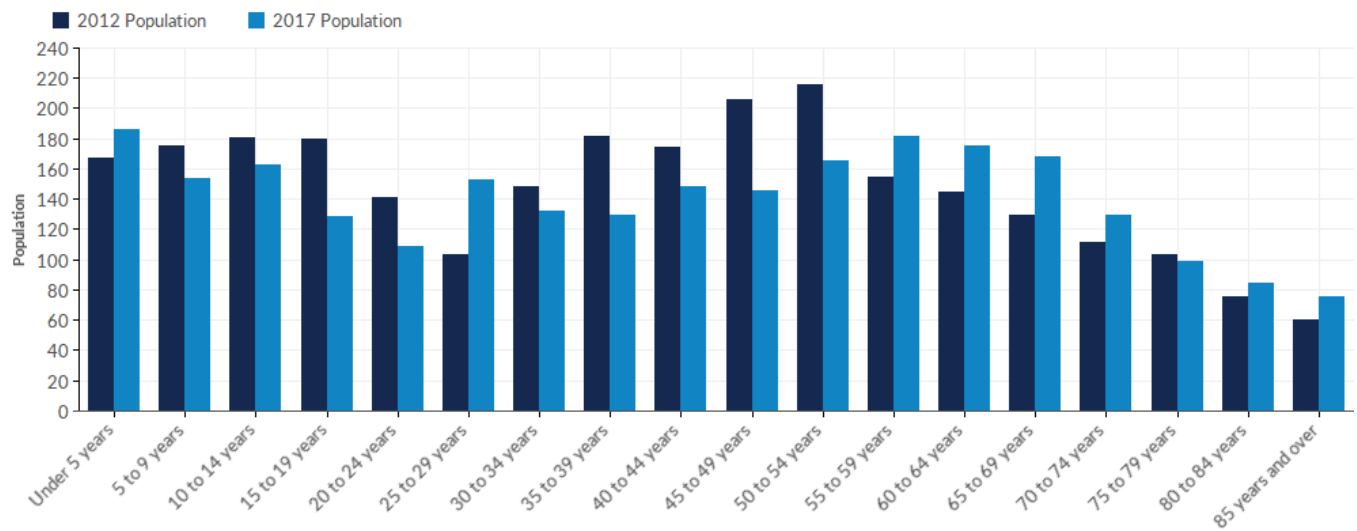
Analysis

This community analysis was created from various resources including compiled community survey data, Emsi data, and community meetings. With these resources, 20/20 Xtreme was able to complete an analysis of Carlisle County's Strengths, Weaknesses, Opportunities, and Threats. Suggestions that were given by the Carlisle citizens that attended community meetings can be found in the Appendix.

About Analysis

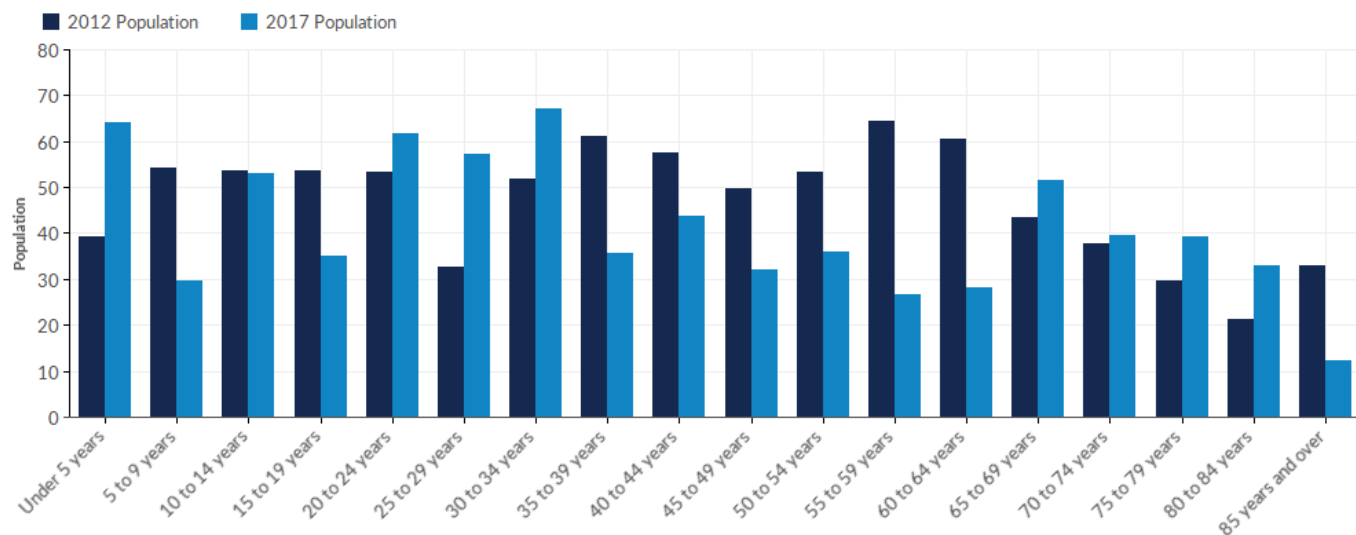
The purpose of this section is to show the existing state of affairs to enable informed decisions to government leaders, business owners, and other community stakeholders. Throughout this analysis, the primary focus is Carlisle County. However, Paducah Micropolitan Statistical Area, as well as larger regional data, is also used for additional purpose.

Bardwell Population by Age



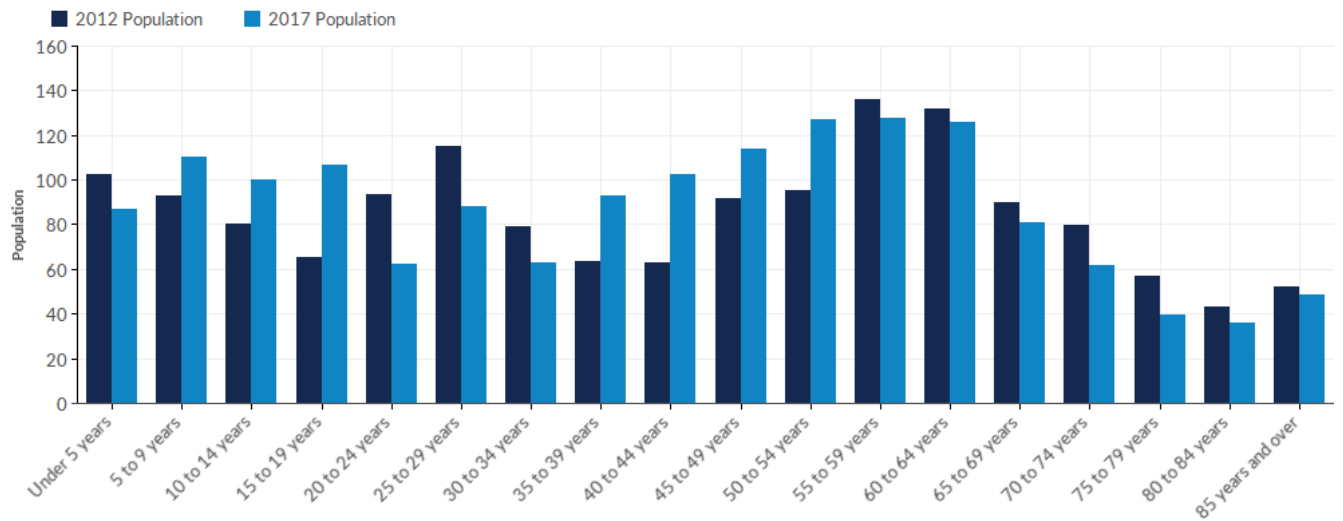
Age Cohort	2012 Population	2017 Population	Change	% Change	2012 % of Cohort
Under 5 years	167	186	19	11%	6.30%
5 to 9 years	176	154	-22	-13%	6.62%
10 to 14 years	181	162	-19	-10%	6.82%
15 to 19 years	180	128	-52	-29%	6.78%
20 to 24 years	141	109	-32	-23%	5.34%
25 to 29 years	103	153	50	49%	3.89%
30 to 34 years	148	132	-16	-11%	5.59%
35 to 39 years	181	129	-52	-29%	6.84%
40 to 44 years	174	149	-25	-14%	6.57%
45 to 49 years	205	146	-59	-29%	7.75%
50 to 54 years	215	165	-50	-23%	8.13%
55 to 59 years	154	182	28	18%	5.82%
60 to 64 years	145	175	30	21%	5.45%
65 to 69 years	129	168	39	30%	4.88%
70 to 74 years	112	130	18	16%	4.21%
75 to 79 years	104	99	-5	-5%	3.91%
80 to 84 years	75	84	9	12%	2.84%
85 years and over	60	75	15	25%	2.26%
Total	2,651	2,526	-125	-5%	100.00%

Cunningham Population by Age



Age Cohort	2012 Population	2017 Population	Change	% Change	2012 % of Cohort
Under 5 years	39	64	25	64%	4.63%
5 to 9 years	54	30	-24	-44%	6.37%
10 to 14 years	54	53	-1	-2%	6.33%
15 to 19 years	54	35	-19	-35%	6.32%
20 to 24 years	53	62	9	17%	6.26%
25 to 29 years	33	57	24	73%	3.83%
30 to 34 years	52	67	15	29%	6.08%
35 to 39 years	61	36	-25	-41%	7.19%
40 to 44 years	58	44	-14	-24%	6.77%
45 to 49 years	50	32	-18	-36%	5.84%
50 to 54 years	53	36	-17	-32%	6.27%
55 to 59 years	64	27	-37	-58%	7.56%
60 to 64 years	61	28	-33	-54%	7.13%
65 to 69 years	43	51	8	19%	5.11%
70 to 74 years	38	40	2	5%	4.44%
75 to 79 years	30	39	9	30%	3.48%
80 to 84 years	21	33	12	57%	2.51%
85 years and over	33	12	-21	-64%	3.88%
Total	850	746	-104	-12%	100.00%

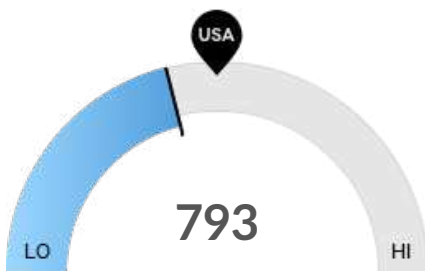
Arlington Population by Age Cohort



Age Cohort	2012 Population	2017 Population	Change	% Change	2012 % of Cohort
Under 5 years	103	87	-16	-16%	6.70%
5 to 9 years	93	110	17	18%	6.08%
10 to 14 years	80	100	20	25%	5.25%
15 to 19 years	65	107	42	65%	4.26%
20 to 24 years	93	63	-30	-32%	6.08%
25 to 29 years	115	88	-27	-23%	7.52%
30 to 34 years	79	63	-16	-20%	5.15%
35 to 39 years	63	93	30	48%	4.15%
40 to 44 years	63	103	40	63%	4.12%
45 to 49 years	92	114	22	24%	5.99%
50 to 54 years	95	127	32	34%	6.21%
55 to 59 years	136	128	-8	-6%	8.89%
60 to 64 years	132	126	-6	-5%	8.60%
65 to 69 years	90	81	-9	-10%	5.88%
70 to 74 years	80	62	-18	-23%	5.19%
75 to 79 years	57	40	-17	-30%	3.70%
80 to 84 years	43	36	-7	-16%	2.82%
85 years and over	52	49	-3	-6%	3.40%
Total	1,532	1,575	43	3%	100.00%

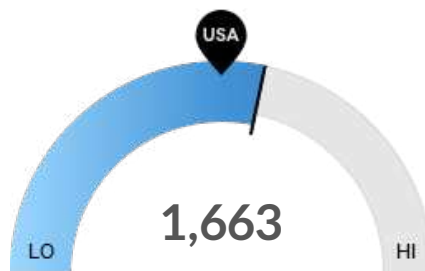
Population Characteristics

Low violent crime and property crime build confidence for safety and a strong workforce supply. The higher than average veteran's population should be a demographic asset which can be grown. However, the aging population and lack of racial diversity needs to be prepared for, and adapted, to foster a healthy region in the future.



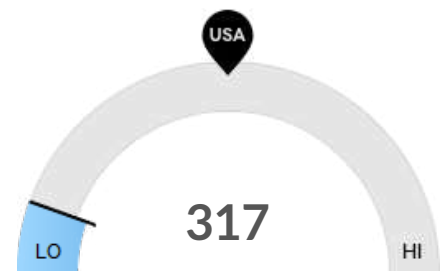
Millennials

Carlisle County, KY has 793 millennials (ages 20-34). The national average for an area this size is 1,004.



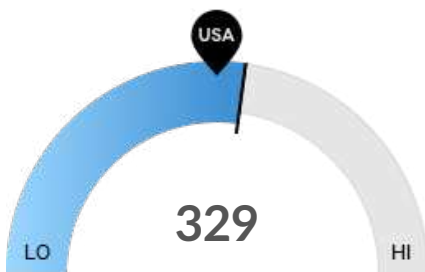
Retiring Soon

Retirement risk is high in Carlisle County, KY. The national average for an area this size is 1,381 people 55 or older, while there are 1,663 here.



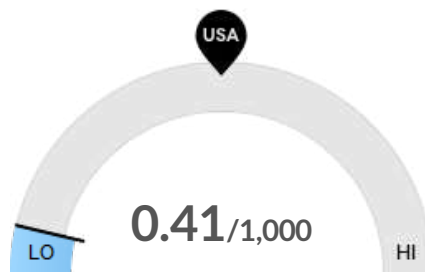
Racial Diversity

Racial diversity is low in Carlisle County, KY. The national average for an area this size is 1,903 racially diverse people, while there are 317 here.



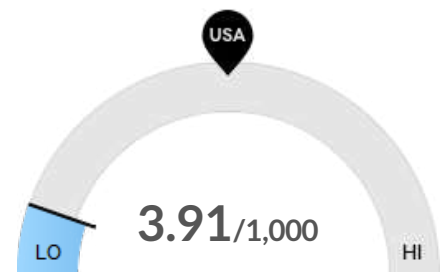
Veterans

Carlisle County, KY has 329 veterans. The national average for an area this size is 291.



Violent Crime

Carlisle County, KY has 0.41 violent crimes per 1,000 people. The national rate is 3.75 per 1,000 people.



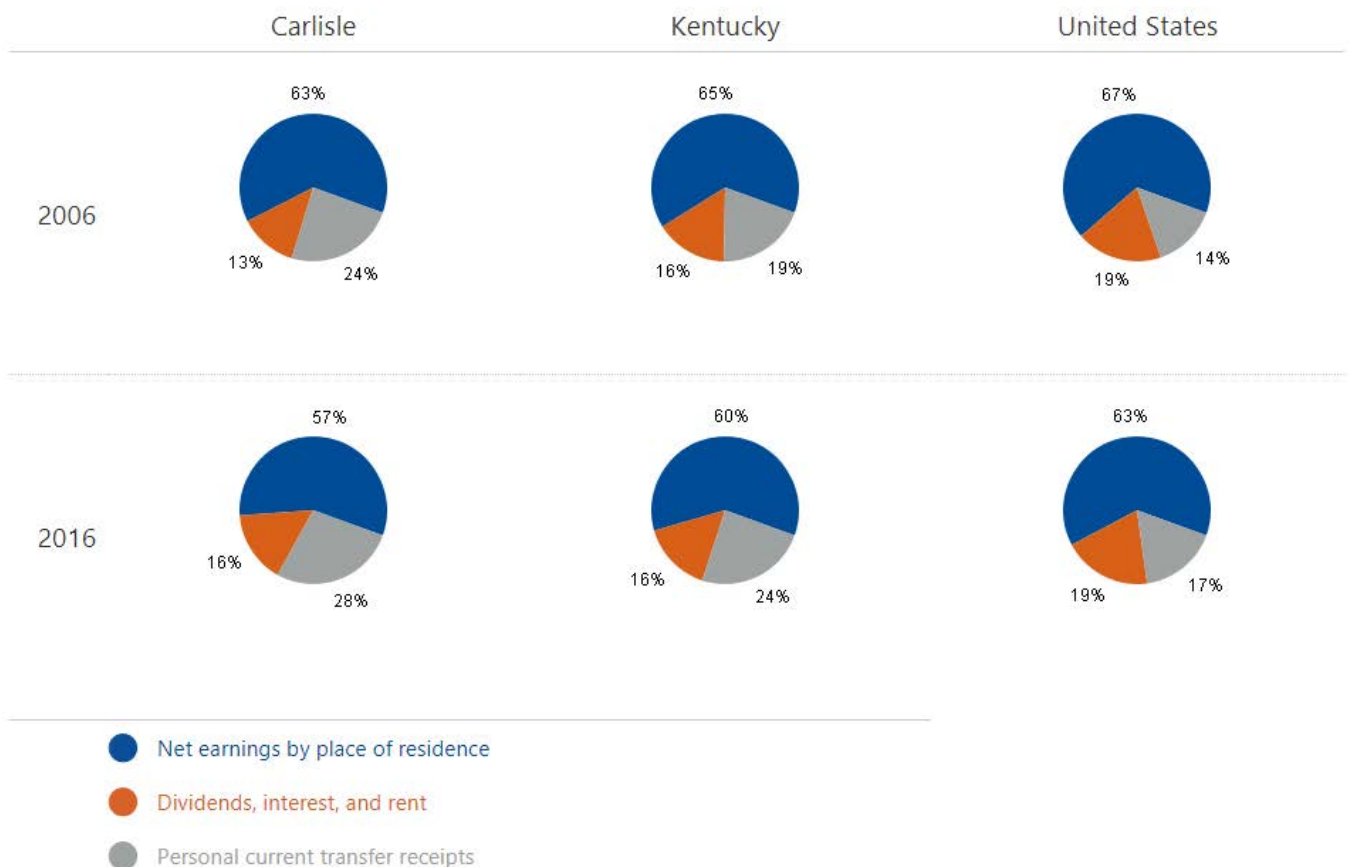
Property Crime

Carlisle County, KY has 3.91 property crimes per 1,000 people. The national rate is 24.21 per 1,000 people.

Personal Income Breakdown

This section shows the makeup of an individual's earnings. The blue portion indicates how much an individual is earning through work and compensation. This is comprised of income they receive throughout the year. The orange area shows the share of total income that is earned through more or less indirect payments that are paid to the individual, such as dividends on stock or interest on loans. The grey area shows how much of a person's income is from transfer payments. These are generally paid to an individual by a government entity through direct or indirect means. This can come in the form of Medicaid, food stamps, and unemployment insurance.

Percent Contribution to Personal Income



Economy Overview

4,801

Population (2018)

Population **decreased by 162** over the last 5 years and is projected to **decrease by 97** over the next 5 years.

1,455

Jobs (2018)

Jobs **grew by 137** over the last 5 years and are projected to **grow by 115** over the next 5 years.

\$40.9K

Median Household Income (2016)

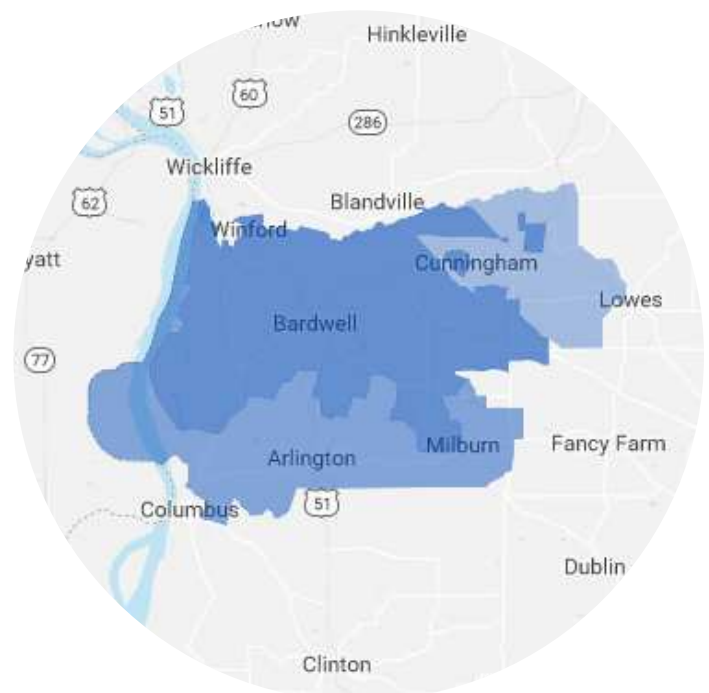
Median household income is **\$14.4K below** the national median household income of \$55.3K.

As of 2018 the region's population **declined by 3.3%** since 2013, falling by 162. Population is expected to **decrease by 2.0%** between 2018 and 2023, losing 97.

From 2013 to 2018, jobs **increased by 10.4%** in Carlisle County, KY from 1,318 to **1,455**. This change **outpaced the national growth rate of 7.4% by 3.0%**. As the number of jobs increased, the **labor force participation rate increased from 57.7% to 65.8% between 2013 and 2018**.

Concerning educational attainment, **8.7% of Carlisle County, KY residents possess a Bachelor's Degree** (9.9% below the national average), and **10.0% hold an Associate's Degree** (1.9% above the national average).

The top three industries in 2018 are Crop Production, Education and Hospitals (Local Government), and Lessors of Real Estate.



	Population (2018)	Labor Force (2018)	Jobs (2018)	Cost of Living	GRP	Imports	Exports
Region	4,801	2,536	1,455	95.8	\$112.37M	\$245.81M	\$136.33M
State	4,468,407	2,091,126	2,107,227	93.4	\$201.18B	\$225.41B	\$265.06B

Housing Breakdown

Housing is a significant factor in gauging the health of a community. Property and houses are a large purchase and most families take these decisions very seriously. Housing affordability is an appropriate measure for how well the area is doing. This ratio shows how affordable houses are by comparing the median house price to the median household income. With this ratio, the smaller the better, as that shows how quickly the house can be bought. As you can see in the table below, Carlisle County is very affordable. Even though the median household income is significantly less than the U.S. the houses are still very affordable and the income ratio for median house prices is favorable.

Location	Median House Prices	Median Household Income	Ratio
United States	\$184,700	\$55,322	3.33
Kentucky	\$126,100	\$44,811	2.81
Carlisle County	\$78,800	\$29,196	2.70

Source: U.S Census Bureau (2017)

Educational Attainment

Carlisle County shows signs of a good county school system. However, when it comes to higher education Carlisle County is falling behind the national averages. This could be due to students leaving to get a degree and not returning after college. Higher education degrees are important for developing a thriving community with new job creation and innovation.

Educational Attainment

Concerning educational attainment, **8.7% of Carlisle County, KY residents possess a Bachelor's Degree** (9.9% below the national average), and **10.0% hold an Associate's Degree** (1.9% above the national average).



	% of Population	Population
Less Than 9th Grade	8.8%	296
9th Grade to 12th Grade	9.4%	314
High School Diploma	34.2%	1,148
Some College	21.7%	730
Associate's Degree	10.0%	334
Bachelor's Degree	8.7%	292
Graduate Degree and Higher	7.2%	243

Regional Completions by Award Level



Award Level	Completions (2017)	Percent
● Award of less than 1 academic year	359	54.2%
● Award of at least 1 but less than 2 academic years	24	3.6%
● Associate's Degree	32	4.8%
● Bachelor's Degree	121	18.3%
● Master's Degree	126	19.0%
Award of at least 2 but less than 4 academic years	0	0.0%
Postbaccalaureate certificate	0	0.0%
Post-masters certificate	0	0.0%
Doctor's Degree	0	0.0%

Occupation Age Breakdown



Age	2018 Jobs	2018 Percent
● 14-18	11	0.3%
● 19-24	223	5.1%
● 25-34	744	16.9%
● 35-44	979	22.2%
● 45-54	1,226	27.9%
● 55-64	949	21.6%
● 65+	270	6.1%

Top Growing Occupations making an average of \$12.00/hr. or more in Carlisle County, KY:

SOC	Description	'18 Jobs	'23 Jobs	'18 - '23 Change	'18 - '23 % Change	'18 Jobs	Annual Openings	'23 Location Quotient	Avg. Hourly Earnings	Median Hourly Earnings
11-9141	Property, Real Estate, and Community Association Managers	16	23	7	44%	16	3	8.45	\$24.13	\$20.71
49-9071	Maintenance and Repair Workers, General	36	48	12	33%	36	7	3.23	\$16.49	\$14.94
43-5081	Stock Clerks and Order Fillers	13	16	3	23%	13	2	0.80	\$13.62	\$12.15
41-3021	Insurance Sales Agents	20	24	4	20%	20	3	3.06	\$29.25	\$20.65
41-1011	First-Line Supervisors of Retail Sales Workers	16	19	3	19%	16	2	1.42	\$16.27	\$14.17
43-4051	Customer Service Representatives	16	19	3	19%	16	3	0.69	\$14.96	\$13.19
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	11	13	2	18%	11	2	1.34	\$12.50	\$12.13
11-1021	General and Operations Managers	18	21	3	17%	18	2	0.93	\$36.98	\$28.22
43-1011	First-Line Supervisors of Office and Administrative Support Work	13	15	2	15%	13	N/A	1.06	\$20.46	\$18.24
43-3031	Bookkeeping, Accounting, and Auditing Clerks	20	23	3	15%	20	3	1.43	\$14.87	\$14.66
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical	30	33	3	10%	30	4	1.35	\$13.25	\$12.92
29-1141	Registered Nurses	10	11	1	10%	10	N/A	0.36	\$25.31	\$24.62
25-2031	Secondary School Teachers, Except Special and Career/Technical	15	16	1	7%	15	N/A	1.60	\$22.70	\$22.98
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	46	48	2	4%	46	8	6.25	\$16.05	\$15.36

Top Growing Occupations making an average of \$12.00/hr. or more in the following regions: Alexander County, IL; Massac County, IL; Pope County, IL; Pulaski County, IL; Ballard County, KY; Calloway County, KY; Carlisle County, KY; Fulton County, KY; Graves County, KY; Hickman County, KY; Livingston County, KY; Lyon County, KY; McCracken County, KY; Marshall County, KY; Trigg County, KY; Mississippi County, MO; Obion County, TN

SOC	Description	'18 Jobs	Annual Openings	Regional Completions (2016)	2018 Location Quotient	Avg. Hourly Earnings	Median Hourly Earnings	'13 Jobs	'18 Jobs	2013 - 2018 Change	2013 - 2018 % Change
43-4051	Customer Service Representatives	1,580	274	0	0.72	\$13.66	\$12.04	1,289	1,580	291	23%
43-9041	Insurance Claims and Policy Processing Clerks	296	57	0	1.33	\$14.00	\$13.34	127	296	169	133%
53-3032	Heavy and Tractor-Trailer Truck Drivers	2,911	394	25	1.85	\$17.96	\$17.63	2,773	2,911	138	5%
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	1,052	201	0	1.67	\$14.05	\$12.93	914	1,052	138	15%
11-1021	General and Operations Managers	1,770	180	523	0.99	\$40.81	\$31.50	1,648	1,770	122	7%
17-2051	Civil Engineers	243	40	0	0.96	\$37.58	\$36.67	137	243	106	77%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	2,529	391	0	1.15	\$12.63	\$11.84	2,427	2,529	102	4%
41-3021	Insurance Sales Agents	444	70	0	0.71	\$24.29	\$18.98	356	444	88	25%
11-9199	Managers, All Other	504	52	565	0.73	\$23.61	\$18.88	421	504	83	20%
41-3099	Sales Representatives, Services, All Other	405	67	0	0.46	\$24.13	\$19.54	334	405	71	21%
43-1011	First-Line Supervisors of Office and Administrative	1,167	136	0	0.99	\$22.00	\$19.76	1,101	1,167	66	6%
13-1071	Human Resources Specialists	329	44	0	0.68	\$24.08	\$22.53	265	329	64	24%
53-5021	Captains, Mates, and Pilots of Water Vessels	839	123	19	21.83	\$35.48	\$24.12	780	839	59	8%
53-3033	Light Truck or Delivery Services Drivers	890	110	25	1.21	\$14.51	\$13.02	833	890	57	7%
35-1012	First-Line Supervisors of Food Preparation and Serving	1,079	172	0	1.45	\$13.80	\$13.22	1,023	1,079	56	5%
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	488	79	0	1.13	\$16.99	\$15.28	438	488	50	11%
51-3092	Food Batchmakers	132	30	0	1.09	\$16.74	\$16.82	88	132	44	50%
29-1171	Nurse Practitioners	161	16	9	1.17	\$49.50	\$48.62	119	161	42	35%
45-2091	Agricultural Equipment Operators	131	29	0	2.14	\$15.21	\$13.76	89	131	42	47%
41-3031	Securities, Commodities, and Financial Services Sales Agents	152	21	0	0.46	\$38.47	\$22.63	112	152	40	36%
17-3022	Civil Engineering Technicians	92	16	117	1.58	\$23.40	\$23.27	53	92	39	74%
31-9011	Massage Therapists	85	16	15	0.61	\$16.55	\$16.46	48	85	37	77%
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	166	34	0	2.28	\$12.74	\$11.76	129	166	37	29%
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	388	45	160	1.69	\$18.75	\$17.79	351	388	37	11%
47-2152	Plumbers, Pipefitters, and Steamfitters	534	82	0	1.37	\$24.16	\$20.52	497	534	37	7%
29-9011	Occupational Health and Safety Specialists	168	17	149	2.40	\$34.16	\$34.07	132	168	36	27%
47-2061	Construction Laborers	1,158	181	0	1.07	\$14.77	\$13.34	1,123	1,158	35	3%
17-1022	Surveyors	71	14	0	1.81	\$24.27	\$23.26	36	71	35	97%
51-4041	Machinists	363	61	33	1.18	\$24.16	\$22.80	330	363	33	10%
53-5011	Sailors and Marine Oilers	775	128	19	24.20	\$21.86	\$21.76	743	775	32	4%

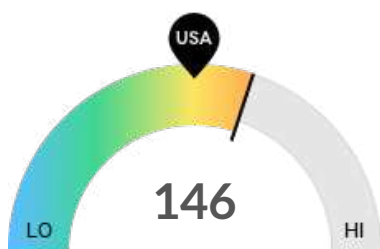
Occupation Snapshot

This report provides insight into top occupations and trends in these occupations to build momentum through.

Report Parameters

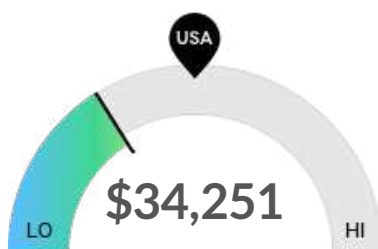
8 Occupations

Code	Description	21039	Carlisle County, KY
11-9141	Property, Real Estate, and Community Association Managers		
49-9071	Maintenance and Repair Workers, General		
43-5081	Stock Clerks and Order Fillers		
41-3021	Insurance Sales Agents		
41-1011	First-Line Supervisors of Retail Sales Workers		
43-4051	Customer Service Representatives		
35-1012	First-Line Supervisors of Food Preparation and Serving Workers		
11-1021	General and Operations Managers		



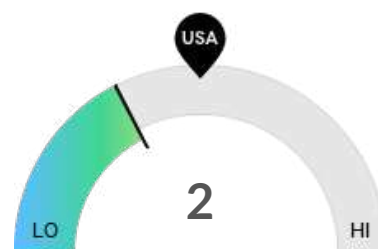
Supply (Jobs)

Carlisle County, KY is a hotspot for this kind of talent. The national average for an area this size is 110* employees, while there are 146 here.



Compensation

The cost for talent is low in Carlisle County, KY. The national median salary for your occupations is \$37,421, while you'll pay \$34,251 here.



Demand (Job Postings)

Competition from online job postings is low in Carlisle County, KY. The national average for an area this size is 4* job postings/mo, while there are 2 here.

*National average values are derived by taking the national value for your occupations and scaling it down to account for the difference in overall workforce size between the nation and Carlisle County, KY. In other words, the values represent the national average adjusted for region size.

Supply of Jobs

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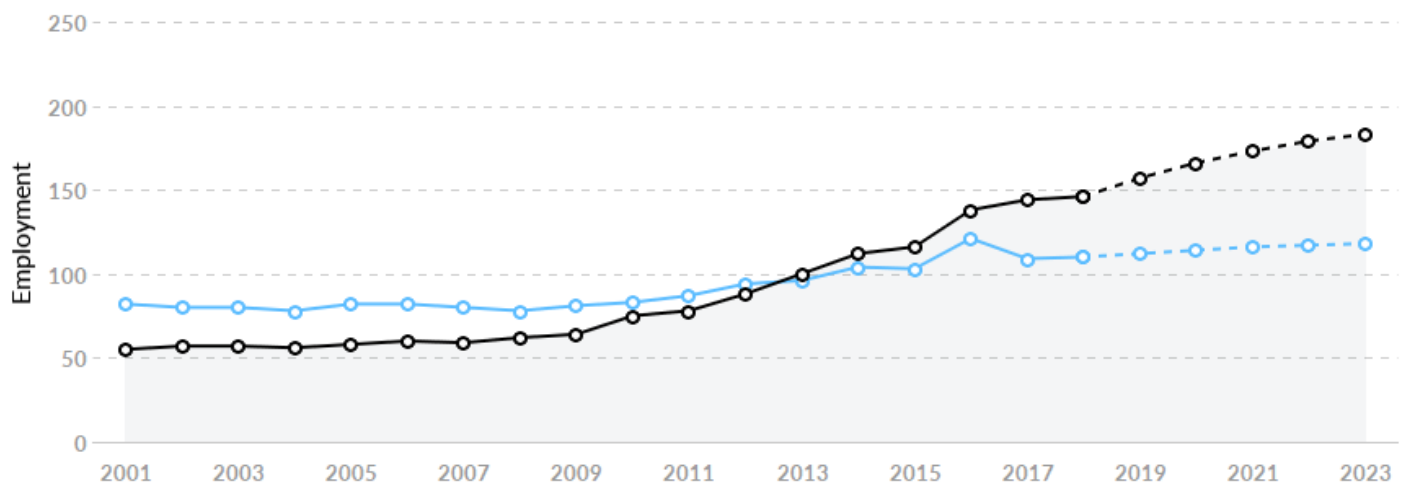
H\Y`fY[]cbU`j g` bUH]cbU` Uj YfU[Y` Ya d`cma Ybh` \Y`dg` mci` i bXYfghUbX`]Z h\Y`gi dd`micZ mci f`cWVdU cbg`]g` U`ghfYb[h`cf` k YU_bYgg` Zcf` 7Uf`]g`Y` 7ci bhmž` ?M` UbX` \ck`]h`]g` W\Ub[]b[` fY`Uti j Y`hc` h\Y`bUticb` 5b`Uj YfU[Y`UfYU`cZ h`]g`]nY`k ci` X` \Uj Y` %\$- *` Ya d`cmY Ygž` k` \]Y` h\YfY` UfY` %`)` \YfY` H\]g` \][\Yf` h\Ub` YI dYVWYX` gi dd`mi a Umi a U_Y`]h` YUg]Yf` hc` ÛbX` W\UbX]XUHYg` H\Y` [Ud` VYHk YYb` YI dYVWYX` UbX` UWV` U` Ya d`cma Ybh`]g` YI dYVWYX` hc`]bWYUgY`cj Yf`h\Y`bYI h`)` mYUfg`

46% Past Growth (2013 - 2018)

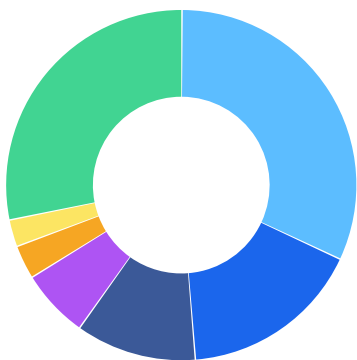
25% Projected Growth (2018 - 2023)

● Carlisle County, KY

○ National Average*



Most Jobs are Found in the Lessors of Real Estate Industry Sector

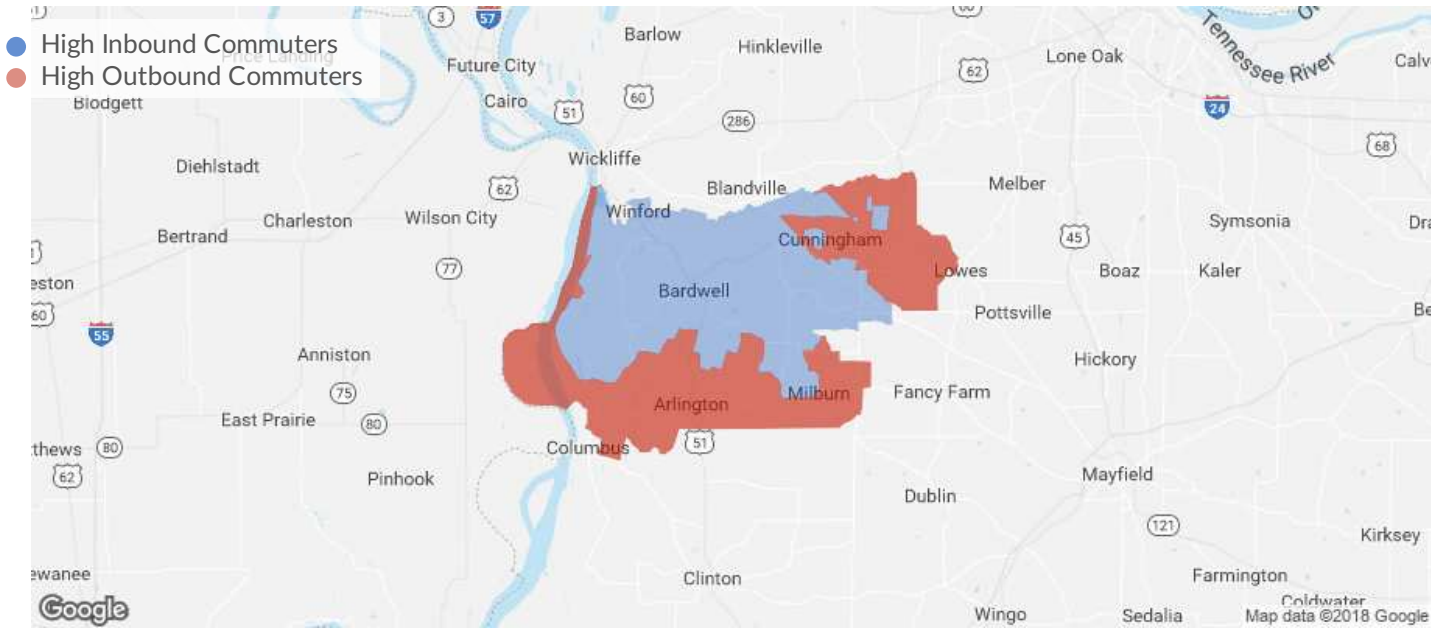


Industry	% of Occupation in Industry (2018)
Lessors of Real Estate	31.9%
Agencies, Brokerages, and Other Insurance Related Activities	16.8%
Grocery Stores	11.1%
Restaurants and Other Eating Places	6.3%
Building Material and Supplies Dealers	3.1%
General Merchandise Stores, including Warehouse Clubs and Supercenters	2.5%
Other	2.5%

*National average values are derived by taking the national value for your occupations and scaling it down to account for the difference in overall workforce size between the nation and Carlisle County, KY. In other words, the values represent the national average adjusted for region size.

Place of Work vs Place of Residence

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k cf_g' Wca dUfYX' hc' k \YfY' HJ'Ybh' `]] Yg' Wb' \Y'd' mci ' cdtia]nY'
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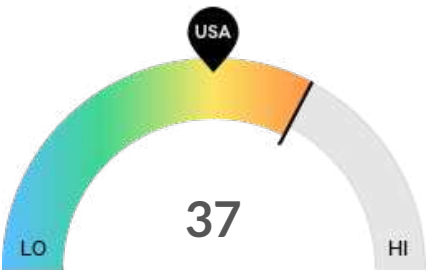
Where Talent Works

ZIP	Name	2018 Employment
42023	Bardwell, KY (in Carlisle.	122
42021	Arlington, KY (in Carlisl..	17
42035	Cunningham, KY (in Car..	<10

Where Talent Lives

ZIP	Name	2018 Workers
42023	Bardwell, KY (in Carlisle.	106
42021	Arlington, KY (in Carlisl..	68
42035	Cunningham, KY (in Car..	50

Retirement Risk Is High, While Reliable Diversity Information Is Not Available



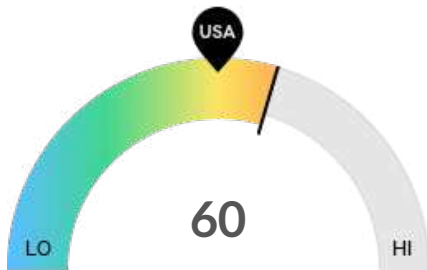
Retiring Soon

Retirement risk is high in Carlisle County, KY. The national average for an area this size is 24* employees 55 or older, while there are 37 here.



Racial Diversity

Reliable racial diversity information is not available in Carlisle County, KY, because there are too few employees.

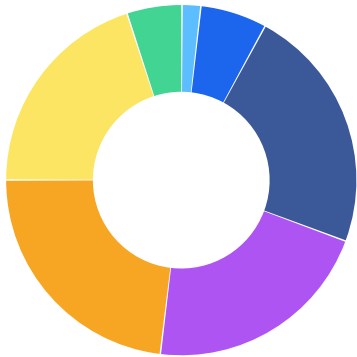


Gender Diversity

Gender diversity is high in Carlisle County, KY. The national average for an area this size is 46* female employees, while there are 60 here.

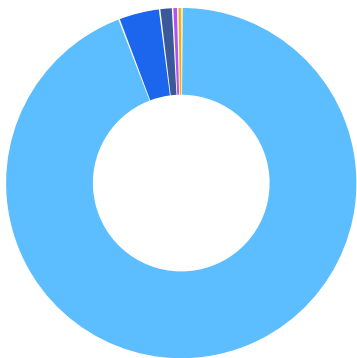
Demographic Details

Occupation Age Breakdown



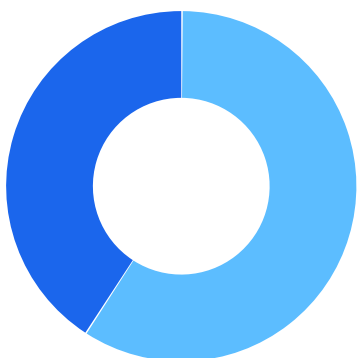
	% of Jobs	Jobs
14-18	1.7%	3
19-24	6.1%	9
25-34	22.7%	33
35-44	21.3%	31
45-54	23.1%	34
55-64	20.0%	29
65+	5.1%	7

Occupation Race/Ethnicity Breakdown



	% of Jobs	Jobs
White	94.2%	137
Black or African American	3.8%	6
Hispanic or Latino	1.2%	2
American Indian or Alaska Native	0.5%	1
Two or More Races	0.4%	1
Asian	0.0%	0
Native Hawaiian or Other Pacific Islander	0.0%	0

Occupation Gender Breakdown

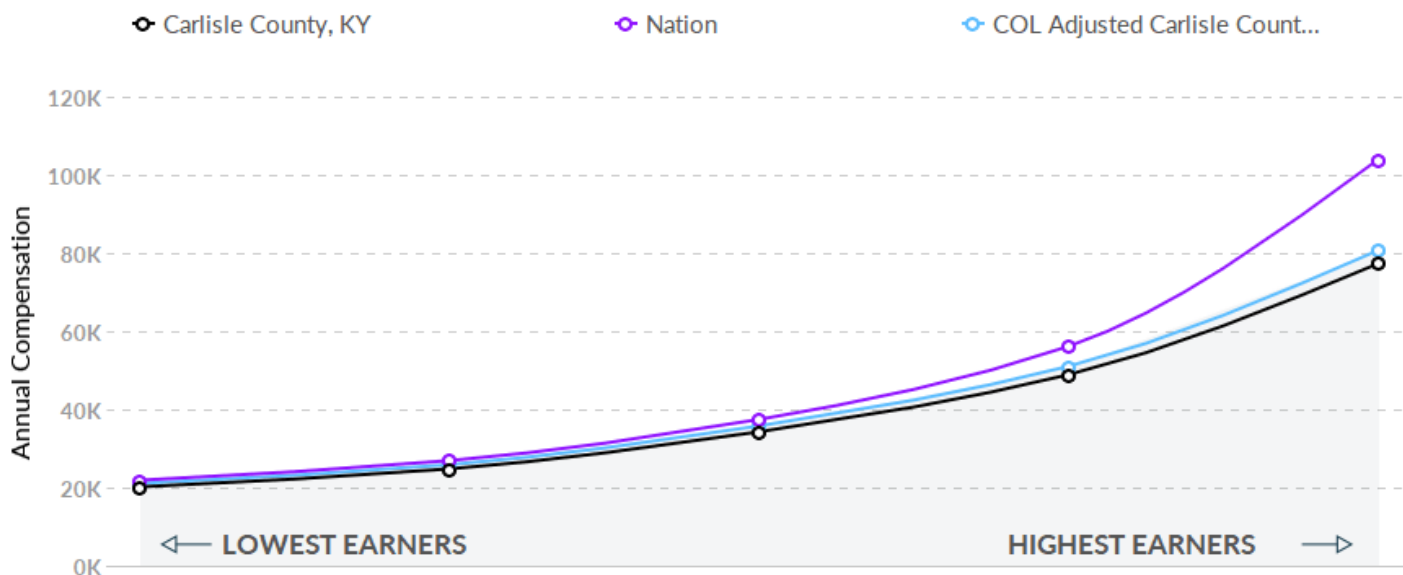


	% of Jobs	Jobs
Males	59.1%	86
Females	40.9%	60

Compensation

Talent Is 8% Cheaper, While the Cost of Living May Make Attraction Difficult

In 2017, the median compensation for your occupations in Carlisle County, KY is \$34,251. Based on the national median wage of \$37,421 for this position, this means you will spend about 8% less to employ your occupations here. However, their actual purchasing power will be 4% less than the national median when we adjust for regional cost of living (which is 4% lower than average). This may make it harder to attract talent to the region at this price.



Demand



7 Employers Competing

All employers in the region who posted for this job during the last 12 months.



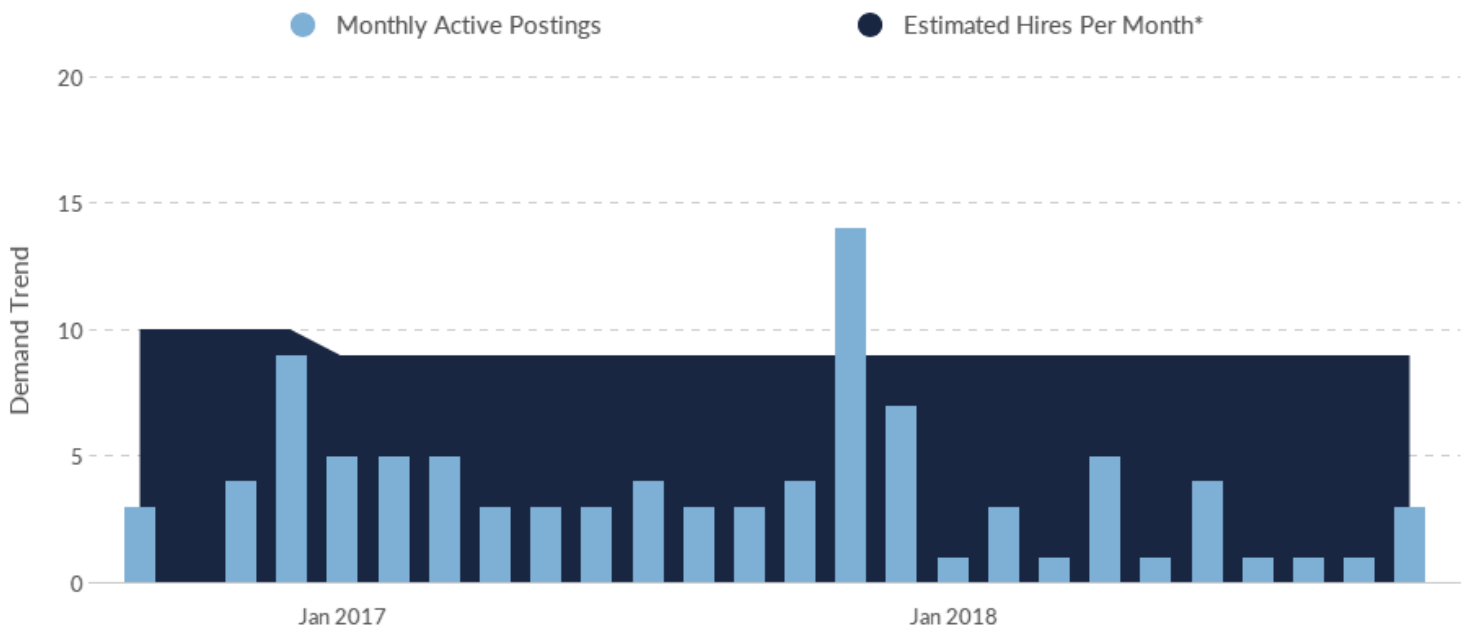
27 Unique Job Postings

The number of unique postings for this job over the last 12 months.



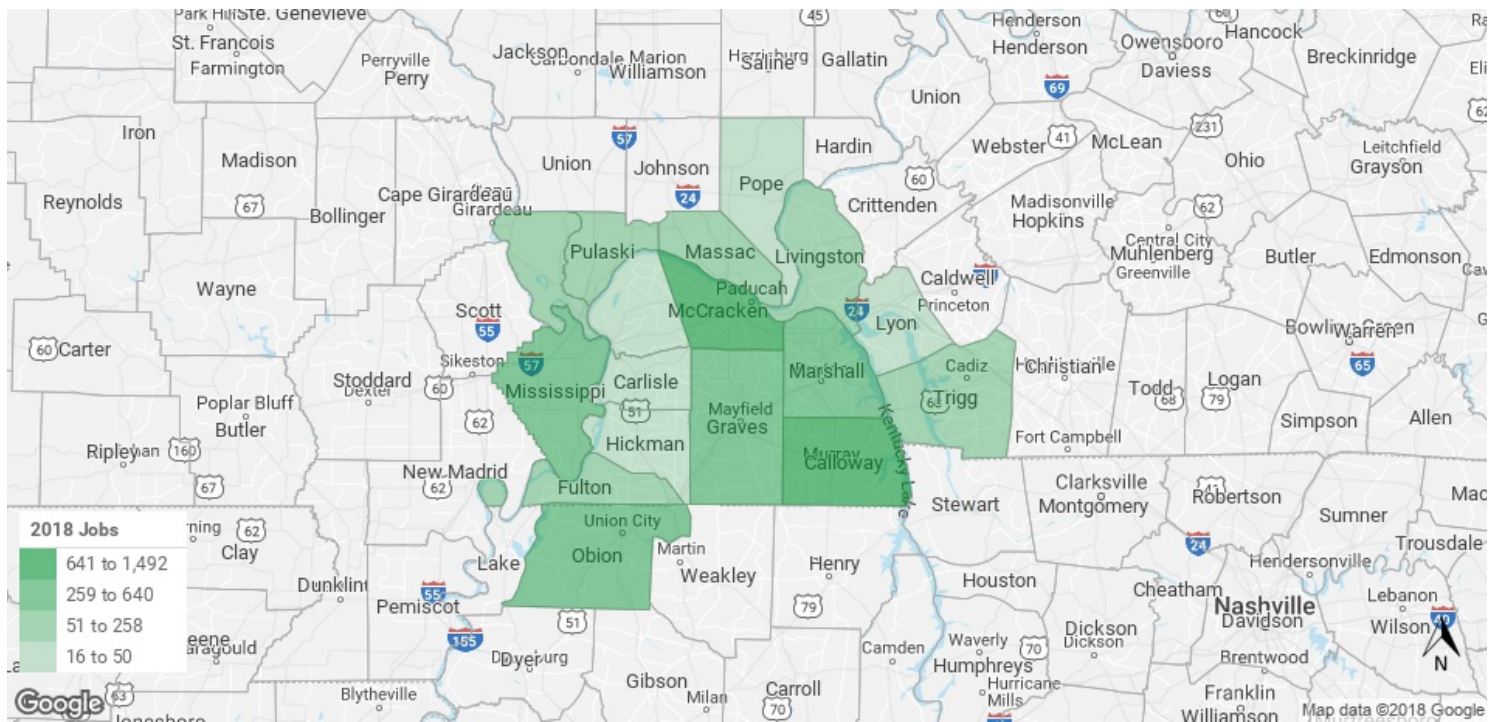
7 Days Median Posting Duration

Posting duration is 16 days shorter than the regional median.



*A hire is reported by the Quarterly Workforce Indicators when an individual's Social Security Number appears on a company's payroll and was not there the quarter before. Emsi uses proprietary industry staffing patterns and extrapolation to estimate hires at the occupation level and below.

Top Companies	Unique Postings	Top Job Titles	Unique Postings
Bankers Life & Casualty Compan.	12 <div></div>	Insurance Sales Agent	15 <div></div>
Dollar General Corporation	6 <div></div>	Customer Service Associate (Sal..	3 <div></div>
Hucks Convenience Store	3 <div></div>	Sales Lead	3 <div></div>
Colinial Life	2 <div></div>	Sales Manager (Sales and Relate.	3 <div></div>
Compass Life	2 <div></div>	Assistant Store Manager (Sales...	1 <div></div>



Executive Summary

<p>4,402</p> <p>Jobs</p> <p>Jobs increased by 112 over the last 5 years. Projected to increase by 81 over the next 5 years.</p>	<p>1.35</p> <p>Concentration</p> <p>Regional job concentration is 1.35 times the national job concentration.</p>	<p>\$16.92/hr</p> <p>Median Earnings</p> <p>Regional median earnings are \$3.13/hr below the national median earnings of \$20.05/hr.</p>	<p>662</p> <p>Educational Completions</p> <p>Related educational completions are produced by 3 institutions in the region.</p>
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O*NET Green: Transportation - Appx. B increased by 112 from 2013-2018 (2.6%), less than the national growth rate of 7.1%. The occupations are projected to increase by 81 from 2018-2023 (1.8%), less than the national projected growth rate of 4.7%. Regional job concentration for O*NET Green: Transportation - Appx. B is 1.35 times the national job concentration. In other words, there are 35% more O*NET Green: Transportation - Appx. B in this region than we would expect to find in the average region.

Cost of labor in the region is below average. The median earnings for O*NET Green: Transportation - Appx. B in the region is \$16.92/hr, which is \$3.13/hr below the national median of \$20.05/hr.

There were 662 relevant completions from 3 institutions in the region in 2017.

Educational Completions

8

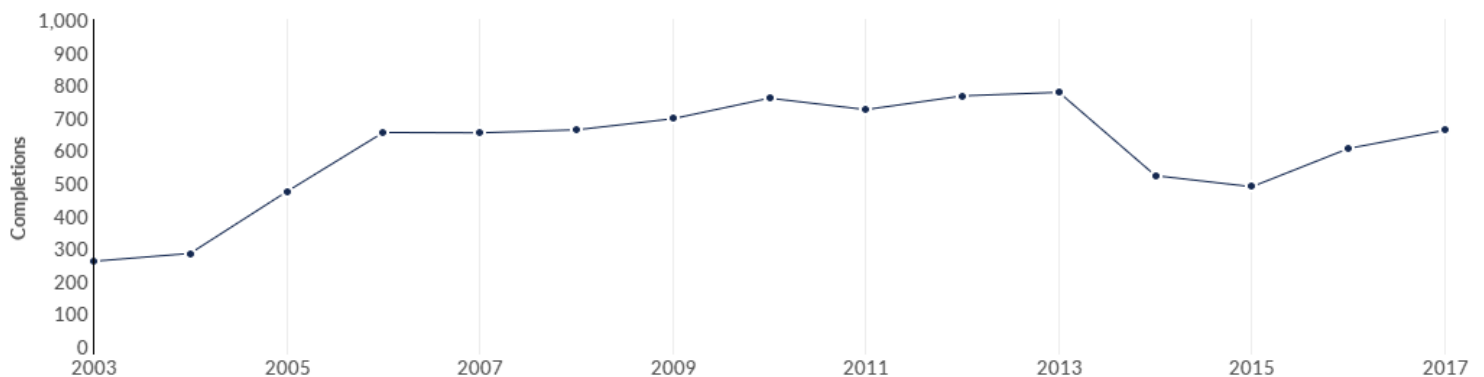
Programs (2017)

662

Completions (2017)

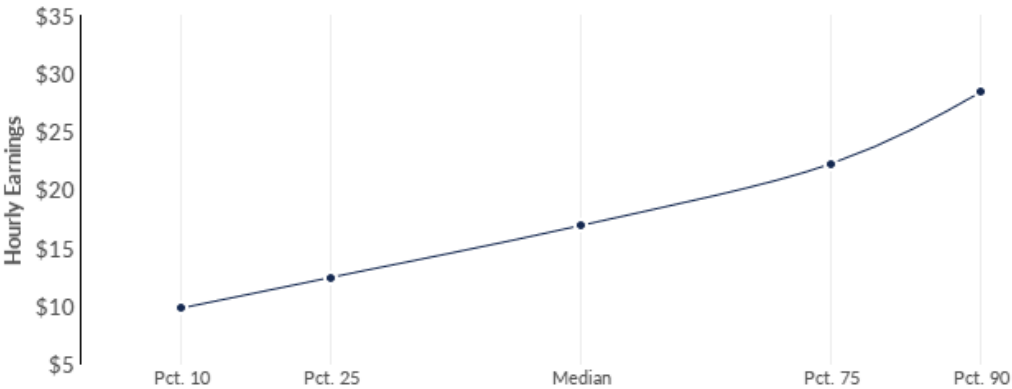
CIP Code	Program	Completions (2013)	Completions (2014)	Completions (2015)	Completions (2016)	Completions (2017)
52.0201	Business Administration and Management, General	503	199	186	299	347
52.0101	Business/Commerce, General	206	240	198	203	205
47.0604	Automobile/Automotive Mechanics Technology/ Technician	29	40	50	50	46
49.0205	Truck and Bus Driver/Commercial Vehicle Operator and Instructor	24	17	34	25	38
44.0401	Public Administration	14	15	14	12	15
52.0203	Logistics, Materials, and Supply Chain Management	2	12	7	17	11
14.1001	Electrical and Electronics Engineering	0	0	0	0	0
52.0408	General Office Occupations and Clerical Services	0	0	0	0	0

Completions Trend



Earnings

\$18.54/hr	\$12.44/hr	\$16.92/hr	\$22.24/hr
Average Earnings	25th Percentile Earnings	Median Earnings	75th Percentile Earnings



Occupation	Average Earnings	25th Percentile Earnings	Median Earnings	75th Percentile Earnings
Transportation, Storage, and Distribution Managers (11-3071)	\$37.14	\$26.72	\$33.13	\$45.43
Aerospace Engineers (17-2011)	\$57.05	\$43.61	\$55.76	\$69.75
Electronics Engineers, Except Computer (17-2072)	\$43.42	\$30.80	\$40.80	\$52.87
Mechanical Engineers (17-2141)	\$41.42	\$30.23	\$43.02	\$50.43
Shipping, Receiving, and Traffic Clerks (43-5071)	\$16.04	\$12.18	\$15.40	\$19.01
Automotive Service Technicians and Mechanics (49-3023)	\$13.71	\$10.08	\$11.73	\$15.96
Heavy and Tractor-Trailer Truck Drivers (53-3032)	\$17.96	\$13.63	\$17.63	\$21.97
Transportation Inspectors (53-6051)	\$33.27	\$20.99	\$33.80	\$45.86

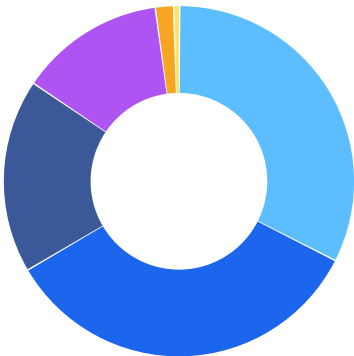
Business Characteristics

213 Companies Employ Your Workers

Online profiles for your workers mention 213 companies as employers, with the top 10 appearing below. In the last 12 months, 112 companies in Carlisle County, KY posted job postings, with the top 10 appearing below.

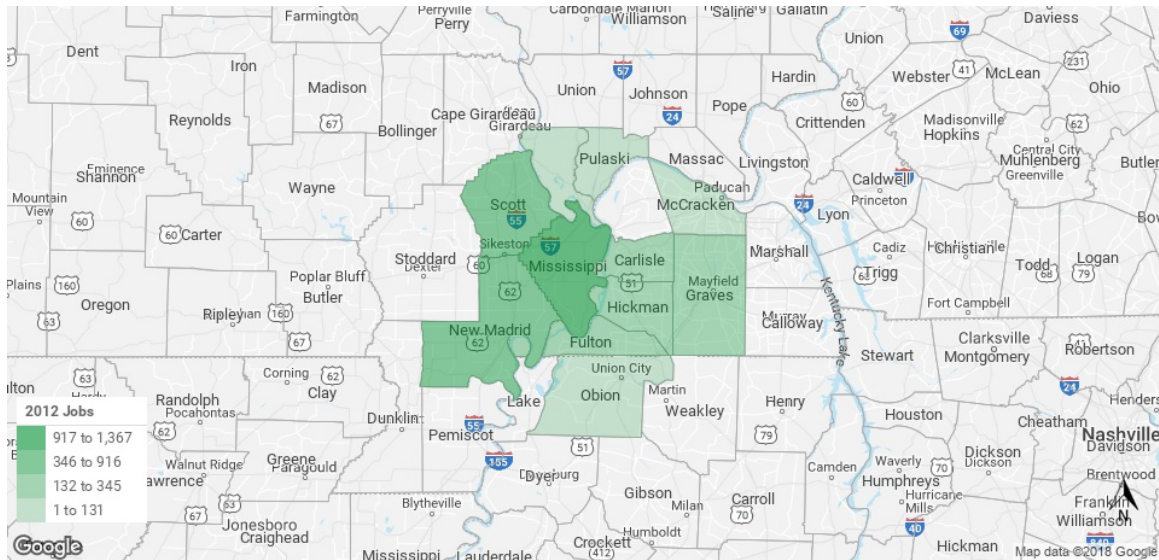
Top Companies	Profiles	Top Companies Posting	Unique Postings
Newpage Corporation	8	CRST International, Inc.	188
Graceland Portable Buildings	5	USA Truck, Inc.	68
Carlisle Community School Dist.	4	Tri-National, Inc.	61
Graceland Management Compa.	4	Koch Trucking, Inc.	54
West Kentucky Rural Electric Co.	4	C.R. England, Inc.	36
Carlisle County Board of Educati.	3	Averitt Express, Inc.	31
Centrus Energy Corp.	3	Tutree, Inc.	29
Early Century Restoration	3	Nussbaum Transportation Servi..	21
Fluor Corporation	3	Genesis Healthcare, Inc.	16
Aecom	2	Bankers Life & Casualty Compan.	13

Business Size

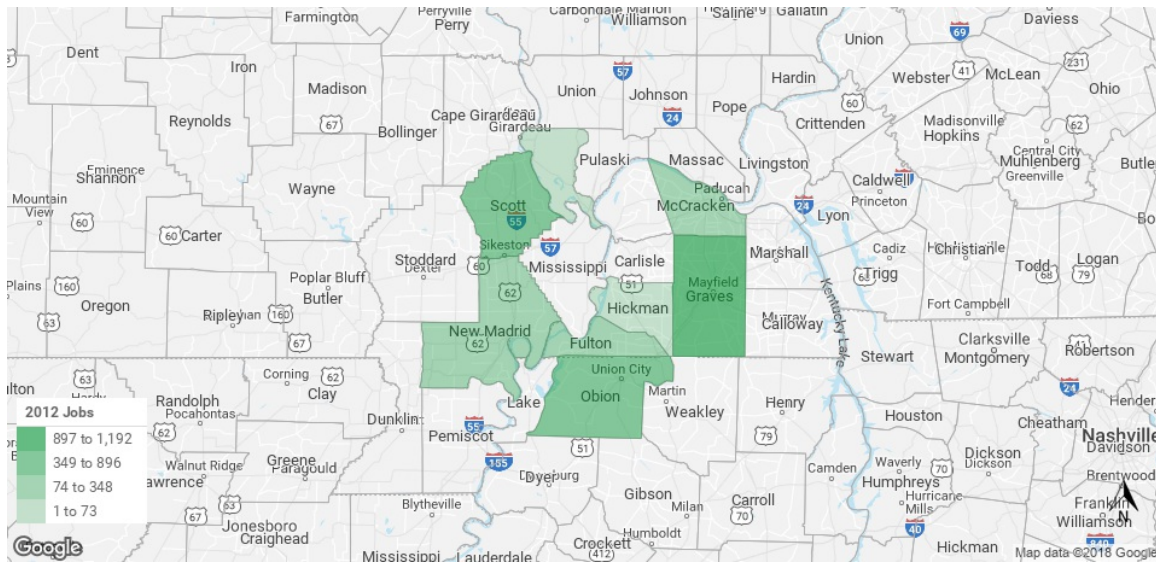


	Percentage	Business Count
1 to 4 employees	32.4%	58
5 to 9 employees	34.1%	61
10 to 19 employees	17.9%	32
20 to 49 employees	13.4%	24
50 to 99 employees	1.7%	3
100 to 249 employees	0.6%	1

**Business Data by DatabaseUSA.com is third-party data provided by Emsi to its customers as a convenience, and Emsi does not endorse or warrant its accuracy or consistency with other published Emsi data. In most cases, the Business Count will not match total companies with profiles on the summary tab.*



County	County Name	2012 Jobs	2017 Jobs	2012 - 2017 Change	2012 - 2017 % Change	Avg. Earnings Per Job	COL Index	COL Adjusted Total Current Earnings	Age 14-18	Age 19-21	Age 22-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65+	Males	Females	2017 Location Quotient
29133	Mississippi County, MO	1,367	1,186	-181	-13%	\$31,076	88.3	\$35,313	19	48	17	123	190	244	307	223	1,011	159	45.10
29143	New Madrid County, MO	734	744	10	1%	\$29,201	85.0	\$34,355	<10	27	10	94	143	147	192	124	672	72	19.00
29201	Scott County, MO	651	589	-62	-10%	\$29,463	90.2	\$32,737	12	25	11	75	106	118	148	99	517	77	6.51
21105	Hickman County, KY	271	317	46	17%	\$28,886	92.6	\$31,060	<10	<10	<10	65	63	72	76	39	271	58	45.11
21039	Carlisle County, KY	227	181	-46	-20%	\$31,670	95.8	\$32,989	<10	<10	<10	36	30	38	44	22	147	31	24.44
21083	Graves County, KY	155	211	56	36%	\$30,430	91.6	\$33,076	<10	<10	<10	48	39	44	49	24	176	41	3.17
21075	Fulton County, KY	146	112	-34	-23%	\$30,354	90.3	\$33,727	0	<10	<10	21	22	21	24	13	84	22	9.35
17153	Pulaski County, IL	110	95	-15	-14%	\$32,829	96.7	\$33,845	<10	<10	<10	13	14	18	29	19	89	<10	8.89
17003	Alexander County, IL	62	31	-31	-50%	\$36,512	95.4	\$38,433	0	<10	0	<10	<10	<10	<10	<10	28	<10	4.41
21145	McCracken County, KY	47	47	0	0%	\$28,899	97.7	\$29,489	<10	0	<10	<10	11	11	<10	<10	37	<10	0.22
47131	Obion County, TN	40	46	6	15%	\$27,794	90.4	\$30,882	<10	0	<10	<10	10	<10	11	<10	41	<10	0.82
21007	Ballard County, KY	0	34	34	Insf. Data	\$27,880	93.5	\$29,660	0	0	<10	<10	<10	<10	14	<10	26	<10	3.52
		3,810	3,593	-217	-6%	\$30,184		\$33,808	48	110	69	496	639	733	909	584	3,099	488	

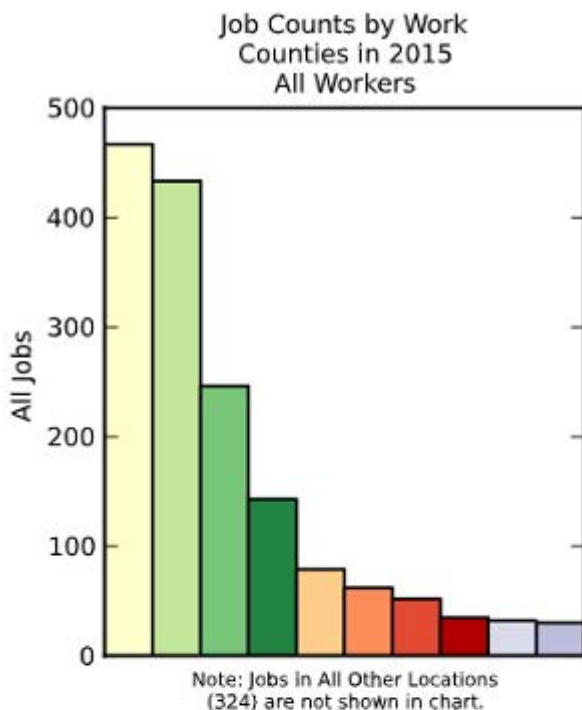


County	County Name	2012 Jobs	2017 Jobs	2012 - 2017 Change	2012 - 2017 % Change	Avg. Earnings Per Job	COL Index	COL Adjusted Total Current Earnings	Age 14-18	Age 19-21	Age 22-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65+	Males	Females	2017 Location Quotient
21083	Graves County, KY	1,192	1,385	193	16%	\$41,148	91.6	\$44,727	<10	88	117	341	333	331	160	22	918	481	10.69
29201	Scott County, MO	831	889	58	7%	\$49,341	90.2	\$54,823	<10	23	53	252	230	236	112	12	567	352	5.04
47131	Obion County, TN	669	1,054	385	58%	\$49,140	90.4	\$54,600	<10	51	78	251	256	240	145	27	710	347	9.68
21075	Fulton County, KY	128	164	36	28%	\$55,489	90.3	\$61,654	0	0	<10	22	44	48	41	<10	107	59	7.01
21145	McCracken County, KY	87	215	128	147%	\$47,631	97.7	\$48,603	<10	13	12	48	52	42	49	<10	134	87	0.51
29143	New Madrid County, MO	86	58	-28	-33%	\$21,171	85.0	\$24,907	0	<10	<10	11	15	<10	14	0	19	37	0.76
21105	Hickman County, KY	73	36	-37	-51%	\$43,914	92.6	\$47,219	0	<10	0	<10	<10	<10	12	<10	<10	30	2.61
17003	Alexander County, IL	72	<10	Insf. Data	Insf. Data	\$90,712	95.4	\$95,486	0	0	<10	<10	<10	<10	<10	0	10	0	0.31
17153	Pulaski County, IL	<10	12	Insf. Data	Insf. Data	\$95,604	96.7	\$98,560	0	0	0	0	15	0	0	0	15	0	0.57
29133	Mississippi County, MO	0	0	0	0%	\$0	88.3	\$0	0	0	0	0	0	0	0	0	0	0	0.00
21039	Carlisle County, KY	0	0	0	0%	\$0	95.8	\$0	0	0	0	0	0	0	0	0	0	0	0.00
21007	Ballard County, KY	0	0	0	0%	\$0	93.5	\$0	0	0	0	0	0	0	0	0	0	0	0.00
		3,137	3,817	680	22%	\$46,319		\$50,824	18	180	269	933	954	910	536	77	2,483	1,393	

Job Growth by County

County	County Name	2013 Jobs	2018 Jobs	2013-2018 % Change	Avg. Hourly Earnings
21035	Calloway County, KY	1,258	1,492	19%	\$17.10/hr
21145	McCracken County, KY	987	943	-4%	\$21.03/hr
29133	Mississippi County, MO	392	343	-13%	\$16.70/hr
47131	Obion County, TN	374	390	4%	\$18.07/hr
21083	Graves County, KY	355	382	8%	\$18.54/hr
21157	Marshall County, KY	314	294	-6%	\$19.35/hr
21139	Livingston County, KY	120	89	-26%	\$19.11/hr
21075	Fulton County, KY	89	67	-25%	\$17.01/hr
17127	Massac County, IL	73	59	-19%	\$21.02/hr
21007	Ballard County, KY	60	35	-42%	\$20.67/hr
21221	Trigg County, KY	59	63	7%	\$18.11/hr
17003	Alexander County, IL	58	68	17%	\$18.53/hr
17153	Pulaski County, IL	54	75	39%	\$22.13/hr
21143	Lyon County, KY	37	35	-5%	\$19.21/hr
21039	Carlisle County, KY	25	29	16%	\$16.66/hr
21105	Hickman County, KY	23	23	0%	\$17.71/hr
17151	Pope County, IL	<10	16	Insf. Data	\$17.98/hr

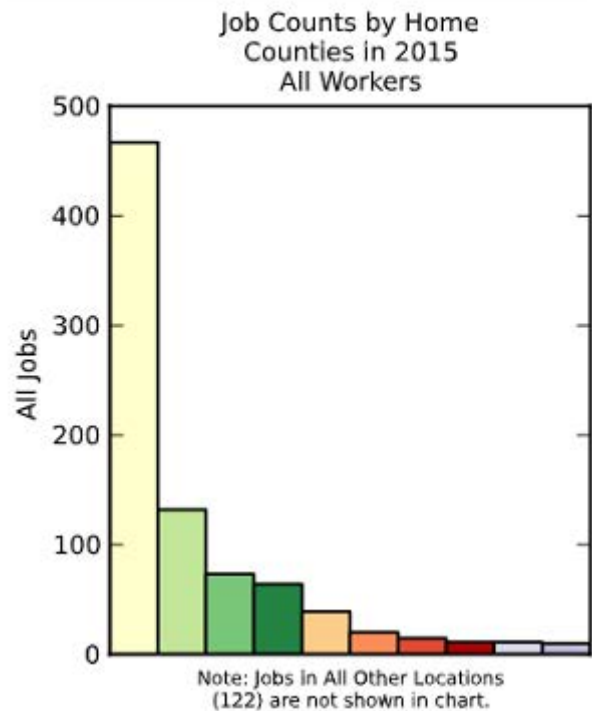
Jobs by Work & by Home



View as

Jobs Counts by Counties Where Workers are Employed - All Jobs

2015		
	Count	Share
All Counties	1,903	100.0%
Carlisle County, KY	467	24.5%
McCracken County, KY	433	22.8%
Graves County, KY	246	12.9%
Ballard County, KY	143	7.5%
Hickman County, KY	79	4.2%
Jefferson County, KY	62	3.3%
Marshall County, KY	52	2.7%
Calloway County, KY	35	1.8%
Christian County, KY	32	1.7%
Fulton County, KY	30	1.6%
All Other Locations	324	17.0%



View as

Jobs Counts by Counties Where Workers Live - All Jobs

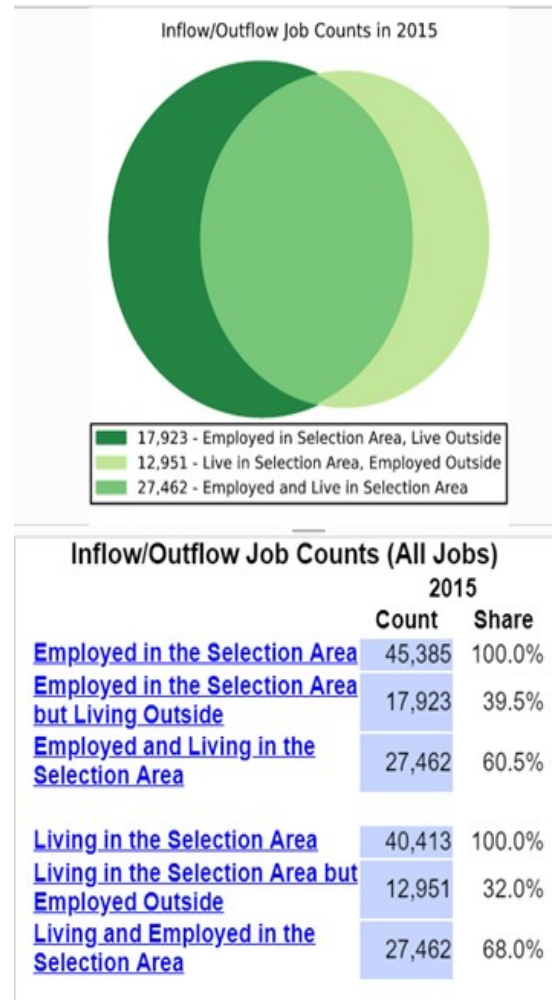
2015		
	Count	Share
All Counties	964	100.0%
Carlisle County, KY	467	48.4%
Graves County, KY	132	13.7%
McCracken County, KY	73	7.6%
Hickman County, KY	64	6.6%
Ballard County, KY	39	4.0%
Montgomery County, TN	20	2.1%
Marshall County, KY	15	1.6%
Fulton County, KY	11	1.1%
Obion County, TN	11	1.1%
Sumner County, TN	10	1.0%
All Other Locations	122	12.7%

Where Workers Live

In order to take a comprehensive look at the area, the data are expanded to include the Micropolitan Statistical Area (MSA).

This area is significant because there is interdependence and connectedness of the economies in this area that feeds into the area, the center being the city of Paducah, Kentucky. The map following this section shows the area that is included in the MSA.

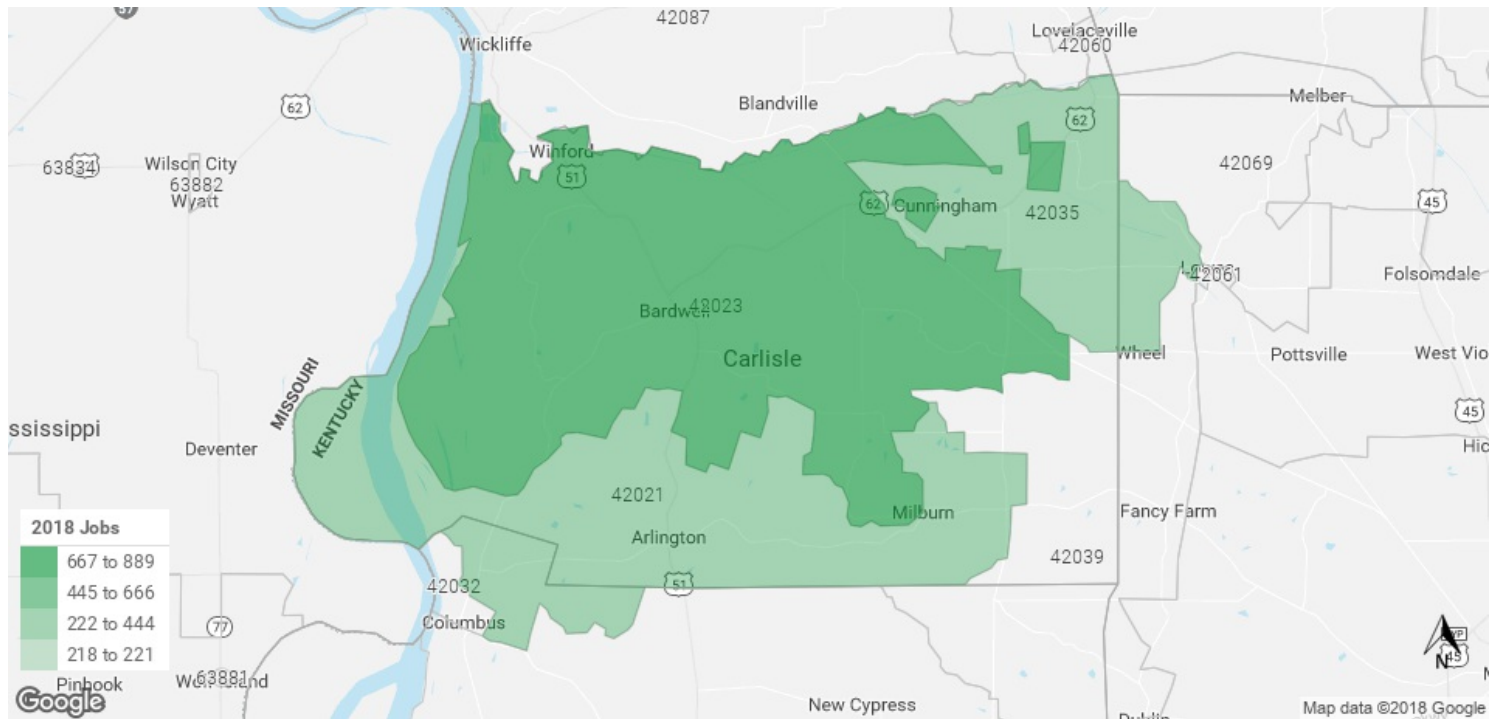
The graph to the right shows the breakdown of where people live and work in this area. As you can see, there are more people employed in this area than live here. The majority of people are living and employed in the MSA.



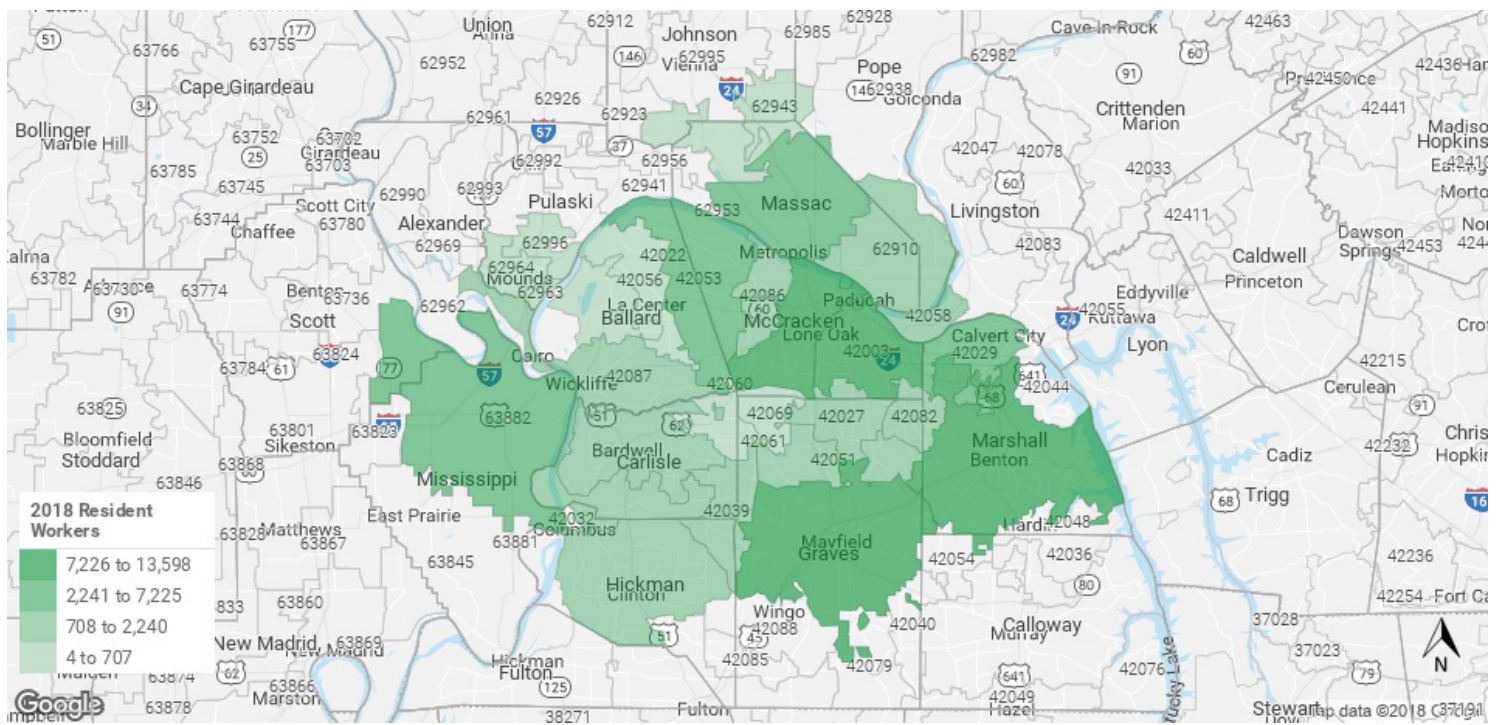
Source: US Census Bureau, Center for Economic Studies



Source: US Census Bureau, Center for Economic Studies



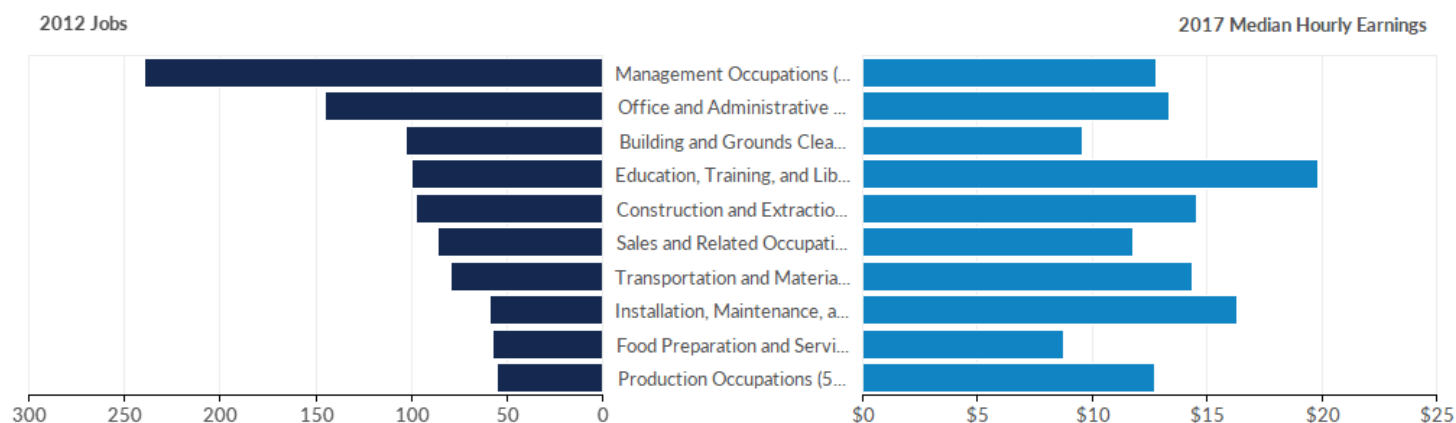
ZIP	ZIP Name	2018 Jobs	2018 Resident Workers	2018 Net Commuters
42023	Bardwell, KY (in Carlisle county)	889	1,090	-201
42021	Arlington, KY (in Carlisle county)	316	754	-438
42035	Cunningham, KY (in Carlisle county)	250	525	-275
		1,455	2,369	-914



ZIP	ZIP Name	2018 Resident Workers	2018 Jobs	2018 Net Commuters
42003	Paducah, KY (in McCracken county)	13,598	15,310	1,712
42001	Paducah, KY (in McCracken county)	12,496	22,515	10,019
42066	Mayfield, KY (in Graves county)	10,370	9,670	-700
42025	Benton, KY (in Marshall county)	8,975	6,457	-2,518
62960	Metropolis, IL (in Massac county)	4,954	3,065	-1,889
42029	Calvert City, KY (in Marshall county)	2,835	4,980	2,145
63834	Charleston, MO (in Mississippi county)	2,299	1,974	-325
42053	Kevil, KY (in McCracken county)	2,282	1,145	-1,137
42086	West Paducah, KY (in McCracken county)	1,781	441	-1,340
42031	Clinton, KY (in Hickman county)	1,658	1,344	-314
42051	Hickory, KY (in Graves county)	1,359	2,010	651
42002	Paducah, KY (in McCracken county)	1,121	2,769	1,648
42023	Bardwell, KY (in Carlisle county)	1,090	889	-201
42027	Boaz, KY (in Graves county)	1,080	197	-883
62910	Brookport, IL (in Massac county)	990	59	-931
42087	Wickliffe, KY (in Ballard county)	986	661	-325
62914	Cairo, IL (in Alexander county)	947	781	-166
42082	Symsonia, KY (in Graves county)	890	123	-767
		76,208	77,696	1,487

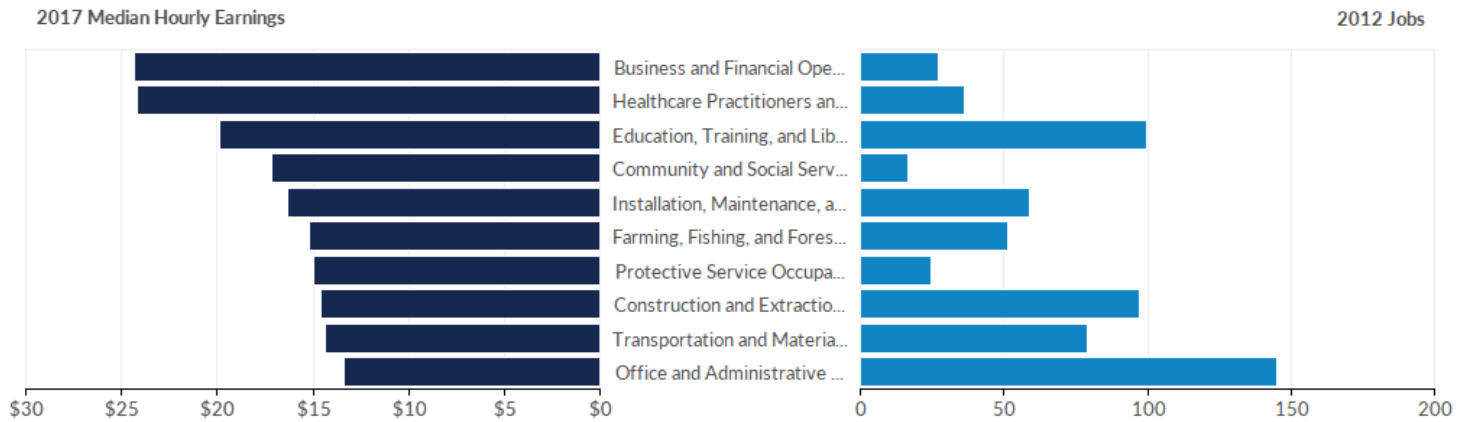
42058	Ledbetter, KY (in Livingston county)	856	391	-465
42039	Fancy Farm, KY (in Graves county)	793	230	-563
42021	Arlington, KY (in Carlisle county)	754	316	-438
42024	Barlow, KY (in Ballard county)	618	455	-163
42056	La Center, KY (in Ballard county)	614	683	69
62964	Mounds, IL (in Pulaski county)	593	453	-140
42035	Cunningham, KY (in Carlisle county)	525	250	-275
42069	Melber, KY (in Graves county)	505	107	-398
62943	Grantsburg, IL (in Johnson county)	456	45	-411
62996	Villa Ridge, IL (in Pulaski county)	260	46	-214
62963	Mound City, IL (in Pulaski county)	255	139	-116
62908	Belknap, IL (in Massac county)	208	41	-167
42022	Bandana, KY (in Ballard county)	44	44	0
42060	Lovelaceville, KY (in Ballard county)	<10	<10	Insf. Data
42061	Lowes, KY (in Graves county)	<10	<10	Insf. Data
63882	Wyatt, MO (in Mississippi county)	<10	95	Insf. Data
		76,208	77,696	1,487

Largest Occupations













Occupation	2012 Jobs	2017 Jobs	Change in Jobs (2012-2017)	% Change	2017 Median Hourly Earnings
Management Occupations	240	194	-46	-19%	\$12.79
Office and Administrative Support Occupations	145	200	55	38%	\$13.34
Building and Grounds Cleaning and Maintenance Occupations	103	84	-19	-18%	\$9.56
Education, Training, and Library Occupations	100	92	-8	-8%	\$19.85
Construction and Extraction Occupations	97	98	1	1%	\$14.58
Sales and Related Occupations	86	130	44	51%	\$11.80
Transportation and Material Moving Occupations	79	76	-3	-4%	\$14.33
Installation, Maintenance, and Repair Occupations	59	77	18	31%	\$16.34
Food Preparation and Serving Related Occupations	58	118	60	103%	\$8.78
Production Occupations	55	52	-3	-5%	\$12.72

Highest Paying Occupations

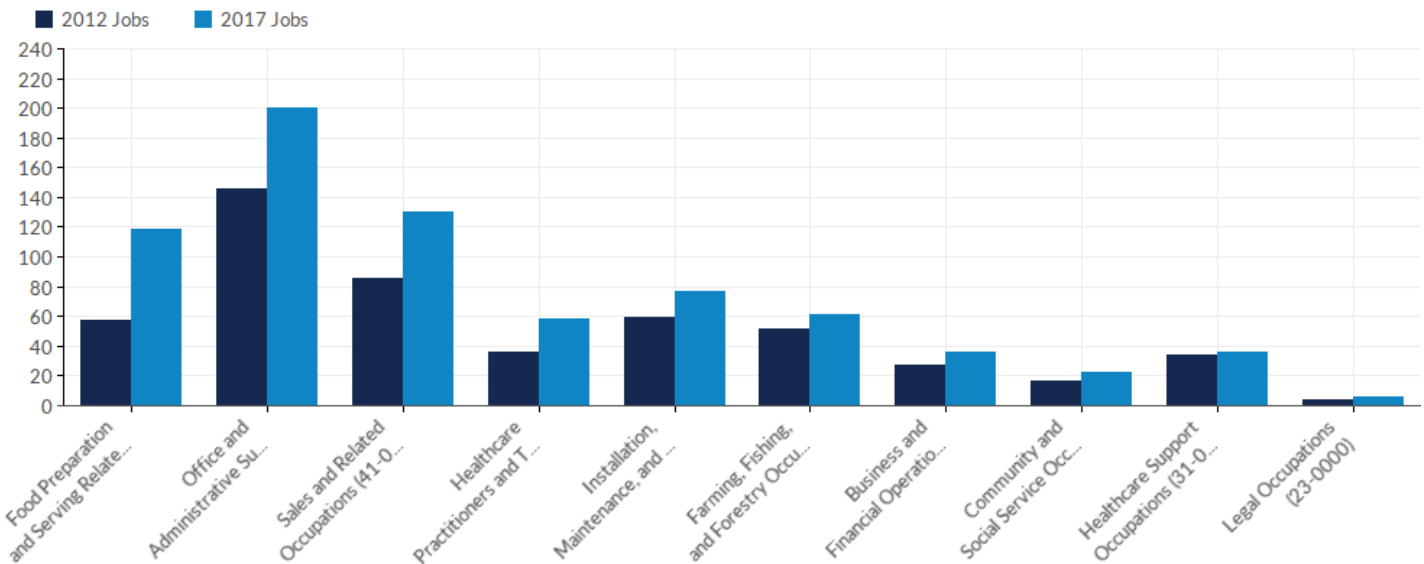


Occupation	2012 Jobs	2017 Jobs	Change in Jobs (2012-2017)	% Change	2017 Median Hourly Earnings
Business and Financial Operations Occupations	27	36	9	33%	\$24.30
Healthcare Practitioners and Technical Occupations	36	58	22	61%	\$24.15
Education, Training, and Library Occupations	100	92	-8	-8%	\$19.85
Community and Social Service Occupations	17	22	5	29%	\$17.13
Installation, Maintenance, and Repair Occupations	59	77	18	31%	\$16.34
Farming, Fishing, and Forestry Occupations	51	61	10	20%	\$15.21
Protective Service Occupations	25	26	1	4%	\$14.95
Construction and Extraction Occupations	97	98	1	1%	\$14.58
Transportation and Material Moving Occupations	79	76	-3	-4%	\$14.33
Office and Administrative Support Occupations	145	200	55	38%	\$13.34

Top Posted Occupations

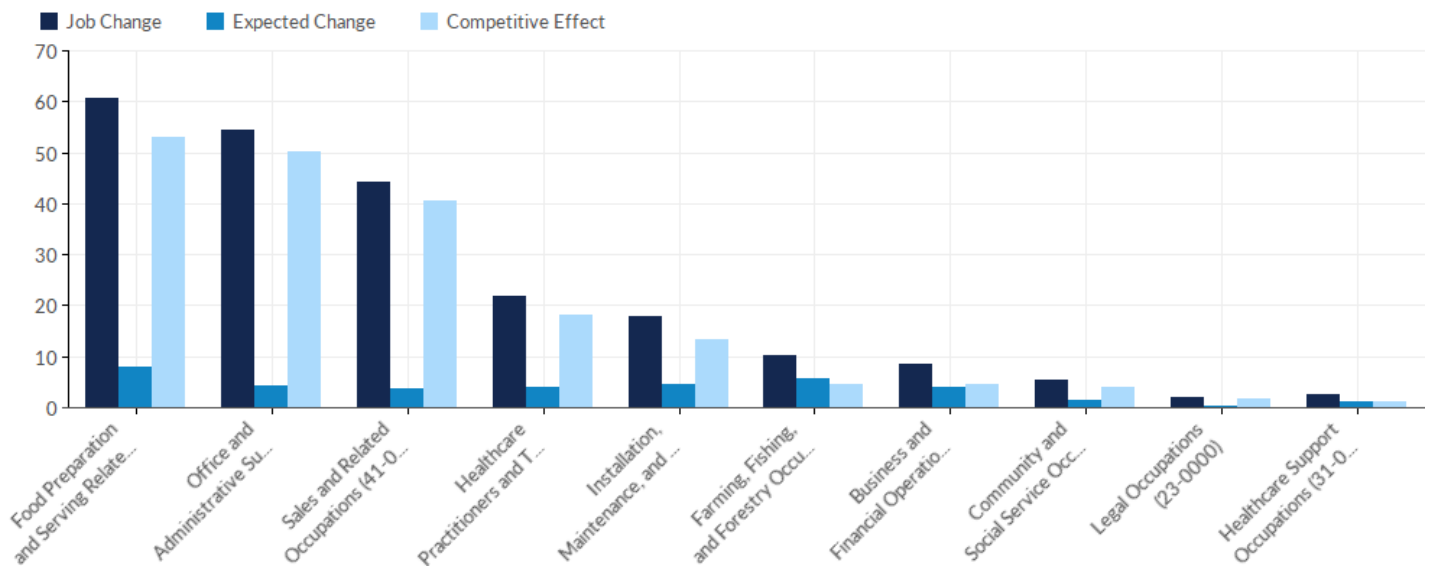
Occupation (SOC)	Total/Unique (Apr 2018 - Sep 2018)	Posting Intensity	Median Posting Duration
Transportation and Material Moving Occupations	1,384 / 319	4 : 1 	34 days
Education, Training, and Library Occupations	103 / 37	3 : 1 	19 days
Healthcare Practitioners and Technical Occupations	48 / 25	2 : 1 	10 days
Installation, Maintenance, and Repair Occupations	41 / 11	4 : 1 	19 days
Sales and Related Occupations	11 / 9	1 : 1 	11 days
Business and Financial Operations Occupations	28 / 8	4 : 1 	28 days
Management Occupations	6 / 5	1 : 1 	11 days
Arts, Design, Entertainment, Sports, and Media Occupations	14 / 4	4 : 1 	36 days
Healthcare Support Occupations	2 / 2	1 : 1 	9 days
Personal Care and Service Occupations	2 / 2	1 : 1 	16 days

Fastest Growing Occupations



Occupation	2012 Jobs	2017 Jobs	Change in Jobs (2012-2017)	% Change	2017 Median Hourly Earnings
Food Preparation and Serving Related Occupations	58	118	60	103%	\$8.78
Office and Administrative Support Occupations	145	200	55	38%	\$13.34
Sales and Related Occupations	86	130	44	51%	\$11.80
Healthcare Practitioners and Technical Occupations	36	58	22	61%	\$24.15
Installation, Maintenance, and Repair Occupations	59	77	18	31%	\$16.34
Farming, Fishing, and Forestry Occupations	51	61	10	20%	\$15.21
Business and Financial Operations Occupations	27	36	9	33%	\$24.30
Community and Social Service Occupations	17	22	5	29%	\$17.13
Healthcare Support Occupations	34	36	2	6%	\$12.97
Legal Occupations	<10	<10	Insf. Data	Insf. Data	Insf. Data

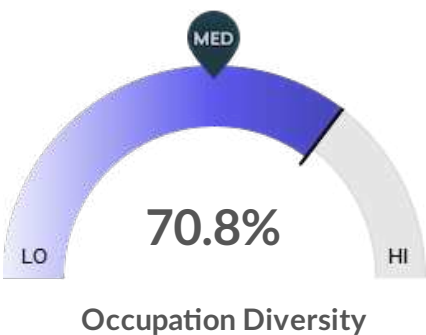
Highest Performing Occupations



Occupation	Job Change	Occ Mix Effect	Nat Growth Effect	Expected Change	Competitive Effect	2017 Median Hourly Earnings
Food Preparation and Serving Related Occupations	60	3	5	8	53	\$8.78
Office and Administrative Support Occupations	55	-8	12	4	50	\$13.34
Sales and Related Occupations	44	-3	7	4	41	\$11.80
Healthcare Practitioners and Technical Occupations	22	1	3	4	18	\$24.15
Installation, Maintenance, and Repair Occupations	18	0	5	5	13	\$16.34
Farming, Fishing, and Forestry Occupations	10	1	4	5	5	\$15.21
Business and Financial Operations Occupations	9	2	2	4	4	\$24.30
Community and Social Service Occupations	5	0	1	1	4	\$17.13
Legal Occupations	Insf. Data	0	0	0	Insf. Data	Insf. Data
Healthcare Support Occupations	2	-2	3	1	1	\$12.97

Occupation Diversity Overview

Rank: 162
(out of 551 Micro MSAs)



Occupation diversity is high for Paducah, KY-IL. This means that employment is distributed more evenly between the 13 occupation clusters compared to the typical Micro MSA. A region with high diversity can signal economic stability and more easily withstand economic pressures, while a region with low diversity can signal economic instability.

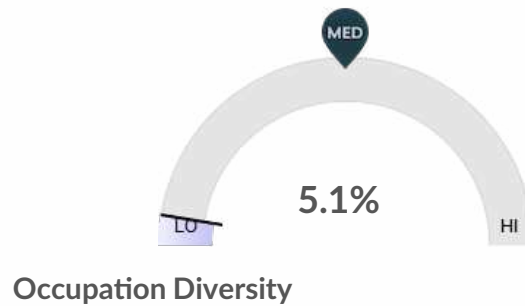
Occupation Cluster Shares



Occupation Cluster Shares - Cont.

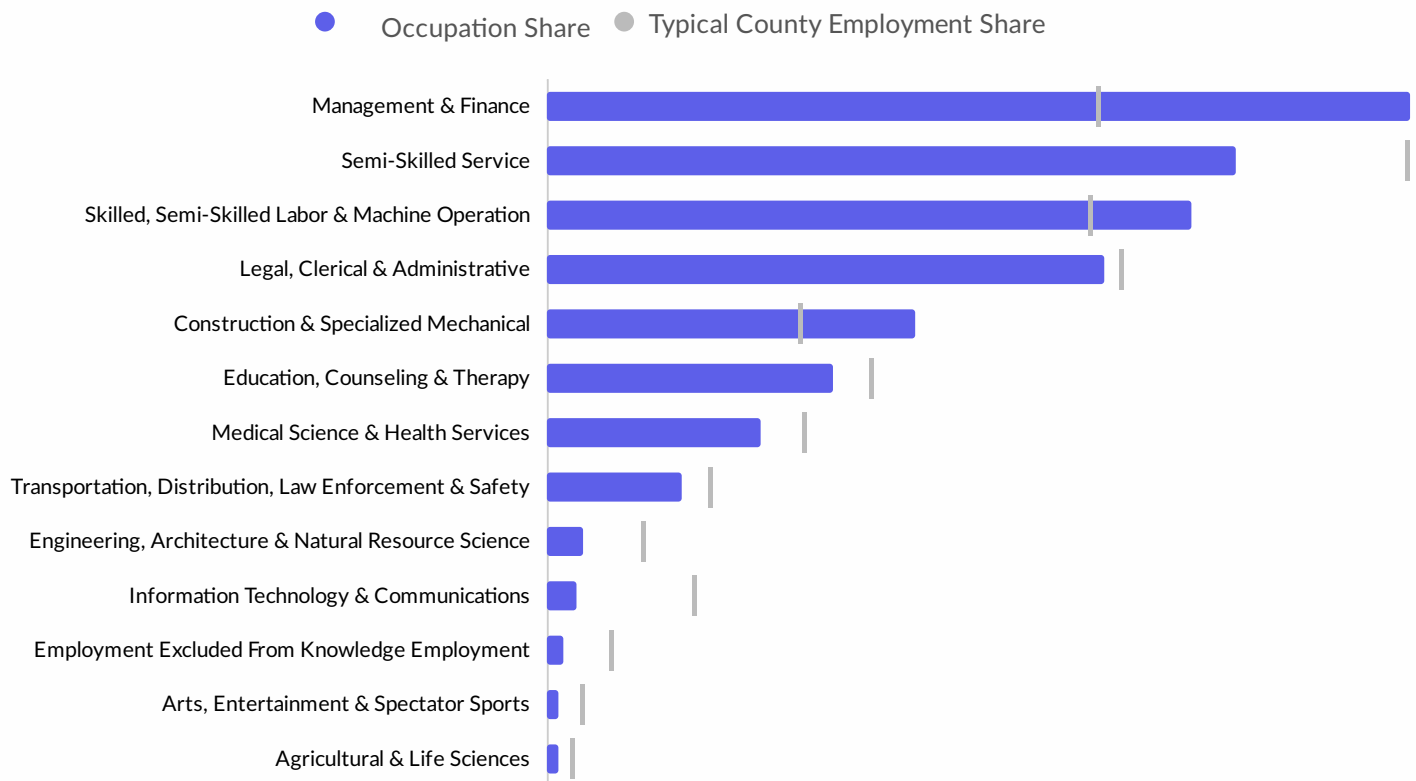
Occupation Cluster	2018 Jobs	% of Total Employment	% of Typical Micro MSA Employment
Semi-Skilled Service	11,455	22.8%	20.3%
Legal, Clerical & Administrative	7,271	14.4%	13.9%
Skilled, Semi-Skilled Labor & Machine Operation	7,091	14.1%	18.5%
Management & Finance	6,637	13.2%	12.7%
Medical Science & Health Services	4,503	8.9%	6.6%
Education, Counseling & Therapy	3,662	7.3%	8.7%
Construction & Specialized Mechanical	3,553	7.1%	8.0%
Transportation, Distribution, Law Enforcement & Safety	3,311	6.6%	4.7%
Engineering, Architecture & Natural Resource Science	1,227	2.4%	2.0%
Information Technology & Communications	849	1.7%	1.6%
Arts, Entertainment & Spectator Sports	322	0.6%	0.6%
Agricultural & Life Sciences	286	0.6%	0.7%
Employment Excluded From Knowledge Employment	160	0.3%	1.8%
	50,327	100.0%	100.0%

Rank: 2982
(out of 3142
Counties)



Occupation diversity is low for Carlisle. This means that employment is distributed less evenly between the 13 occupation clusters compared to the typical county. A region with high diversity can signal economic stability and more easily withstand economic pressures, while a region with low diversity can signal economic instability.

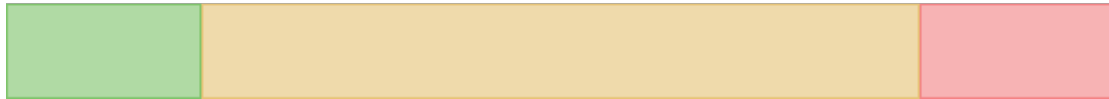
Occupation Cluster Shares



Executive Summary

- Your highest ranked cluster is **Local Logistical Services**, with a score of 100 (out of 100) points.
- Your average cluster score is 45 (out of 100) points. This is *not* a benchmark against other regions; it only compares the relative performance of your clusters to each other. Clusters ranked higher than 45 are above average for your region, while clusters ranked lower than 45 are below average.
- Top clusters must have a score of at least 60, while bottom clusters must have a score of 31 or less. These thresholds are determined by applying the average deviation (plus or minus 14) to the average cluster score 45.

 3 Top Clusters  11 Average Clusters  3 Bottom Clusters



Cluster Rankings



Local Logistical Services

100

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
531130	Lessors of Miniwarehouses and Self-Storage Units	106	100



Local Hospitality Establishments

60

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
722511	Full-Service Restaurants	90	60



Local Financial Services

60

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
522110	Commercial Banking	44	60

Local Health Services

57

You have 3 industries in this cluster:

NAICS	Industry	Jobs	Score
446110	Pharmacies and Drug Stores	30	53
621111	Offices of Physicians (except Mental Health Specialists)	42	79
623110	Nursing Care Facilities (Skilled Nursing Facilities)	46	38

State Government Services

52

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
902999	State Government, Excluding Education and Hospitals	35	52

Local Food and Beverage Processing and Distribution

52

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
445110	Supermarkets and Other Grocery (except Convenience) Stores	53	52

Local Retailing of Clothing and General Merchandise

51

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
452319	All Other General Merchandise Stores	13	51

✓ Local Education and Training

49

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
903611	Elementary and Secondary Schools (Local Government)	146	49

🏢 Local Government Services

49

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
903999	Local Government, Excluding Education and Hospitals	62	49

🇺🇸 Federal Government Services

40

You have 2 industries in this cluster:

NAICS	Industry	Jobs	Score
901149	US Postal Service	11	48
901200	Federal Government, Military	13	33

🚜 Agricultural Inputs and Services

40

You have 2 industries in this cluster:

NAICS	Industry	Jobs	Score
111000	Crop Production	178	39
115115	Farm Labor Contractors and Crew Leaders	18	42

Local Real Estate, Construction, and Development

39

You have 3 industries in this cluster:

NAICS	Industry	Jobs	Score
236220	Commercial and Institutional Building Construction	12	43
238120	Structural Steel and Precast Concrete Contractors	11	42
238910	Site Preparation Contractors	12	32

Local Community and Civic Organizations

37

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
813110	Religious Organizations	25	37

Local Household Goods and Services

34

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
561730	Landscaping Services	21	34

Local Motor Vehicle Products and Services

27

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
447110	Gasoline Stations with Convenience Stores	18	27

Wood Products

24

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
321113	Sawmills	29	24

Local Commercial Services

1

You have 1 industry in this cluster:

NAICS	Industry	Jobs	Score
561720	Janitorial Services	35	1



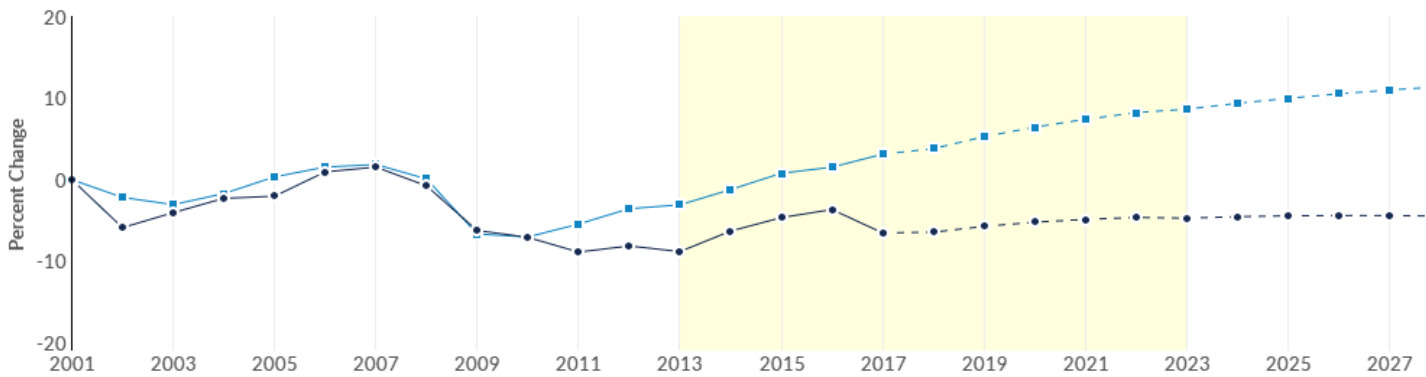
The clusters in this analysis are defined according to the methodology of Harvard Business School's U.S. Cluster Mapping Project. Cluster icons used with permission of the U.S. Cluster Mapping Project (<http://clustermapping.us>).

Source: U.S. Cluster Mapping (<http://clustermapping.us>), Institute for Strategy and Competitiveness, Harvard Business School. Copyright © 2014 President and Fellows of Harvard College. All rights reserved. Research funded in part by the U.S. Department of Commerce, Economic Development Administration.

Emsi has made modifications to the Harvard clusters in order to integrate our additional data.

Industry & Job Trends

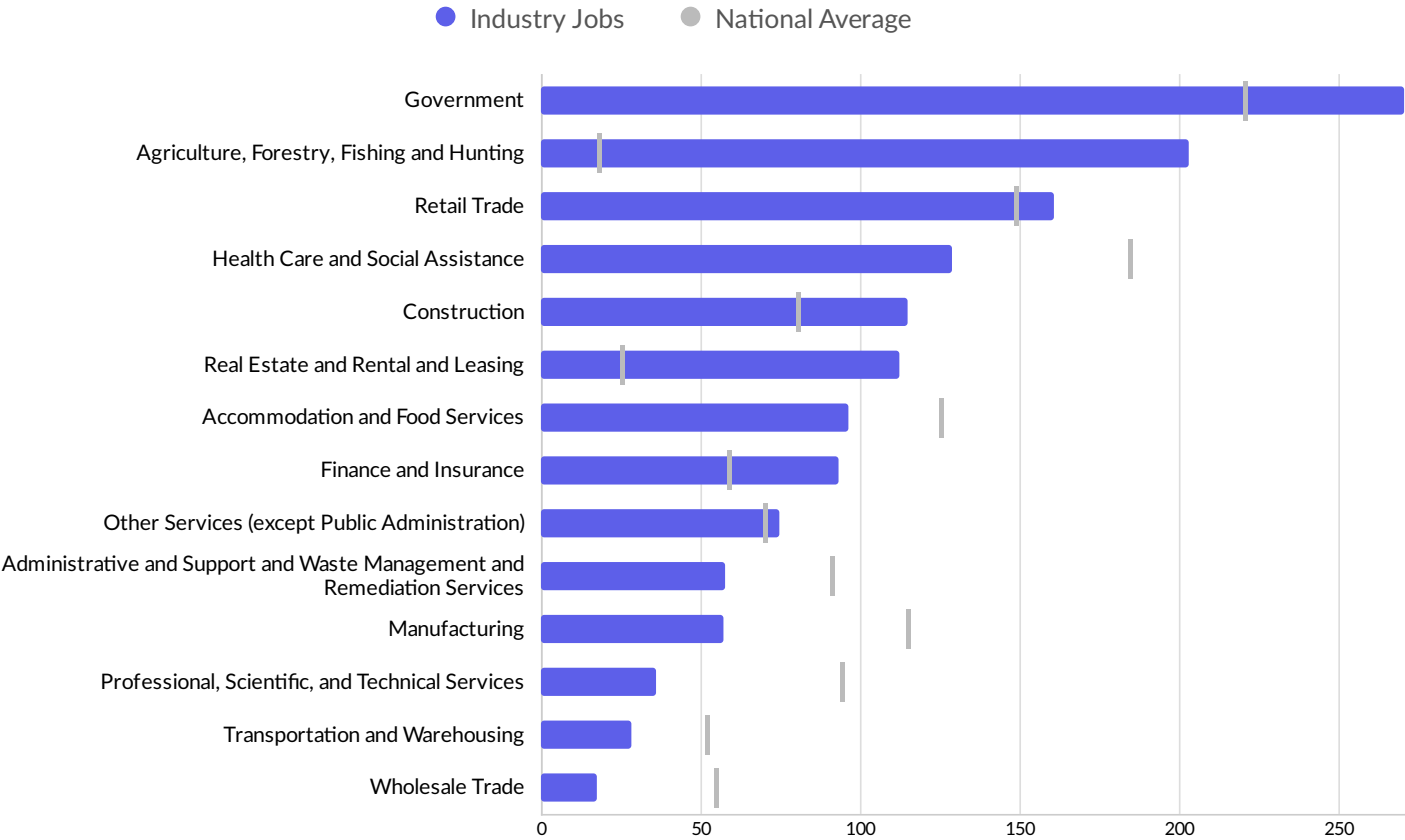
Regional Trends



Region	2013 Jobs	2018 Jobs	2023 Jobs	Change	2013- 2018 Growth %	2018- 2023 Growth %
● 17 Counties	4,290	4,402	4,483	193	2.6%	1.8%
■ Nation	3,891,778	4,168,654	4,363,363	471,585	7.1%	4.7%

Industry Characteristics

Largest Industries

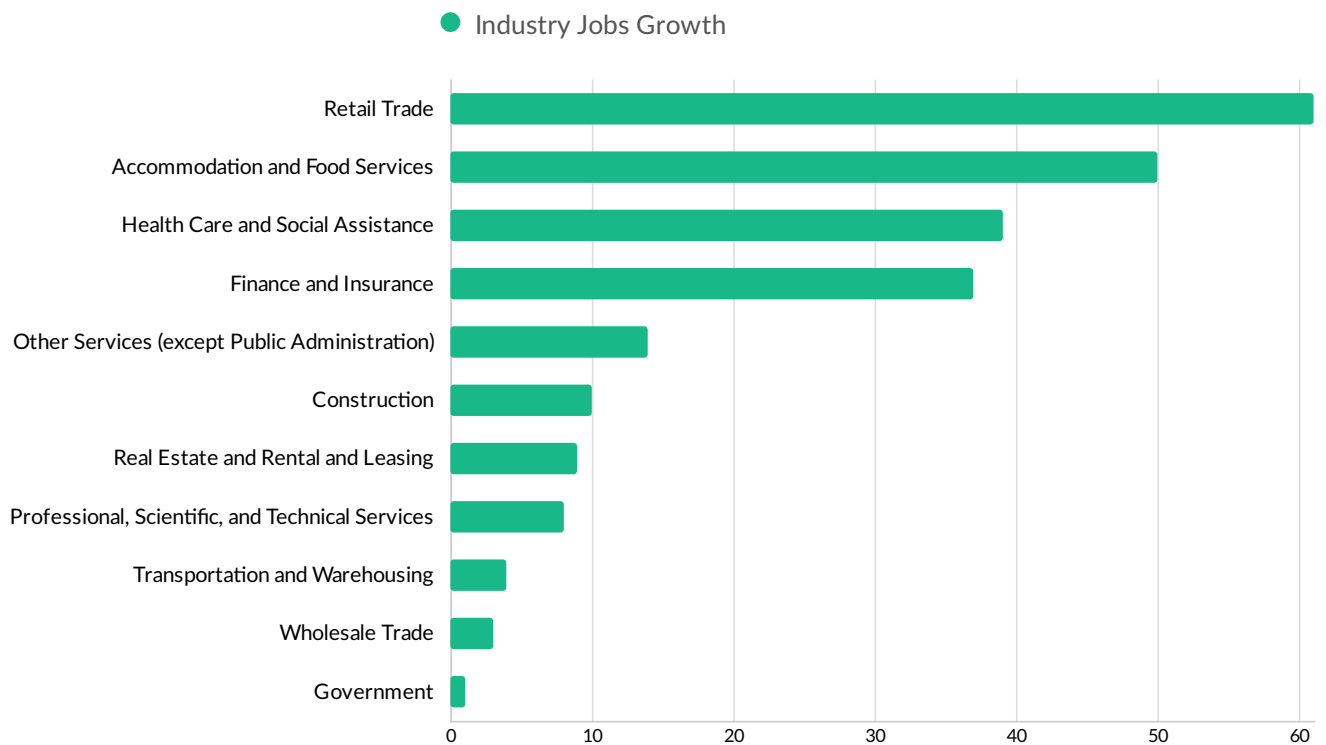


Top Growing Industries

There are few jobs in this area so each additional job makes an enormous impact in Carlisle County. The following graph shows the growing industries. These areas should be encouraged to grow so that the community can tap into its full potential.

Industry Characteristics - Cont.

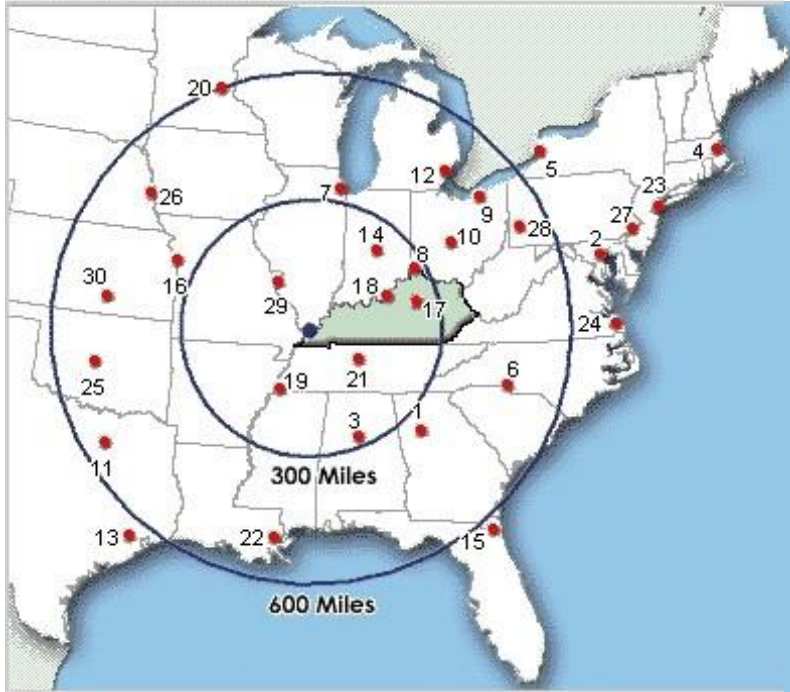
Top Growing Industries



Market Area

The following table is the market area for Carlisle County. As you can see, the community is within range of many prominent cities.

Selected Market Centers



Percent of U.S. Within 600 Miles of:
Carlisle County

Population
43%
Personal Income
55%
Retail Sales
39%
Manufacturing Employment
53%

Highway Distance to Selected Market Centers

City	Miles	City	Miles	City	Miles
1. Atlanta, GA	417	11. Dallas, TX	611	21. Nashville, TN	171
2. Baltimore, MD	824	12. Detroit, MI	620	22. New Orleans, LA	578
3. Birmingham, AL	361	13. Houston, TX	726	23. New York, NY	985
4. Boston, MA	1,217	14. Indianapolis, IN	324	24. Norfolk, VA	873
5. Buffalo, NY	781	15. Jacksonville, FL	762	25. Oklahoma City, OK	562
6. Charlotte, NC	576	16. Kansas City, MO	404	26. Omaha, NE	588
7. Chicago, IL	392	17. Lexington, KY	290	27. Philadelphia, PA	921
8. Cincinnati, OH	354	18. Louisville, KY	250	28. Pittsburgh, PA	637
9. Cleveland, OH	596	19. Memphis, TN	183	29. St. Louis, MO	170
10. Columbus, OH	455	20. Minneapolis, MN	739	30. Wichita, KS	524

Population Source: U.S. Census Bureau, Population Division, 2008 population estimate

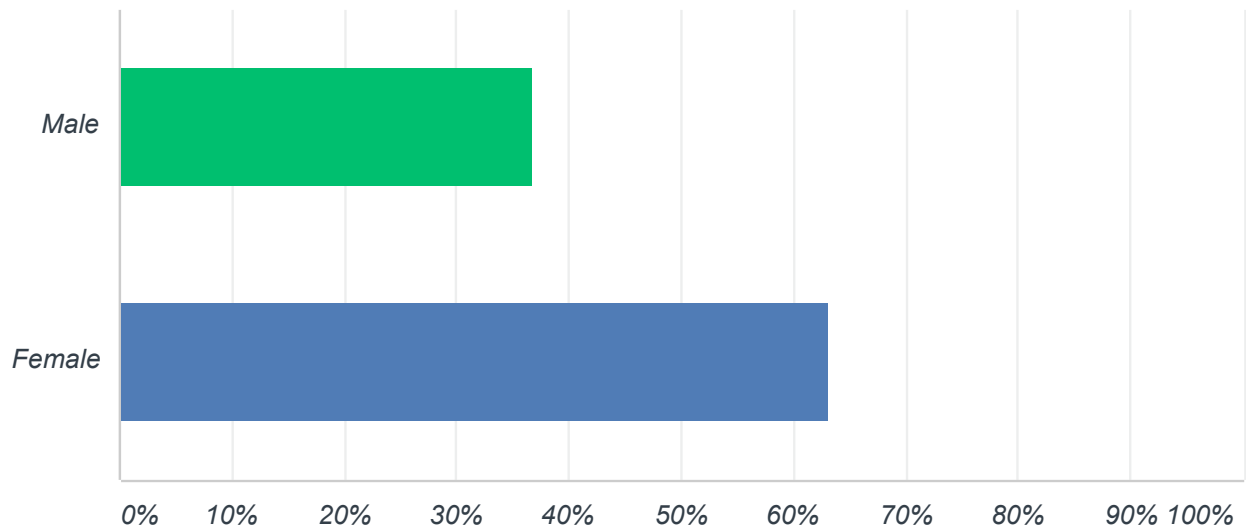
Personal Income Source: 2007 Regional Economic Accounts, Bureau of Economic Analysis (BEA), US Dept of Commerce

Retail Sales Source: 2002 Economic Census, US Census Bureau

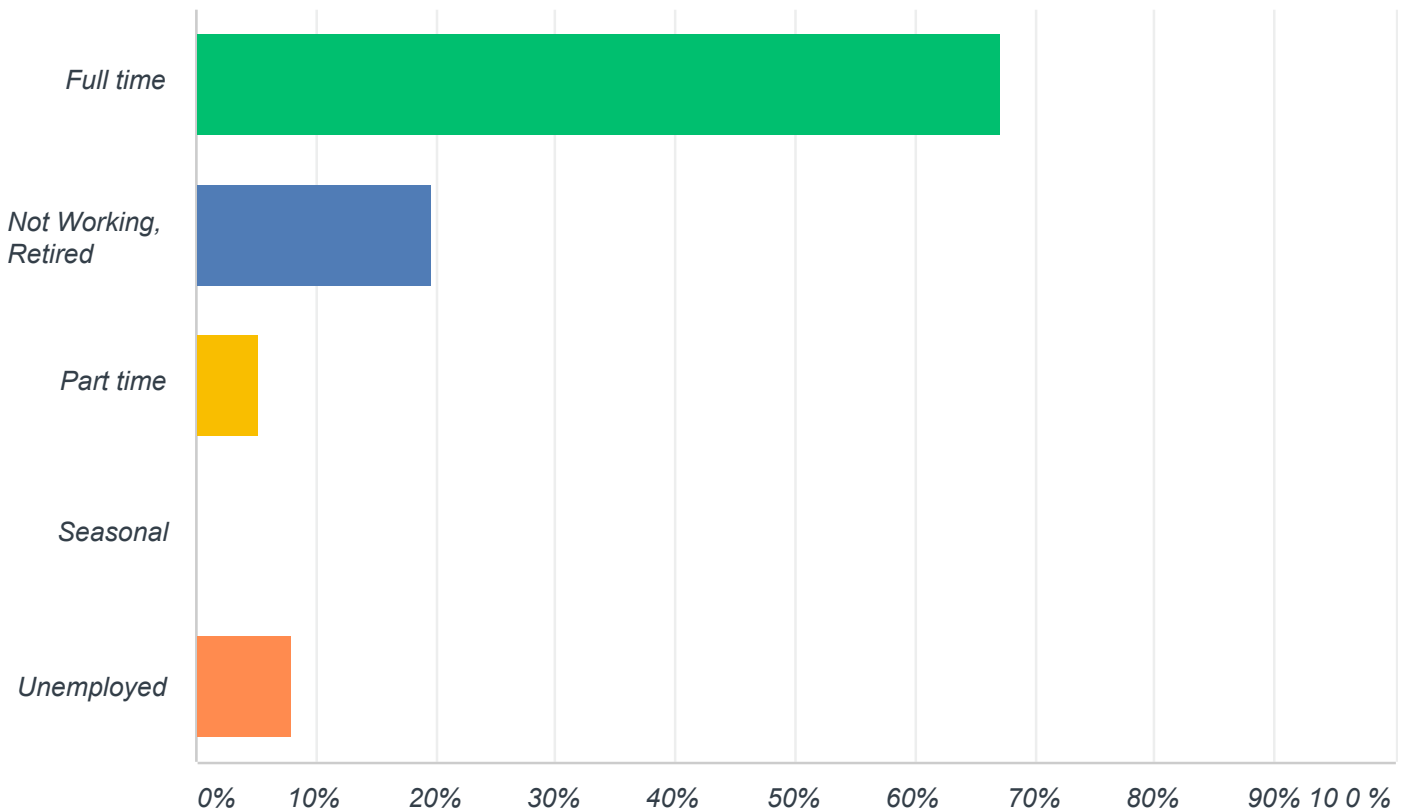
Manufacturing Employment Source: 2007 County Business Patterns, US Census Bureau

Highway Distance Source: ESRI Arcview StreetMap, 2007

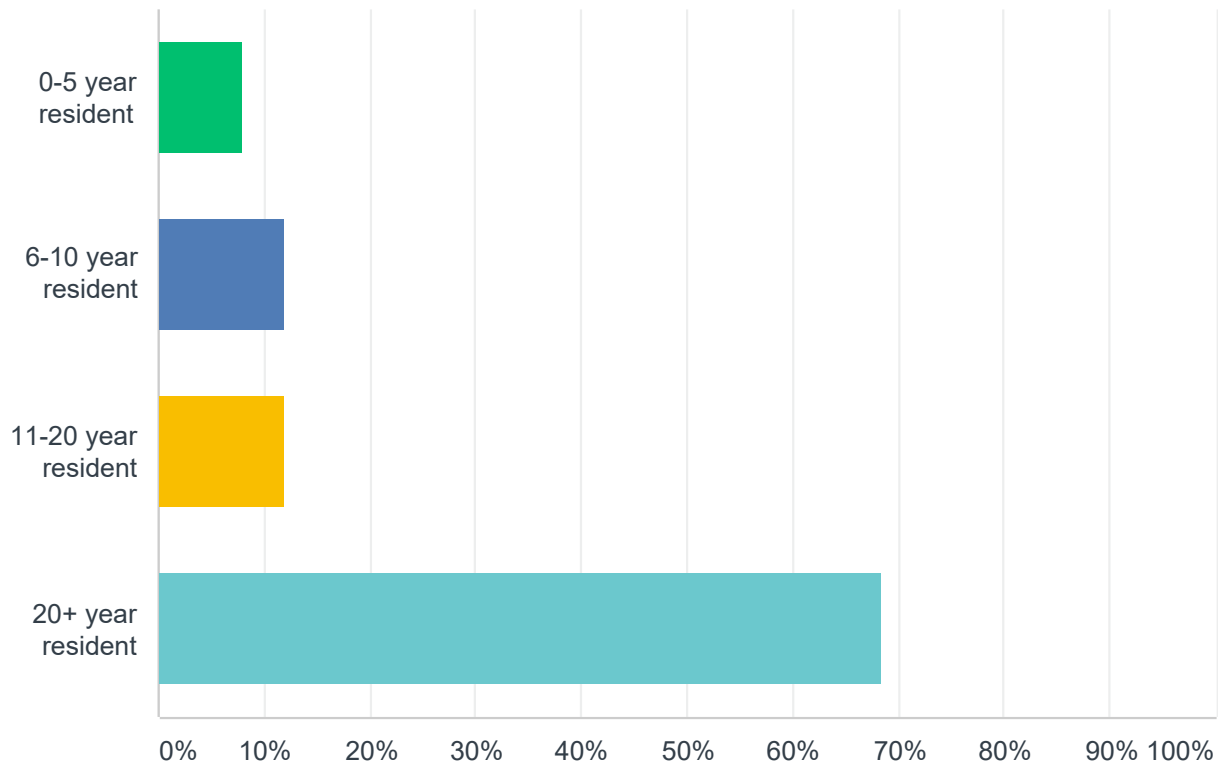
Q1 What is your gender?



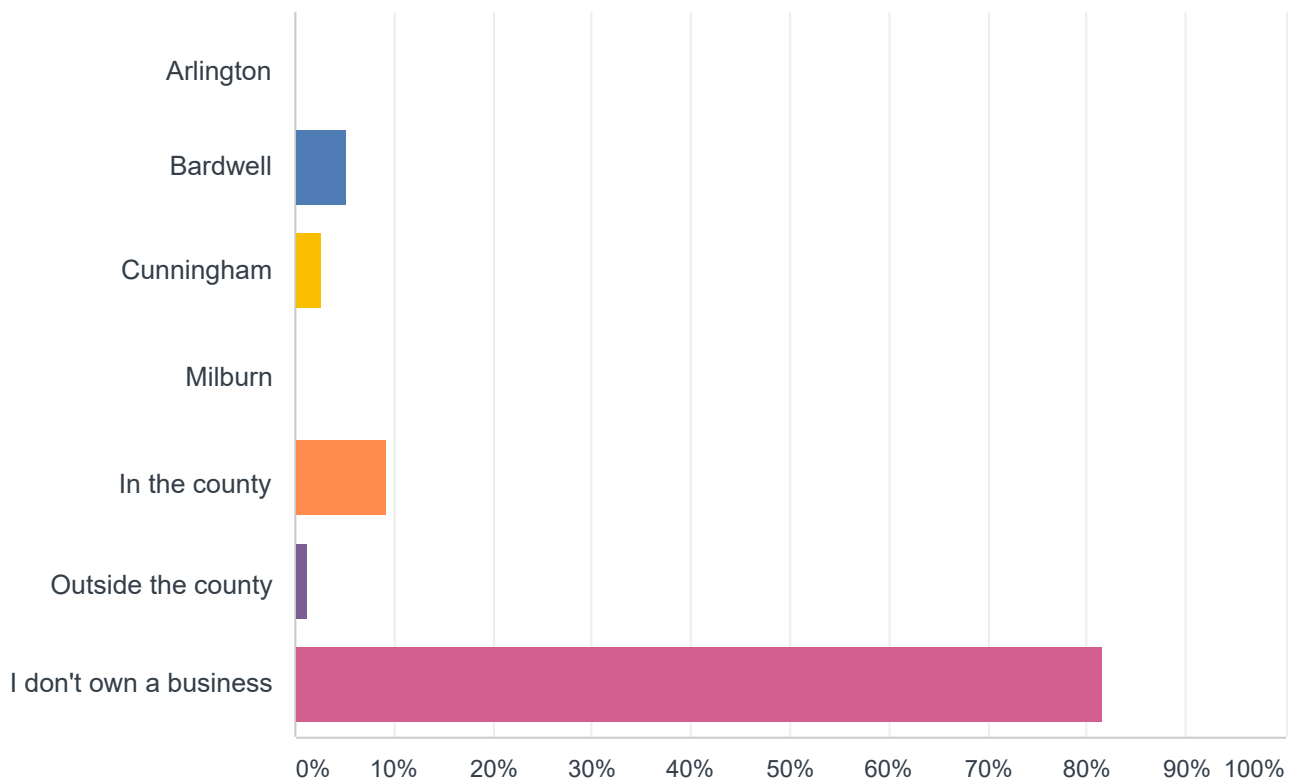
Q2 What is your employment status?



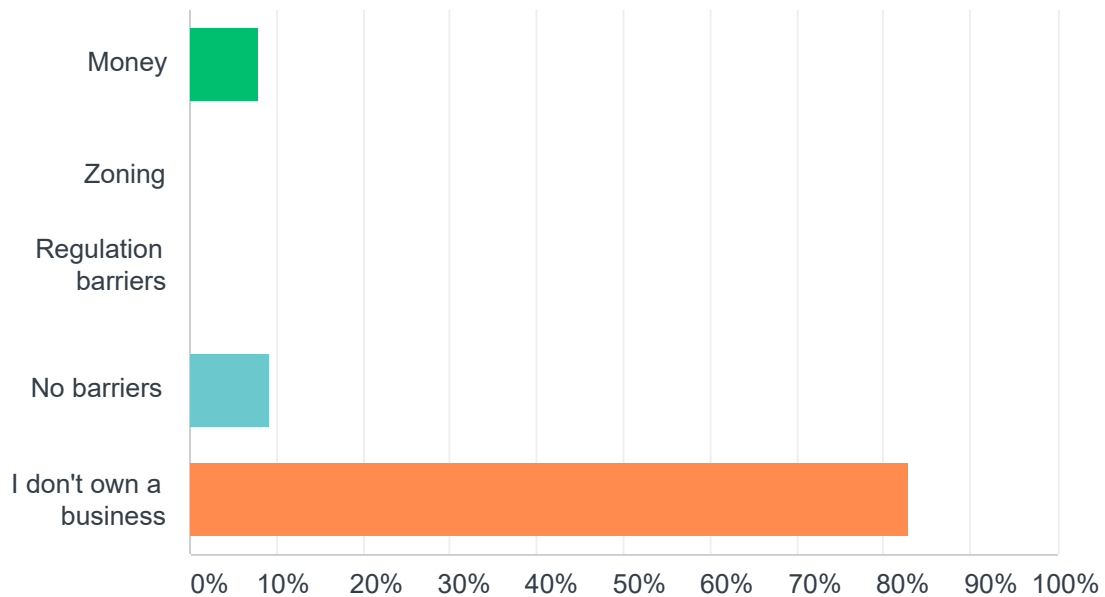
Q3 Which of the following best explains your history at Carlisle County?



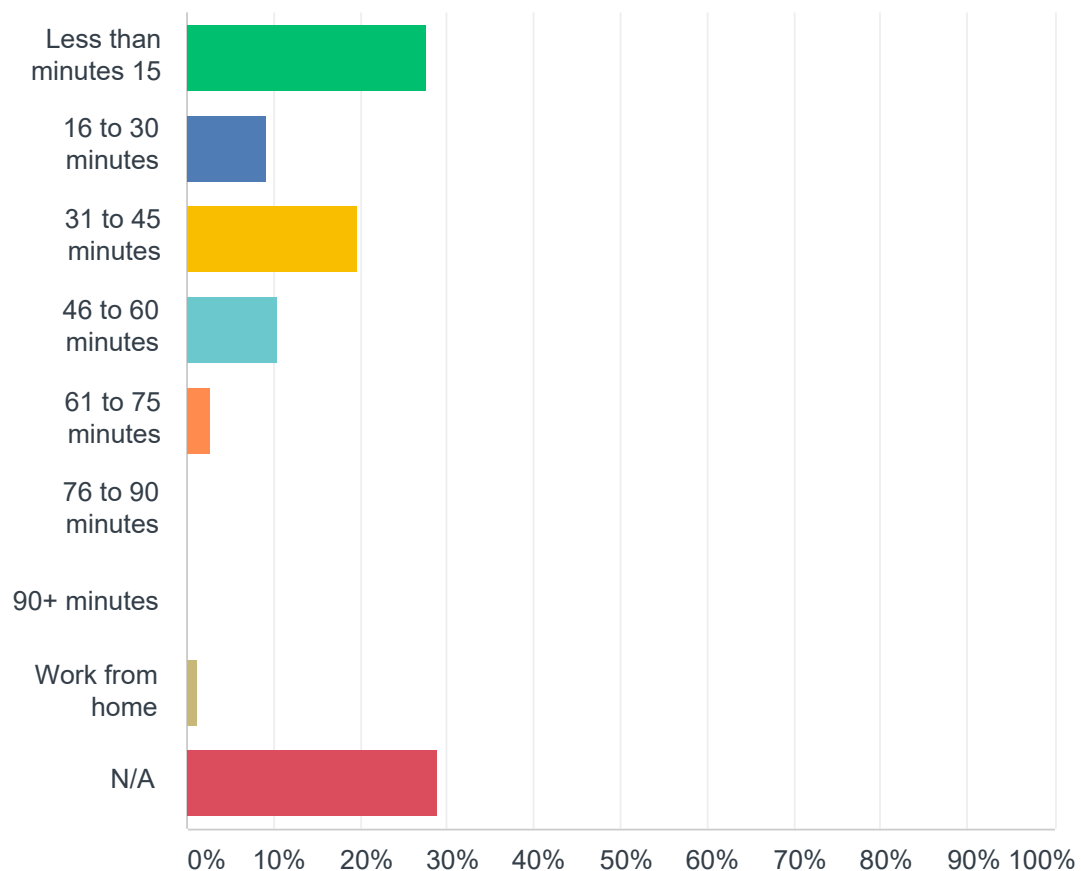
Q4 If you own a business, where is it located?



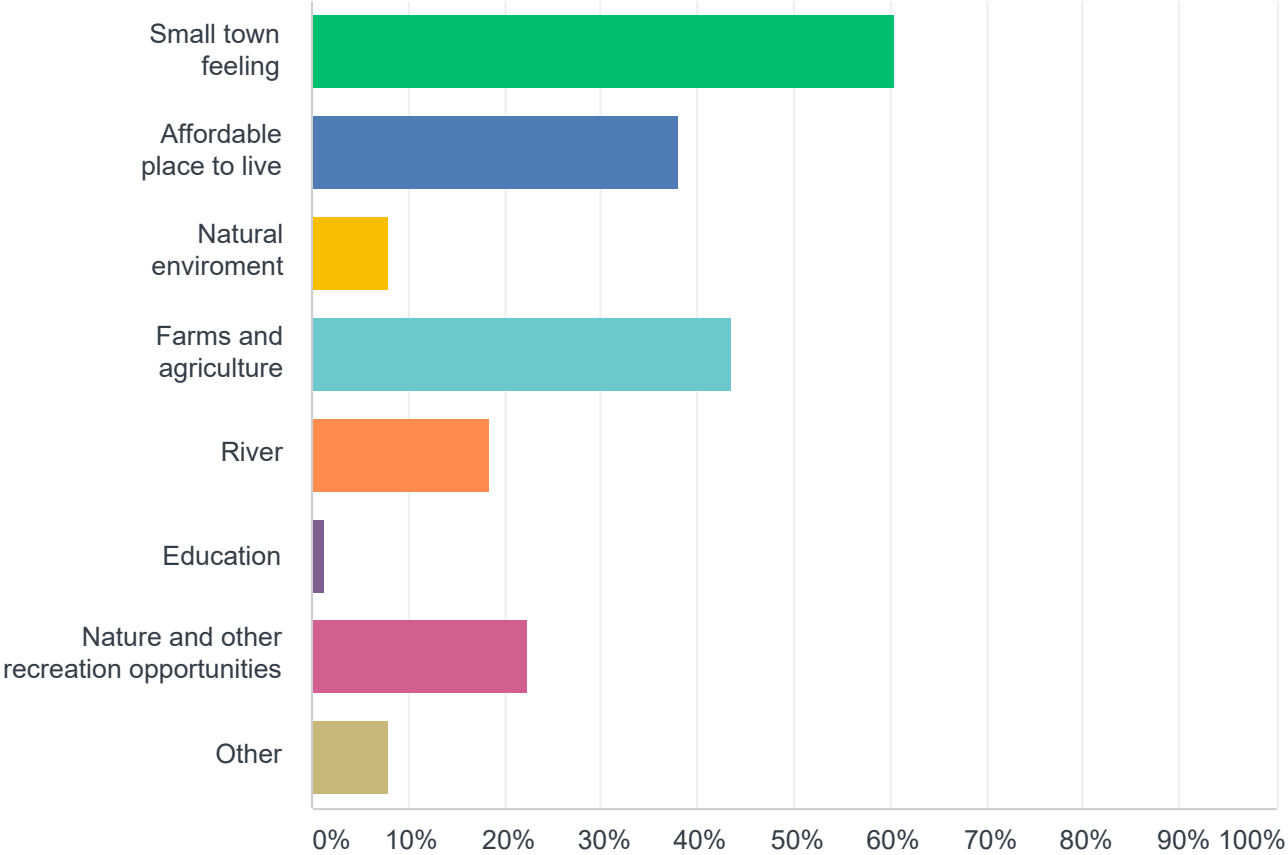
Q5 If you own a business, are there any barriers or obstacles to expanding your business?



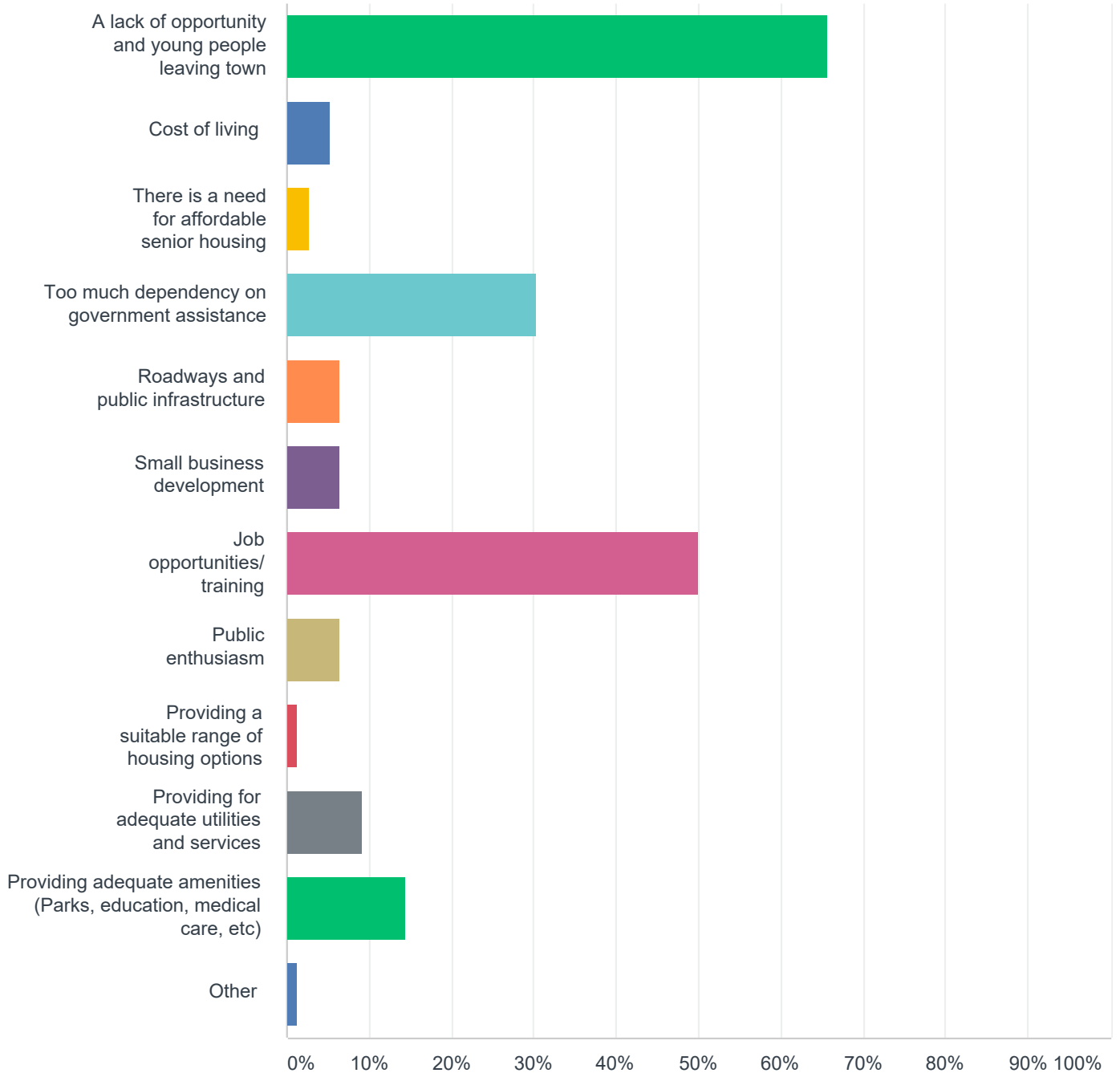
Q6 What is your commute time to work?



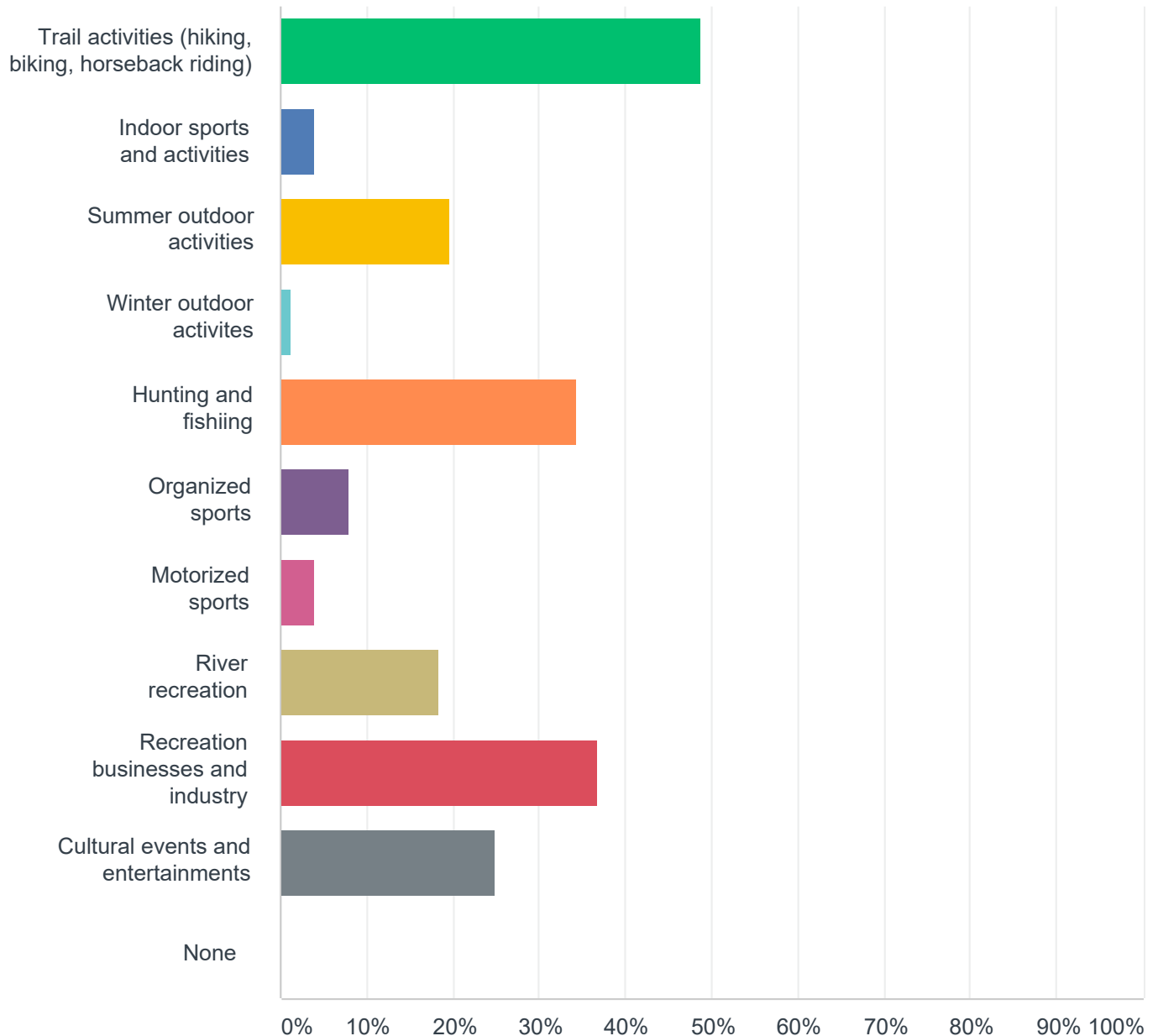
Q7 In your opinion, what is Carlisle County's greatest strength?



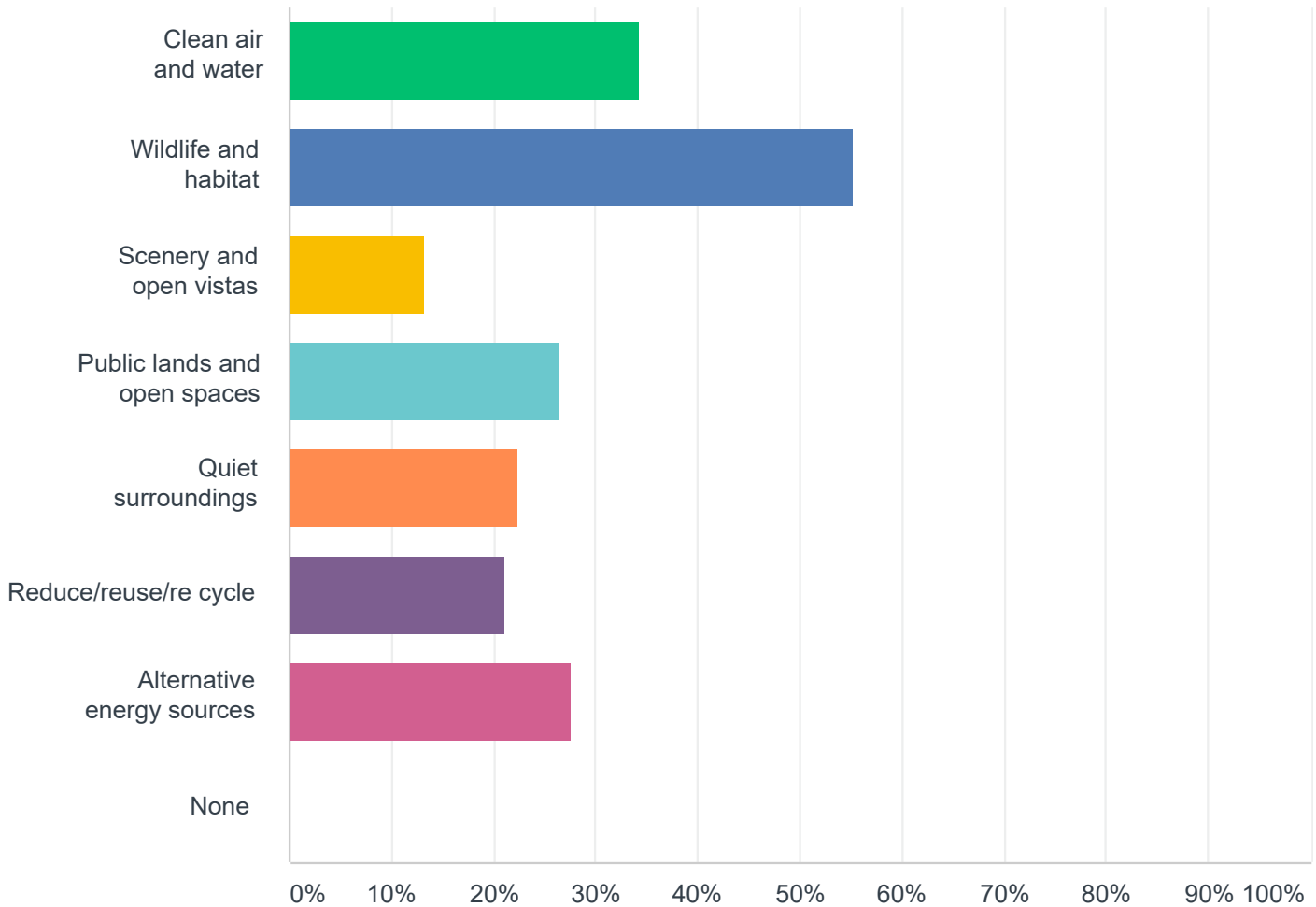
Q8 What are Carlisle County's challenges?



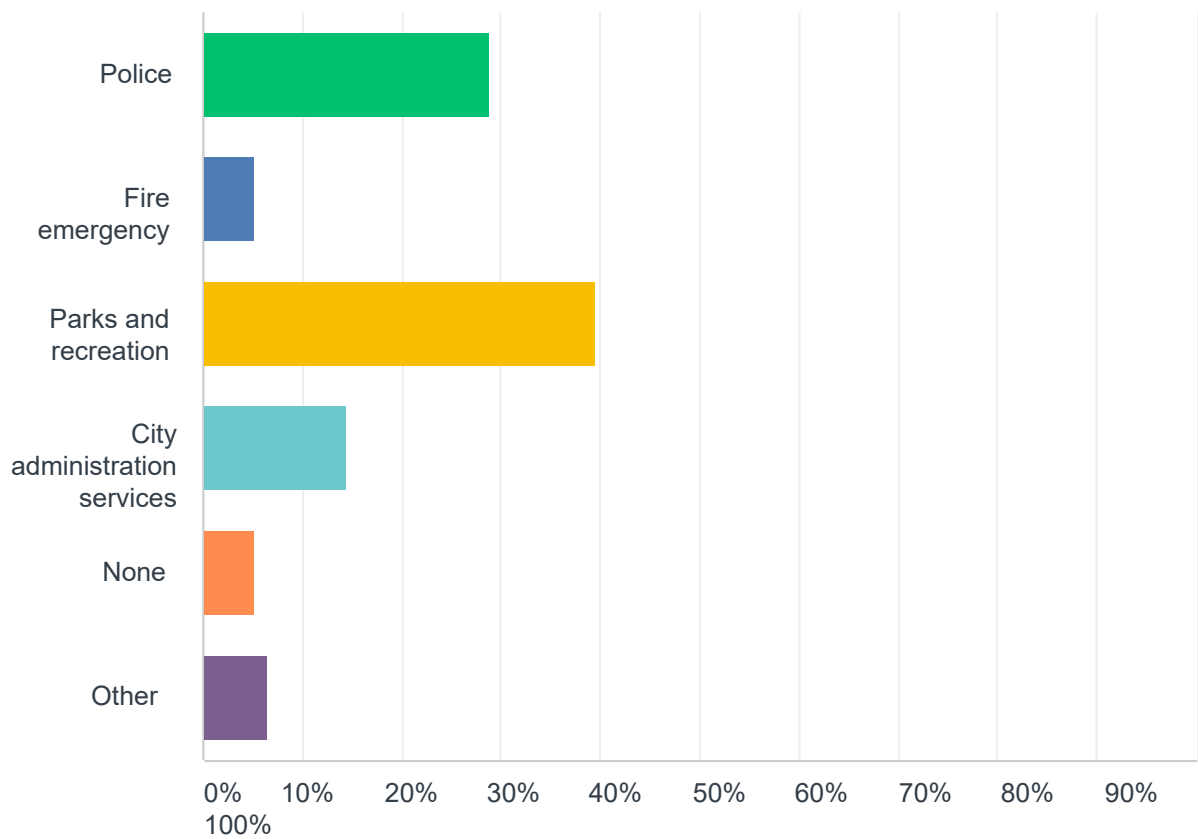
Q9 Which of the following recreation opportunities do you support enhancing?



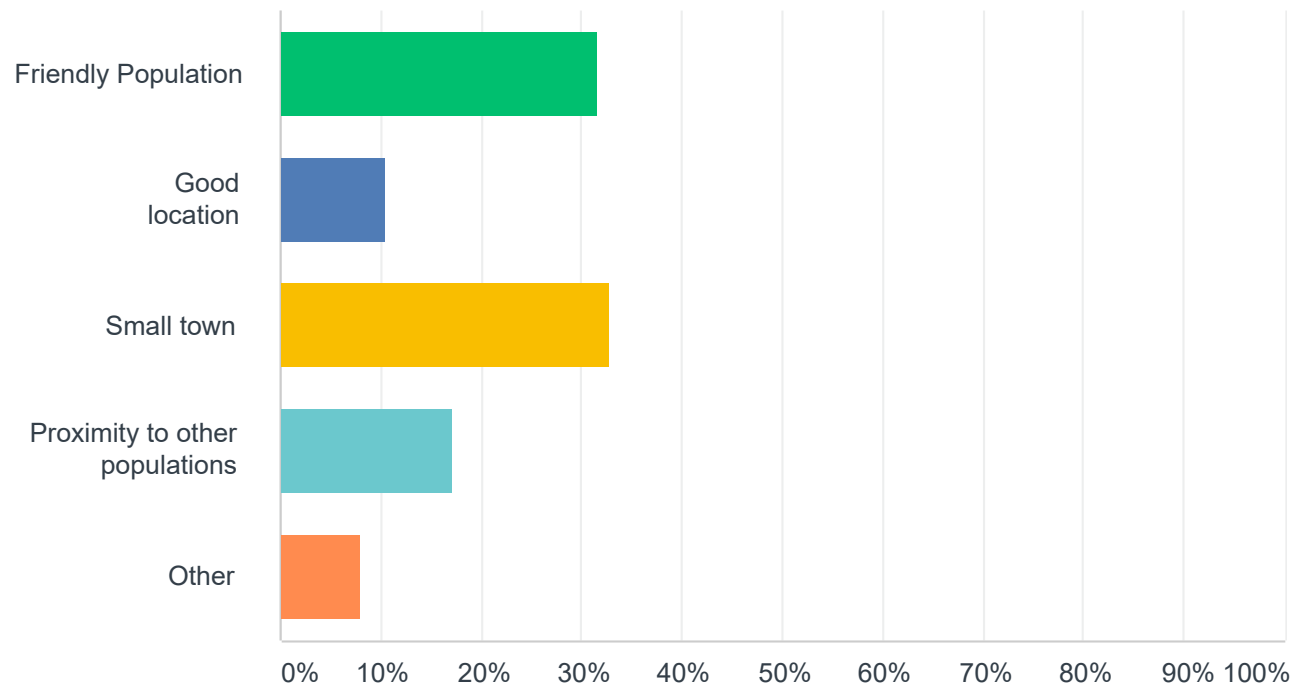
Q10 Which aspects of natural resources and sustainability should the community promote?



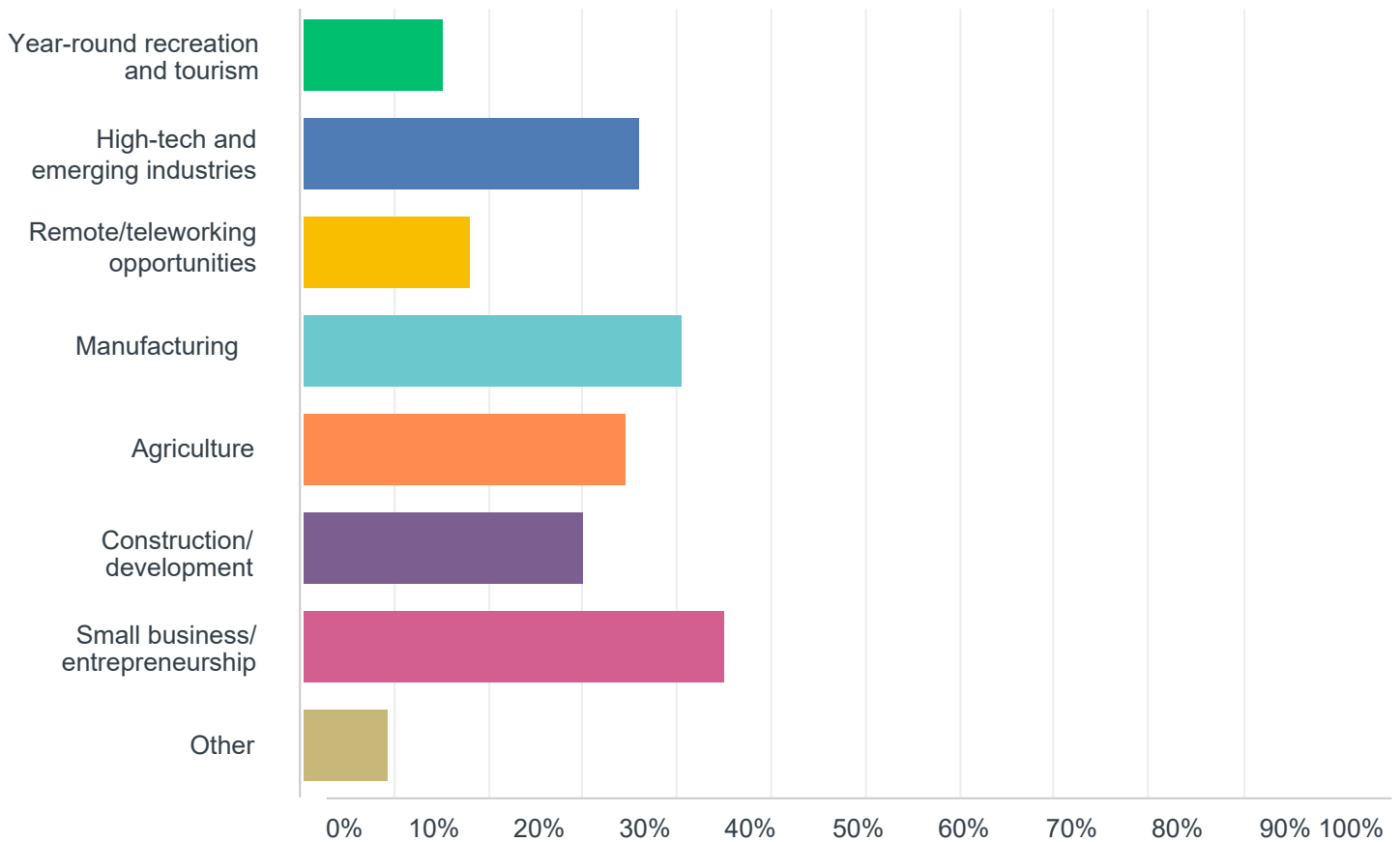
Q11 Which community services could be improved in Carlisle County?



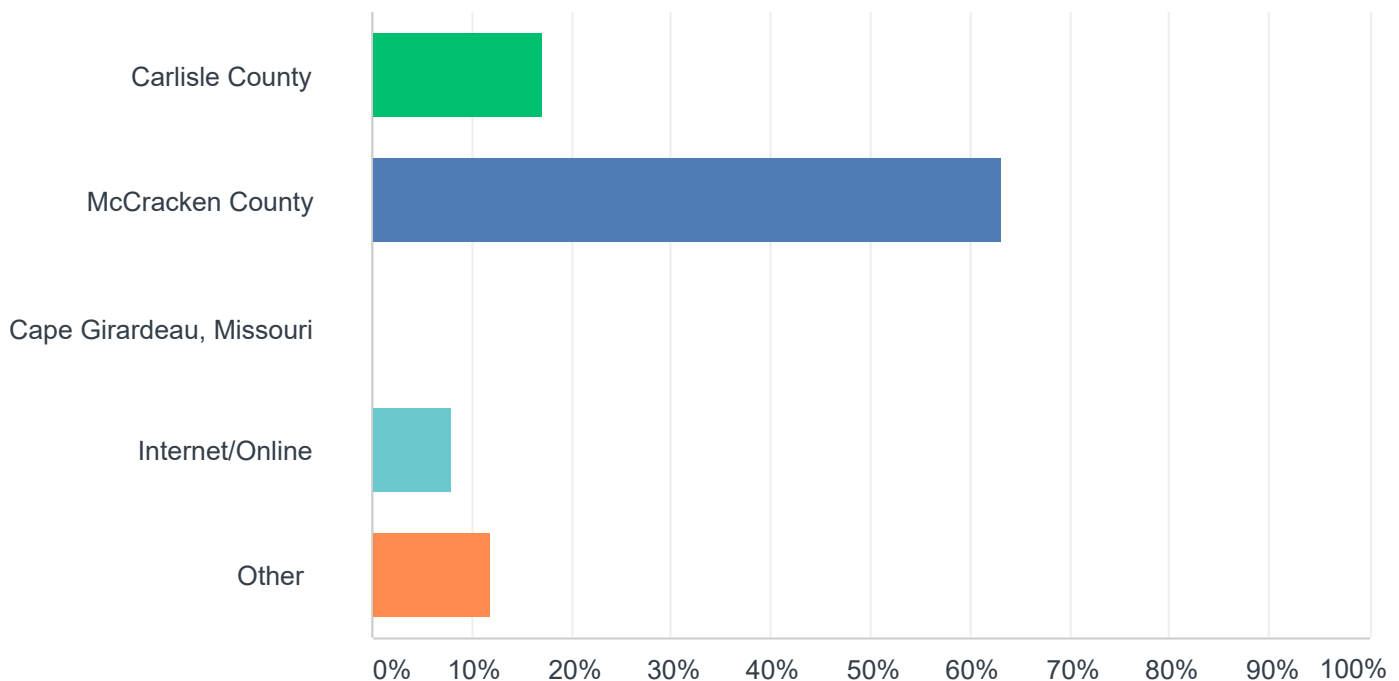
Q12 What makes Carlisle County a good place to do business?



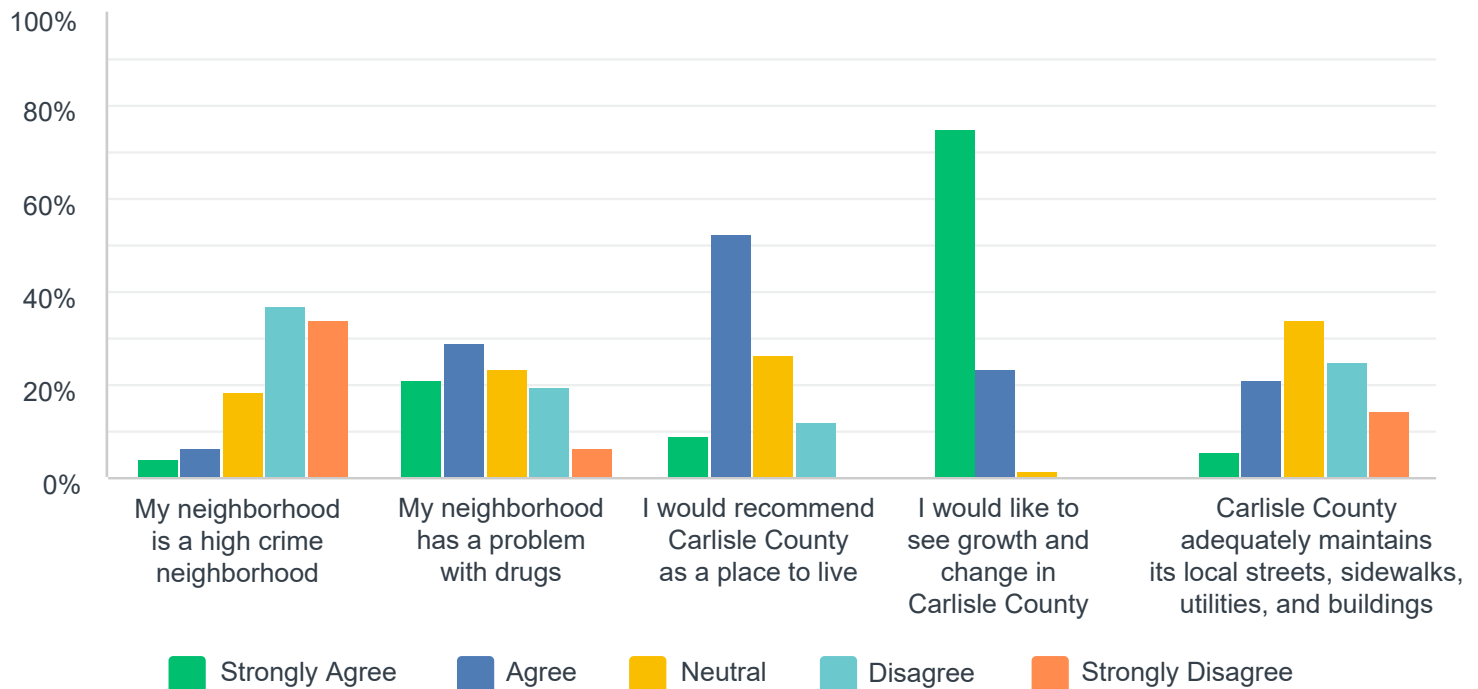
Q13 What should be the top economic development priorities for Carlisle County? Please select two answers.



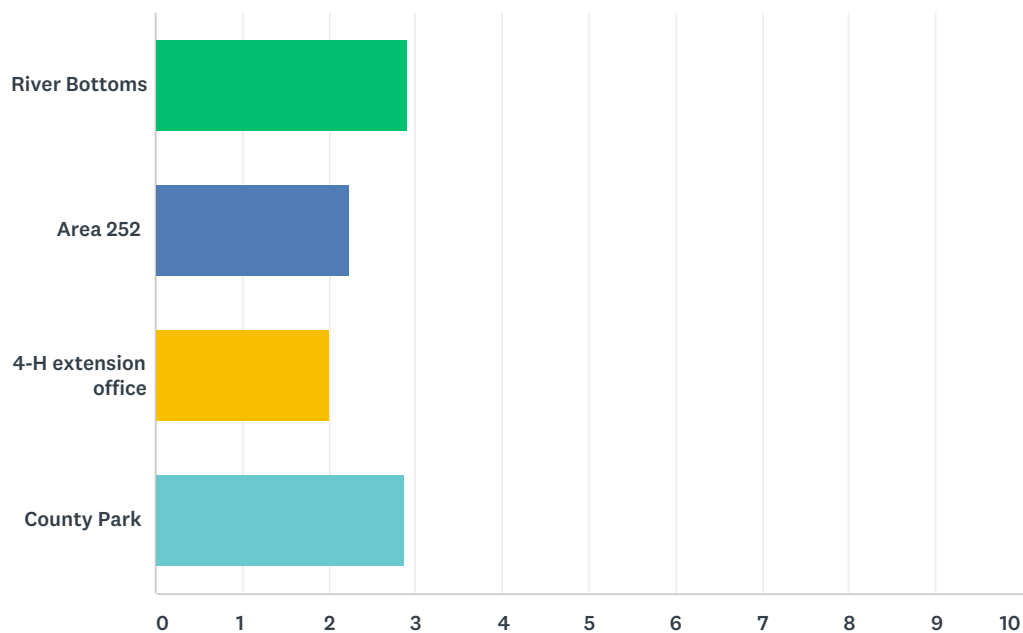
Q14 Where do you shop most or get most of your services?



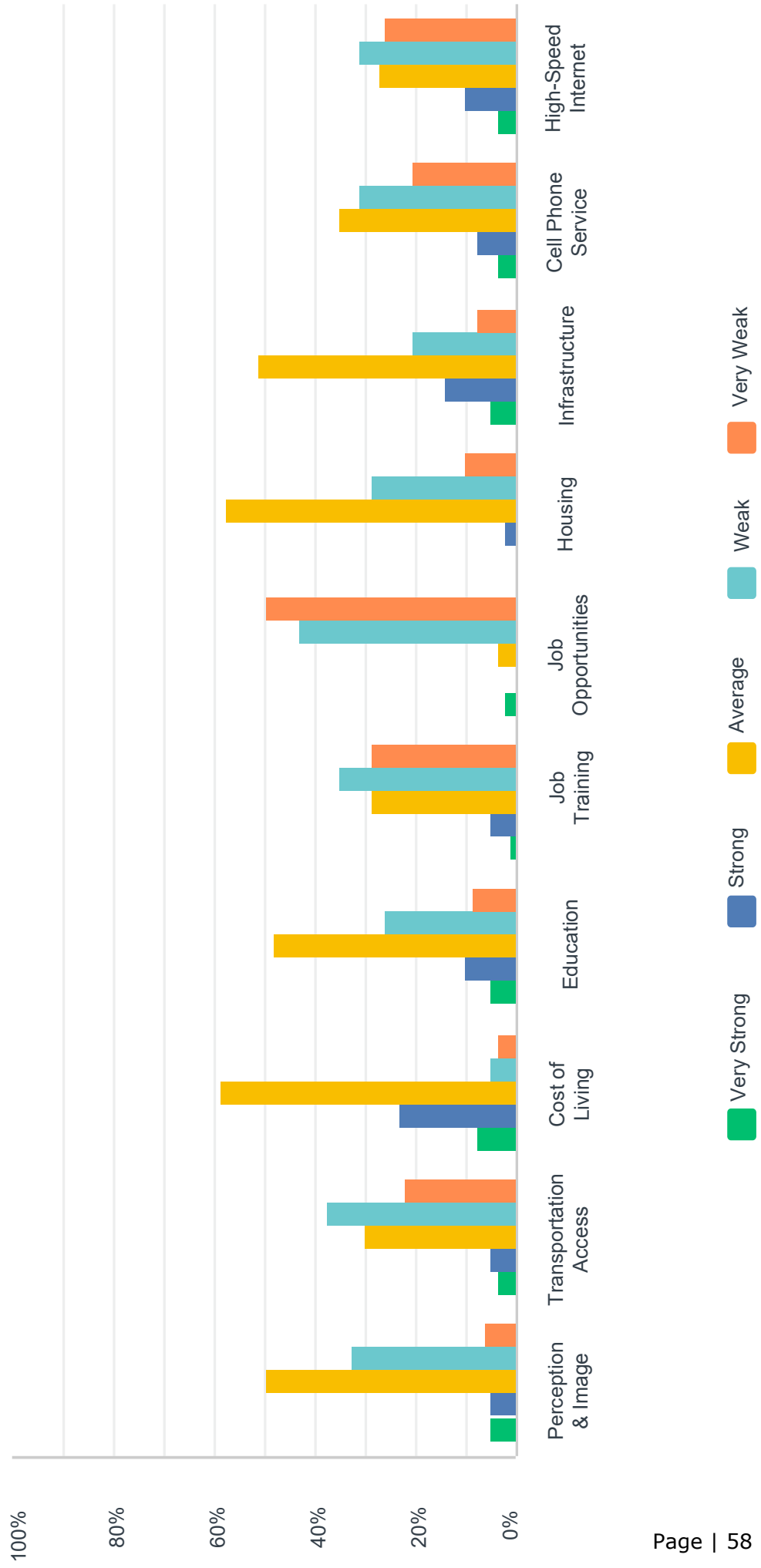
Q15 To what extent do you agree with these statements?



Q16 Please rank the places you and your family visit most frequently from 1 to 4 (1 being the most, 4 being the least)



Q17 To what extent are the following general characteristics strengths or weaknesses.



Q18 What word would you use to describe Carlisle County?



A word cloud of responses to the question 'What word would you use to describe Carlisle County?'. The words are arranged in a circular pattern, with 'Rural' at the top and 'Home' in the center. The words are in various sizes and colors, including dark blue, brown, and red. The words included are: Rural, Farmers, Potential, Family, Peaceful, Great, Home, Friendly, Pleasant, Proud, Quaint, Quiet, and Humble.

Rural
Farmers
Potential
Family
Peaceful
Great
Home
Friendly
Pleasant
Proud
Quaint
Quiet
Humble

Priority Recommendations

The main goals for this report is to provide community insight through data and offer solutions through marketing techniques and creative place-making strategies to innovate, target, and develop the economy, create a greater quality of life, and bring cohesion among all entities and communities within the county.

Eco-tourism

- Carlisle County has thriving wildlife and geographical advantages. Build around the ATV trails and bluff views. Carlisle County should promote this with Eco-Tourism.
- **Action:** Develop marketing tools around existing assets and distribute them in surrounding metros, rest stops, destination businesses, area hotels, and ATV dealers to entice travelers and regional residents alike.
- **Action:** Target outdoor enthusiasts using social media ads which showcase the views and the lifestyle to be experienced.
- **Action:** Attract destination wildlife resorts, restaurants, and theme parks by targeting expanding theme-park and destination resort developers. Illinois and North Carolina are the main regional states with a thriving theme-park industry cluster.
- **Action:** Further develop boat ramp area with fishing amenities.
- **Action:** Develop a Carlisle County hunting/fishing guide.
- **Action:** Further develop opportunities for more extreme sports such as hang-gliding, zip-lining, motocross, even axe throwing venues found in larger metropolitan areas.
- **Action:** Acquire an existing oxbow lake or build a man-made lake for leisure boating.
- **Action:** Build outdoor amphitheater near ATV Trail Access and Campgrounds/Lodging.
- **Action:** Attract an ATV themed restaurant that riders can drive to while still on their ATV or Golf Cart.
- **Action:** Develop duck boat tours to cross the river.
- **Action:** Create a trail system that leads from Paducah to the Barlow Bottoms all the way through Carlisle to Kenlake and KY Lake Trails.
- **Action:** Support KYGRRO and other regional tourism opportunities to grow broader national and international tourism.

Crop Production

- This region has a strong history of crop production
- **Action:** Showcase success stories and positive data
- **Action:** Stake your claim on the Hemp Movement
- **Action:** Innovate with precision farming--be a leader in cutting the red tape in Kentucky for aerial techniques.
- **Action:** Attract mass greenhouses that rely on logistics and workforce
- **Action:** Continue to bridge the distance between Murray State Ag Department

Construction

- This region is ripe with tradesmen in the construction field from management to laborers, the workforce is there, regional demand is there, and land to be built on exists. In addition, historic preservation projects which are needed in and will be in high-demand in the region could inject federal and state tax dollars into local companies, or outside companies, for intensives.
- **Action:** Promote regional building trends, upcoming projects, cost-of-living, lack of county ordinances, regional proximity, and skilled workforce.

Metal and Wood Manufacturing

- Carlisle County is already home to this industry but can expand and attract more investment.
- **Action:** Utilize current success stories of regional manufacture's who have prospered due to the area's assets.

Agriculture Manufacturing

- Agriculture is one of many resources in Carlisle County. Focus on recruiting agriculture food processing and food manufacturing companies.
- **Action:** Target identified site selectors, regions, or companies using social media and email marketing showcasing the strong workforce, logistical advantages and low-cost barrier of operation.

IT Investment

- IT and emerging technology are expanding sectors and Carlisle County should focus on increasing opportunities and jobs in the area.
- **Action:** Recruit Fiber Installers
- **Action:** Lobby the FCC for increased cell service and invite pilot programs for high-speed wireless internet.
- **Action:** Create incentives to new businesses to locate in the community. These could include property tax breaks, micro loans, and discounted fees and permits when you meet pre-determined thresholds.

Logistics operation and distribution centers

- Carlisle County is in a prime geographic location for investment from logistical operations and distribution centers. There are multiple infrastructure resources in the area, such as the convergence of the Mississippi and Ohio Rivers, a Class 1 railway spans the county, and multiple highways and state roads are regionally tied-in between I-57, I-55, I-24, and I-69.
- **Action**
 - Replace bridge infrastructure
 - Improve water infrastructure including creating a port system that supplies the quad-state area
 - Improve highways to major metropolitans
 - Identify likely matches within these key industries to market existing real estate to prospective businesses for investment

Additional Findings

A collaborative (board) should be created that includes all cities and key entities involved in tourism and economic development within Carlisle County that meets on a monthly or quarterly basis. This board should also be tasked with implementing an **action plan** on strategies suggested within this plan.

Communities should incorporate creative place-making strategies, these could include:

- **Action:**
 - Preserve and restore historic buildings
 - Development of painted murals and installed art in-town; consider wood carvings along the trails.
 - Development of regular events incorporating live, local musicians.
 - Manage curb appeal of assets and creatively post signage to get cars passing by to stop or make small detours.
 - Encouraging visitors to stop, take pictures, and post to social media, possibly with a hashtag campaign.

Develop a thriving senior living facility and/or campus.

Develop infrastructure and a social network to increase farmers market activity, farm-to-table restaurants and community gardens.

Developing wildlife management area and infrastructure

- **Action:**
 - Develop scenic pull-offs, pavilions, and picnic areas with fire-rings or grills on paved roads and pathways and accompanying wayfinding signage to these areas.
 - Develop paved road to a wider boat ramp for more consistent boat access and usage.
 - Develop supporting businesses to provide amenities for outdoor recreation such as tackle and bait shops, canoe/bike rentals, ATV store, hunting/fishing lodge.
- Facilities within the areas such as bathrooms/showers and camping areas.
- Recreation areas including horse stables, trails for biking, horses and walkable trails

City Specific Recommendations

Bardwell

Brand Identity is crucial here--too often Bardwell is confused with Barlow or Bardstown Kentucky. Creating brand recognition will build momentum for new opportunity outside the county, and a greater sense of pride amongst citizens.

Developing tourism is an important economic driver for this community. This city has many unique characteristics and has the potential for the further development of culture, history, and inspiration, and it should be proudly displayed through creative placemaking. However, certain amenities are needed to develop and support tourism growth.

- **Actions:**

- Develop a more complete experience around the existing tourism draw, from the curb appeal to unique wayfinding signage and infrastructure, welcome visitors boldly and proudly to the city.
- Preserving your historic buildings and designated historic sites by utilizing state and federal tax incentives should be of utmost priority. This can be essential in developing the necessary supporting amenities for tourism to grow expeditiously.
- Lodging or Cabin Rentals in addition to camping would be a sign of positive growth and not business competition.
- Further develop sidewalks, benches, and trails--utilize historical markers as well as art to draw people to spend time and enjoy the culture and inspiration.
- Connect current ATV trail systems to city infrastructure in a way that abides by DOT requirements. Many of those we spoke to express the desire to ride into town and get groceries, eat at a restaurant, and shop while enjoying their trip.
- Support the development of a broader regional trail system that connects multiple area outdoor recreation trail systems from State Park Sites and LBL, to the Carlisle County ATV Trails, the Barlow Bottoms and Paducah, KY.
- Encourage bridge plans to include pedestrian sidewalks for further connectivity, walkability, and tourism capability.
- Utilize the strong rolling nature of the terrain as well as the bluffs and views in all areas of development.
- Develop a building restricted water-view residential subdivision or district.
- Develop picnic areas, pavilions and amphitheater near trails and views.
- Create a theme park atmosphere.
- Target the development of a theme-park.
- Create a regular event series in downtown Bardwell and around the ATV Trails.
- Consider restaurant tax.

Develop river industry

- **Action:**
 - Recruit businesses tailored to the river industry identified through economic development consultation.
 - Develop supportive industries and workforce that could capitalize on the barge industry such as the marine maintenance/repair industry, welding etc.
 - Continue to develop a draw to the port region as a whole by collaborating in joint regional, national and international initiatives.
 - Target site selectors and state officials with quality marketing materials.
 - Acquire land for build-ready development or acquire an option on available property.

Beautification

- **Action**
 - Place a statue or memorial
 - Explore incorporating façade grant to improve store fronts
 - Incorporate art (and artists) throughout all city design planning

A focus on showcasing and further developing quality of life aspects for citizens and developing Bardwell into a community known for this.

- **Action**
 - Creating diverse job opportunities.
 - Lobbying and Targeting reliable cell phone service and Internet service.
 - Developing Themed children's playground and Park area.
 - Incentivize child-care, and community-care service providers
 - Revitalization

Hemp

- **Action:**
 - Stake your claim as being the front runners and the best at producing the crop in the nation.
 - Develop target industry specific advertising materials.
 - Work with Kentucky Hemp Heritage Trails to develop further hemp education, tourism potential, and collaboration amongst industry stake-holders, and a further appreciation of the historic culture associated with that particular crop in this area.
 - Attract hemp-based food, textile, and cosmetic production.
 - Develop hemp themed restaurants, distillery/brewery.

Alcohol

- **Action:**

- Get creative in attracting a Brewery, Winery, or Distillery.
- Index possible building sites with photos and information.
- Develop target industry specific advertising materials.
- Market the supportive industry growth of hemp.
- Consider incentivizing with a low-cost property, historic tax credits and using small business toolbox strategies.
- Utilize social media to market the opportunity online.
- Host the community's first "beer tent" event signaling Open For Business.
- Consider hosting a booth promoting the opportunity at a brewery festival or event.
- Clear website and historical documentation which still lists Bardwell as a dry city.
- Attract industries which support the alcohol manufacturing business such as bottling or barrel manufacturers.

Arlington

Arlington needs added curb-appeal and in the downtown district.

- **Action:**

- Start beautification projects, and support achieving historic tax status for a given district.
- Explore incorporating façade grant to improve store fronts.

Arlington possesses a geographical advantage by having a shorter approximate drive to a large portion of Carlisle and Hickman County's population which creates a natural hub for retail. It's also in between two State parks in Columbus-Belmont and Wickliffe Mounds as well as an approximately half hour drive to Discovery Park of America in Tennessee.

- **Action**

- Develop retail ventures
- Showcase available properties inside and outside the region.

Develop Agri-incubator in this area. There are many prospective locations. Utilize close proximity to SEMO and Murray State Eagles Rest Plantation, ensure incubator is easily accessible to nearby agricultural resources and traffic.

- **Action:**

- Use grants to launch.
- This incubator could include a certified kitchen, equipment, label makers, communal office spaces and technology.

Create lodging. Arlington is the heart of outdoor recreation and in the middle of multiple state parks and tourism destinations.

- **Action:**

- Contact economy hotel chains.
- Develop and encourage Air BNB's
- Restore historic hotel at main 4-way stop

Cunningham

- ☐ Cunningham has a great opportunity to develop more industrial opportunities such as an industrial business park due to its proximity to the metropolitan of Paducah. A plan needs to be created to develop an industrial park.
 - **Action:**
 - Develop a sewage treatment plan
 - Focus on key factors laid out in this plan or strategy to target businesses for investment
 - Acquire property for development
- ☐ Showcase short distance to Paducah 4-lane highway/I-24 in order to pull residents from McCracken county.
 - **Action:**
 - Start a marketplace campaign to entice consumers and new businesses into this area
 - Start a marketing campaign in Paducah to show that Carlisle County has interactive qualities and cheaper homes
 - Use provided infographics
 - Improve unique quality of life experiences
 - **Action:**
 - Develop niche themed park in downtown. Examples include: tiny people village (incorporate portable building design), train, big rigs, industrial, or farming
 - Incorporate the arts
- ☐ Develop more affordable family housing and spacious marquis neigjnorhoods
- ☐ Develop four-lane access that extends to the city
- ☐ Grow restaurant and retail investments
- ☐ Grow supporting businesses in community: convenience stores, pharmacy

County Wide

Creative placemaking

Historic preservation

Beautification

Improve curb appeal

Cleanup and repurpose vacant or abandoned lots

Acquire land for build ready development or secure options for possible development sites.

Quality of life. Promote more of the arts and culture from food to music to photography.

Develop minimalist living opportunities such as a tiny home subdivision and incentivize. Develop a trade-in program for old trailers and moving in tiny homes.

Manufactured home ordinance

Develop lodging

- Cabin Rentals, Air BNB, Economy Hotel Inn, Red Roof Inn, Comfort Inn.
- Attract destination resort, hunting/fishing lodges centered around views, eco-tourism.

Initiative for County

- More support for prospective small businesses. Provide packet for prospective business owners.
- Develop small business toolkit.
- Easier access to all resources and information, small businesses, residents, tourists.
- Public hunting club, wildlife guides.
- Showcase all recreation and leisure activities including regionally.
- Focus on regional based artists to encourage photography/art competition of areas in the county to replicate and represent Carlisle County.
- Create film focused initiative.
- Create young professional's program.
- Consider investing in county or city zoning and land use ordinances.
- Developing a night scene should be applied to throughout the county.

Community Meeting Notes

Strengths

Low Cost-of-Living
Outdoor Recreation Opportunities
Farming & Agriculture
Contractors & Builders
Sawmills
Family Atmosphere
Low Violence
Sense of Community
Education
Religious
Railroad
River
Natural Gas
Interstate Proximity
Logistics - Low Travel Time

Challenges

Bridge Infrastructure
Diverse Employment Opportunities
Youth Retention
Cell Service
Consistent High-Speed Internet Service
State Small Business Regulations
Lack of activities for youth
Lack of late-night businesses
Lack of owned or optioned Economic land development
Lack of in-County Lodging
Lack of in-County Childcare
Communicating to citizens effectively
Event Participation
Volunteer Participation
Sidewalks
Public Transportation
Education
No Sewage in Cunningham and Milburn

Impactful Initiative

- Be the #1 school in the region/state
- Lodging/Cabins
- Destination Restaurant
- Commercial Retail Development
- Develop the Arts
- Develop Night Life Hot Spots
- Attract Fast Food Restaurants
- Communication/Cell Service
- Neighborhood Watch/Security Cameras
- Acquire Land for Manufacturing Site
- Concert or Festival with large regional draw
- Fiber Optic Internet

Executive Summary:

Create unique experiences. Think of how the brand of Disney and Disneyland is continually developed. Characters are imagined, the story is crafted, a film is shot, a product is sold, land is developed creatively to foster an environment synonymous to the character, story, film and product which is being promoted by the entity. These methods create emotions, and experiences which then create memories. As humans we prefer to invest our time and our money where we make the best memories.

Carlisle County is full of opportunity and potential with a desire for renewed and sustained growth and to be an innovator of industry in the region. Harnessing these niche assets and retaining current county employers should be a priority, with development of tools and assets to acquire more new investments.

Tourism, Quality-Of-Life, and Economic Growth are intrinsically linked, by supporting any one of these initiatives you are supporting the development of the necessary amenities and experiences needed for success.