

# 2

## SCIOTO COUNTY, OH: *REBUILDING AN ECONOMIC ENGINE*

### 2.1 Introduction

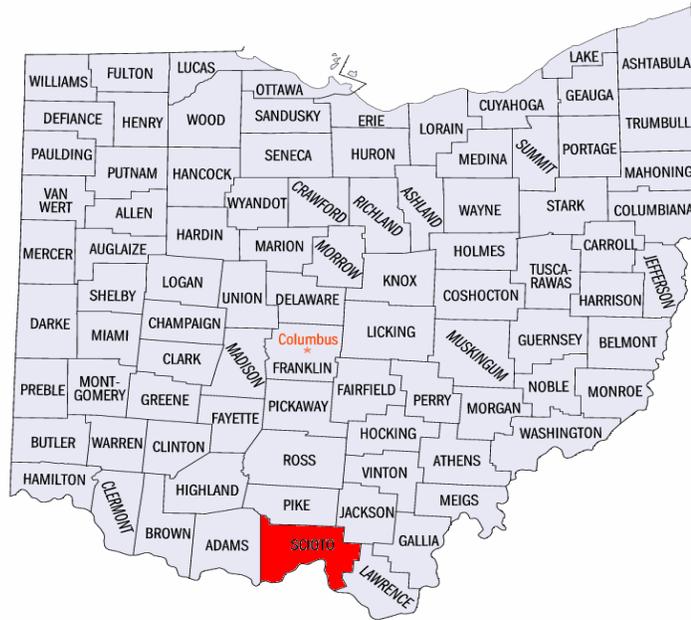
Scioto County, OH has been at the center of a ring of distress. It exhibits a services-oriented type of economy. While N-S highway access improvements to US 23 have mitigated some of the effects of being bypassed by the interstate system Scioto County has been slow to advance into the possible trade center (hub) role that Smirnov's analysis (2000) identified. The case study diagnoses the inertia and uncovers positive steps now underway.

In the last half of the 20<sup>th</sup> century, Scioto County, Ohio went from being an industrial powerhouse to a community struggling to meet the challenges of the new economy. However, some recent up-ticks in growth suggest that the county is showing signs of progress as it adjusts to a new economic reality. Significantly, while neighboring Ohio counties have remained classified as distressed by the Appalachian Regional Commission, Scioto recently moved to a transitional designation. In addition, some spatial analysis suggests that the county could serve as a regional hub for surrounding counties, drawing outside consumers to the county for the purchase of goods and services. In addition, Scioto County has moved from a community heavily dependent on manufacturing to one in which services play a prominent role.

### 2.2 Regional Profile

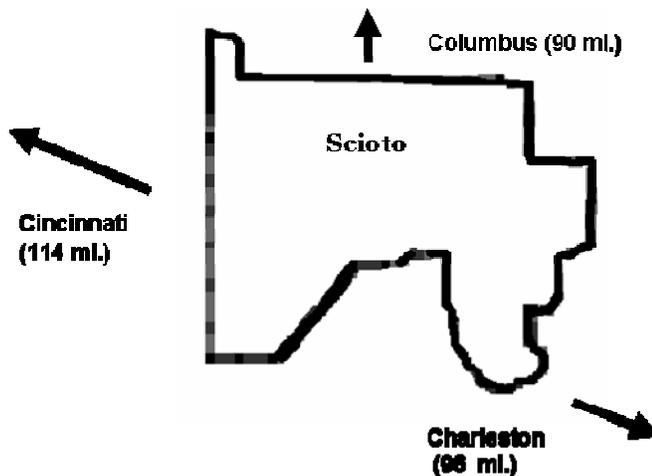
**Setting.** Scioto County, population 79,195, sits in the far southern part of Ohio, just across the river from Kentucky. It is almost equidistant from the large metropolitan areas of Cincinnati and Columbus and about 45 minutes from Huntington, West Virginia, a mid-sized city. The county seat of Scioto is Portsmouth, which, with 20,909 residents, is also by far the largest city in the county. (See Exhibits 2-1,2,3.)

Exhibit 2-1 Scioto's Location Within Ohio



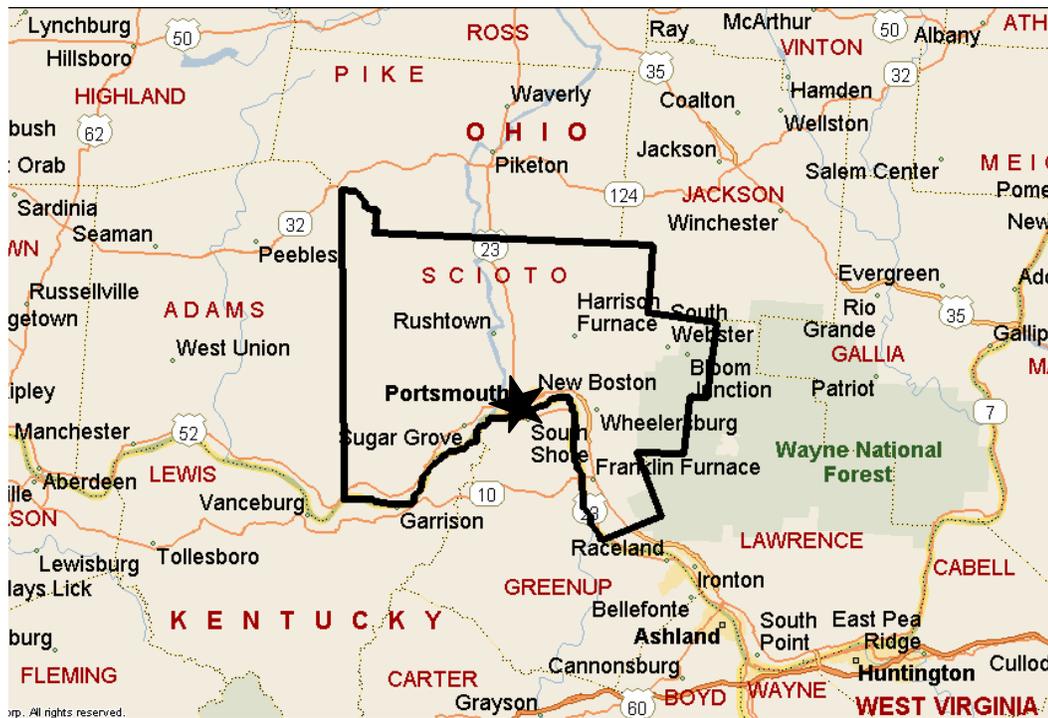
Source: FedStats.

Exhibit 2-2. Distance from Scioto County to Surrounding Metropolitan Cities



Source: Microsoft Streets and Trips

Exhibit 2-3. Scioto County - Detail Map



The county has been steadily losing population, with a decline of 1.4% between 2000 and 1990 (Exhibit 2-4). This is in comparison to the rest of Appalachian Ohio, which enjoyed a modest population growth of six percent over the same time period. Scioto County also has a smaller population than it did in 1950, declining by 4.5% since that date.

Exhibit 2-4. Population Growth, 1970-2000

Population	Population				% Change			
	1970	1980	1990	2000	1970-80	1980-90	1990-2000	1970-2000
Scioto County	76,951	84,545	80,327	79,195	9.9%	-5.0%	-1.4%	2.9%
State of Ohio	10,652,017	10,495,445	10,847,115	11,353,140	-1.5%	3.4%	4.7%	6.6%

Source: US Census Bureau and EDR Group calculations.

**Economic Overview.** The stagnant or negative growth in the county can be directly traced to the changing economy of the region. For most of its history, the county was dependent on manufacturing. The county, and Portsmouth specifically, were seen as attractive places to locate and operate industry. Access to transportation was the driving factor in much of the industry location. With a location on the Ohio River, industry had easy access to transport their goods and receive important supplies like

coal. As railroads became more important, the presence of an extensive rail network became beneficial for the county.

Foremost in the development of the county in the first half of the 20<sup>th</sup> century was the steel industry. The community served as a focal point for the industry as Ohio took its place as a center of the national steel industry. As the industry declined due to globalization and mechanization so did the fortunes of the industry in Scioto County. By the early 1980s, the last steel manufacturer had left the county.

The county's other manufacturing industries suffered similar fates. For instance, Portsmouth had been a focal point for the shoe manufacturing industry in the US. But by the 1990s, there were basically no shoe manufacturers left in the US, much less in Scioto County. While the county remains the home to Mitchellace Inc., the only shoelace manufacturer in the country, the production of actual shoes has long ended. The production of bricks also ended leaving the county without a real export driven economic base.

The decline of Scioto County's manufacturing base is partly due to the fact that the particular sectors that the county specialized in were ones most vulnerable nationally. The county also suffered from a changing transportation environment. While the county once could rely on its prime access to the Ohio River and rail access to promote industrial advancement, it began to suffer as the highway became the economic driver. As one local resident put it:

*"First there was the river, and Scioto County thrived. Then there was the railroad and Scioto County thrived. Then came the interstate and Scioto County died."*

Scioto County does not have an interstate within its borders and while the region's best four lane North-South corridor US 23 has improved access to the East-West route of US 50 just north of Scioto, there are still accessibility issues, particularly with the bypass being built on the east side of the county. So due to both a general decline in its once prominent industries and a changing infrastructure environment, Scioto County no longer can be seen as a county whose economy is manufacturing dependent.

Currently, 7.6 percent of the county's workforce is employed in manufacturing. Instead, in a story similar to most of the country, the areas of economic specialization in the county are in the service industries. Exhibit 2-5 shows the percentage of county employment in various sectors.

**Exhibit 2-5. Percentage of Scioto County by Sector**

<b>Industry</b>	<b>Percent of Total Employment</b>
Government & non NAICs	16.5%
Food services & drinking places	8.7%
Ambulatory health care	7.1%
Admin support services	6.6%
Hospitals	6.6%
Construction	6.2%
Nursing & residential care	4.8%
Social assistance	3.2%
Professional- scientific & tech svcs	2.5%
Primary metal mfg	2.3%

Source: IMPLAN data derived from BEA, 2002.

The large percentage of Scioto County employment in the health care and social assistance sector is borne out in looking more closely at location quotients for the county. Examining sectors at a more detailed NAICS code reveals areas in which the county appears to have specialization relative to the United States as a whole. Exhibit 2-6 shows the sectors in the county that have a location quotient greater than 1.2 and have more than 500 employees. (Note a location quotient above 1.2 means that the industry sector has a representation in the local area that is 20% or more above the national average for that industry.)

**Exhibit 2-6. Location Quotients of Scioto County Sectors**

<b>Description</b>	<b>Number of Employees</b>	<b>Location Quotient</b>
Primary metal manufacturing	707	7.8
Nursing & residential care	1,449	2.8
Hospitals	2,001	2.8
Ambulatory health care	2,162	2.1
Social assistance	970	1.7
Food svcs & drinking places	2,653	1.4
General merch stores	688	1.3
Admin support svcs	2,013	1.2
Government & non NAICs	5,022	1.2
Food & beverage stores	676	1.2

Source: IMPLAN data derived from BEA, 2002.

As the above chart shows, with the exception of primary metal manufacturing, Scioto County's comparative strengths lie in retail and services. The concentration of employment in such sectors as food services and food stores would suggest that Scioto County might serve as a hub for these activities. In addition, health care shows up as

being an industry in which the local economy has a high concentration. Hospitals, nursing and residential care, and ambulatory care all have extremely high location quotients.

The center of Scioto County's health care industry is Southern Ohio Medical Center (SOMC) in Portsmouth. SOMC is the largest medical center in Ohio, south of Columbus. It employs 2,100, making it the largest employer in the County. Later in this study, we will discuss the role that SOMC plays and could potentially play in the growth of the County.

## 2.3 Evolution of Progress

**Economic Attainment.** One reason for choosing Scioto County as a case study was its movement in economic status between ARC's distressed and transitional categories. Exhibit 2-7 shows Scioto's oscillation in economic status using the ARC categories of economic performance. The recent change in status can be attributed to the fact that Scioto's three-year unemployment rate for 2001-2003, while relatively high at 7.8 percent, was just below the critical ARC distressed threshold of 150 percent of the national unemployment rate during the three-year period of measurement.

### Exhibit 2-7. Scioto's ARC Economic Status

Period	ARC Economic Attainment level
1988-1992	Transitional
1993-2004	Distressed
2005-2006	Transitional

**Trade Center (Hub) Status.** Another reason for choosing Scioto County as a case study was an earlier economic base study by Smirnov and Smirnova (2000), in which Scioto County was classified as a "Type 1 County" – one with both "a strong economic-base" and "strong local spatial linkages," suggesting a likely regional trade center. That analysis of the industrial mix of the Scioto and surrounding counties concluded that residents and business in the more rural surrounding counties could be expected to utilize businesses in Scioto County.

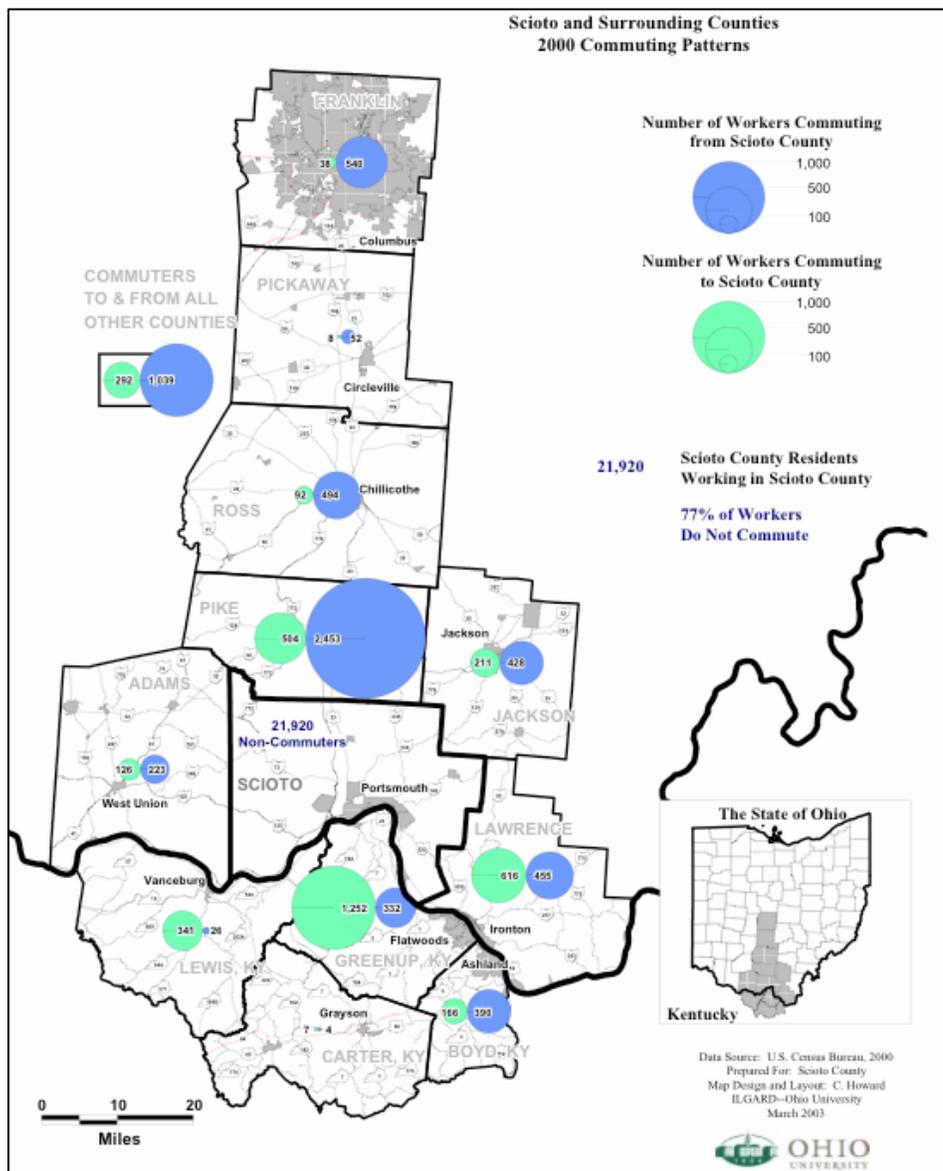
Further analysis, both quantitative and qualitative, indicated that despite the statistical suggestions that Scioto could serve as a regional hub, the reality is far different. Indeed, representatives from the Ohio Regional Development Commission saw surrounding counties such as Ross and Pike (both transitional counties) as more the regional centers than Scioto, although they believe the county has strong growth potential. Community leaders within Scioto also doubted the county's current ability to serve as a regional hub, several calling Portsmouth "a typical Wal-Mart Town," offering little beyond that store as an attraction to those living outside. "We were once

a hub, but we are no longer,” said one community leader. “People go to Ashland (WV) or Huntington (KY) for their services, especially retail.”

Scioto County’s failure to serve as a regional hub manifests itself in several ways, as described in the following pages.

**Commuting patterns.** If it were a true regional hub, Scioto County could be expected to draw workers to its firms on a daily basis. In fact, as Exhibit 2-8 shows, Scioto is actually a net exporter of workers, with about 2,700 employees commuting on a daily basis. Indeed the only county in which Scioto appears to out commute to is Greenup County, Kentucky, which lies just across the Ohio River.

**Exhibit 2-8. Scioto County Area Commuting Patterns**



***Retail patterns.*** If Scioto County operated as a true regional hub, it would be expected that residents of surrounding counties would migrate to the area to satisfy their retail needs such as shopping and eating. The location quotients of retail establishments shown earlier in Exhibit 2-6 also suggest that the county is drawing individuals from surrounding counties. But it appears that this is more of a statistical quirk than any real proof that Scioto County or Portsmouth is acting as a regional hub. Indeed, most leaders and residents interviewed for the study reported that residents of the county were more likely to drive to other areas for destination shopping and dining.

The main reason for Scioto County's inability to attract retail customers is one of location. As shown earlier in Exhibit 2-2, Scioto is actually at the center of a set of counties that have much better metropolitan access. For instance, Pike County, to the north of Scioto, would be more likely drawn into the metropolitan sphere of Columbus. Similarly, Adams County, to the west, is drawn into Cincinnati's service area. In addition, Scioto County does not have any large retail establishment such as a mall to draw shoppers. In fact, most interviewed residents of Scioto County themselves shopped at malls in Ashland, Kentucky or Huntington, West Virginia for their needs.

***Supplier-customer relationships.*** While retail and commuting patterns are critical, the interchange between businesses is even more important to an economy. If a county's businesses draw their customers from surrounding locales, then they can be seen to serve as a regional hub. In the case of Scioto County that does not appear to be the case. The manufacturing firms that remain in Scioto County export their products on a national or larger regional basis than just surrounding counties. For example, Mitchellace in Portsmouth has a large contract with Kiwi, a company not located in Ohio.

There is a small concentration of financial and other professional services but these tend to be more focused on the local market. Portsmouth is home to seven banks, five of which are nationally chartered. Again, conversations with local officials suggest that these banks do not draw heavily from surrounding companies but instead serve the relatively large Portsmouth market.

One "industry" that does appear to attract regional usage is higher education. Portsmouth is home to Shawnee State University, a four-year institution that also offers two-year associate degrees. The university draws both students and employees from surrounding counties. For instance, 71 percent of Pike county residents who attend a four-year public university attend Shawnee State University. The university also employs a large number of employees who cross the bridge from Kentucky. The role of Shawnee State is discussed later in this paper.

## 2.4 Catalysts of Change

**Responding to Growth Challenges.** There are three areas of economic emphasis that merit closer examination. Each one of these categories represent ways in which Scioto County, either through intentional government intervention or through market forces, is attempting to grow its economy. This section of the paper examines:

### **The Health Care Industry**

#### **Higher Education**

#### **Manufacturing**

For each of these categories, the ways in which growth is manifesting itself is discussed as well as the challenges pursuing such a strategy may pose to Scioto County. In addition, this section includes a discussion of how economic development agencies in the county and region are working to improve Scioto County.

**Health Care.** As mentioned, Scioto County enjoys a high concentration of employment in the health care industry. While there are substantial numbers of private doctors' offices, clinics and health care homes, the prime driver of this sector is Southern Ohio Medical Center located in Portsmouth. Located in Portsmouth, SOMC employs nearly 2,100 doctors, nurses and associated staff. The main hospital has more than 400 beds and the center owns several other health care offices and programs in the county. The hospital's growth has been in part facilitated by a commitment to make SOMC a high-tech medical center. In the last few years, SOMC has added a cancer treatment facility as well as a cardiac care center. All told, the hospital has undergone \$70 million in expansion in recent years. SOMC took its current form in 1986, when several local health care facilities merged. The hospital operates as a non-profit entity. SOMC's impact on the economy comes primarily through direct employment. Doctor's offices in the area can affiliate themselves with the hospital and at least seven do so.

A major factor in the growth of the industry is the graying population of Scioto County. According to the 2000 Census, 14.9 percent of Scioto County's residents are over 65 compared to 12.4 percent of the national average. The population is expected to get even older proportionally—31 percent of the population is over 50 compared to 27% of the US total. And SOMC is clearly geared to the local market: more than 80 percent of patients come from Scioto County with the rest from surrounding counties including some from Kentucky.

The population served by SOMC does present a problem for the hospital as a true economic growth strategy. The payer mix of the population is extremely dependent on government-assisted patients. Fully 75% of the patients use government insurance to pay for their services. This dependence reduces income for the hospital, as the hospital estimates it only collects a small portion of each dollar charged to these payers.

One plus for the hospital has been its ability to attract and retain nurses and other staff. While rural locations can sometimes hurt hospitals, administrators report an extremely high retention rate. SOMC offers generous benefits including offering 100 percent tuition reimbursement for staff or their spouses to go back to school to become nurses.

In addition to paying for school for staff, one of the reasons for the ability to attract employees are quality educational programs available locally. Shawnee State in particular provides a good source of nurses to SOMC. Students in the program are comfortable with Scioto County and are pleased with the opportunity to pursue employment in that area.

Unfortunately attracting doctors to the area has been extremely difficult for SOMC. In a story repeated all over Rural America, SOMC relies heavily on foreign doctors who travel to the US on special visas or domestic doctors who are able to work off their medical school loans by working in an economically disadvantaged regions. In either case, doctors that do come do not tend to stay long. Administrators report that the problem in keeping and attracting doctors tends to have more to do with these personnel's families comfort level with the community. Families often complain about the lack of cultural and shopping amenities. The results can often result in delays in implementing the high-tech facilities that the center rightly prides itself on. For instance, hospital administrators report that the state of the art cancer facility sat unused for a full year before doctors could be attracted to the site.

To make up for the difficulty in attracting doctors, SOMC relies on different strategies. One is using osteopaths to perform many tasks. The hospital maintains a strong working relationship with Ohio University in Athens and their college of Osteopathic Medicine. This relationship allows graduates of that institution to provide a pipeline of qualified practitioners who understand life in small town Appalachian Ohio and who are committed to staying and working in a community such as Portsmouth.

While the hospital is growing and continued expansion plans are in the work, there are limits to using SOMC, and indeed health care as an economic growth strategy. There is heavy competition in the region for medical services, and while SOMC is the largest facility in the surrounding counties, it is not the only one. Adena Health Systems in Pike County draws significant numbers of patients. In addition, for specialized medical care, patients are likely to journey to national medical centers in Cleveland and Cincinnati. Staff estimate that 70 percent of the "heart market" leaves the county. The fact that 80 percent of patients at SOMC come from Scioto suggests that new money is not being brought into the county.

**Higher Education.** Shawnee State is clearly an institution that has the potential to impact the growth of Scioto County. Founded as a community college, Shawnee State became a university in 1986. The college has 3,800 students and college offers both four year degrees and associate degrees, making an interesting hybrid of a community college and a university. As a university, Shawnee State is increasing the numbers of

students who live on campus. Currently, nearly 500 students a year reside in campus housing and plans are in the works to expand these numbers.

The college possesses several especially strong programs. Of special import to Scioto’s “new” economy, is a strong allied health curriculum. As mentioned, Shawnee State provides a significant number of the nurses to SOMC and the hospital and the university have close relationships. In addition to offering traditional programs, Shawnee State also innovative programs that are drawing national attention. For instance, the university offers one of the nation’s only programs in gaming. This program trains students in creating and marketing video games. The program attracts students not only from around Ohio but from states all around the country.

Shawnee State does represent one area where the notion of Scioto County serving as a hub is a reality. Exhibit 2-9 shows the percentage of college students from neighboring counties who attend Shawnee State. As it shows, Shawnee is by far the preferred destination for students in these counties.

**Exhibit 2-9. OH Public University Attendance at Shawnee State**

Scioto	80.1%
Pike	70.8%
Adams	61.7%
Lawrence	27.9%
Jackson	26.4%
Ross	15.2%
Gallia	14.5%

The university not only welcomes these students it, like many universities, is an engine of innovation. Several companies have spun out of activities at the university. For example, Yost Engineering, one of the most successful firms in the County, was founded by a former professor at Shawnee State. In addition to this spin off potential, the college offers training to companies in the area in a variety of areas including:

**Management and Human resources training**

**Customer service**

**Office skills such as using Microsoft programs**

**A targeted industry program providing training for 201 employees in the 2004-5 school year. Training was delivered at companies such as Mitchellace, Inc.**

**Sun Coke and Scioto Plastics.**

The university has made an impact in the cultural life of the community as a whole. The university is responsible for the Verne Riffe Center for the Arts, a 1,140-seat performing arts center on campus. The Center brings national musical and performing

arts to the area. These amenities are critical in attracting and just as important retaining families and young people to the area.

Using Shawnee State as a growth strategy, however, is not without its problems. Foremost among these is the fact that Portsmouth is not structured right now as a traditional college town, or certainly not one that can cater to a large residential population. Several local officials and residents pointed out the lack of typical college student hangouts as just one example of how Portsmouth lacked amenities that could serve students and benefit from the dollars that they often spend. For instance, there is not a pizza place or a college-focused bar within walking distance of campus.

Some individuals interviewed doubted whether or not Portsmouth really even wants to be a “college town. “They don’t want to be an Oxford, Ohio. They don’t want to be an Athens, Ohio.”

There recently have been heated battles over the location of student housing, suggesting that not all county residents are comfortable with embracing a residential student population in the area.

***Manufacturing: Returning to Scioto County’s Roots.*** While Scioto County’s industrial mix has changed dramatically, leaders in the community have not abandoned what once was the heart of the region’s economy: a strong manufacturing base. Several steps have been taken to encourage the location of new industry in the county and making sure that companies that remain can prosper.

The prime example of the community’s focus is the effort to redevelop a plot of land to host Sun Coke, Inc., a large steel manufacturer. Through grants through an empowerment zone project, Scioto County worked to turn a brownfield site into an area that could host an industry that provided good, high paying jobs. The site is not only home to Sun Coke but is the future home of large retail establishments such as a “big box” (e.g. Wal-Mart).

A key in the location of Sun Coke was a regional approach to securing land for the facility. For example, Ohio Valley Regional Development Corporation gave Scioto County funds to provide sewer access for the plant. And although the plant was located in the small municipality of Franklin Furnace, representatives from communities throughout the county were involved in the development of the project.

Indeed, regional cooperation is key to much of the manufacturing development that is occurring in the area. Another prime example is the focus on a facility in neighboring Pike County. Pike County as home to a large uranium enrichment plant that employed hundreds of workers, the majority of whom came from Scioto County. Community leaders in a variety of counties are cooperating through an organization called the Southern Ohio Development Initiative (SODI), to devise ways to turn this brownfield into a viable industrial site. Recently, USEC, Inc. announced plans to build a large centrifuge plant that will employ more than 500 workers, providing opportunities for

workers throughout the region, including Scioto County. Although the workers will not be employed within the county limits, the presence of a qualified workforce in Scioto County was critical to the decision to build the facility.

A qualified and experienced manufacturing employment base is a strength of Scioto County. Sun Coke, for instance, reported that they were very pleased with the quality of employees that came to their facility once they opened. Other manufacturing firms may also be attracted by this strong cadre of qualified individuals when making site selection decisions.

Another strength that Scioto County has tried to capitalize on is its continued access to rail and river transportation. Industries that rely on these two transportation modes could be drawn to the county to do business. However, according to the director of the port authority, significant improvement to the system of dams and locks along the river need to be made to take full advantage of the river's potential draw.

A more critical barrier to large-scale industrial/manufacturing growth is the lack of free engineering space. "We don't have 200 acres to show people," one community leader said, saying that brownfield redevelopment as in the case of Sun Coke, is the only real place that manufacturing firms can be expected to open new facilities. The reason for the lack of new development space has more to do with geography than an unwillingness to open land for development. The county is extremely hilly and the presence of two rivers (the Scioto and Ohio) means much available space lies in flood plains. Some available land is owned by Norfolk and Southern which is reluctant to sell the land unless a company that is extremely rail dependent would be willing to purchase the land.

**Formal intervention.** Scioto County is fortunate to have a number of economic development organizations that are committed to its growth. Foremost among these is the Ohio Valley Regional Development Commission (OVRDC), the local development district, headquartered across the border in Pike County. OVRDC continues to work closely with local officials to see how more industry and commerce can be attracted to the county. For instance, OVRDC provided funding to the County to make infrastructure improvements to ensure that Sun Coke would come to the region.

The Commission is not alone in trying to promote Scioto as part of a regional renaissance. SODI, mentioned in the previous section, is an example of an organization that is looking for regional solutions to vexing problems facing the county. Perhaps the greatest cooperation among economic development players came through the enterprise zone/empowerment zone project in the New Boston Area. As discussed, the project brought together a wide range of community leaders to help convert what previously was a Brownfield site into one that can attract industry. Leaders in several counties help build a small business incubator in Pike County that is utilized by residents from Scioto County. In addition, the Southern Ohio Growth Partnership acts as a regional chamber of commerce, serving businesses within a 30

mile radius of Portsmouth.

Indeed, much of the formal economic development efforts underway concentrate on both ensuring that existing manufacturing can prosper and helping to attract new businesses to the area. In terms of attracting new businesses, area leaders recognize the importance of helping firms compete in an era dependent on information exchange. The Scioto County Economic Development Office is active in HighTech Ohio, an initiative that highlights information and technology based companies in the county.

While these efforts at improving Scioto County are impressive, there is not a comprehensive economic development strategy in place for the county that stresses a single economic sector or set of sectors. Rather efforts are made to make sure that the county continues to adjust as it moves away from being solely dependent on manufacturing to an economy that depends more heavily on the health care and educational sectors.

## 2.5 Lessons Learned

Scioto County represents an interesting model for those Appalachian counties that are struggling to reinvent themselves. In this case, Scioto County is trying to emerge from an economic downturn related to the loss of manufacturing jobs, particularly in the steel industry. Several lessons emerge for counties facing similar challenges.

***Switching to a service-based economy is difficult.*** Scioto County's economic future is increasingly tied into the service-based industries—particularly health care and higher education. Any community attempting to refocus itself will encounter difficulties. One of the main challenges is in providing a workforce that is equipped to handle this change in direction. Those trained in working in a manufacturing plant can't necessarily turn on a dime to work in a hospital or university. Often service jobs pay less than do manufacturing which means that the average wage in Scioto County may not grow as vibrantly as once expected. Creating better paying service jobs are a challenge but one that needs to be explored. Certainly Shawnee State's strong allied health education program is one way to steer residents into higher paying medical professions.

***Manufacturing should not be ignored.*** Of course, Scioto County recognizes that concentrating solely on service industries is problematic. These types of businesses, as mentioned, pay lower wages and bring less outside money into a community. Thus, Scioto County has tried, when possible, to ensure that the County's strong manufacturing base is not ignored. Programs such as the Sun Coke project and the regional cooperation around the former uranium enrichment plant allow the County to keep a foothold in manufacturing.

***Build upon existing assets.*** Scioto County recognizes that although it has undergone

significant economic distress it does have something going for it. Foremost among these are access to rail and river transport. County leaders recognize that while the role of the Ohio River may not be what it once was, for certain industries it remains a critical component of trade. Industrial recruitment efforts promote the area's river access—something that could draw more heavy industry to the county.

The County is also recognizing that the more modern transportation choice of road access is a continued problem for the County. Accordingly, leaders are pushing for a by-pass that would provide better four-lane access through the County. The belief is that this will encourage development in the County and perhaps increase the County's ability to attract consumers from neighboring areas. The proposal is not without its detractors of course. In particular, those who want to see a rebirth of downtown businesses worry that a bypass on the outskirts of town would further cripple retail traffic downtown.

***Creating a regional hub is problematic.*** This case study began with the hypothesis that Scioto County served as a regional hub for its neighbors. Ground truthing that belief revealed that the County does not draw significant business, consumers or workers from surrounding counties. The county faces special challenges due to the relative proximity of larger urban centers, which border Scioto County's neighbors. This siphoning of periphery demand from an older, limited scale core economy to a larger, extra-regional metro area is an example of adverse spillover effect. Improved transportation access at the periphery and emanating away from the core facilitates this economic displacement. It is perhaps unrealistic to believe that Portsmouth could draw individuals away from the bright lights of Columbus or Cincinnati. What Scioto County can do, and has in many cases, is to make sure that it retains the local market within the county. For instance, SOMC 's expansion goals are to capture as much of the Scioto County patient population as possible. The cancer center at SOMC was put into place because more than 75 percent of cancer patients in Scioto County were traveling elsewhere for treatment.

In any case Scioto County is looking regionally for solutions through cooperation with the Ohio Valley Regional Development Commission and other economic development entities in the area. Other efforts include an active program that promotes better internet access in Appalachian Ohio, a shared incubator space, and continued cooperation around the uranium enrichment plant. The leaders in the county recognize that if the County is truly to be reborn it is going to take more than just the residents of Scioto County it will take regional cooperation and linkages with Appalachian Ohio.

## 2.6 Interviewees

- Elizabeth Blevins, Community Relations Director, Southern Ohio Medical Center
- Steve Carter, Director, Scioto County Economic Development Office

- Craig Gilliland, Administrative Director of Financial Support and Facilities, Southern Ohio Medical Center
- Jason Gillow, Research/Planning Supervisor, Ohio Valley Regional Development Commission
- Steve Gregory, Office of Career Services, Shawnee State University
- Jennifer Hanlon, Director of Community Development, City of Portsmouth,

**Sondra Hash, Managed Care Manager, Southern Ohio Medical Center**

**John Hemmings, Assistant Director, Ohio Valley Regional Development Commission**

- Robert Huff, President, Southern Ohio Growth Partnership
- Jim Kalb, Mayor, City of Portsmouth

**Virginia Moore, Director University Outreach Services, Shawnee State University**

**Greg Simonton, Executive Director, Southern Ohio Diversification Initiative**

**Jeff Spencer, Executive Director, Ohio Valley Regional Development Commission**

**Bob Walton, Director, Scioto County Community Action Program/ Southern Ohio Port Authority**

**Susan Warsaw, Director of Development, Shawnee State University**