

Comprehensive Economic Development Strategy (CEDS)



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INTRODUCTION

This Comprehensive Economic Development Strategy (CEDS) is the result of a regional economic development planning process. The information contained in this report analyzes and summarizes the strengths, weaknesses, opportunities and threats (SWOT) facing the three (3) county region served by the North-central Alabama Regional Council of Governments (NARCOG). Goals and Objectives have been developed from this process; implementation, projects and activities will be monitored to ensure progress is made in working toward and accomplishing these goals. Ultimately, this process will help promote the creation of jobs, a more stable and diversified local and regional economy, and improved living conditions and quality of life for the citizens of the region.

The following remarks were made by Mr. Bob Francis, Chairman of the CEDS Strategy Committee, at the CEDS meeting held on July 25, 2006 at the Morgan County Courthouse in Decatur, Alabama, and they are still valid in 2007.

“The North Alabama region offers virtually unlimited opportunity to become the heart of economic development in Alabama and can, I believe, become a model for the southeast. Some reasons that the tri-county area of Cullman, Lawrence and Morgan is postured to lead the charge:

- *Existing highways (I-65, I-565, 278, 157, 69, 67, 36, 24 and 20) offer enviable mobility throughout the tri-county area with excellent connectivity to the nation’s interstate system. When completed, the I-565 Extension, Veterans Parkway, the Atlanta-to-Memphis Highway and numerous planned local projects will serve to embellish and enhance this existing road network. The navigable Tennessee River with Port Facility, the Tennessee Tombigbee Waterway, Huntsville International Airport and Intermodal Terminal and east-west and north-south railways are reasonably accessible from throughout the area. Four local airports dispersed and bracketing the area are huge assets.*
- *Open and minimally encumbered land exists which must be capitalized on.*
- *Abundant electric power and natural gas embrace the area. Existing and planned City and County water and wastewater systems serve extensively as the foundation for extension and interconnection to accommodate development.*
- *A population shift to our region is occurring. From 1990 to 2000, Morgan County and the six surrounding counties experienced 22% of the State’s total population growth. This suggests response to the attractiveness of our area resulting in an increased workforce.*
- *Military Base Realignment and Closure (BRAC) will result in significant population gain for North Alabama. It is anticipated that many of these relocated employees will move to our tri-county region which is within easy commuting range to Redstone Arsenal. Also, we can expect an influx of construction activity to accommodate the functional relocation. Additional complementary and supporting industry is anticipated.*
- *Education opportunities are abundant with outstanding 2-year colleges (Calhoun and Wallace State) bracketing the area. Five 4-year colleges (UAH, Athens State, Alabama A&M, UNA and Oakwood) are reasonably close. With continued and increased emphasis on workforce*

development and by maximizing the involvement of these institutions as well as our excellent city and county schools, this area can produce an educated workforce unequalled in the state.

- *High-tech industry generated by NASA, Redstone Arsenal and the coming biotechnology facility in Huntsville posture North Alabama for related expansion and spin-off. We need to exploit this sector to include aerospace, aviation, life sciences and research and development companies while at the same time maintaining focus on automotive and other manufacturing industries and suppliers.*
- *Not to be overlooked is the “tourism industry.” Our region is steeped in history and offers historic attractions which can be cumulatively leveraged as a destination attraction. I suggest that a “regional archives and museum” be considered as a focal point to generate planned regional tours.*

To this point my comments have been primarily industry oriented. This was not meant to exclude retail development. However, I see industry, which offers extensive employment with good paying jobs, as a major driver in support and growth of retail development. Retail development is typically community oriented whereas major industrial development is best maximized through regional teamwork.

Cullman, Lawrence and Morgan Counties are visibly on the move. Success stories are numerous. Cullman’s Industrial Park and Mallard Fox Creek Industrial Park near Decatur are model examples of what can be accomplished through leadership, vision and teamwork. Teamwork and unity through coalition of governing bodies presents a compelling case for federal and state financial support and sends a reverberating message throughout industry. I maintain that our tri-county area with its many assets has the leadership and vision that can set the course for the area to achieve excellence. To accomplish this we must remain focused while exercising objectivity, common sense and selflessness. All will ultimately benefit.”

Additionally, the following remarks on regionalism and stakeholder involvement were offered by Mr. Francis at the three CEDS meetings held in July of 2007.

“It is critical in present and future economic development that regional planning and implementation remain paramount. Many issues will remain parochial as they minimally affect those outside a community. However, opportunities to prepare for economic development which will ultimately better benefit the entire region must be identified, emphasized and implemented. Delayed gratification is difficult to “sell”; however, those with vision must do so through leadership. As we proceed in the CEDS process this year, I ask that you look for opportunities where crossing county and municipal lines would make long-term sense.

My desire is for this process to involve conscientious involvement by all stakeholders. It is through such involvement that we will achieve maximum results. It has been said – “I tell you and you forget, I show you and you remember, I involve you and you understand.”

*Bob Francis, Chairman
Comprehensive Economic Development Strategy (CEDS) Strategy Committee*

I. ORGANIZING AND STAFFING FOR ECONOMIC DEVELOPMENT

The North-central Alabama Regional Council of Governments (NARCOG) was created in 1969 under Legislative Act 112 and is one of twelve Councils of Governments (COG's) in the State of Alabama. The twelve COG's are members of the Alabama Association of Regional Councils (AARC), which is located in Montgomery, Alabama. NARCOG's Board of Directors consists of representatives from seven participating member Governments (Cullman County, Lawrence County, Morgan County, the City of Cullman, the City of Decatur, the City of Hartselle and the City of Moulton). The NARCOG serves a three-county region consisting of the aforementioned counties and 23 municipalities. The Mission Statement of the NARCOG is:

NARCOG is committed to improving the quality of life by rendering the highest quality of professional services possible to our governments and the residents of Cullman, Lawrence and Morgan Counties. This mission shall be accomplished through fiscal accountability and prudent judgment in the administration of all programs, grants and planning services offered by this agency, while maintaining sensitivity to individual needs and changing governmental requirements (Adopted by the NARCOG Board of Directors on October 20, 1994).

NARCOG continues to provide leadership for the preparation of the region's annual Comprehensive Economic Development Strategy (CEDS) as required by the Economic Development Administration (EDA) to qualify for its assistance programs. The three (3) required meetings of the CEDS Strategy Committee were held in July 2007. The purpose of these meetings was to provide an opportunity for the stakeholders to offer guidance, oversight and input into the CEDS planning process and the final report. The substance of these meetings included a visioning process, a SWOT (strengths, weaknesses, opportunities and threats) review and analysis, goal setting, and a project review and update. Input from these meetings is included in this 2007 CEDS document which was then submitted for a 30-day public review and comment period. Ultimately, this document represents NARCOG's effort to provide a Comprehensive Economic Development Strategy (CEDS) for our three-county region.



CEDS Strategy Committee

The CEDS Strategy Committee, the entity established by the NARCOG and responsible for developing, updating, or replacing a strategy in the CEDS, is the principal facilitator of the economic development planning and implementation process. According to Federal guidelines, its members should represent all major interests of the community, both public and private, to ensure that viewpoints of all segments of the community are considered and to take advantage of local skills and resources in program formulation and implementation. The following individuals served on the 2007 CEDS Strategy Committee. Additional information on the CEDS Strategy Committee is located in Appendix A.

<p style="text-align: center;">Ray Alexander – Mayor, City of Mouton James Fields – Representative, Cullman County Robert Francis, Jr. – CEDS Strategy Committee Chairman, Hartselle Development Board Dr. Donald Green – Mayor, City of Cullman Dr. Vicki Hawsey – President, Wallace State Community College Donald Kyle – Mayor, City of Decatur Dr. Mary Yarbrough – Dean, Calhoun Community College</p>

Staff Support

The CEDS Strategy Committee requires the involvement of many individuals, especially the staff of the NARCOG, to provide coordination and support and input including collecting and analyzing information on the area's economy, identifying strategy options, preparing implementation plans, and preparing the final CEDS document for submission to the EDA.

Committee Work Program

The committee work program provides the agenda for the work of the Strategy Committee and identifies tasks to be performed, determines who is responsible for each task and develops a timetable for implementing each task. The Strategy Committee communicated with NARCOG staff between meetings and at other times in order to provide significant input for inclusion.

Committee Meetings

The CEDS Strategy Committee met four (4) times in preparation for the 2007 update of the Region's CEDS. An organizational and kick-off meeting was held at the NARCOG on February 15, 2007 to review the new guidelines and discuss a preliminary schedule. The CEDS Strategy Committee and the identified public and private stakeholder in the CEDS process met on July 11th, 18th, and 25th to review the existing CEDS and provide input into the update. One meeting was held in each of the NARCOG's three counties.

II. COMMUNITY & PRIVATE SECTOR PARTICIPATION

Partners & Resources for Economic Development

There are a host of federal, state, regional and local government, nonprofit and private organizations that provide resources, support and partnerships for economic development. The NARCOG and CEDS Strategy Committee recognizes the importance of defining its role and relationships with existing local, regional and state institutions for the enhancement of local and regional economic development planning efforts and implementation. Individuals representing some of these institutions have provided leadership and guidance in the early development of this year's CEDS process. For potential funding information and funding availability, please contact the following economic development partners. *The following list provides examples of these invaluable resources.*

- Decatur-Morgan County Chamber of Commerce
- Cullman Area Chamber of Commerce
- Lawrence County Chamber of Commerce
- Hartselle Area Chamber of Commerce
- Morgan County Economic Development Association (MCEDA)
- Cullman County Industrial Development Board
- Lawrence County Industrial Development Board
- Morgan County Economic and Industrial Development Authority
- Cullman County Economic Development Office
- City of Cullman Economic Development Agency
- Hartselle Development Board
- North Alabama Industrial Development Association (NAIDA)
- Local and regional economic and industrial development organizations and authorities

Regional Partners & Resources including the Tennessee Valley Authority, (TVA), Alabama Power Company, Biotechnology Association of Alabama, Alabama Automotive Manufacturers Association, Alabama Information Technology Association, Alabama Association of Regional Councils (AARC), Economic Development Association of Alabama, University of Alabama Center for Business and Economic Research (CBER).

State & Federal Agencies including the Alabama Rural Action Commission (ARAC), Alabama Department of Economic and Community Development (ADECA), Alabama Department of Transportation (ALDOT), Alabama Department of Environmental Management (ADEM), Appalachian Regional Commission (ARC), Alabama Development Office (ADO), Economic Development Partnership of Alabama (EDPA), Economic Development Administration (EDA), and Alabama Bureau of Tourism and Travel, Office of the Governor.

III. BACKGROUND ANALYSIS: WHERE ARE WE?

Demographic & Socioeconomic Characteristics

Population

The NARCOG Region is comprised of Cullman, Lawrence, and Morgan counties. The Region was inhabited by some 223,350 persons in 2000, which represents an increase of 10.8% over the 1990 population of 199,169. It is projected that the population for the region will be 244,727 in 2010 and 254,046 in 2015.

Table1: Population Trends & Projections					
YEAR	1990	2000	2006*	2010	2015
REGION	199,169	223,350	229,736	244,727	254,046
CULLMAN	67,613	77,483	80,187	86,982	91,341
LAWRENCE	31,513	34,803	34,312	37,378	38,347
MORGAN	100,043	111,064	115,237	120,367	124,358
ALABAMA	4,404,587	4,447,100	4,599,030	4,838,812	5,028,045

Source: US Census Bureau and CBER, CBER, *March 20, 2007

In percentage terms of the regions total population in 2000, Cullman County represented 34.7%; Lawrence County 15.6%; and Morgan County 49.7%. Cullman County showed the highest percentage increase of the counties in the NARCOG District with 14.6% between 1990 and 2000. Morgan County's population increased 11% for the same period of time, followed by 10.4% increase in Lawrence County's population.

Housing

The median value of owner occupied housing units in the North-Central Alabama District was \$50,800 in 1990. This median value varied among the counties generally in relation to the degree of urbanization. Morgan County had the highest median value at \$60,400 followed by Cullman County at \$47,200 and Lawrence County at 44,800.

The distribution of owner occupied housing values generally followed this same trend. Approximately 56.6 percent of the owner occupied homes in the District were valued at over \$50,000 while slightly over 9.5 percent were valued below \$24,999. 65.6 percent of owner occupied homes in Morgan County with about 47 percent and Lawrence County with approximately 40.6 percent. Conversely, Lawrence County had 18.9 percent of its owner occupied homes valued at less than \$24,999 and Morgan County had only about 5.5 percent.

Housing characteristics provide a method to gauge the relative affluence of an area. A basic indicator of overall housing adequacy is the proportion of the housing inventory which provides safe, sanitary living conditions. In 1990, there were some 81,000 households in the NARCOG Region, an increase of nearly 14.percent over 1980. Of this total, 54.4% of the housing stock

was built between 1970 and 1990. While 45.6 was built between 1940 and 1969. As a result of the young housing stock, there were only 1,057 units (1.3%) that were lacking complete plumbing facilities. Approximately 50.6% of the total housing units within the Region are served by public sewer, with the remaining 49.4% being served by private means of disposal or septic tanks.

Table 2: Housing Characteristics 1980-2010							
YEAR	TOTAL HOUSING UNITS	PUBLIC PRIVATE WATER	%	PUBLIC SEWER	%	LACKING COMPLETE PLUMBING	%
1980							
REGION	68,103	57,009	83.7	26,448	38.8	2,372	3.4
CULLMAN	23,507	19,925	84.8	5,556	23.6	775	3.3
LAWRENCE	10,818	7,098	65.6	1,547	14.3	854	7.9
MORGAN	33,778	29,986	88.8	19,345	57.3	743	2.2
1990							
REGION	81,000	76,251	94.1	41,029	50.6	1,057	1.3
CULLMAN	28,369	27,300	96.2	6,969	35.0	428	1.5
LAWRENCE	12,212	10,068	82.4	2,251	31.7	205	1.6
MORGAN	40,419	38,883	96.2	31,809	78.1	424	1.0
2000							
REGION	97,630	96,697	99.0	77,178	79.05	506	2
CULLMAN	35,233	34,880	99.0	20,082	57.0	147	0.5
LAWRENCE	15,009	14,903	99.3	10,656	67.0	167	1.2
MORGAN	47,388	46,914	99.0	46,440	98.0	197	0.5
2010							
REGION	101,576	101,097	99.5	80,620	79.4		
CULLMAN	35,055	34,984	99.8	20,226	57.7		
LAWRENCE	15,226	14,921	98.0	10,125	66.5		
MORGAN	51,295	51,192	99.8	50,269	98.0		

Poverty and Median Incomes

According to the 2003 census data estimates update, approximately 13.6 percent of the region’s total population (all ages) lives in poverty. This compares to 12.5 percent for the United States and 15.2 percent for the State of Alabama. As of 2003, a selected look at children under the age of 17 living in the region revealed that there were approximately 20 percent living in poverty. Lawrence County had the highest number (20.9 percent), and Cullman County had the lowest (19.5 percent). This compares to the national rate of 17.6 percent and the state’s rate of 22.3 percent.

Table 3: 2003 Poverty and Median Income Estimates							
	All Ages		Ages 0-17		Ages 5-17		
	Poverty Estimate	Percent	Poverty Estimate	Percent	Poverty Estimate	Percent	Median Household Income
United States	35,861,170	12.5	12,865,806	17.6	8,399,573	16.1	43,318
Alabama	676,417	15.2	243,154	22.3	165,225	21.0	36,131
Cullman	10,457	13.3	3,503	19.5	2,394	18.3	33,962
Lawrence	4,925	14.4	1,706	20.9	1,180	19.1	34,084
Morgan	14,819	13.2	5,387	19.7	3,629	18.3	39,872

Source: CBER, U.S. Census Bureau, Small Area Estimates Branch. Release date: 11.29.2005

Concerning median household incomes, our region’s counties are all below the national median income of \$43,318, and Cullman and Lawrence Counties are below the state median income of \$36,131. Morgan County has the highest median income in our region at \$39,872. For more detailed information regarding poverty and median income in our region, please refer to the table above.

Education

The educational attainment of a Region’s population affects the types of jobs which occur and for which the labor force might be suited. In the NARCOG Region, the level of educational attainment achieved is lower than that of the State. 75.3 percent of the State’s population 25 years old and over graduated from high school in 2000 compared to 70.7 percent of the same age group in the Region. The percentage of the Region’s population 25 years old and over who attend college and graduate is also lower than the figures for the State. The level of educational achievement is lowest in Lawrence County. Only 65.6 percent of this age group graduated from high school. Morgan County contains the most educated population of 25 years and over in the Region with 76.3 percent graduating from high school.

Table: 4 Educational Attainment 1980-2010				
HIGH SCHOOL	1980-%	1990-%	2000-%	2010-%
REGION	48.7	61.2	70.7	84.6
CULLMAN CO.	46.6	58.8	70.4	83.2
LAWRENCE CO.	43.0	55.6	65.6	80.8
MORGAN CO.	60.0	69.4	76.3	88.2
STATE	56.5	66.9	75.3	87.2
COLLEGE GRADUATE				
REGION	7.7	9.8	12.7	N/A
CULLMAN CO.	7.3	7.8	11.9	N/A
LAWRENCE CO.	4.0	6.2	7.5	N/A
MORGAN CO.	11.8	15.5	18.8	N/A
STATE	12.2	15.7	19.0	N/A

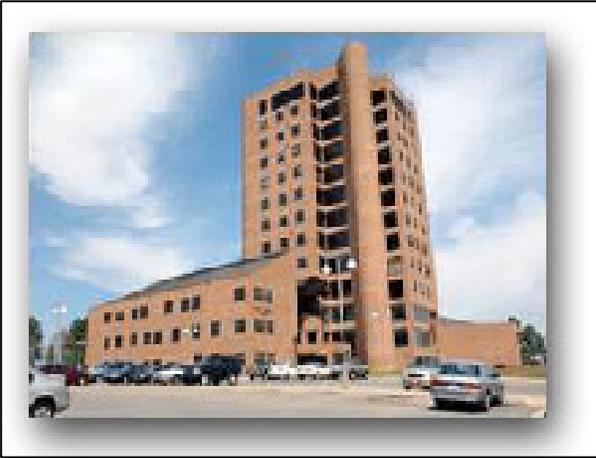
Source: US Census Bureau

The educational attainment is partially a function of the physical facilities available to an area's population. Presently there are some 45 elementary schools serving the NARCOG Region, while 16 middle and/or junior high schools provide for the middle years, with 24 high schools, and 4 vocational/technical schools as part of the high school system. There are several private/parochial schools located throughout the NARCOG Region.

Table 5: School Facilities of the North-Central Alabama District			
TYPE	NUMBER	TEACHERS	STUDENTS
DISTRICT			
ELEMENTARY	45	1,054	16,107
JR. HIGH	16	627	8,082
HIGH SCHOOL	24	1,084	11,981
PRIVATE/PAROCHIAL	8	N/A	N/A
VO-TECT. (PART OF SYSTEM)	4	71	N/A
CULLMAN COUNTY			
ELEMENTARY	16	318	4,595
JR. HIGH	7	241	3,178
HIGH SCHOOL	8	547	3,681
PRIVATE/PAROCHIAL	4	N/A	N/A
VO-TECH. (PART OF SYSTEM)	1	N/A	N/A
CHILD DEVELOPMENT CENTER	1	N/A	N/A
LAWRENCE COUNTY			
ELEMENTARY	4	171	3,012
JR. HIGH	2	81	889
HIGH SCHOOL	6	157	3,420
PRIVATE/PAROCHIAL	2	N/A	N/A

MORGAN COUNTY			
ELEMENTARY	25	565	8,500
JR. HIGH	5	305	4,015
HIGH SCHOOL	9	380	4,880
PRIVATE/PAROCHIAL	2	N/A	N/A
VO-TECH. (PART OF SYSTEM)	2	N/A	N/A
<i>Sources: Boards of Education</i>			

Regarding higher education, there are two community colleges (Calhoun Community College and Wallace State Community College) located within the Region that provide technical and vocational training along with a general college curriculum. These colleges work closely with industries moving in and expanding in the area and offer special programs to help train people for specific jobs. The area's technical schools are of increasing importance, as are the vocational educational programs provided by the area's high schools. The State of Alabama also provides industrial training through the



Alabama Industrial Development Training Institute (AIDT), a member of the Alabama College System. This program is aimed at new and expanding industry within the State, and is closely coordinated with the activities of the Alabama Development Office. Also, several other institutions of higher learning are located in close proximity to the NARCOG Region.

Institutions of Higher Learning within 50 Miles of the North Central Alabama Region

- Athens State College - Athens, Alabama*
- Alabama A&M College - Huntsville, Alabama*
- University of Alabama Huntsville (UAH) - Huntsville, Alabama*
- University of North Alabama (UNA) - Florence, Alabama*
- Birmingham Southern College - Birmingham, Alabama*
- Samford University - Birmingham, Alabama*
- University of Alabama Birmingham (UAB) - Birmingham, Alabama*
- John C. Calhoun Community College - Decatur, Alabama*
- Wallace State Community College - Hanceville, Alabama*
- Bevill State Community College, Jasper, Alabama*

Library services are an important element in an area's ability to educate its populace. Technical periodicals and other research materials are vital to the development of businesses, industry and to a better educated labor force. Presently there are four regional library facilities located in the Region. The Region houses some 171,864 volumes of books and technical periodicals and other research materials. Also, Calhoun Community College and Wallace State Community College have extensive print and electronic library resources.

Labor Force and Unemployment

Table 6: Unemployment Rates							
YEAR/(Mo.) (MAY)	NARCOG DISRICT	DECATUR MSA	CULLMAN COUNTY	LAWRENCE COUNTY	MORGAN COUNTY	STATE OF ALABAMA	UNITED STATES
2007	2.8%	2.8%	2.4%	3.4%	2.7%	3.5%	4.5%
2006	3.1%	3.2%	2.7%	3.5%	3.1%	3.6%	4.6%
2005	3.6%	3.6%	3.0%	4.4%	3.4%	3.9%	5.1%
2004	5.7%	5.0%	4.5%	6.7%	6.0%	5.3%	5.6%
2003	7.8%	5.3%	5.7%	8.5%	9.3%	5.5%	6.1%
2002	5.9%	4.9%	5.5%	5.8%	6.5%	5.4%	5.8%
2001	5.3%	3.6%	4.1%	6.6%	5.4%	4.4%	4.3%
2000	3.5%	3.5%	3.0%	4.4%	3.6%	4.0%	4.0%
1999	4.0%	3.6%	3.6%	5.3%	4.0%	4.4%	4.2%
1998	4.4%	3.1%	3.9%	4.2%	3.0%	3.9%	4.4%
1997	5.6%	4.2%	3.1%	5.0%	3.5%	4.6%	4.9%

Source: US Bureau of Labor

Unemployment in the region steadily increased between 2000 and 2003. The NARCOG region went from 3.5% unemployment in 2000 to 7.8% in May 2003, or an increase of 4.3%. Lawrence County, our most distressed county, averaged 6.6% over the period between 2000 and 2003. Unfortunately, it was up from 4.4% in 2000 to 8.5% in 2003. However, Morgan County had the highest unemployment rate of 9.3% in 2003. Cullman County had the lowest average rate of 4.5% during this period and it also had the lowest rate each year between 2000 and 2003. Since 2003, the unemployment rate has continued to decline across the entire spectrum.

Employment

Employment is one of the most widely followed measures of the economic health and well being of an area. The employment outlook of the NARCOG Region for the near future depends on several factors, such as the health of national and state economies, the success of the state's economic development efforts to continue to attract industry to the region. The long-term growth is also a function of the region's ability to attract new and to foster the expansion and growth of existing industries. Total employment between 2000 and 2004 in the NARCOG region decreased from 113,283 to 104,753 or by some 7.5%.

Among the major industries in the NARCOG Region between 2000 and 2003, employment in every major sector decreased during this period. Among the major sectors, the construction sector indicated the largest decrease of some 16.5%, or by some 1,819 persons. Wholesale trade was the next largest decrease in the employment sector. It went from 16,952 to 15,104, or some 10.9% during this period. Wage/salary was the third largest decrease with some 4.6% decrease, the private sector decreased by some 3.3% and the non-farm sector decreased from some 108,678 to 105,717, or by some 2.7%. Overall, the region's employment decreased from 114,572 to 111,521, or by some 2.6% during this period.

Average Wage per Job

In terms of average wage per job, the Region compares favorably to the State, but falls short of the National average. Cullman County is behind Lawrence County, Morgan County, and the Decatur MSA, while Lawrence County is ahead. For more detailed information, please see the table below.

Table 7: Average Wage per Job, 2003 and 2004				
	2003	2004	% National Average 2004	% State Average 2004
United States	\$37,173	\$38,798	100%	119%
Alabama	\$31,565	\$32,721	84%	100%
Cullman	\$26,795	\$27,506	71%	84%
Lawrence	\$33,886	\$34,634	89%	106%
Morgan	\$30,752	\$31,892	82%	97%
Decatur, AL (MSA)	\$31,144	\$32,230	83%	98%

Source: CBER

Income

Per capita income (PCI) for the Decatur MSA was \$23,698 in 2000 and \$28,012 in 2004 representing a small increase. The PCI for the Decatur MSA fared slightly higher than the state average and 15 % below the national average. Lawrence County had the lowest PCI in 2004 (\$23,963) and Morgan County had the highest (\$29,247). Please refer to the table below for more detailed information regarding the per capita income in NARCOG's region.

Table 8: Per Capita Personal Income for Alabama Counties and Metros, 2000-2004							
	2000	2001	2002	2003	2004	% State Average	% National Average
United States	29,845	30,574	30,810	31,484	33,050	119%	100%
Alabama	23,764	24,717	25,409	26,326	27,695	100%	84%
Cullman	21,239	22,952	22,608	23,824	25,294	91%	77%
Lawrence	19,949	21,003	21,016	22,533	23,963	87%	73%
Morgan	24,874	25,922	26,932	28,099	29,247	106%	88%
Decatur, AL (MSA)	23,698	24,751	25,530	26,795	28,012	101%	85%

Source: CBER

Geography

Location and Size

The NARCOG Region is a three-county area, situated geographically in the center of one of the state’s most rapidly growing areas. Within a 200 mile radius of the Region, ten important urban centers are located. These include Memphis, Nashville, and Chattanooga, Tennessee; Atlanta and Columbus, Georgia; Jackson, Mississippi; and Huntsville, Birmingham, Gadsden, and Montgomery, Alabama. Bounded on the north by the Tennessee River, the NARCOG Region consists of 1,328,351 acres or 2,014 square miles of land and 70 square miles of water within the counties of Cullman, Lawrence, and Morgan. Cullman County (the largest of the three county Region) occupies 37 percent of this land area. Although an estimated 219,121 people currently reside in the NARCOG Region, the land area is still predominantly undeveloped. Most of Morgan and Lawrence Counties are drained by the Tennessee River, while most of Cullman County is drained by the Black Warrior River, which lies south of the Region. In addition, there are numerous creeks throughout the Region that are active the entire year. In southwestern Cullman County, a 21,000 acre man-made lake (Smith Lake) is now a predominant natural feature. Also, in Cullman County, most of the eastern boundary is formed by the Mulberry Fork of the Warrior River.

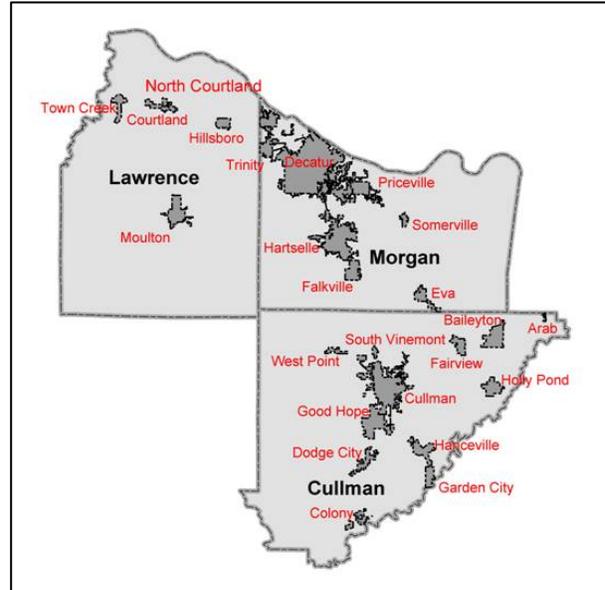


Table 9: Planning Area, Square Miles & Acreage		
TERRITORY	SQUARE MILES	ACRES
CULLMAN COUNTY	738	482,467
LAWRENCE COUNTY	693	460,076
MORGAN COUNTY	582	385,808
NARCOG PLANNING AREA	2,014	1,328,351
<i>Source: NARCOG</i>		

There are some 79,701 acres (6.1 percent) in urban or built-up land. The majority of the undeveloped areas of the Region is agricultural and forest land. Agricultural lands represent 515,400 acres (38.8 percent) of the Region’s land area, and forest lands represent 731,921 acres (55.1 percent) of the Region’s land area.

Topography

The topography of the NARCOG Region varies from a fertile river valley to gently rolling pasture and timberlands, to hilly and mountainous. Elevations range from 556 feet above sea level at the Tennessee River, to 1,200 feet above sea level in southern Morgan County, to 300 feet above sea level in southern Cullman County. Approximately one-fourth of the Region is characterized by slopes, ranging from 15 percent to 45 percent. Future developments in these areas will be significantly limited as the result of difficulties with drainage, erosion, access, increased cost of development, and safety hazards.

Lands with slopes ranging from two percent to six percent are generally well suited for residential, industrial, and commercial development. Lands within the 6 percent to 15 percent slope range have moderate site development problems with regard to drainage and road alignment. Erosion potential is defined as land, which has a slope of six percent or more and is covered by forest or woodlands. Two classes of erosion potential are given ---moderate and severe. Clear cutting of timber should be prohibited on lands rated as having "severe erosion potential." Cutting of timber on lands rated as having "moderate erosion potential" should be limited and exercised with planned thoughtfulness.

Wet Lands

Guidelines for wetlands fall under the Clean Water Act of 1977, Section 404. These steps are used for mitigating potential adverse impacts under these guidelines: 1) Avoidance; this requires evaluating potential alternative sites to ensure that all practicable measures have been taken to minimize potential harm to the aquatic ecosystem. 2) Minimization; make changes in design for construction methods to minimize remaining impacts. 3) Compensation; use measures such as wetlands creation or restoration in order to replace lost aquatic functions and values (57 FR 52716, November 4, 1992).

Flood Plains

For many communities in the NARCOG region, proper use of the floodplain should be a major land use goal. If improperly used, the flood plains may become a major problem due to blighting of flood damaged structures and recurring public and private expense for relief and repair of flood structures and facilities. Flood prone areas are often attractive for a wide range of development due to their rich soils, minerals, or location advantages. In some areas where level land is scarce, anticipated flood damages for land uses located in floodplains may be insignificant in comparison to the benefits of those uses. The table on the following page provides more detailed information on the county and municipal government's participating in the National Flood Insurance Program.

Table 10: National Flood Insurance Program Participation

PARTICIPATING COMMUNITIES-2004			NON-PARTICIPATING		
NAME	DATE OF ENTRY EMERGENCY REG.	DATE OF CURRENT EFFECTIVE MAP	NAME	HAZARD AREA ID	DATE ON WHICH SANCTION APPLY
CULLMAN COUNTY					
CITY OF CULLMAN	1/14/1974	12/2/04	TOWN OF VINEMONT	10/1/1976	10/1/1977
CITY OF HANCEVILLE	9/15/1978	9/15/1978	CULLMAN COUNTY	7/28/1978	7/28/1978
LAWRENCE COUNTY					
TOWN OF COURTLAND	4/17/1978	4/17/1978			
TOWN OF HILLSBORO	4/2/1986	4/2/1986			
LAWRENCE COUNTY	3/14/1991	6/15/1981			
CITY OF MOULTON	10/16/1979	10/16/1979			
TOWN OF TOWN CREEK	9/4/1985	9/4/1985			
MORGAN COUNTY					
CITY OF DECATUR	9/5/1979	9/5/1979	TOWN OF SOMERVILLE	6/4/1976	6/4/1977
TOWN OF FALKVILLE	1/3/1979	3/12/1982	CITY OF PRICEVILLE		
TOWN OF FLINT CITY	9/1/1989	11/26/1976			
CITY OF HARTSELLE	7/17/1978	7/17/1978			
MORGAN COUNTY	3/1/1991	7/16/1981			
TOWN OF TRINITY	11/24/1978	5/7/1982			
<p><i>Source: Federal Emergency Management Agency - National Flood Insurance Program Community Status Book.</i></p>					

Natural Resources

The extent and nature of an area's natural resources provides the basis for the development capacity of an area and as the Region progresses and develops, its natural resources will be the key. The NARCOG Region is beginning to use its natural resources to develop an industrial base and provide jobs for the future.

Forests

Alabama is known for its large forests, with over 22 million acres scattered throughout the state. These forests are valuable resources that provide wildlife habitats, recreation and outdoor opportunities and raw materials for industry. The natural vegetation throughout the Region is predominantly deciduous/hardwood, to include one or more species of pine, oak, hickory, and other types. Lands under forest cover in the NARCOG Region comprise approximately 583,000 acres. Forest lands exercise a balancing effect on water resources of the Region. They diminish erosion, sedimentation, and flooding. The scenic value of woodlands is apparent. In addition, they provide a habitat for wild game and high recreational potential.

Minerals

The Region has a wide variety of mineral deposits with considerable potential. These are limestone, clay, sandstone, sand, and gravel. Clay of various qualities is found in many parts of the Region. Potential uses for this clay material are brick, tile, and pottery. Sandstone is abundant over the entire county of Cullman. The potential uses for this stone are abrasive, silica brick, and lightweight concrete block. Limestone is found in a strip along the Mulberry River on the southern border of Cullman County. It has potential for agricultural lime and mixing stone for steel production. Sand and gravel is very abundant in the Region, and it is found in all three counties. Sand and gravel has an excellent commercial value with several commercial mining operations in the Region. Coal is found in the southwest portion of Cullman County. The coal mined in this area is used primarily for industrial use.

Soils

The Region is composed of two major soil groups. These soils, which are inherently strong and composed mainly of red clay loams, are the Limestone Valleys and Uplands. Lands within these areas are essentially open and in a high state of cultivation around the population centers. Soils within this area are composed of shale and sandstone. The other major soil group is called the Appalachian Plateau. All of Cullman, central Lawrence and Morgan Counties are situated in the Appalachian Plateau.

Prime Farmlands

Within the NARCOG Region, Lawrence County has the largest percent of prime farmlands. The existence of prime farmland in this Region is significant in its potential to share proportionately in a National Agricultural Preservation Effort. In this respect, it should be noted that market values do not reflect the “long-term” value of the irreplaceable nature of these soils.

Water

The NARCOG Region has a sizable water resource base. The surface water of the NARCOG Region drains into two major drainage basins: the Tennessee River and the Black Warrior River. Morgan County, extreme northern Cullman County, and all but the southern portion of Lawrence County, drain north into the Tennessee River. The remainder of Cullman County and that part of Lawrence County situated within the Bankhead National Forest drains south into the Sipsey and Mulberry Forks of the Black Warrior River.

Beginning at the Tennessee River and moving south across the Region, groundwater supplies diminish in quality and quantity. The uppermost geological formation is the Tusculumbia Limestone/Fort Payne Chert. Within this formation is the best groundwater supply, both in quality and quantity. The other extreme exists within the Pottsville Formation. This latter formation is characteristic of low well yields and high concentrations of hydrogen sulfide.

The majority of all drinking water within the NARCOG Region is obtained from the Tennessee River or municipal reservoirs. Protecting groundwater supplies are not critical at this time. However, due to the potential and easy pollution of surface water, groundwater quality and quantity should not be ignored when planning for future growth.

Environment

Climate

The NARCOG Region, like much of Alabama, has a temperate climate. Summers are characterized by warm and humid weather, with frequent thundershowers. Winters are usually cool, but vary from one year to the next. Cold air masses coming from the inland continent are predominant over the area during the winter, but at times mild air from the Gulf of Mexico moderates the winter climate. The Region enjoys a yearly average of 56.13 inches of precipitation, and the mean temperature is 60.6 degrees Fahrenheit. The “yearly” mean heating degrees days and cooling degrees days are about 3,302 and 1,808 respectively.

Multimodal Transportation System

Major Highways

NARCOG's responsibility in the Decatur Metropolitan Planning Organization (MPO) is to provide transportation planning for the Member governments of Decatur, Hartselle, Priceville, Trinity, Morgan and Limestone Counties in the preparation of and adherence to a federally certified transportation planning process. As a part of maintaining this certification, NARCOG staff prepares an annual work element called the Unified Planning Work Program (UPWP). This document specifies local elements of responsibility that relate directly to congressionally identified transportation priorities. NARCOG is also responsible for assisting member governments in identifying and planning for traffic and transportation related problems, both current and future. Once these problems are identified, NARCOG, through the Environmental Justice process and in conjunction with the Citizens Advisory Committee and Technical Coordinating Committee, prepares the Transportation Improvement Program (TIP) every two years, which prioritizes designated projects by function and classification. Once completed this document is then submitted to the Metropolitan Planning Organization Policy Board for review. Following approval by the MPO Policy Board the plan is then submitted to the Alabama Department of Transportation and The Federal Highway Administration for review and approval and ultimately for funding. Additionally, NARCOG launched the Rural Planning Organization (RPO) initiative to provide transportation planning to the rest of the region located in the rural areas outside of the MPO planning area.

In order to plan effectively for the Region's future transportation needs, it is first necessary to review the existing transportation system to evaluate the adequacy of the Region's transportation system for both present and future transportation needs.

Presently, the Region is traversed by eight state highways, (Alabama State Highways 24, 33, 36, 67, 69, 91, 101, and 157), and six Federal Highways (U.S. Highways 20, 31, 72, 231, 278 and Interstate 65 and Interstate 565). State and Federal routes comprise 413 miles of the Region's 1,255 miles of paved roads and highways. The remaining 842 miles of paved roads are county roads, which generally serve a collection and distribution function in conjunction with the State and Federal routes.

The Region's major roads and highways are generally adequate for current transportation needs. Throughout the system, however, there are numerous segments where improvements in alignment and road surfaces are needed. Also, many of the bridges serving the Region's major roads are too narrow for acceptable safety standards. As the Region grows and experiences further development during the planning period, new routes and improvements to existing highways will be needed particularly between urban centers.

Railways

Rail Service is provided to the Region by Norfolk Southern Railway (east/west) and CSX Transportation (north/south).

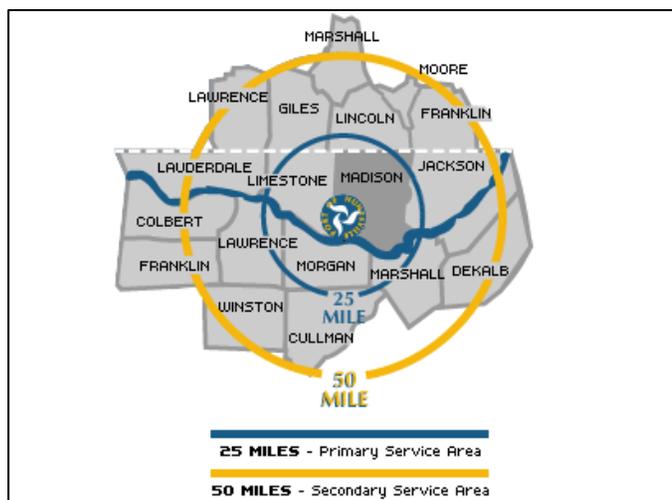
Waterways

A major part of the State's navigation system is the Tennessee River which serves as the northern boundary of the NARCOG Region. Accessibility to the Tennessee River has greatly influenced the agricultural and industrial growth of the region and is expected to enhance the region's prospects for future industrial development as well. There are three public use docking facilities on the Tennessee River including the Alabama State Docks, the Port of Decatur, and the Tennessee River Valley Terminal that provide access to a nine (9) foot, year-round navigable channel. Mallard Fox West is in a designated Foreign Trade Zone and U.S. Customs Port of Entry, which provides local industries with shipping and customs related advantages. Additionally, the Tennessee-Tombigbee Waterway provides access to the Gulf Coast and to other major ports in the east and west. The transportation advantages provided by the Tennessee River continue to exert considerable influence on industrial locations and economic growth in the Region. The photo above depicts downtown Decatur's riverfront along the Tennessee River. (Source: Emily Saunders, the Decatur Daily)



Airports

Air transportation is provided to the Region by the Huntsville International Airport. This facility is the newest, most modern and largest of its type in the State of Alabama. The image to the right (courtesy of the HIA website) depicts the primary service area if the Huntsville International Airport. Presently, non-stop or direct flights to most of the major cities in the United States, including non-stop transcontinental flights are available from the Huntsville International Airport. With the increasing interest in the worldwide manufacturing process and international marketing and sales, Huntsville is now designated as a U.S. Custom Port of Entry at the airport serving north Alabama and the NARCOG Region. The airport has been authorized to operate as a Foreign Trade Zone. The Huntsville International Airport also features a unique cargo inter-modal terminal for receiving, transferring, storing and/or distributing containerized cargo by and among air, rail, and highway transportation modes at a single site at the airport.



Additionally, there are a number of smaller non-commercial airports offering variations of service located throughout the Region. These include Pryor Field in Decatur (5,100 foot runway), Rountree Field in Hartselle (3,600 foot runway), Folsom Field in Cullman, and the George C. Wallace Airpark, a former Army air base, in Courtland with two 5,000 feet runways.

Motor Freight

The Region is served by some 20 carrier companies, motor freight terminal, UPS, Federal Express and Airborne Express.

Commercial Bus Services

At present, two major bus lines serve the North Central Alabama Region. Greyhound provides commercial bus service to the North and South, with six northbound and seven southbound buses traversing the Region daily, and Continental Trailways buses make two eastbound and three westbound runs daily through the Region.

Infrastructure of the Region

An adequate physical infrastructure is essential for economic growth and development in the NARCOG region. Public investment in infrastructure is an important catalyst for private investment. Due to reductions at the federal and state levels, local governments must pay a larger percentage of the cost for infrastructure development. This can be accomplished through modern infrastructure investment incentives and commitment from local governments, regional, state and federal agencies.

Water & Sewer

Water and sewer service has been a major funding priority for projects in this Region.

Potable water may be the most basic of all infrastructures and good water and sewer systems is imperative for economic growth and industrial development. There are still many residences throughout the Region that are not served by public potable water and public sewer systems. These residents must rely on well water, transporting water, septic tanks, or outhouses for sewage disposal. Presently, there are some 22 municipal and rural water systems serving the NARCOG Region. These systems serve approximately 90 to 95 percent of the Region's residents with portable water.

Presently, there are only eight cities which offer public sanitary sewage within the Region: Cullman, Hanceville, Decatur, Falkville, Hartselle, Moulton, Courtland, and Dodge City. However, not all residents in these cities are on sanitary sewer. Approximately 56 percent of the Region's total population resides in these incorporated areas. The remaining 44 percent rely upon various on-site disposal systems, which include any method in which the entire disposal process occurs on the same site as the structure served. Additionally, the West Morgan/East Lawrence Water and Sewer Authority provide water and sewer service to its customers and, the Town of Eva currently has a sanitary sewer system under construction.

On-site sewage disposal systems present a variety of problems and should be considered only a tolerable minimum at best. Due to physiographical limitations throughout much of the Region, there is a danger of ground water contamination and stream pollution, even when on-site systems appear to be functioning properly.

Power and Gas

The source of electric power in the Region is from the Tennessee Valley Authority. The power is distributed through several local Electric Departments, and power companies operating within the Region's rural areas.

Natural gas is furnished to the Region by the following companies: Cullman-Jefferson Counties Gas District, Lawrence and Colbert Counties Gas District, Northwest Alabama Gas District, Decatur Utilities, Hartselle Utilities and Wheeler Basin Natural Gas. In addition to the above-mentioned systems, several L.P. gas companies operate within the Region supplying areas not reached by natural gas.

Solid Waste

Solid waste service is provided to the Region by both local municipal collection and private collectors.

Telecommunications

The NARCOG Region has two daily and three weekly newspapers, ten radio stations, telephone service provided by AT&T, telegraph service provided by western union, and first class mail service.

- Fiber Optics
- Switching Digital
- Cable Service
- TV Stations

Industrial Parks

The NARCOG Region has some 26 industrial parks. The total available acreage is approximately 1,937 acres in Cullman County, approximately 1,083 acres in Lawrence County and only 422 acres in Morgan County. Morgan County is presently in the process of identifying additional acreage for future development.

Healthcare

Licensed Physicians, Nurses, and Dentists

The availability of health professionals in an area is often quoted as a rate, which is the number of said professionals per ten thousand of population. In 2000, there were 318 physicians for a rate of 14.3 in this region and 71 dentists for a rate of 3.2. A little less than 1,874 registered nurses gave a rate of 84.

Table 11: Licensed Health Manpower			
	DOCTORS	DENTISTS	NURSES
REGION	318	71	1,874
CULLMAN COUNTY	109	23	738
LAWRENCE COUNTY	11	3	180
MORGAN COUNTY	198	45	956

Hospitals & Nursing Homes

The social and economic characteristics of an area determine in a large part the utilization of health services. A study of the economic growth and development of the regional provides many indicators that measure the level of health care. As the economic growth of the region expands, the standard of living naturally goes up, thereby increasing the region's ability to purchase and receive a higher level of health care. Conversely, the improved health of the population contributes to enlarging the resources and output of the economy.

As the Region's population continues to increase, so to will the demand for healthcare facilities and manpower. An understanding of existing facilities and services and their utilization is essential in considering the healthcare needs of the Region. The Region is fortunate to possess six (6) general hospitals and one (1) specialty hospital with approximately 1,000 combined beds. Also, there are ten (10) nursing home/long-care facilities in the Region. Combined, these healthcare facilities account for approximately 2,629 beds with over 90 percent certified for Medicare.



Table 12: Hospitals in the NARCOG Region	
	NUMBER OF BEDS
CULLMAN COUNTY	
CULLMAN REGIONAL MEDICAL CENTER	115
WOODLAND MEDICAL CENTER	100
LAWRENCE COUNTY	
BAPTIST LAWRENCE COUNTY HOSPITAL	98
MORGAN COUNTY	
DECATUR GENERAL HOSPITAL	273
PARKWAY MEDICAL CENTER	120
HARTSELLE MEDICAL CENTER	150
CHARTER RETREAT (SPECIAL)	
NORTH-CENTRAL ALABAMA MENTAL HEALTH (SPECIAL)	90
TOTAL	946

IV. ANALYSIS OF ECONOMIC DEVELOPMENT PROBLEMS AND OPPORTUNITIES

State of the Regional Economy

- A major regional challenge is the impact of the 2005 Base Realignment and Closure (BRAC) Act that will add 4,700 direct and potentially 5,000 to 15,000 indirect jobs to the region by 2012 and the large number (50-80 percent) of current employees of the Army at Redstone Arsenal eligible to retire by 2012. The BRAC-mandated expansion of Redstone Arsenal will provide opportunities for expanded procurement and innovation such as those experienced previously in the region. A few areas that present clear opportunities for regional economic development include alternative fuels initiatives by Oak Ridge National Laboratory, simulation and modeling in defense and aerospace applied to biomedical world by HAIB and Vanderbilt University, and the need for new technologies in aerospace, missile defense and aviation where molecular machines, biosensors and biomaterials offer significant benefits. In addition, strong growth projections in the areas of processed food, pharmaceuticals, aerospace vehicles, defense, communications equipment and transportation/logistics industries will add increased workforce needs to a region with very low unemployment.
- The NARCOG Region is part of a multi-level network of economic markets, ranging from small local markets, through regional markets to World Export Trade. Natural resources, geographic advantages, and the location of port facilities, banking and trade facilities have thus far provided necessary basis for economic growth and development.
- The new and expanded industrial development provides new opportunities for employment, potential market development services, manufacturing and supply within the Region. The Region is competing with other areas for a share of the growth and must take an aggressive position toward economic development, not only to attract additional growth, but to maintain its present market area. The NARCOG Region enjoys a diverse economy due to no single industry dominating the job market.
- The Region is within 200 miles of ten important urban centers of the Southeastern U.S.: Chattanooga, Memphis, and Nashville, Tennessee; Atlanta, Georgia; Columbus and Jackson, Mississippi; Birmingham, Gadsden, Huntsville, and Montgomery, Alabama.
- From 2000 to 2004, new and existing industry announced some 1.74 billion in investments in the region and created some 8,355 jobs in the region for the 219,212 residents of Cullman, Lawrence and Morgan Counties.
- The Region's proximity to the Huntsville hi-tech economy, as well as its own Lockheed Missile and Space Company at Courtland, the United Launch Alliance (Boeing and Lockheed joint venture) and Nucor Steele Company located in Mallard Fox Industrial Park in Morgan County, provides opportunities for growth and economic development.

Also, the steel industry is very much a part of the NARCOG region's economy and is spreading into other parts of the State and into Tennessee.

- Industry along the Interstate Highway System has grown exponentially in the last several years. A number of large manufacturers have come to north Alabama cities including Boeing, Nucor Steel and Worthington in Decatur, Honda in Lincoln, the Mercedes-Benz plant in Vance and the Saturn plant in Springhill, Tennessee. The NARCOG region has enjoyed a windfall of new spin-off companies and suppliers such as Rehau and North Alabama Fabricating Company of Cullman.
- The NARCOG Region has the State's most successful speculative building program and has brought several industries to the area since its inception in 1985. The program has created hundreds of new jobs and millions of dollars in capital investment in Cullman County and the NARCOG region. Pessac, Inc. a British Manufacturer occupies the second building built, a printed circuit board manufacturer for automotive dashboards and employees some 180 persons. Summa Technology a defense contractor purchased the first building January of 1997 and employers some 100 persons. Additionally, Morgan County is exploring the possibility of developing a new industrial park adjacent to I-65.
- The NARCOG operates a Revolving Loan Fund (RLF) program intended to assist small and medium size business and industries throughout the region with gap financing. Primarily, the RLF makes loans to those businesses whose start up and expansion will directly result in the creation and/or retention of permanent jobs. Thus far, there have been a total of fifty-six (56) loans made in the amount of approximately \$4.2 million that has leveraged a total of \$26 million in private dollars while creating/retaining some 831 jobs in the NARCOG Region. Recently, the NARCOG was approved for an Intermediary Re-lending Program (IRP) Loan through USDA for \$500,000 to re-capitalize the Revolving Loan Fund Program. The loan will be amortized over 30 years at a rate of 1%. Also, in December 2006, the NARCOG was approved for \$175,000 from the ARC for the Revolving Loan Fund Program.

To continue being successful, NARCOG must keep working with all economic development stakeholders to improve the region and its local communities. The world changes on a daily basis and we must be prepared to compete with other areas for industrial projects. The NARCOG region must continue to be progressive and make a strong commitment to remain steadfast in our endeavors to provide the very best communities and quality of life for economic development possible.

Infrastructure of the Region

Infrastructure is considered to be the most important issue of concern facing the NARCOG region. Participants of the public meetings identified transportation including roads and bridges, water, and sewer as their priority needs.

Transportation Issues: According to comments received, safety hazards are faced by the residents due to the poor condition of roads and bridges throughout the rural areas of the region. The NARCOG is the MPO for the Decatur urbanized area, and has recently established the RPO. Also, the NARCOG region is within the Appalachian Regional Commission (ARC) which was established to provide transportation construction priorities and federal funding for those projects within its jurisdiction.

- The Beltline Widening Project
- Corridor V (Memphis to Atlanta Highway)
- I-565 Extension
- Veterans Parkway
- Numerous unsafe bridges in the region.
- Widening County roads and bridges throughout the region.
- Street Improvement in small towns.
- Bypass north of Hartselle and south of Decatur (Veteran's Parkway)
- Widening of Alabama Highway 36 from I-65 to US 31 in Hartselle.
- Bridge for US 278 East in Cullman west of St. Bernard Drive
- By-pass from highway 157 & I-65 to south side of Cullman County.
- Lawrence County Roads need paving.
- Four-lane Alabama Highway 67 from Priceville east to US 231.
- Widen US 278 East in Cullman from 4th Avenue East to the Highway 69 intersection.
- Transit needs improvements for seniors, students and workforce.
- Rising fuel costs and impact on transit and transportation.
- Lack of planning for new roads (land use and zoning).

Water and Sewer Issues: Aging infrastructure and expanding infrastructure continue to challenge the sewer capacity of the region leading to rapidly increasing sewer rates and a significant number of houses on septic tanks. Another identified issue is the lack of municipal sewer systems in the rural areas of the region where there are failing septic tanks and poor soil conditions. The upgrading of water lines was identified as a need in several areas to provide for better fire protection in the rural portions of the region.

Workforce

One of the issues raised consistently throughout this process was the workforce and the implications it holds for attracting and retaining industries. According to the National Association of Manufacturers and the Manufacturing Institute, this is a time of great challenge for U.S. manufacturers as they adapt to today's global economy. Companies across the country report experiencing a severe skills shortage. These shortages are exacerbated by changing demographics such as the retirement of baby boomers, technical advances demanding higher

skills, and crushing global competition. At the same time, our education system is not producing students with the level of skills needed for today’s advanced manufacturing. In response to this human capital challenge, they have developed the “Dream It. Do It. Manufacturing Careers Campaign”. This is a grassroots economic development initiative that aims to foster growth, innovation and jobs by building entrepreneurial, regional alliances and providing youth-oriented awareness and education initiatives designed to captivate the next generation of American manufacturing talent.

The Workforce Innovation in Regional Economic Development (WIRED) initiative is led by the Calhoun Community College, and its mission is to support the development of a regional, integrated approach to work force and economic development and education. WIRED is the result of a \$5 million Department of Labor grant awarded to Calhoun earlier this year. The original proposal submitted to the U.S. Department of Labor’s Employment and Training Administration focused initially on a smaller region surrounding the Huntsville community. Given the past year of reflection and further discussion among a variety of potential stakeholders, the expanded geography as outlined above connects several additional assets and responds to the labor-shed, commuter patterns that make for a cross-border strategy. Therefore, the creation of a Valley Innovation Alliance (VIA) formalizes collaboration, partnership, efficient use of resources, and engagement of a bi-state leadership team – acting regardless of political boundaries that might limit the successful training and societal benefits from a WIRED engagement. WIRED is a three-year process that will seek to strengthen assets and individuals in ways that have not previously been considered, and provides a platform on which institutions and organizations can adopt transformative, unique, and innovative approaches to resolving long-plaguing challenges as well as anticipate and respond to emerging opportunities.

Tourism, Recreation, Culture & Arts

The NARCOG Region has many assets related to tourism, recreation, culture and the arts. These include the Tennessee River, Point Mallard Park, Wheeler National Wildlife Refuge, North Alabama Birding Trail, Joe Wheeler State Park, Bankhead National Forest and the Sipsey Wilderness, Smith Lake, Ave Maria Grotto, Shrine of the Most Holy Blessed Sacrament, Jesse Owens Park, Racking Horse Celebration Arena, Doubletree Resort, Quail Creek Golf Resort, Indian Mounds, and many historical downtowns and neighborhoods. In terms of recreation and its associated tourism, the region has approximately 3,792 acres of park and recreation areas that provide a range of recreational opportunities for those living and visiting in the North Central Alabama Region



SWOT Analysis

The CEDS is required to include an in-depth analysis of the region's economic development problems and opportunities by identifying the strengths, weaknesses, opportunities and threats (SWOT) posed by external and internal forces affecting the regional economy. The previous SWOT analysis for the region was reviewed and updated over the course of the three CEDS meetings held in July 2007. The SWOT method is defined below:

Strength – A factor that is favorable or conducive to realizing the economic development potential of the region.

Weakness – Anything that restricts or limits the economic development potential of the region.

Opportunity – A possibility due to a favorable combination of circumstances within the region.

Threat – Any circumstance or event with the potential to adversely impact the economic development potential of the region.

INFRASTRUCTURE:

Transportation

Strengths

- A multi-modal transportation network, which is adequate to support industrial and commercial growth throughout the Region.
- An East-West rail network (Norfolk Southern), which is adequate to support industrial growth and expansion.
- Air transportation, which is adequate to meet industrial growth through the Huntsville International Airport and its port of entry.
- Water transportation, which is directly accessible by two of the three counties in the Region.
- Direct access to the Tennessee-Tombigbee Waterway.
- The expanding and modernizing docks system at the Port of Decatur, along the Tennessee River.
- The new Mallard-Fox dock system will enhance water transportation.
- Access to Interstate 65 and major 4 lane highways.
- Adequate Bridges

Weaknesses

- Lack of funding to address problems in a timely manner.
- Substandard bridges in rural area.
- Lack of funding to replace substandard bridges.
- An inadequate statewide rail network to support industrial growth and expansion, particularly north-south (CSX).

- Concern that the railroad's current level of service may diminish for Cullman.
- Railway transportation system underutilized.

Opportunities

- Expand capacity of the Railway system.
- Widen Interstate 65 to six-lanes from Cullman/Jefferson County line to Tennessee

Natural Gas

Strength

- Availability of natural gas, primarily in incorporated areas, for economic development.

Weaknesses

- Lack of natural gas in rural areas.

Water

Strengths

- Most of the region has adequate water supply and storage capacity.
- Water supply is adequate to support industrial development.

Weaknesses

- Rural areas need water line upgrade to larger line size.
- Rural areas need more fire hydrants.
- Lack of water in un-served areas of the region.
- Additional water sources for future use.

Sewer

Strengths

- Wastewater sewers are primarily available in cities and towns.
- Wastewater treatment facility at Mallard Fox West Industrial Park (working on EPA stag grant for rest of project w/County Commission)

Weaknesses

- The lack of wastewater treatment facilities in the rural portions of the region.

ECONOMIC DEVELOPMENT:

Strengths

- Excellent location for markets and suppliers.
- Excellent workforce with a good work ethic, which is trainable and available.
- Access to additional untrained entry-level workforce.
- Excellent workforce development training available for new manufacturing facilities.
- Good prevailing wages for the Region.
- Access to high-tech workers from adjacent areas.
- Development of industrial park sites throughout the Region.
- A growing local governmental interest and participation in economic development on a region wide basis.
- A strong industrial base in Cullman.

Weaknesses

- Inadequate speculative buildings to attract a diversity of industries.
- Lack of a local program to provide small businesses with export assistance.
- Lack of a regional program to bring small rural areas up to prepared cities status.
- Lack of small business incubators throughout region

TOURISM, LEISURE, CULTURE & RECREATION:

Strengths

- An abundance of recreation opportunities available (i.e. Point Mallard Park, Double Head Resort, and Quail Creek Golf Resort, etc.).
- Racking Horse Celebration Arena.
- Agriculture Center in Courtland.
- Soccer Tournaments in Decatur.
- Excellent, tourism, museums, and cultural attraction throughout the region.
- Good parks and recreation departments.
- Economic benefits of recreation.

Weaknesses

- Need for additional recreation facilities for rural portions of the Region.
- Funding for recreation projects.
- More organized recreation and tourism on the river.
- Lack of funding for museums, cultural centers and activities.
- Lack of the development of a Regional Recreation Plan.
- Need directional signs for the Jesse Owens Park along county roads and on I-65 at Alabama Highway 36 and Alabama Highway 157.

EDUCATION & WORKFORCE:

Strengths

- A strong, educated, and trainable workforce throughout the Region.
- Good work ethic in the Region.
- Proximity of the Region to educational institutions.
- Cullman Area Workforce Solutions (CAWS)
- Education outreach programs and night class offerings.
- Availability of skill training opportunities.
- Excellent training available for new manufacturing.
- Access to high-tech workers.
- Increasing education attainment levels region-wide.
- Good access to additional labor supply of untrained and entry-level workers.
- Strong collaboration between high schools, community colleges and universities to meet workforce needs.
- Strong emphasis on workforce development in the community colleges.

Weaknesses

- The out migration of educated young adults.
- Lack of comprehensive training in many rural high schools.
- The rural high school graduation rate should be increased.
- Lack of parent and student understanding of career opportunities in advanced manufacturing

QUALITY OF LIFE:

Strengths

- Excellent health facilities are available throughout the Region.
- Low crime rate
- Excellent rural and urban fire protection.
- High quality of life in Cullman.

Weaknesses

- Lack of coordination between agencies.

ENVIRONMENTAL & NATURAL RESOURCES:

Strengths

- The region is distinguished with its abundant amount of prime farmland, forest and others outside opportunities.
- The aesthetics of the Region, for example the rolling topography, enhances the quality of life by leading to region-wide pride in cultural traditions.
- An adequate supply of energy is available.
- An adequate supply of water
- Adequate supply of timber, minerals, sand, gravel, and other resources to support expansion of industry.

Weaknesses

- The sensitivity of the Tennessee River and its special considerations.
- Illegal dumping and groundwater pollution.
- Lack of programs to help prevent conversion of prime farmland to non-agricultural uses.
- The lack of proper land use management.
- The competition for use of forestland by agricultural and urban development.
- Lack of zoning in rural areas of the counties.

GOVERNMENT & FINANCE:

Strengths

- Citizens' desire for good and effective government.
- Commitment to work with existing structure of local governments.

Weaknesses

- Lack of communication between Cities and Counties.
- Lack of effective and well-defined and measurable goals.
- Turf wars and parochialism.
- Citizen's not willing to pay more for services.

Opportunities

- Maximize tourism potential through a comprehensive plan of advertising and joint cooperation of local governments
- Growth in tourism at lakes throughout Alabama, especially Smith Lake
- Promote and support the designation of the Muscle Shoals National Heritage Area
- Countywide Land Use Planning
- Conference/Civic Facilities
- Hotel at Smith Lake
- Wet Counties/legalize sale of alcoholic beverages

- Enhance Existing Recreation Facilities to attract new industry
- Upgrade water lines and systems in rural areas
- Agriculture Center/Museum
- Cleanup illegal dumps
- Litter control
- Construction of Speculative Buildings
- Increase recreational opportunities for youths
- Existing rail yard in Decatur could be utilized for regional distribution
- Extend sewer along Highway 24 to Mallard Fox West Industrial Development Park and/or shopping center area (possible partners: East Lawrence and West Morgan water systems, Trinity)
- Broadband (internet)
- Develop and/or identify more grant programs (funding) for existing industries (retention)
- Establish an Incubator for Lawrence County that could also serve as a facility for training workshop, etc.
- Establish a 501©3 program for Lawrence County that could be a vehicle for money contributed to provide a long term funding source for the required local match for projects
- Establish a Scenic Byway on US 31 (exit 287) in Blount and Cullman County (Blount Springs/Blue Hole Community, Shrine, Rickwood Caverns, Old Drennan House, Bangor Caves, Top Hat BBQ Sulfur Springs, and Garden City to Blountsville)
- Develop stronger relationships with local representatives for funding local projects
- Identify more funding for Lawrence County recreational facilities/parks
- Expand existing tech-prep programs in schools/colleges
- Create a partnership between education and industry
- Develop a unified legislative agenda
- Plan a Comprehensive Tour of the Region as a tourist/visitor attraction
- Economic Region 76
- Dream It. Do It. Campaign
- VIA-WIRED

Threats

- Maintaining existing industrial base
- Lack of rural planning
- Limited rural wastewater systems
- Sale of alcoholic beverages prohibited (non-wet counties)
- Complacency in current educational systems
- Lack of infrastructure, water upgrade in rural areas
- Failure to upgrade and repair roads and bridges
- Inadequate rural fire protection
- Lack of Cooperation and Teamwork
- Pollution (agriculture and industrial)
- Illegal dumps and litter
- Lack of Hotel at Smith Lake

- Inability to support expanding automotive and aerospace industries and the emerging biotechnology industry with an available skilled workforce

Other Plans and Consistency with State & Local Workforce Investment Strategies

Economic Area 76

For the purposes of the GC2 initiative, the ***Economic Area 76*** is a twelve (12) county region including Colbert, Dekalb, Etowah, Franklin, Jackson, Lauderdale, ***Lawrence***, Limestone, Lincoln (TN), Madison, Marshall, and ***Morgan*** Counties. ***Economic Area 76*** covers 8,077 square miles, has a population of over 1million, and contains two of the three counties in the NARCOG Region. ***Note: Does not include Cullman County***

Workforce Investment Act

The U.S. Congress passed the Workforce Investment Act in 1998 to create a customer-focused approach to investing in workforce activities. Under WIA, the Workforce Development Division works with the Alabama Workforce Investment Board and Local Workforce Investment Boards to integrate employment, training and career development programs. The Governor appoints the state board members to help oversee the statewide workforce investment system, including Alabama's One-Stop Career Centers, which provide employment assistance, adult education and job training, and services for youth and dislocated workers. Recently, the Governor moved workforce development program under the two-year college system, but ADECA will continue to be the fiscal agent for the program.

Alabama's Career Center System

Alabama's network of 30 One-Stop Centers and 31 satellites are strategically located throughout the state. Job development, occupational and educational training, vocational rehabilitation, veterans' services and unemployment insurance information are offered. Employers work with local centers to locate employees with specific skills and the goal is to consolidate the delivery of services at a single location. Many centers are electronically linked with partner agencies, such as the Alabama Departments of Industrial Relations, Human Resources, Rehabilitation Services and Education, two-year colleges and others.

Economic Clusters

Economic clusters are defined as a critical mass of businesses and institutions with some similarity in product, resource, industry, operation, or technology.

These businesses and institutions are generally located within a specific geographic area and often may be part of the same supply chain or may even be direct competitors. The clustering of these businesses and institutions may be mutually beneficial in a number of ways, such as the development of a labor force with a common skill set, the creation of research institutions

developed to serve these businesses or the location of support services specific to that cluster. Additionally, a more competitive environment may be created which leads to businesses and institutions collaborating in ways they may not have considered before or may pressure them to increase their productivity, efficiency, or creativity.

The identification and classification of economic clusters in the NARCOG Region is based on the research conducted by Purdue University, University of Indiana, and the Strategic Development Group, Inc., which explored the linkage between economic clusters and rurality. The research categorized employment into 17 clusters, based on the similarity of economic activity and National Industrial Classification System (NAICS) sectors. The 17 identified clusters include one “super-cluster” composed of 6 manufacturing sectors. According to national trends, less than 12% of all counties have five or more cluster specializations. The table on the following page lists these clusters and their establishments and employment figures for the three-county NARCOG Region. *However, it should be noted that the data provided for all USA counties and states are based on published BLS Quarterly Census of Employment and Wages; within each cluster, any number of industries may have employment and wage data suppressed based on federal confidentiality rules.*

Table 13: NARCOG Regional Economic Clusters			
Cluster Names	Establishments	Employees	Wages
Total All Industries	5,041	81,091	\$2,602,869,613
Advanced Materials	135	2,897	\$185,598,167
Agribusiness, Food Processing & Technology	121	3,159	\$87,377,950
Apparel & Textiles	30	10	\$203,703
Arts, Entertainment, Recreation & Visitor Industries	105	318	\$6,248,542
Biomedical/Biotechnical (Life Sciences)	240	2,735	\$96,614,392
Business & Financial Services Cluster	574	2,410	\$95,180,087
Chemicals & Chemical Based Products	71	2,778	\$176,402,106
Defense & Security	107	763	\$25,152,144
Education & Knowledge Creation	117	3,191	\$89,667,758
Energy (Fossil & Renewable)	464	3,237	\$114,201,935
Forest & Wood Products	176	2,335	\$76,091,641
Glass & Ceramics	9	69	\$2,087,877
Information Technology & Telecommunications	152	920	\$38,094,400
Transportation & Logistics	178	2,906	\$116,999,768
Manufacturing Super-cluster	150	6,383	\$283,388,472
▪ Primary Metal Mfg	10	1,108	\$69,407,671
▪ Fabricated Metal Product Mfg	91	2,347	\$84,672,928
▪ Machinery Mfg	18	1,030	\$41,175,379
▪ Computer & Electronic Product Mfg	9	95	\$3,268,133
▪ Electrical Equipment, Appliance & Component Mfg	6	0	0
▪ Transportation Equipment Mfg	16	1,803	\$84,864,316
Mining	14	27	\$1,488,501
Printing & Publishing	71	358	\$10,740,823

Sources: U.S. Census Bureau of Labor Statistics and Purdue Center for Regional Development

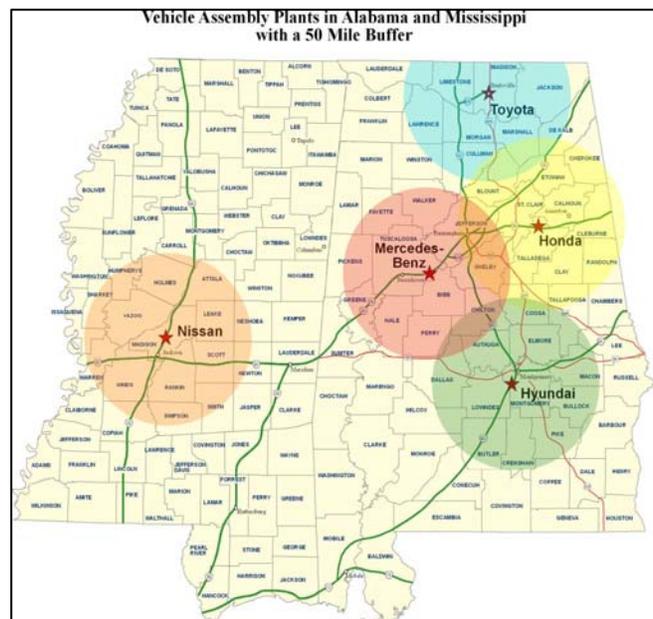
As clusters are identified within a region, the researchers offer the following list of criteria for selecting your regional clusters:

- Average payroll and wages higher than national industry average
- Industry’s resistance to recession
- High total earnings
- Potential tax generation
- Potential import substitution
- High amount of value-added in the region
- High industry multiplier
- A high cluster location quotient
- High national and regional growth rates (a thriving industry)
- A cluster more influenced y regional factors of production than national or industry factors
- Positive local employment projections
- Part of a larger, state clustering initiative

The major clusters identified for the NARCOG Region include **Manufacturing Super-cluster**, **Education & Knowledge Creation**, **Energy (Fossil & Renewable)**, **Transportation & Logistics**, **Agribusiness**, **Food Processing & Technology**, **Biomedical/Biotechnical (Life Sciences)**, **Business & Financial Services Cluster**, **Chemicals & Chemical Based Products**, **Advanced Materials**. The clusters with the highest number of employees and wages are shown in “red and”, and the clusters with the next highest number of employees and wages are shown in “green.

Automotive Cluster

Additionally, as Alabama emerges as a major player in the automobile manufacturing arena, coupled with the automotive plants scattered throughout the southeast, the automotive industry is having a tremendous impact in shaping the industrial base in local communities of this region. The Region’s close proximity to the Mid-South Auto Industry, Saturn, Delphi, Chrysler City, Nissan, Mercedes in Vance, Honda in Lincoln, Hyundia in Montgomery, and Toyota in Huntsville, has established a potential market for manufacturers and service and supply companies throughout the Region.



V. GOALS AND OBJECTIVES: WHAT DO WE WANT TO BE?

Vision Statement

The NARCOG region envisions an all inclusive society where every citizen enjoys an exceptional quality of life through the provision of a seamless educational system, job availability, recreational and cultural activities, and housing choices. This society will be realized through an innovative economy that creatively maximizes and utilizes available resources while protecting our natural environment.

This vision statement for the three-county NARCOG region is intended to answer the question, “What do we want to be in the next ten to twenty years?” It is formulated on the region’s development opportunities and problems, and is intended to provide a framework for public and private decision making and serve as the basis for the formulation of the CEDS Action Plan.

The visioning process identified many “ideal” qualities and attributes of the region and its communities that all should work toward achieving and that are reflected in the vision statement. Ultimately, the vision for our region and it’s communities in twenty years includes the following:

- A quality, skilled workforce and the ability to re-tool the workforce as necessary
- Workforce and economic development pulled together in collaboration and communication
- Unity and Cohesiveness
- Retention of existing industries
- The ability to look beyond our region and connect to others for shared opportunities
- Inclusive process to all
- State-of-the-art multi-modal transportation system (water/air/highway/rail)
- Quality essential infrastructure (water/sewer/roads/broadband)
- Comprehensive plans for all cities that can be rolled into a regional plan

Goals & Objectives – Defining Regional Expectations

The CEDS is required to contain a section setting forth the *goals and objectives* necessary to solve the economic problems or capitalize on the resources of the region. Many of the problems and opportunities identified in the SWOT analysis are reflected in the recommended ***goals and objectives*** for economic development of the region. *Goals* can be defined as broad, primary regional expectations, while *objectives* are more specific than goals, clearly measurable, and stated in terms considering what can realistically be accomplished over the five (5) year timeframe of the CEDS.

GOAL 1: TRANSPORTATION

Develop a multi-modal transportation system, which will encourage growth in a planned manner, enhance economic development and support and utilize all available resources of the NARCOG Region.

Objectives:

- Establish priorities for improvements and new construction based on safety and traffic needs and economic development potential.
- Remove politics and find one common voice on transportation projects to improve economic development potential.
- Seek to achieve an expanded role with ALDOT Planning that is beneficial to the NARCOG Region.
- Develop a comprehensive legislative agenda to assure timely funding and construction of key projects.
- Support the new Rural Planning Organization (RPO) initiative.
- Link all transportation planning to enhance the region's economic development potential.
- Develop a long range plan to upgrade all rural, county roads, to standards specified by Alabama Department of Transportation.
- Continue to seek funding from all available funding resources, local, state and federal support the development of a major corridor that crosses the region.
- Encourage and support private sector funding for major transportation projects such as the proposed Veteran's Parkway toll road.
- Support projects (new and existing) that would connect major roadways and integrate flow into various parts of the county, to include state, county, and federal.
- Complete a comprehensive countywide road safety improvement project including; numbering, signage, ditching, paving, striping, lights, and improved maintenance.
- Promote and support waterway transportation system along the Tennessee River and Tennessee-Tombigbee waterway.
- Promote and support the regional railway transportation system to include utilization, capacity expansion, and additional spurs as needed.
- Pursue a new north/south multi-modal railway line through Alabama originating from Mobile.
- Improve the highway system in Cullman, including 278 and southeast by-pass, to support heavy trucking activity and improve access to I-65.

- Adopt highway corridor overlay zoning and access management standards in Cullman.
- Expand the rail yard in Cullman.

GOAL 2: INFRASTRUCTURE

Water Goal – Construct, maintain, improve, and expand water systems in order to provide potable water and fire protection to all citizens of the region and insure the capacity to accommodate present and future economic development and growth in the Region.

Objectives:

- Seek grants and low interest loan funds for water systems.
- Encourage the regionalization and consolidation of water systems within the region.
- Encourage proper maintenance, operation, and leak detection survey to prevent loss to the systems.
- Pursue water access to Mallard Fox West with TVA.
- Supply infrastructure (water, sewer, gas, and broadband) to Mallard Fox West.
- Supply infrastructure (water, sewer, gas, and broadband) to new regional industrial park on I-65 in Hartselle.

Sewer Goal – Construct, maintain, improve and expand wastewater systems in order to protect the environment and accommodate present and future economic development and growth in the Region.

Objectives:

- Seek grants and low-interest loans to keep cost of sewage treatment and collection affordable and to increase capacity of existing systems.
- Encourage a region or joint wastewater systems to minimize the cost of operation and provide the most affordable service to the citizens of the region.
- Encourage the use of Innovative System in accordance with approved and acceptable standards.

Natural Gas Goal – Construct, maintain, improve and expand natural gas systems to accommodate present and future economic development and growth in the Region.

Objectives:

- Continue to seek grants, low-interest loans, and local funds in an effort to make natural gas available, while keeping cost affordable.

Solid Waste Goal – Encourage proper hazardous and solid waste management; adequate refuse collection and disposal service for the present and future industrial, economic development and growth in the Region.

Objectives:

- Seek funding for implementing and updating each county's solid waste management plan.
- Encourage composting, recycle, reduction and use of solid waste as an alternative to land filling.
- Reduce the amount of solid waste going into landfills.
- Continually seek market opportunities of collected material.
- Explore waste fired boiler plants as a means of waste disposal and reduction and as a source of economical energy.

Broadband Goal – Construct, maintain, improve and expand broadband accessibility to accommodate present and future economic development and growth in the Region.

Objectives:

- Supply broadband (21st Century infrastructure) access to the Region by 2010.
- Create or utilize one (1) website to host links to all of the Tennessee Valley newspapers online.

GOAL 3: ECONOMIC DEVELOPMENT

To develop a regional economy that is focused on encouraging commercial, industrial, and tourism growth and other economic pursuits which will expand economic opportunities for the existing and future population of the NARCOG Region.

Objectives:

- Take action to preserve prime industrial and prime agricultural land, designate areas for future economic development activities.
- Actively involve chambers of commerce and commercial real estate developers in the CEDS process.
- Encourage and promote concentrated regional and community level commercial and residential development within and adjacent to the highly accessible activity centers.
- Recruit safe and environmentally friendly industries that provide a good balance and mix of jobs for all skills levels.
- Identify potential industrial sites and buildings throughout the region.
- Promote and expand NARCOG's Revolving Loan Fund (RLF) program, for rural small businesses and industries.
- Secure private sector funding to assist in economic development programs, including industrial recruiting.

- Develop speculative buildings in the region's industrial parks.
- Provide the appropriate infrastructure essential to support growth and economic development, commensurate with current and anticipated future needs in accordance with acceptable standards.
- Locate and identify the availability of venture capital needs.
- Establish a working relationship and seek to coordinate economic development activities in the region with the Alabama State Commerce Commission.
- Develop plans for an Agriculture Center near Cullman.
- Encourage downtown redevelopment in Cullman to create a vibrant, mixed use center.
- Consider and explore a regional approach to economic development efforts along the I-65 corridor (cost sharing on infrastructure, revenue sharing, and creation of an entity/organization).
- Explore and study statutory level adjustments to the State incentives program for retaining/expanding existing industries, not just recruiting new industry.

GOAL 4: TOURIST, RECREATION, CULTURE, and ARTS

Develop and improve recreation facilities, community parks, recreation centers, cultural and art centers, biking and walking trails that are accessible to residents of all ages and enhances the overall quality of life and promotes economic development opportunities through tourism dollars and related spending throughout the Region.

Objectives:

- Partner with tourism professionals (Alabama Department of Tourism, Alabama Mountain Lakes, chambers, etc.) market and promote tourism opportunities in the Region.
- Support the efforts of Scenic Alabama and the creation of scenic byways in the Region.
- Implementation of a combined effort to include the city, county, and school system that eliminates duplication, enhance coordination, and improve recreation opportunities for all citizens of the region.
- Support the Bankhead Education Center under development in Lawrence County.
- Encourage coordination of special events and festivals throughout the region to avoid conflicting schedules
- Upgrade and expand the current cultural, sports and entertainment infrastructure, within the region.
- Identify possible tourist attraction throughout the NARCOG region, rural and small communities.
- Provide for the recreation, cultural needs of the elderly and handicapped.
- Enforce City, County ordinances regulating and protecting historic sites and buildings.
- Develop plans for conference/civic/cultural arts center in Cullman in partnership with other municipalities.
- Develop plans for conference/civic/cultural arts center for downtown Decatur.
- Promote redevelopment in downtown Cullman to create a unique shopping destination and loft living.
- Develop plans for a regional archives and museum.
- Promote the living history farm at Peinhardt Farms.

GOAL 5: GOVERNMENT AND FINANCE

Encourage and improve cooperation between county government and municipal governments for greater efficiency in the management of personnel, finances and local government programs and services.

Objectives:

- Continue to recognize the importance of planning for all communities, including but not limited to land-use, transportation, infrastructure, environmental and training.
- Strive for a Regional Comprehensive Plan based on individual municipal comprehensive plans
- Improve communication between local governments.
- Develop uniform regulation for zoning, building codes, and subdivision regulations for municipal and county government within the region.
- Develop intergovernmental computerization between county governments and municipal governments.
- Encourage more public hearing notification to gain more citizen input on local divisions.

GOAL 6: EDUCATION AND WORKFORCE DEVELOPMENT

Develop an education system with highly skilled educators, quality educational opportunities to all citizens of the region, promote continued upgrade curriculum, training in education skills, and develop linkages between industry and educational institutions.

Objectives:

- Continue to seek funding for school system program K-12.
- Promote and develop partnership between industry and education.
- Continue regional planning activities and initiatives that guide future growth and economic development efforts.

Develop a workforce that is well educated, appropriately trained and capable of meeting the changing needs of business industries and the service sectors.

Objectives:

- Coordinate workforce development with the VIA-WIRED and CAWS efforts
- Link educational system with manufacturing, technology etc.
- Expand vocational and technical training programs in the region and tech skill for available jobs.
- Continue use of the North Alabama Skill Center for the On the Job Training (OJT) Programs.
- Retrain the existing workforce (backfill the baby-boomers) for new industries.
- Encourage drop outs to return to school or work to obtain a G.E.D.

- Support and identify funding for the “Dream It. Do It. Manufacturing Careers Campaign” developed by the National Association of Manufacturers and the Manufacturing Institute to promote technical careers among youth.
- Promote opportunities for retired person to re-enter the workforce.
- Target underemployed workers and immigrants for education and training.

GOAL 7: QUALITY OF LIFE

To improve the quality of life by providing a safe and secure living environment for citizens by enhancing the effectiveness of law enforcement and other public protection systems in the Region.

Objectives:

- Encourage the regionalization of juvenile facilities, for greater efficiency in management personnel finances, and operation.
- Insure adequate resources are available for law enforcement agencies.
- Increase citizen involvement in their communities through crime prevention and neighborhood watch programs.
- Continue to promote drug education and awareness and the DARE program throughout the region.
- Obtain more funding for training of local law enforcement officials and increase training at all staff levels.
- Support sustainable and earth friendly environmental programs such as PALS, recycling, and deposits ion bottles.

VI. STRATEGIC PROJECTS, PROGRAMS & ACTIVITIES

Vital Project Priorities

The following projects listed below have been identified as the vital priority projects for the NARCOG Region:

1. I-565 extension to Decatur
2. Corridor V (Memphis to Atlanta Highway)
3. Widen I-65 to 6-lanes from Cullman County to Tennessee
4. Construct the Decatur-Hartselle by-pass (Veterans' Parkway)
5. Widen Highway 36 in Hartselle
6. I-65 interchange at County road 222 in Cullman County
7. Completion of the Cullman eastern by-pass
8. Construct overpass at Alabama Highways 24 and 157 in Moulton
9. Lighting of Alabama Highway 157 in Moulton
10. Extension of sewer along Highway 157 in Moulton
11. A new Regional Industrial Park adjacent to I-65 in Hartselle
12. Infrastructure improvements to mallard Fox West Industrial park in Lawrence County

Project Identification

The tables provided on the following pages are the economic development programs and construction projects identified for the region and the individual counties and municipalities. Local projects are broken out by county. The CEDS Strategy Committee and regional stakeholders reviewed and updated these projects in July, August and September 2007.

REGIONAL INITIATIVES

INFRASTRUCTURE PROJECTS/PROGRAMS	COST	FUNDING SOURCE (Cash/In-Kind)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
1. Consider development of a county-wide sewer system in the region	N/A	ADECA, CDBG, EDA, ARC, USDA, State, Local	Region	Study and Grant Submittal	LT
2. Seek funding to update each county's solid waste management plan	N/A	ADEM, ARC, State, Local	Region	Grant Submittal	MT
3. Review, plan and design of innovative sewer system for use in rural area of the region	N/A	ADECA, CDBG, EDA, EPA, ADEM, ARC, USDA, State, Local	Region	Study and Grant Submittal	MT

TRANSPORTATION PROJECTS/PROGRAMS	COST	FUNDING SOURCE (Cash/In-Kind)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
4. 6-lane I-65 from Cullman to I-565	N/A	ALDOT, Local	Cullman/Morgan Counties	PE, ROW acquisition, and construction	LT
5. Corridor V (Memphis to Atlanta Highway)	N/A	ARC, Local	Lawrence/Morgan Counties	PE, ROW acquisition, and construction	LT
QUALITY OF LIFE PROJECTS/PROGRAMS	COST	FUNDING SOURCE (Cash/In-Kind)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
6. Identify and remove illegal dumps in the region	N/A	ADEM, State, Local	Region	Cleaner region	MT
7. Inventory of existing historic sites	N/A	AHC, State, Local	Region	Complete historic inventory	MT
8. Directional signage on major routes to tourist attractions	N/A	ALDOT, State, Local	Region	New signage	MT
9. Develop county-wide neighborhood watch programs	N/A	Local	Region	Less crime	ST
10. Assist retired persons in updating employment skills	N/A	State, Local	Region	Increase in skilled retired persons	ST
11. Develop efforts for county-wide recreation programs utilizing all available sites	N/A	ADECA, LWCF, Local	Region (rural areas)	Program development	MT
EDUCATION & WORKFORCE PROJECTS/PROGRAMS	COST	FUNDING SOURCE (Cash/In-Kind)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
12. Conduct an inventory of workforce training needs for industry in the area	N/A	ADECA, EDA, ARC, USDA, State, Local	Region	Workforce training study	MT
13. Up-grade education system in the counties	N/A	BOE's, State, Local	Region (rural areas)	Education system improvements	MT
14. Review, study and consider efforts to combine city and county education systems	N/A	BOE's, State, Local	Region	Complete study	MT
15. Expand ambulance service to outer parts of the counties	N/A	State, Local	Region	Expanded ambulance service	MT

LOCAL INITIATIVES

CULLMAN COUNTY

PROJECTS/PROGRAMS	COST	FUNDING SOURCE (Cash/In-Kind)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
16. Construct by-pass from Highway 157 and I-65 to south side of Cullman County	N/A	ALDOT, State, Local	Cullman, Cullman County	PE, ROW acquisition, and construction	LT
17. Widen US 278 from 4 th Avenue East to Highway 69 intersection	N/A	ALDOT, State, Local	Cullman	PE, ROW acquisition, and construction	MT
18. I-65 Interchange at County Road 222	N/A	ALDOT, State, Local	Cullman, Cullman County	PE, ROW acquisition, and construction	MT
19. Seek funding to increase sewer treatment capacity to handle industrial discharge	N/A	ADECA, CDBG, EDA, ARC, USDA, State, Local	Cullman County	Grant Submittal	LT
20. Develop and implement local regulations to handle animal waste	N/A	ADEM, State, Local	Cullman County	Adoption of regulations	MT
21. Upgrade county water system, replace inadequate size line	N/A	ADECA, CDBG, USDA, State, Local	Cullman County	Grant Submittal	LT
22. Continue the development of the Duck River water project, to include construction	N/A	ADECA, CDBG, ARC, USDA, State, Local	Cullman County	Grant Submittal	LT
23. Increase and up-grade water line size for fire hydrants	N/A	ADECA, CDBG, ARC, USDA, State, Local	Cullman County	Grant Submittal	LT
24. Develop revenue generation plan for new water reservoir	N/A	Local	Cullman County	Complete study	LT
25. Up-grade county parks	N/A	ADECA, CDBG, LWCF, RTP, State, Local	Cullman County	Grant Submittal	LT
26. Construct a Cullman Civic/Cultural/Conference Center	N/A	ADECA, CDBG, State, Local	Cullman, Cullman County, Municipalities	Design and construction	LT
27. Identify and locate Indian and Civil War sites	N/A	AHC, State, Local	Cullman County	Complete study	MT
28. Modernize school facilities and eliminate all portable classrooms	N/A	BOE's, State, Local	Cullman County, municipalities	Removal of portable classrooms	MT
29. Upgrade old water lines	N/A	CDBG, ARC, USDA, local	Garden City	Grant Submittal	MT
30. Extend water lines to River Park	N/A	CDBG, ARC, USDA, local	Garden City	Grant Submittal	ST
31. Expand sewer system	N/A	CDBG, ARC, USDA, local	Garden City	Grant Submittal	MT
32. Install new and replace old storm drains	N/A	CDBG, ARC, USDA, local	Garden City	Grant Submittal	ST
33. Rehab sewer manholes	N/A	CDBG, ARC, USDA, local	Garden City	Grant Submittal	MT

LAWRENCE COUNTY

PROJECTS/PROGRAMS	COST	FUNDING SOURCE (Cash/In-Kind)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
1.Up-grade water lines in rural Lawrence County	N/A	ADECA, CDBG, ARC, USDA, State, Local	Lawrence County	Grant Submittal	LT
2.Dredge out lagoon and construct additional sewer and disposal facility	\$500,000.00	ADECA, CDBG, ARC, State, Local	Moulton	Grant Submittal	MT
3.Infiltration and inflow correction	\$1,345,000.00	ADECA, CDBG, ARC, State, Local	Moulton	Grant Submittal	ST
4.Replacement and rehabilitation of sewers	\$1,250,000.00	ADECA, CDBG, State, Local	Moulton	Grant Submittal	LT
5.Extend sewer service to both sides of Highway 157	\$250,000.00	ADECA, CDBG, State, Local	Moulton	Grant Submittal	MT
6.Up-grade existing parks and develop additional activities for youth	N/A	LWCF, State, Local	Lawrence County	Grant Submittal	ST
7.Develop plan to convert Star Theater to county-wide cultural facility	N/A	ADECA, CDBG, AHC, State, Local	Lawrence County	Grant Submittal	ST
8.New collector and interceptor sewers	\$100,000.00	ADECA, CDBG, State, Local	Moulton	Grant Submittal	MT
9.Lighting for Alabama Highway 157	N/A	ALDOT, State, Local	Moulton	Installation	ST
10.Overpass for Alabama Highways 24 and 157	N/A	ALDOT, State, Local	Moulton	PE, ROW acquisition, and construction	ST
11.Relocation of Alabama Highway 33 from Wren to Alabama Highway 157	N/A	ALDOT, State, Local	Moulton	PE, ROW acquisition, and construction	ST

MORGAN COUNTY

PROJECTS/PROGRAMS	COST	FUNDING SOURCE (Cash/In-Kind)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
1. Construct Outer Beltline between Decatur and Hartselle (Veterans Parkway)	\$2,300,000	ALDOT, State, Local	Decatur/Hartselle	PE, ROW acquisition, and construction	LT
2. Four lane Highway 67 from Priceville east to Highway 231	N/A	ALDOT, State, Local	Morgan County	PE, ROW acquisition, and construction	LT
3. Widen Alabama Highway 36 from I-65 to US 31	N/A	ALDOT, State, Local	Hartselle	PE, ROW acquisition, and construction	MT
4. Widen Alabama Highway 36 from US 31 to 157	N/A	ALDOT, State, Local	Hartselle	PE, ROW acquisition, and construction	LT
5. Seek funding to increase sewer treatment capacity to handle industrial discharge	\$8,000,000	ADECA, CDBG, ARC, USDA, State, Local	Hartselle	Grant Submittal	ST
6. Up-grade and replace all undersize waterlines in County and City systems	N/A	ADECA, CDBG, ARC, USDA, State, Local	Morgan County, municipalities	Grant Submittal	LT
7. Construction of a 5,000,000 GPD treatment plant	N/A	ADECA, CDBG, State, Local	Morgan County	Grant Submittal	LT
8. Convert Low Level 10" loop to High Level	\$370,000.00	ADECA, CDBG, State, Local	Hartselle	Grant Submittal	ST

PROJECTS/PROGRAMS	COST	FUNDING SOURCE (Cash/In-Kind)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
9. Systems improvements	\$320,000.00	ADECA, CDBG, State, Local	Hartselle	Grant Submittal	MT
10. Extend 8" main in Industrial Park	\$115,000.00	ADECA, CDBG, State, Local	Hartselle	Grant Submittal	MT
11. Galvanized and cast iron pipe replacement	\$280,000.00	ADECA, CDBG, State, Local	Hartselle	Grant Submittal	MT
12. Highway 20- 17m300 LF pipe installation	\$1,297,500.	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
13. Starkey- 2,400 LF pipe installation	\$76,800.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
14. TVA Road- 1,200 LF pipe installation	\$38,400.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
15. Minor Hill- 1,200 LF pipe installation	\$38,400.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
16. Pine Circle West- 500 LF pipe installation	\$16,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
17. Mitchell Pines- 700 LF pipe installation	\$22,400.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
18. Deer Springs- 2,200 LF pipe installation	\$70,400.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
19. Fox Run- 1,200 LF pipe installation	\$38,400.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
20. Roland Drive- 2,200 LF pipe installation	\$70,400.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
21. Marsha N. of Oak- 6,800 LF pipe installation	\$340,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
22. Sewer rehabilitation	\$1,00,400	ADECA, CDBG, State, Local	Hartselle	Grant Submittal	MT
23. Industrial Park sewer extension	\$135,000.00	ADECA, CDBG, State, Local	Hartselle	Grant Submittal	ST
24. Thompson Road sewer- Phase 1	\$1,630,000	ADECA, CDBG, State, Local	Hartselle	Grant Submittal	ST
25. Clark Springs Branch, collector main	\$850,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
26. Clark Springs Branch, collector main	\$560,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
27. Clark Springs Branch, collector main	\$700,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
28. Clark Springs Basin, sewer, manhole repair	\$150,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
29. Country Club Basin sewer, manhole repair	\$63,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
30. Stratford Road Basin sewer, manhole repair	\$19,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
31. Riverview Basin sewer, manhole repair	\$55,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
32. Stratford Road Basin sewer pipeline replacement	\$55,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
33. Riverview Basin sewer pipeline replacement-Phase 1	\$100,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
34. Riverview Basin sewer pipeline replacement-Phase 2	\$100,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
35. Riverview Basin sewer pipeline replacement-Phase 3	\$100,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
36. Black Branch/Point Mallard Basin sewer pipeline replacements	\$30,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT

PROJECTS/PROGRAMS	COST	FUNDING SOURCE (Cash/In-Kind)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
37. Dry Branch Treatment Plant collector consolidation	\$500,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
38. Highway 31 Basin Force main	\$1,700,000.	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
39. Baker's Creek Basin sewer pipeline replacements	\$1,500,000	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
40. Dry Branch Basin sewer pipeline replacements	\$25,000.00	ADECA, CDBG, State, Local	Decatur	Grant Submittal	LT
41. New Gas Station and update existing mains	\$500,000.00	ADECA, CDBG, State, Local	Hartselle	Grant Submittal	ST
42. Extend water service into West Morgan County for agricultural and residential	\$450,000.00	ADECA, CDBG, State, Local	Hartselle	Grant Submittal	ST
43. Cast iron main replacement	\$375,000.00	ADECA, CDBG, State, Local	Hartselle	Grant Submittal	ST
44. Sewer system expansion	\$280,000.00	ADECA, CDBG, State, Local	Hartselle	Grant Submittal	ST
45. Construct civic/arts center in downtown Decatur	N/A	ADECA, CDBG, State, Local	Decatur, Morgan County, Calhoun Community College	Grant Submittal, design and construction	LT
46. Develop recreation facilities on the west side of the county	N/A	LWCF, State, Local	Morgan County	Grant Submittal	MT
47. Identify areas for additional golf courses and parks	N/A	Local	Morgan County	Grant Submittal	LT

N/A = Not Available (undetermined)

* **Time Frame**

ST (Short Term) = 0 - 2 years

MT (Mid Term) = 3 - 5 years

LT (Long Term) = Ongoing, Annual

Key to Acronyms

<p>AAST – Any Area Surface Transportation ACCA – Alabama Chamber of Commerce Association ADECA – Alabama Department of Economic and Community Affairs ADEM – Alabama Department of Environmental Management ADO – Alabama Development Office AFO – Alabama Film Office AHC – Alabama Historical Commission ALDOT – Alabama Department of Transportation ARC – Appalachian Regional Commission BAA – Biotechnology Association of Alabama CBER – Center for Business and Economic Research, University of Alabama DCNR – Alabama Department of Conservation and Natural Resources CDBG – Community Development Block Grant EDA – Economic Development Administration</p>

<p>EDPA – Economic Development Partnership of Alabama EIDA – Economic & Industrial Development Authority ENC – Entrepreneurial Center FAA – Federal Aviation Administration FEMA – Federal Emergency Management Authority FHWA – Federal Highway Administration MPO – Metropolitan Planning Organization NARCOG – North-central Alabama Regional Council of Governments NH04 – National Highway System OADI – Office for the Advancement of Developing Industries OCS – Office of Community Services RPO – Rural Planning Organization RSA – Retirement Systems of Alabama USDA – U.S. Department of Agriculture</p>

VII. ACTION PLAN: HOW DO WE GET THERE?

Implementation Plan

The action plan implements the goals and objectives of the CEDS in a manner that:

- Promotes economic development and opportunity;
- Fosters effective transportation access;
- Enhances and protects the environment;
- Maximizes effective development and use of the workforce consistent with any applicable State or local workforce investment strategy;
- Promotes the use of technology in economic development including access to high-speed telecommunications;
- Balances resources through sound management of physical development; and
- Obtains and utilizes adequate funds and other resources

The 2007 CEDS was approved and adopted by the NARCOG Board of Directors at the August 22, 2007 Board Meeting. This CEDS will guide the activities of the NARCOG Board and staff in prioritizing the use of its limited resources. The CEDS will be distributed to local elected officials, NARCOG member governments, the NARCOG Board, the CEDS Strategy Committee, stakeholders and other agencies in the region. Implementation of the plan will be largely dependent upon the availability of federal, state and local funding.

Integration with Alabama's Economic Development Priorities

- NARCOG is actively engaged with the Governor's new initiative. The Alabama Rural Action Commission (ARAC) is modeled after the successful Black Belt Commission. NARCOG is part of the North Alabama Action Commission, which is one of the eight (8) Action Commissions established statewide.
- NARCOG participated with the other eleven (11) COG's in Alabama, through the AARC, to help produce the Alabama Consolidated CEDS in 2006 in support of the State's Economic Recovery efforts following several hurricanes. This joint effort was funded with EDA financial assistance. All twelve (12) Regions hope to continue this valuable effort in the future.

VIII. PERFORMANCE MEASURES (EVALUATION): HOW ARE WE DOING?

Evaluation Process and Schedule

In order to determine if these efforts are producing the expected results, we must constantly evaluate, measuring our progress against our stated goals and objectives. The NARCOG and the CEDS Strategy Committee will develop and utilize an evaluation and planning process to measure annual progress. Additionally, performance measures for each project are included in the projects listing.

At the end of each year, the NARCOG staff and CEDS Strategy Committee will evaluate progress made on each project, and will remove completed projects, revise ongoing projects, and add new projects. Progress will be reported each year in the Annual Plan of Work and reflected in the annual CEDS update. These annual updates will provide the measurement of successes in achieving the stated goals and objectives.

Criteria of each project will include the Economic Development Administration's investment policy guidelines:

- Is the project market-based?
- Is the project proactive in nature and scope?
- Does the project look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy?
- Does the project maximize the attraction of private sector investment?
- Does the project have a high rate of success?
- Does it have a diversity of funds?
- Does it have a high degree of local political support?
- Is sufficient leadership in place?
- Does the project result in higher-skill, higher-wage jobs?
- Does the project promote self-sufficiency and provide resources for safe, attractive communities?

Other criteria to consider for each project include:

- How many businesses grow or locate in the District because of available resources
- How infrastructure improvements promote economic development
- Capital generation using available resources
- Information to help communities and businesses use their resources more efficiently
- Opportunities to promote regional businesses, visitors, community development
- Efforts to alleviate poverty.

APPENDIX A: The CEDS Strategy Committee

The following chart identifies selected and relevant characteristics of the 2007 CEDS Strategy Committee as required by the Economic Development Administration guidelines. The committee is comprised of the following composition:

CEDS Strategy Committee Members

Member	Representing	Position	Economic Interest	Race	Gender	Elected Official
Robert Francis, Jr.	Hartselle Development Board	Director	Nonprofit	Caucasian	M	No
Ray Alexander	City of Moulton	Mayor	Public Sector	Caucasian	M	Yes
Dr. Donald Green	City of Cullman	Mayor	Public Sector	Caucasian	M	Yes
Donald Kyle	City of Decatur	Mayor	Public Sector	Caucasian	M	Yes
James Fields	Cullman County	Industrial Relations	Nonprofit	Minority	M	No
Dr. Mary Yarbrough	Calhoun Community College	Dean	Nonprofit	Caucasian	F	No
Dr. Vicki Hawsey	Wallace State Community College	President	Nonprofit	Caucasian	F	No

Economic Sector Representation		
Business	0	0%
Public / Government	3	43%
Nonprofit	4	57%
Total	7	100%

Race & Gender						
	Female		Male		Total	
Caucasian	2	29%	4	57%	6	86%
Minority	0	0%	1	14%	1	14%
Total	2	29%	5	71%	7	100%

APPENDIX B: Adopting Resolution