

**COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY FOR THE EAST ALABAMA REGION
(ALABAMA REGION IV)**

Revised - 2009



Prepared by
East Alabama Regional Planning and Development Commission
September 2009

**Comprehensive Economic Development Strategy
For the East Alabama Region**

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September 2009

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This document will be instrumental in assisting local units of government in programming balanced growth and development.

This document was prepared as an update to the Comprehensive Economic Development Strategy, 2007. The Comprehensive Economic Development Strategy will be updated annually, or more often if required to insure that the Commission's strategy and implementation plan are consistent with evolving opportunities for, and constraints upon, development.

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INTRODUCTION

The Comprehensive Economic Development Strategy (CEDS) is a local planning and implementation process designed to create jobs, foster more stable and diversified economies, improve living conditions, and provide a mechanism for guiding and coordinating the efforts of persons and organizations concerned with economic development. The CEDS outlines the region's problems, needs, and resources; identifies the goals and objectives of the development program; presents the strategies and action plans devised to achieve those goals; and outlines criteria for evaluating the program's achievements. The program is intended to provide greater economic and social stability for the region and its people and to assist existing and guide new economic development activities in the region.

This document is being prepared to bring the Comprehensive Economic Development Strategy for the East Alabama Region into greater compliance with the requirements of the Economic Development Administration Reauthorization Act of 2004 and the implementation regulations published on September 27, 2006. These regulations added some new sections and focus areas to the CEDS document. The EARPDC presently intends to update the CEDS annually, until each of the East Alabama Action Commission's Committees has had an opportunity to craft its section of the document into a viable action plan for its activities. Thereafter, it will be comprehensively updated once every five years, or more frequently if significant changes occur within the region. Annual Reports will be prepared in the interim years to summarize and assess the past year's activities and present new or modified program strategies for the next three years. The Annual Reports will serve as part of an ongoing development program for continuing appraisal of the district's needs, resources, and economic development potential. The Annual Reports will be structured to review only those components of the CEDS that have shown significant changes affecting development within the region.

Public Participation

Various groups and individuals from throughout the region have had an opportunity to participate in the CEDS process. During CEDS preparation, EARPDC staff contacted municipal and county staff to obtain lists of projects to be included in the CEDS. Staff also mailed project surveys to all school superintendents, college and university presidents, housing authority directors, and community action agency directors. Chamber of Commerce or Industrial Development Authority directors updated the major plant closings list.

The East Alabama Action Commission's Economic Development, Health, and Education Committee members, the Region 5 Workforce Development Council, the CEDS Strategy Committee, EARPDC Board members, and those who received project surveys received announcements of the public review period. The announcement included the address for the EARPDC website—where the CEDS was posted—and contact information should they need a paper copy of the CEDS. The announcements invited them to submit their comments via e-mail, fax, or letter.

The EARPDC did not request that the CEDS Strategy Committee members meet for a face-to-face review session, as it has been difficult populating this Committee and retaining members. However,

the EARPDC Board of Directors did conduct its regular monthly meeting on September 23, 2009, at which time it adopted the CEDS by resolution. The Board meeting was advertised in accordance with Alabama's Open Meetings Act. Finally, each County Commission within the region has endorsed its support of the CEDS in a letter to the EARPDC's Executive Director.

This year was the EARPDC's second year of implementing the Governor's Rural Action Commission program.¹ Some of the East Alabama Action Commission's Committees are still going through an organizational process; however, the Health and Education Committees did conduct a joint project. The East Alabama Rural Planning Organization has assumed the role of the Transportation Subcommittee of the Infrastructure Committee and meets on a quarterly basis. Discussion is ongoing about how to organize the other aspects of infrastructure into Subcommittees. The new Arts, Culture, and Tourism Committee has conducted organizational meetings and will be more fully developed in the coming year. Unfortunately, the Economic Development Committee has not met since its July 23, 2008 organizational meeting. The EARPDC will continue to increase the EAAC's role in the CEDS process during the coming years.

The Region 5 Workforce Development Council includes nine of the EARPDC's ten counties.² Chambers County is in Region 8. One EARPDC staff member serves on the Region 5 Workforce Development Council, which is operated under the oversight of the Governor's Office on Workforce Development. EARPDC staff will collaborate with the Regional Chairs on coordinating the CEDS with their regions' plans in 2010.

It is hoped, with the development and implementation of these programs, that local individuals and organizations concerned with economic development in the region will coordinate their efforts with established goals and objectives set forth in the CEDS.

Coordination with the State

In 2006, the Alabama Department of Economic and Community Affairs (ADECA) awarded a grant to the Alabama Association of Region Councils (AARC) for the preparation of a statewide CEDS, which also was to include an economic recovery program for areas affected by Hurricane Katrina. The AARC passed the funds through to each of Alabama's twelve regional councils for project implementation. Regional council staff combined their twelve CEDS into one overarching CEDS for the State of Alabama. That project was completed in the Spring of 2007. In Fall, 2008, the AARC applied for, and was awarded, EDA funds to update and expand the statewide CEDS. ADECA is providing the local match, and, as before, AARC is passing the funds through to the twelve regional councils for project implementation. The project is scheduled to be complete by June 30, 2010.

The 2009 CEDS for the East Alabama Region was mailed to ADECA for review and for confirmation that the regional document reflects State plans and priorities for East Alabama.

¹ For more information, go to www.alabamaruralaction.com.

² For more information, go to www.owd.alabama.gov.

The Federal regulations also require that a copy of the CEDS be mailed to the State's representative from the Appalachian Regional Commission, a federal agency, but does not require that the EARPDC receive a letter of concurrence from that agency.

Additional Information

Appendix A provides more detailed information about the EARPDC as an organization, a brief overview of the EARPDC's history in preparing the CEDS, and a description of the CEDS Strategy Committee and the EARPDC Board of Directors, including membership listings.

Appendix B contains a copy of the EARPDC Board of Directors resolution adopting the CEDS, the County letters of endorsement, the ADECA letter of concurrence, and the letter transmitting the CEDS to the ARC.

PART I

BACKGROUND

The East Alabama Regional Planning and Development Commission serves a ten county area in east-central Alabama, bordering the Alabama-Georgia state line.³ The region lies between the expanding Birmingham and Atlanta metropolitan areas and also is convenient to the Montgomery and Columbus (GA) metropolitan areas. Some of the region's ten counties and 59 municipalities have shared in the neighboring regions' successes or leveraged their own natural, human, and/or man-made resources to generate their own success; others have not been as fortunate. The following chapters present an overview of East Alabama's people, economy, and resources.

³ See Maps 1 & 2 in Appendix C.

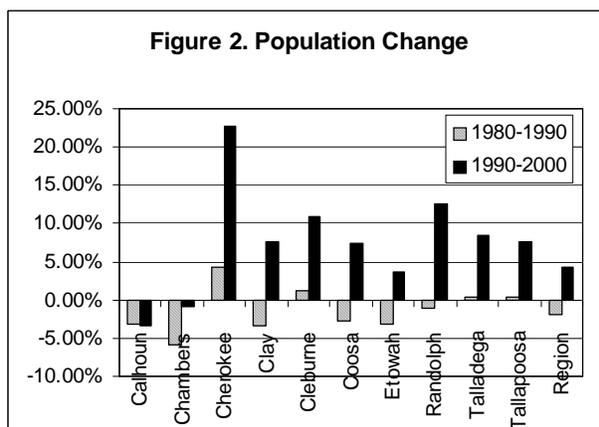
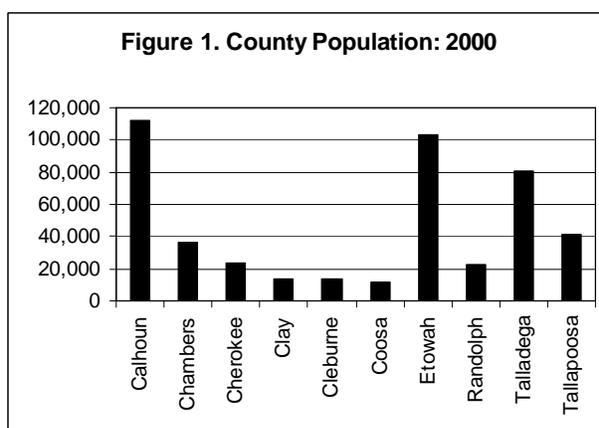
CHAPTER 1 POPULATION

People are the most important part of the economic engine. People need goods and services, people need to make and provide the goods and services, and people need jobs to earn an income to buy the goods and services. The following sections describe general characteristics of the people living in the East Alabama region.

Population Trends

In 2000, 461,034 people lived in the East Alabama region—an increase of nearly 20,000 people from 1990.⁴ Although it appears that the region is becoming more urbanized, nearly two-thirds of the population is concentrated in only three counties: Calhoun, Etowah, and Talladega.⁵ Calhoun and Etowah Counties are the region’s two metropolitan statistical areas, with Anniston and Gadsden as their core cities.

These more populous counties are not the region’s fastest growing counties, however. Three of the more rural counties experienced double-digit growth rates between 1990 and 2000: Cherokee County, with rapid residential growth around Weiss Lake; Randolph County, with rapid residential growth around Lake Wedowee; and Cleburne County, which straddles Interstate 20. All three counties border Georgia and have seen an influx of Atlanta-area retirees and commuters. Two counties lost population between 1990 and 2000. The mild population decline in Chambers County is not expected to continue, as that county—which also borders Georgia—was experiencing residential growth before Kia announced it was building a new automobile manufacturing plant just across the state line. The 2010 Census should show that

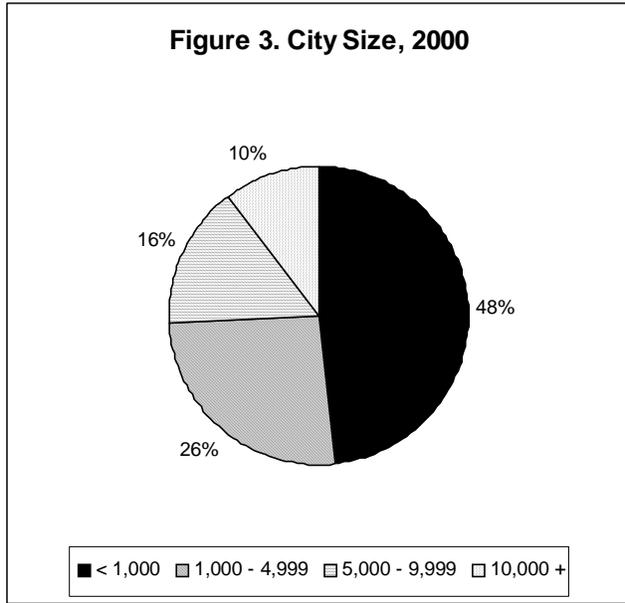


⁴ Although the EDA prefers use of the most recent American Community Survey data, in the East Alabama region that data is still not available for Clay, Cleburne, and Coosa Counties and is only available for the Cities of Anniston, Gadsden, and Oxford. Furthermore, ACS data cannot reliably be compared with decennial census data for trend analysis (see Census Bureau website—www.census.gov—for more information). Therefore, most data will be derived from the 2000 Census, with more recent data from other federal and state sources where available.

⁵ See also Table 1 in Appendix D.

Calhoun County's population has stabilized, and perhaps grown, as the initial effects of the 1999 Fort McClellan closing have subsided.

A look at East Alabama's cities and towns also emphasizes the region's rural character. Nearly half of the incorporated communities have populations of less than 1,000.⁶ Another quarter of the municipalities have populations between 1,000 and 5,000. Only six cities have more than 10,000



inhabitants. The largest city in the region, Gadsden, dropped to under 40,000 people according to the 2000 Census. Anniston, the second largest city, has been losing residents since 1960. In fact, in most East Alabama counties, the unincorporated areas are growing much faster than the towns and cities.⁷ Only in Cherokee County did municipal growth rates outstrip the more rural areas. In Calhoun and Chambers Counties, people left the unincorporated areas at a higher rate than they left incorporated communities. This growth pattern does not mean that cities and towns are losing population, however. Thirty-five municipalities gained population between 1990 and 2000, with the highest growth occurring in one of the region's most rural counties (Leesburg, in Cherokee County). Furthermore,

three new towns incorporated after the 2000 Census: Kellyton, in Coosa County; Munford, in Talladega County; and Cusseta, in Chambers County. Two Towns merged with an adjoining City: Blue Mountain, in Calhoun County, abandoned its charter and was annexed into Anniston; and Mountainboro, in Etowah County, de-incorporated and was annexed into Boaz.

In order to discover what areas outside cities and towns are becoming more urban, the Census Bureau examines how many people live in a square mile. When looking at the population density, at least half the people in Calhoun, Chambers, and Etowah Counties live in an urban setting. Cherokee, Clay, and Cleburne Counties are classified as entirely rural.

Although the region has been growing, it has not been keeping pace with other parts of the state. In 1980, East Alabama's ten counties (which make up 15% of the state's counties) were home to 12% of the state's residents. That number has slipped with every census. Only 10% of Alabamians called East Alabama home in 2000. The steady expansion of the Atlanta and Birmingham area commuter sheds, and the retirees who have been attracted to the region's rural character and natural amenities, should improve that number when the Census Bureau releases its 2010 Census figures.

⁶ See also Table 2 in Appendix D.

⁷ See Table 3 in Appendix D.

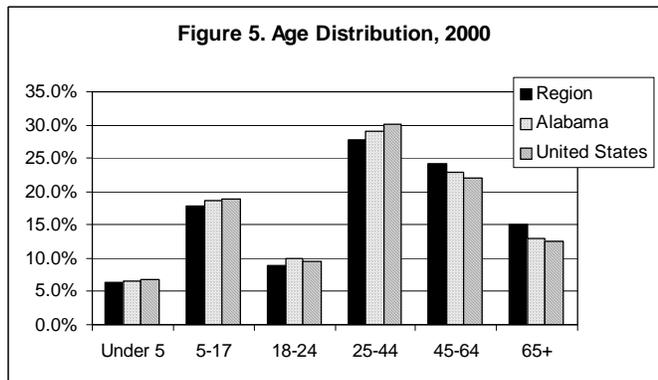
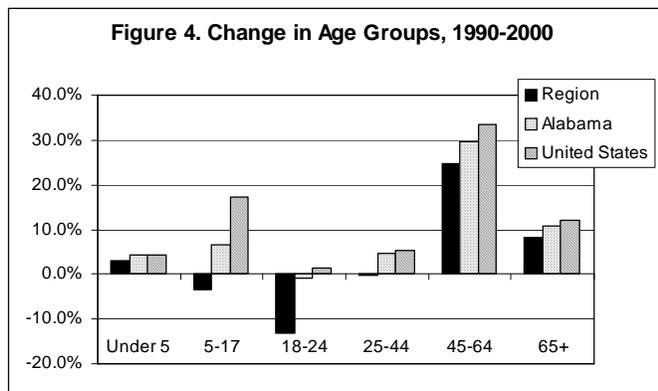
Population by Age Group

The movement of the Baby Boomers (people born from 1946 through 1964) into retirement age has been a national dialog for quite some time. Besides the potential impact of this generation’s retirement on Social Security, there has been great concern about a shortage of employees to fill the void that will be left by these experienced workers. The Baby Boom was followed by a “baby bust,” a sharp decline in birth rates that lasted through 1976. The birth rate did increase between 1976 and 1990 (sometimes called the “echo boom”⁸), but the jobs the Baby Boomers vacate will have to be filled by increasingly younger—and less experienced—workers over time. Much discussion has ensued about means to entice Baby Boomers to remain in, or otherwise contribute to, the workforce longer.

In 1990, Baby Boomers were 26 to 44 years old, establishing or becoming established in their careers and starting families, raising children, or watching their children become adults. The children of the “baby bust” were 14 to 25 years old, and the “echo boom” (those under age 14) had reached its climax. The leading edge of the Boomers became eligible for Social Security retirement benefits beginning in 2008, for those who opted to retire at age 62.

The effects of the boom-bust-echo are evident in the pattern of change in age distribution between 1990 and 2000.⁹ People born during the first ten years of the Baby Boom moved into the 45-64 age category during the 1990s, causing a very high rate of increase. Low growth and decline in the 25-44 and 18-24 age categories reflects the decline in births at the end of the Baby Boom and during the “baby bust”. The negative change in Alabama’s and the region’s college age population also could indicate an increase in the number of young adults who chose to go to college, or get employment, out of state. The “echo boom” is evident in figures for the United States and less so for Alabama. The region appears to have missed out on the “echo boom”.

East Alabama has been plagued by young adults leaving the region to attend college then obtaining jobs outside the region. This tendency exacerbated the effects of the “baby



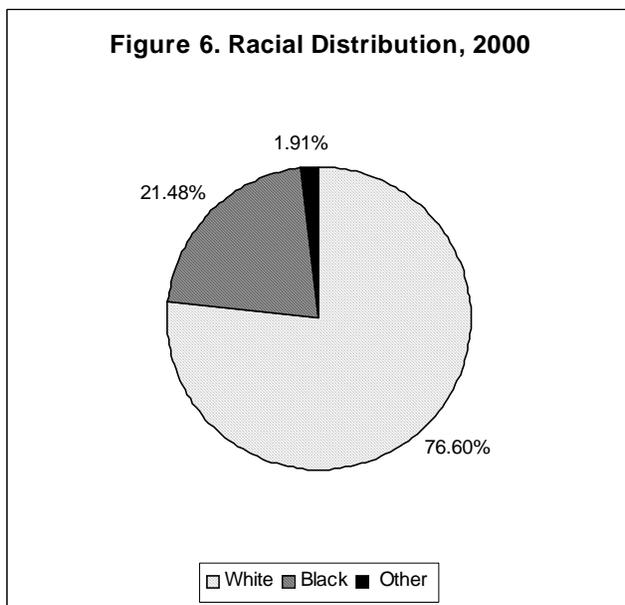
⁸ More information about these generations, and a graph of the number of U.S. births from 1934 to 1994, is available at www.wikipedia.org, search topic Baby Boom.

⁹ See also Tables 4 and 5 in Appendix D.

bust” and essentially negated the “echo boom”. Unless the exodus of young adults is halted then reversed, East Alabama businesses will have more difficulty filling positions vacated by retiring Baby Boomers than will businesses in Alabama or the nation as a whole. The region has been attracting retirees and older workers, however. These people have been attracted to East Alabama because of the State’s low taxes and the region’s numerous lakes, Appalachian foothills, rural character, and easy access to larger urban areas.

Population by Race & Hispanic Origin

About three-quarters of the people living in East Alabama are White. Just over a fifth are Black or African American. A very small fraction of the region’s population reported that they are of another race or multi-racial. These percentages changed very little between the 1990 and 2000 censuses.¹⁰



However, the number of people who are not White or Black increased dramatically during the 1990s. This increase was caused not only by immigration but also by the addition of a new race category—two or more races—to the census. For the first time in the history of the census, the 2000 Census allowed multi-racial people to mark multiple racial categories. For data management purposes, multi-racial persons (due to their relatively small numbers), other small, single race categories, and the “some other race” category were combined into “other”. Three counties—Chambers, Coosa, and Talladega—have a strong minority presence, while minorities make up a very small percentage of the Cherokee and Cleburne County populations.

The number of people of Hispanic or Latino origin also increased dramatically, although that group is still just a small segment of the population (just over 1%). Hispanic or Latino origin is reported separately from race because people who are Hispanic or Latino share a common culture but may be of any race.

At present, the number of people who may face language barriers when seeking employment is small. While this fact may seem to be beneficial for the region—in that most of the present and future workforce should have minimal communication problems—it is a detriment to foreign-born people who move into the region, as few resources exist to help them acclimatize.

¹⁰ See also Table 6 in Appendix D.

CHAPTER 2

WORKFORCE DEVELOPMENT AND USE

Even if a community has people to fill the jobs economic developers attract, those people must have the skills employers need. The following sections discuss educational and training opportunities available in East Alabama and examine indicators of present workforce preparedness for the ever-changing economy.

Educational Facilities

Workforce development begins when we are children. In our youth, we learn the skills we need to survive—including skills to obtain and retain employment. We learn to read, to write, to perform mathematical calculations, and we begin to form ideas about what we want to be when we grow up. The East Alabama region has numerous educational facilities that help children and young adults prepare for entry into the working world.

Twenty-one school systems with a collective 173 schools educate the region's children from Kindergarten through high school.¹¹ Over half of the school children are eligible for free or reduced price meals. Only five school systems have fewer than 50% of their students receiving meal assistance. Meal assistance is an indicator of poverty levels in the school systems, and children living in low income households also may need other types of assistance. Eleven school systems in East Alabama have a high school dropout rate that equals or is lower than the state average. Region-wide, nearly 2.5% of all high school students leave school. Of particular interest to those in economic development is the availability and quality of vocational education programs. All of the school systems have career and technical training programs. Over three-quarters of the systems have received business/industry certification on all of their career/tech programs. Most of the school systems appear to do a good job of informing students about career/tech classes and of helping students find jobs in related fields or schools at which to continue their education.

Although students may continue their education in other parts of the state and country, they also have opportunities to receive training in a specific career or to attend college closer to home. Trade schools and similar professional training programs are too numerous to list. A brief description of the region's colleges and universities follows.¹²

Jacksonville State University, located in Jacksonville, was founded in 1883 as a teacher's college. Since then, Jacksonville State (JSU) has grown to offer a wide range of majors within the Colleges of Arts and Sciences, Commerce and Business Administration, Education and Professional Studies, and Nursing. JSU's programs in Art, Business, Drama, Education, Music, Nursing, Social Work, and Technology are accredited by their professional associations. JSU offers six bachelors degrees, six master's degrees, and an educational specialist degree. The Gadsden branch of Jacksonville State

¹¹ See Table 7 in Appendix D.

¹² See also Map 9 in Appendix C.

University (JSU-Gadsden) offers upper level (junior and senior) courses toward bachelor's degrees in business and education.

The University of Alabama Gadsden Center offers masters and educational specialist degrees in the College of Education and the School of Library and Information Sciences. The University has the only accredited library college in Alabama.

Talladega College, in the City of Talladega, is a private liberal arts college that confers the Bachelor of Arts degree in several disciplines under the Divisions of Business and Administration, Humanities and Fine Arts, Natural Sciences and Mathematics, and Social Sciences and Education. Students in the Division of Natural Sciences and Mathematics also can earn special degrees and certificates. Founded by former slaves William Savery and Thomas Tarrant in 1865 to educate the children of former slaves, and chartered in 1869, Talladega College remains dedicated to serving the educational needs of African-Americans.

Central Alabama Community College (CACC) is a two-year institution with two main campuses—one in Alexander City and one in Childersburg. It serves Clay, Coosa, Talladega, and Tallapoosa Counties in East Alabama. CACC offers Associate degrees in Science, Applied Science, and Occupational Technology plus certificate programs. Degrees and certificates are offered in fifteen fields of study, including industrial engineering technology and manufacturing technology. Students can transfer core courses to four-year colleges and universities, and CACC has partnered with Capstone School of Nursing at The University of Alabama and with Faulkner University to enable CACC students to obtain Bachelor and Master degrees primarily through distance learning. CACC has developed a Skills Training program—such as its Truck Driver Training courses—to offer employment training to students who may not be qualified to pursue a degree or certificate. CACC is fully accredited in its academic and technical programs of study.

Gadsden State Community College (GSCC) serves Calhoun, Cherokee, Cleburne, and Etowah Counties in the East Alabama region. The college has three campuses in Gadsden, one campus in Centre, one campus in Anniston, one instructional center at McClellan, and instructional sites (in the region) at Piedmont High School and in Cleburne County. GSCC offers academic and technical programs. The academic division offers Associate in Science, Applied Science, and Arts degrees in over fifty majors in its two-year transfer/career program. The technical division offers Associate in Applied Sciences degrees and certificates in engineering technologies and applied technologies (e.g., automotive, cosmetology, welding). GSCC's Skills Training Center offers short-term, non-credit, competency-based training programs in air conditioning and refrigeration, machine trades, office careers, and welding. GSCC is fully accredited in its academic and technical programs of study.

Southern Union State Community College (SUSCC) serves Randolph and Chambers Counties within the region, with campuses in Wadley and Valley. The two Opelika campuses also are convenient to those counties. The Academic Division offers an Associate in Science degree, and academic courses are transferable to other colleges and universities. The Health Sciences Division offers programs leading to certificates, awards of achievement, occupational certificates, and Associate in Applied Science degrees. Some of the courses in this division may be transferable to a four-year college or university. The Associate Degree Nursing, Emergency Medical Services,

Nursing Assistant, Practical Nursing, Radiography, and Surgical Technology programs are accredited/approved by their professional associations. The Technical Division offers Tech-Prep and Dual Enrollment programs for high school students, Business and Industry programs to meet area employers' training needs, and Associate degree and certificate programs. The Cosmetology, Therapeutic Massage, and Automotive Collision Repair programs are accredited/approved by their professional associations. The Adult Education and Skills Training Division assists non-traditional college students in obtaining the basic and/or occupational skills necessary to obtain a job in the shortest period possible. SUSCC is fully accredited in its academic and technical programs of study.

Professional Development Programs

The community colleges and JSU also provide training and support services to people who need to increase or update their work skills and to area businesses and industries.

JSU's Small Business Development Center provides counseling and training to small businesses free-of-charge. The Small Business Development Center is housed in the Center for Economic Development (CED), which provides applied research in economic development to state and local government agencies and conducts business research for private commercial enterprises on contractual bases. The CED has conducted economic impact studies, marketing research, and business research. JSU-Gadsden houses a satellite office for both programs.

CACC's Alexander City campus is the only WorkKeys Certified Testing Center in the region. WorkKeys is a job skills assessment system measuring "real world" skills that employers believe are critical to job success. It assesses an individual's skills through a work-related problem-solving process. The Center then compares the individual's skills with skills required for particular positions within a business or industry and helps identify additional training that could help that individual achieve career goals. The Alabama Office of Workforce Development initiated this program to help job seekers and employers, who can use WorkKeys to gage a prospective employee's skill level.

East Alabama has two of the state's sixteen Alabama Technology Network Centers, located at CACC and at GSCC. The Alabama Technology Network (ATN) is a partnership between two-year colleges, the University of Alabama system, Auburn University, and the Economic Development Partnership of Alabama. The ATN helps businesses remain competitive by teaching employees the latest practices in the areas of health safety and environmental, human resources and organizational development, information technology, lean manufacturing, and quality systems. ATN members also provide technical assistance to businesses if needed, helping them identify existing or potential problems and possible solutions to those problems, plus resources to implement those solutions.

The Alabama Department of Economic and Community Affairs' Office of Workforce Development has 30 One-Stop Centers and 31 satellites throughout the state to provide job-seekers with information on job development, occupational and educational training, vocational rehabilitation, veterans services, and unemployment insurance. Employers work with local centers to locate employees with specific skills. 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. The Alabama Career Center System sites in the East

Alabama region are the Cheaha Career Center (Anniston), Gadsden Career Center, Roanoke Career Center, and Talladega Career Center. Career Center partners in the region are Alexander City CareerLink (satellite), Anniston CareerLink, Gadsden CareerLink, the Sylacauga Re-employment Center, and Talladega CareerLink.

The Alabama College System's industrial training institute, AIDT, provides job-specific training free of charge to new and expanding industries. Alabama's recent influx of new automotive plants has drawn employees away from existing industries. The two-year colleges are offering a federally funded program to train workers to fill jobs vacated by those who found work in the expanding automotive industry. The program provides training and job placement services at 34 sites around the state, concentrating in areas around Alabama's automotive manufacturing plants. Existing industries seeking more workers include carpet, metals, and machinery manufacturers.

The Senior Community Service Employment Program (SCSEP) is a source of employment training for job seekers who are at least 55 years old and who have a limited gross household income. The program prepares participants to re-enter the full- or part-time job market by providing paid, temporary part-time community service training in governmental or 501(c)(3) non-profit agencies. The East Alabama Regional Planning and Development Commission (EARPDC) administers the program, managing 80 authorized SCSEP slots and 19 authorized SCSEP-ARRA slots. The EARPDC is a sub-grantee of Senior Service America, Inc. (a national contractor) and the Alabama Department of Senior Services. Many older workers have gained valuable on-the-job experience and self-sufficiency through this program.

Locally-initiated workforce development initiatives also abound. For instance, the Greater Valley Area Chamber of Commerce and the University of Georgia's Small Business Development Center offer local business owners and employees a series of five weekly classes called the MBA (Moving Business Ahead) Institute. Other program sponsors include local banks and the county's two newspapers. People who attend all five classes receive certificates of completion.

Programs for People with Special Training Needs

Human service organizations, housing authorities, and businesses throughout the region have made efforts to provide worker training for populations that have difficulty finding and keeping employment, such as people who are homeless, who have low incomes or are on welfare, who are elderly, or who have disabilities.

Probably the most well-known facility serving people with disabilities is the Alabama Institute for Deaf and Blind (AIDB) in Talladega, which was founded in 1858 by Dr. Joseph Henry Johnson as the Alabama School for the Deaf. Since then, AIDB has grown to become the world's most comprehensive education, rehabilitation, and service system, serving children and adults who are deaf, blind, and multi-disabled and their families. All AIDB services are available to Alabama residents at no charge. Out-of-state students are accepted in the residential programs when space is available. They pay tuition and room and board charges. In addition to providing services on campus, AIDB has eight Regional Centers that provide a wide range of services, from at-home visits for parents of infants who are sensory impaired to programs for seniors who may be experiencing

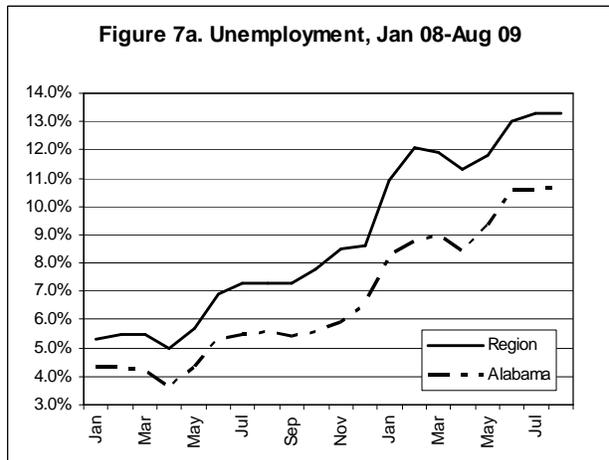
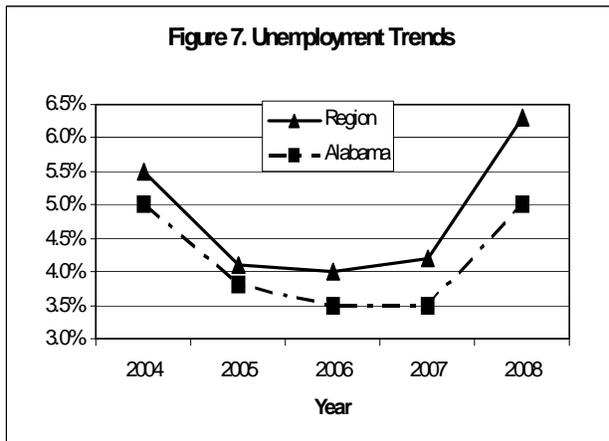
hearing and/or vision loss late in life. AIDB’s E.H. Gentry Technical Facility is an accredited two-year technical school which offers adults with sensory impairments aged 16 and up a program of evaluation, adjustment, and vocation training in thirteen different fields. Alabama Industries for the Blind is the state’s largest employer of people who are blind or visually impaired, with two manufacturing plants, one retail store, and three stores on military bases in Alabama and Georgia. Employees at the Talladega facility and the Birmingham satellite make and distribute home and office products.

The Present Workforce

According to the Alabama Department of Industrial Relations, East Alabama has a civilian labor force of over 209,000.¹³ The labor force has declined by nearly 3,100 people (net) during the past five years. Most of that decrease occurred in Chambers County, which was the home of multiple West Point textile mills for over a century. That company recently relocated production to new plants overseas. Etowah County was a close second in labor force loss. Only Calhoun County drew new people into the labor force, primarily due to jobs that moved to the Anniston Army Depot as a result of Base Realignment and Closure actions.

Meanwhile, the number of unemployed people in the region increased by just over 1,400, causing the unemployment rate to rise from 5.5% in 2004 to 6.3% in 2008. East Alabama’s unemployment rates have been consistently higher than the statewide rate. Occasionally one or two counties would fare better than the state during the five-year period; however, the unemployment gap has been increasing steadily since 2005. All East Alabama counties saw their unemployment levels decline between 2004 and 2005. By 2008, most had returned to their 2004 levels, except Chambers County, where the unemployment rate nearly tripled.

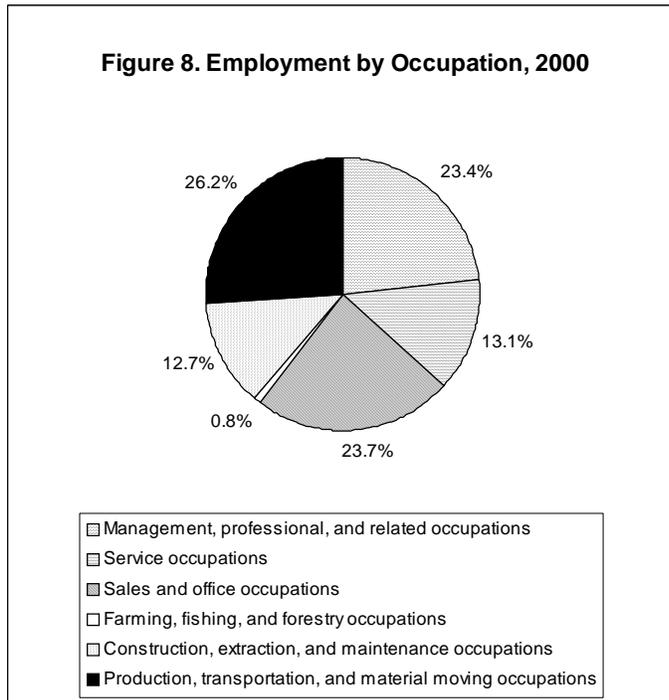
The annual average unemployment rate for 2008 does not adequately reflect what has occurred over the past year. Monthly unemployment figures for 2008 and 2009 more accurately display the effects of the Great Recession.¹⁴ East Alabama’s regional unemployment rate has



¹³ See Table 8 in Appendix D.

¹⁴ See also Table 8a in Appendix D.

exceeded 10% since January, 2009, and all ten counties have had double digit unemployment since June, 2009.



In the 2000 Census, most of East Alabama’s employed residents reported working in production, transportation, or material moving, in spite of the large reduction in textile jobs that was occurring around that time.¹⁵ The “sales and office” and “management, professional, and related” occupations ranked a close second and third respectively. The post-2000 introduction and subsequent expansion of companies such as Honda and Teksid appeared to have increased the number of people working in production significantly enough to have more than offset the continued exodus of textile jobs from the region. However, the economic downturn has slowed automotive production, resulting in large layoffs.

As with unemployment, underemployment is prevalent in the East Alabama region. A recent study of underemployment in Alabama¹⁶ found that nearly one-quarter of East Alabama’s workers are underemployed. That study defines underemployed persons as “workers who believe that their education and training, skills, or experience (i) are not fully utilized in their current jobs and (ii) qualify them for higher paying or more satisfying jobs for which they could leave their current positions.”

Throughout the region, the vast majority of workers felt their current job fit well with their education and training, skills, and experience.¹⁷ However, well over half did believe that they were qualified for a better job. Most workers would leave their current job for a job that offered a better income, and just under one-fifth of workers had sought a better job within the three months prior to the study. However, about 30% stated that they would not leave their current job. Most workers would prefer that a new job add no more than 20 miles or 20 minutes to their present commute, but over 40% would be willing to travel farther or longer than 20 miles or 20 minutes for a better job. Primary

¹⁵ See also Table 9 in Appendix D.

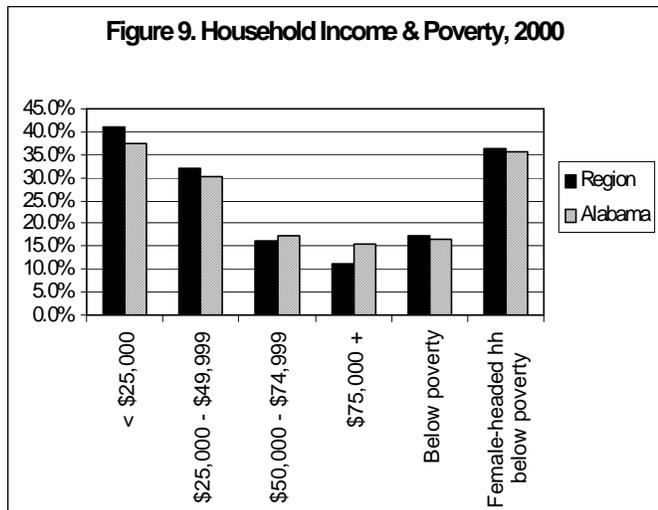
¹⁶ Addy, Samuel, et al. *Underemployment in Alabama Workforce Investment Advisory Areas*. The University of Alabama, Center for Business and Economic Research. June 2005. (Study available through the Alabama Department of Industrial Relations at www2.dir.state.al.us)

¹⁷ See Table 10 in Appendix D.

reasons cited for being underemployed were lack of job opportunities, low wages at available jobs, living too far from jobs, and child care or other family or personal responsibilities.

Although underemployment could lead workers to seek employment outside the region, the study’s authors point out that underemployment can be a benefit to areas with low unemployment rates. Those who are underemployed would be likely to apply for new jobs that more closely match their skill levels, provided that the new job had better pay (or other incentives) than the current job. Furthermore, the positions these workers vacate would become available to others who are looking for a job or a career change.

East Alabama experienced this phenomenon when Honda Manufacturing opened—and subsequently expanded—its plant in Talladega County. Median household incomes in many parts of the region have been below the State’s median for quite some time, so the relatively high-paying jobs at Honda drew thousands of applicants. Hopefully these and other higher-tech jobs that subsequently have come into the region will help stem the erosion of household incomes in East Alabama. The median household income did increase by over \$9,000 between 1990 and 2000,¹⁸ but the regional median slipped from 90.0% of the State’s median to 88.8%. On a more positive note, the State and East Alabama both closed the gap between their median household incomes and that of the United States—by 2.8 and 1.6 percentage points respectively.

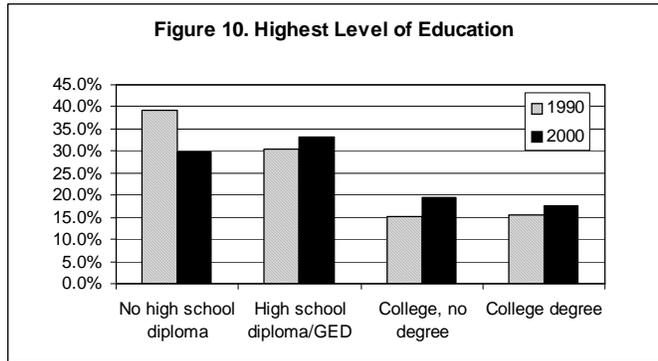


Another indicator of regional (and worker) prosperity is the poverty rate. Despite the discrepancy in median household incomes, and the fact that East Alabama has a higher proportion of people in the lower income ranges than the State, regional and statewide poverty rates do not differ greatly. All East Alabama counties experienced a reduction in poverty rates, with the greatest change occurring in Cherokee and Randolph Counties—the two counties with lakes attracting Atlanta metro area retirees and commuters.

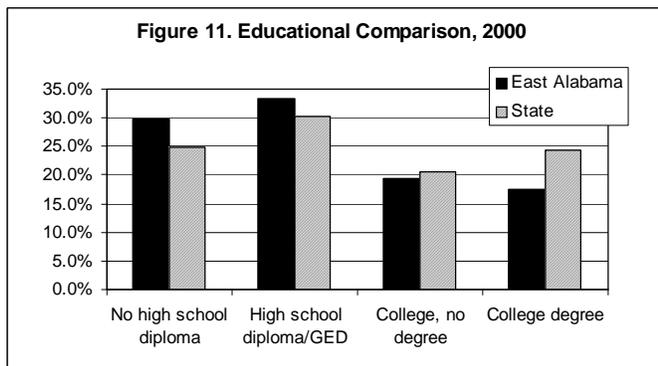
Worth particular mention are households headed by females, with no husband present. These households, which often include children, tend to have very high poverty rates. Female-headed households across the state experienced some financial improvement between 1990 and 2000, with a 5 percentage point drop in poverty rates, but the poverty rate for female-headed households in East Alabama remained at 36%.

¹⁸ See Table 11 in Appendix D.

Income levels often correlate strongly with educational levels. Adult educational levels in East Alabama have been improving over time. More people age 25 and over had completed high school and received at least some college education in 2000 than ten years earlier.¹⁹ Many factors may have contributed to this change: the introduction of jobs requiring a better education; the infusion of Atlanta-area retirees and commuters, who tend to have relatively high incomes and high education levels; the loss of some older long-time residents, who had been more likely to drop out of school to work in area industries.



In spite of this progress, the region still lags behind the state in educational attainment. This discrepancy probably is caused by East Alabama having a higher proportion of people in the older age categories than the state. Also, the regional high school dropout rate exceeded the statewide dropout rate in 2007 and 2008. The region probably has a history of having higher dropout rates than the state. Finally, the region has a history of high school graduates going to college elsewhere then looking for jobs that require higher skill levels and offer higher pay than they can find in East Alabama.



At this particular time, the automotive industry (plants and suppliers) and the redevelopment of Fort McClellan—which closed in 1999—are the two main determinants of East Alabama’s future workforce needs. The Honda plant dramatically increased its production and employment since it began operations in 2001. This industry not only has brought more jobs to the area but also has supported many smaller specialized businesses and spin-off industries in the region. Although not in East Alabama, the Kia plant near West Point, Georgia, is expected to have a similar affect on the region. The redevelopment of Fort McClellan also could have a great impact on the region. The McClellan Joint Powers Authority envisions a mixed-use community, bringing high-tech jobs and recreational and residential uses to the site. The next chapter will discuss the region’s economy in more detail.

Changes are taking place in the occupational structure of East Alabama's labor market. Many new, complex, specialized job choices are appearing due to such factors as technological advances, changing lifestyles, governmental policies, and the offering of new goods and services to the public. Those engaging in workforce development need to ensure that training opportunities within the region keep pace with these changes.

¹⁹ See also Table 12 in Appendix D.

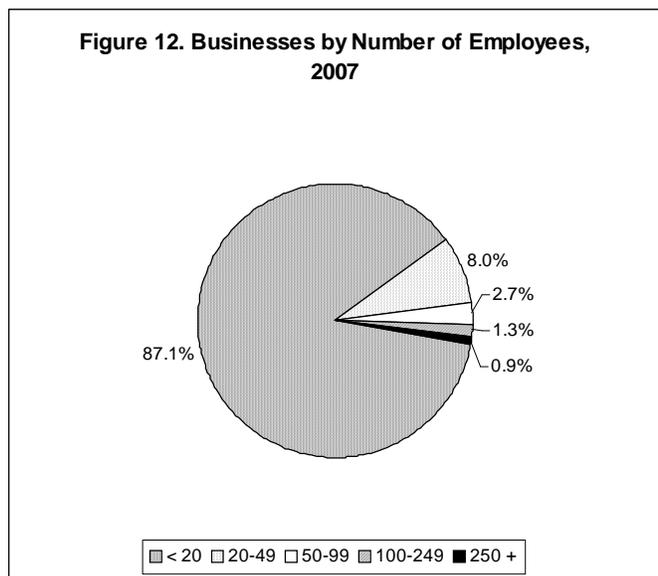
CHAPTER 3 THE REGIONAL ECONOMY

Economic developers have a complex task: bringing jobs into their communities and capitalizing on economic clusters²⁰ while promoting economic diversity. While communities should make efforts to create an economic synergy by bringing together interrelated businesses, they also need to foster multiple clusters of businesses that center around different types of industries. Doing so will help buffer the community from a potential downturn in one particular industry. The following sections examine the different components of East Alabama's economy.

Overview

The East Alabama region is home to roughly 8,900 businesses, which employ over 138,000 people.²¹ As would be anticipated, most of these businesses are located in the three counties that have the most people—Calhoun, Etowah, and Talladega. In fact, the distribution of business throughout the region strongly correlates with the distribution of people throughout the region. Nearly two-thirds of the region's residents live in Calhoun, Etowah, and Talladega Counties, and just over two-thirds of the region's businesses have located in these three counties.

Although much emphasis is placed on an area's largest employers, the vast majority of East Alabama's businesses employ 20 or fewer people. Small businesses are just as prevalent throughout the state. In fact, in the region and across Alabama, less than 1% of all businesses have over 250 employees. However, these statistics should not detract from the fact that an industrial plant that is located in a rural county and employs 350 people could eliminate most of the jobs in the county should it relocate or close. That county would lose not only that business and at least some of its resident workforce but also jobs in the businesses that supported that industry or that provided goods and services to that industry's employees.

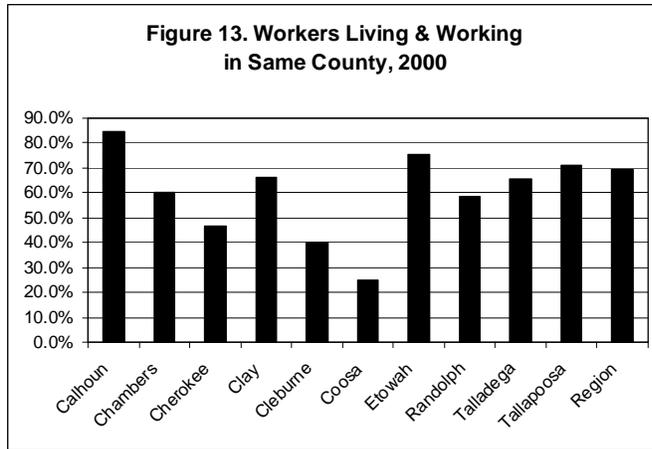


²⁰ Economic clusters are defined and discussed in more detail later in this chapter. In general, economic clusters are interrelated businesses that are located in close proximity to one another, such as automobile manufacturing plants, the companies that provide the plants with parts, and the companies that provide the parts plants with materials for their manufacturing processes.

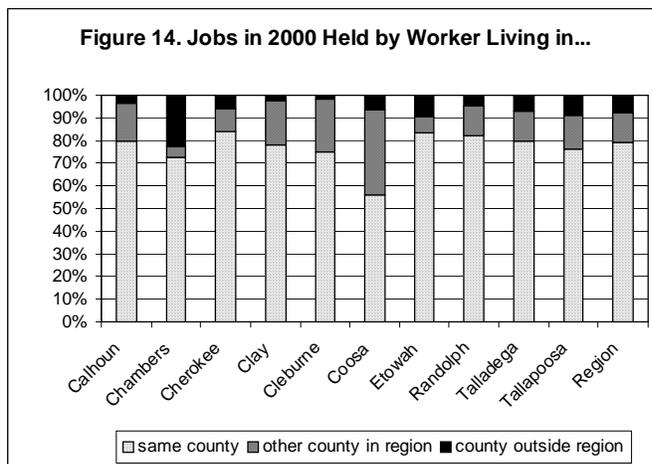
²¹ See Table 13 in Appendix D.

East Alabama’s 8,900 businesses pumped over \$3.9 million in pre-tax income into the area’s economy in 2007. People who worked in the region averaged roughly \$28,450 in gross pay—16% below the average pay statewide. It is important to note that not all of these people spent their money in East Alabama. Some workers commuted into the region, and some East Alabamians commuted to jobs outside the region. In 2007, the region’s workforce consisted of roughly 202,780 employed people. In other words, there were about 64,530 more workers than there were jobs throughout the region. Therefore, many people had to leave the region to work. Commuting data from the 2000 Census supports these findings.²² In 2000, about one-fifth of East Alabama’s workers commuted to

jobs outside the region. Most people do remain within the region to work, however. Just over two-thirds of the region’s employed residents lived and worked in the same county, while 11% commuted to jobs in another county within the region. The job “deficit” also does not prevent people from commuting into the region. Workers living outside East Alabama filled one of every thirteen jobs in the region.



In 2000, commuting patterns varied greatly throughout the region, with 75% of Coosa County’s workers driving to another county to work and 85% of Calhoun County’s workers going to jobs within the county. Looking at who filled the jobs within each county, local residents held most of the jobs. However, just as Coosa County had the largest percentage of people leaving the county to go to work, Coosa County had the largest percentage of people coming from other counties to work in its businesses. Chambers County businesses attracted the largest percentage of workers from outside the region (23%), mostly due to its historic economic ties with Troup County, Georgia.



Roughly one-quarter of the people working in East Alabama work in manufacturing.²³ Manufacturing is the top employer in the region and in at least six of the region’s ten counties. Health care and social assistance ranks first in Etowah County and is the second largest employment sector region-wide. At least 16% of all East Alabama employees work in medicine, social services, or a related field. Retail trade ranks a close third and is the largest employer in Calhoun County.

²² See also Table 14 in Appendix D.

²³ See Table 15 in Appendix D.

Rounding out the top five employment sectors are “accommodation and food service” and “administrative and support and waste management and remediation”. The “administrative and support” portion of the latter category covers numerous occupations that would be considered as supportive or ancillary to operating a business, such as office administration, temporary help agencies, printing and copying businesses, telephone answering services, travel agencies, security services (but not law enforcement), and building and grounds maintenance. “Waste management and remediation” is fairly self-explanatory. This category and wholesale trade were the top employers in Tallapoosa County.

East Alabama is more reliant on manufacturing than the state as a whole. Statewide, manufacturing only employs 16% of workers, followed closely by retail trade and health care and social assistance, at 14% each. Likewise, the State of Alabama is more reliant on manufacturing than the country as a whole. Nationwide, manufacturing only employs 11% of workers, behind health care and social assistance, at 14%, and retail trade, at 13%. As with the region, “accommodation and food service” and “administrative and support and waste management and remediation” round out the top five employment categories both statewide and nationally.

Economic Trends

The State of Alabama fared well between 1999 and 2007.²⁴ Alabama attracted nearly 89,000 jobs and over 5,100 businesses during that nine-year period—a net increase (gain less loss) of 5% each.²⁵ Average annual pay increased by just almost \$8,000, to about \$34,000. Unfortunately, East Alabama did not share in the state’s success. The region experienced a net loss of over 11,000 jobs and about 50 businesses. This decline occurred in spite of the new jobs created by the Honda manufacturing plant in Lincoln and several automotive suppliers that located throughout the region. The average worker did receive an increase in annual pay, but that “raise” was about \$1,000 less than that of their counterparts across the state. In spite of the difference in pay increase, salaries in general rose at the same rate regionally and across the state. In both 1999 and 2005, the average East Alabama worker earned about 16% less than workers statewide.

East Alabama has lagged behind other areas of the state in attracting new residents, employers, and jobs for quite some time.²⁶ The region contains 15% of Alabama’s counties (10 of 67) and 12% of the state’s land area. In 1980, 12% of Alabamians called East Alabama home, and the region claimed 10% of Alabama businesses and jobs. Those figures declined slowly but steadily over the next 25 years, to about 10% and 8% respectively in 2007. This trend should reverse as the Atlanta and Birmingham metropolitan areas continue to push outward, making East Alabama more attractive to metro-area workers who want a more rural lifestyle and, subsequently, to businesses. However, it

²⁴ Although 5-year economic trend analysis is common, EARPDC staff selected 1999 as the base year so there can be a pre-Honda/post-Honda comparison (Honda announced the new Lincoln manufacturing plant in 1999 and began production in Spring 2002).

²⁵ See Table 16 in Appendix D.

²⁶ See Figures 15-17, next page, and Table 17 in Appendix D.

would be prudent to determine which of East Alabama’s economic sectors have been strengthening and which have been weakening, so economic developers know how to target their efforts.

Figure 15. Population Trends

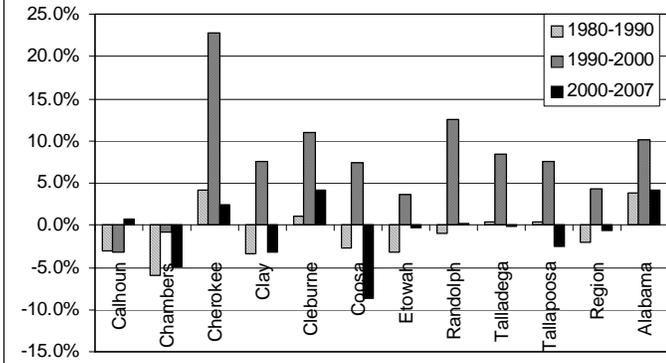


Figure 16. Job Trends

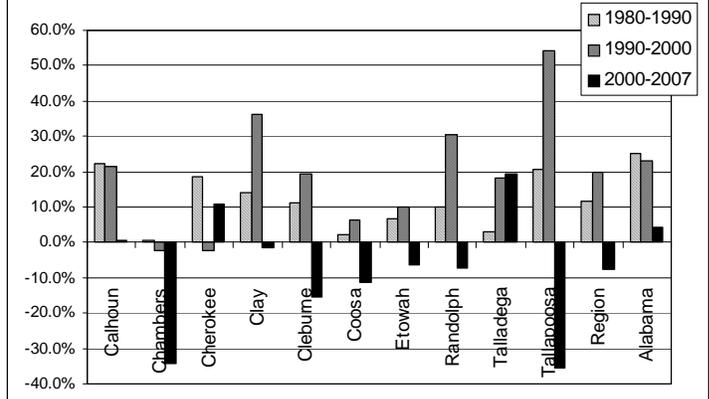
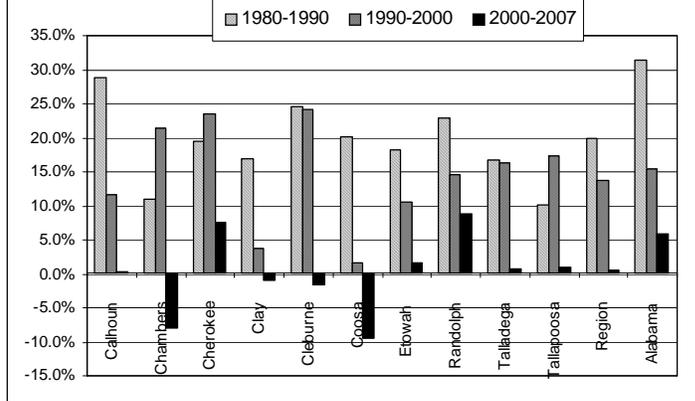


Figure 17. Business Establishment Trends



Manufacturing

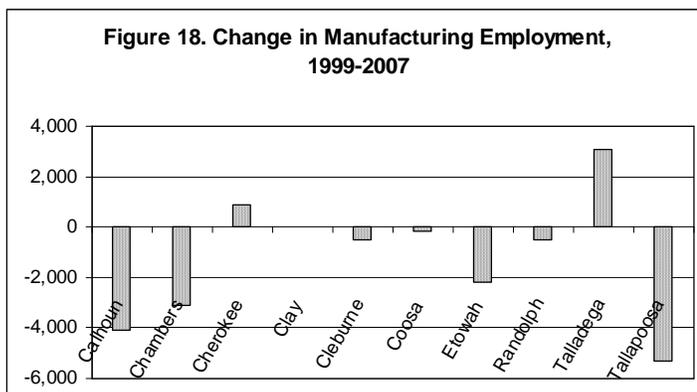
The Industrial Revolution occurred in the late 18th and early 19th centuries, around the time the United States won independence from Great Britain and was establishing itself as a nation. The Industrial Revolution greatly advanced agricultural, manufacturing, and transportation technology, and innovation in those and other arenas has continued to this day. Particularly important to the Industrial Revolution were advancements in textiles, steam power, and iron founding.²⁷ Eventually, agricultural innovations changed the United States from a predominantly agricultural economy to an economy driven by manufacturing. Although technological advancements also have reduced the number of people needed to manufacture goods, the proliferation of new products helped keep that sector robust. Much of the job loss that has occurred in manufacturing over the past decade or two has been the result of companies moving production to countries with lower operating costs.

²⁷ Wikipedia, search topic: Industrial Revolution, www.wikipedia.org.

As noted previously, manufacturing is the third largest employer in the United States. However, manufacturing was the top employer as recently as 1999. During the following eight years, the country lost over 3.3 million manufacturing jobs, a 20% reduction. The State of Alabama lost 18% of its manufacturing jobs between 1999 and 2007, but manufacturing remained its top employment sector.²⁸

Manufacturing was East Alabama’s top employer in 2007, a position it also held in 1999.²⁹ However, the region lost over 10,000 manufacturing jobs and 78 manufacturing plants during that eight-year period.³⁰ Rather than providing nearly one-third of the jobs in the region, as in 1999, manufacturing now provides roughly one-quarter of all jobs. About three-quarters of those jobs are in small plants that have fewer than 50 employees. Many of the jobs that remained in or have been attracted to the region appear to have higher pay than the jobs that have left. In 1999, workers in East Alabama’s manufacturing plants earned an average annual pay that was 17% below the statewide average. By 2007, the pay gap had closed to around 6%.

At the county level, manufacturing was the top employment sector in all counties but Tallapoosa—where it ranked second—in 1999. Manufacturing maintained its number one ranking in the two counties that gained employment in that sector between 1999 and 2007 (Cherokee and Talladega) and in four of the eight counties that lost jobs. In Calhoun and Etowah Counties, it slipped to second, and in Tallapoosa County it moved from second to third. Tallapoosa County was hit the hardest by recent manufacturing trends, losing nearly three-quarters of its manufacturing jobs in eight years and accounting for about 45% of the manufacturing jobs lost in the region. Major job losses also occurred in Calhoun, Chambers, and Etowah Counties. Although small numerically, Cleburne County lost a significant proportion of its manufacturing base. Talladega County’s manufacturing sector showed robust growth by comparison, thanks to the automotive industry, which is dominated by Honda and Teksid. Job growth would have been stronger had other major manufacturing plants not closed.



²⁸ In the United States, 15% of all jobs were in manufacturing in 1999; that figure fell to 11% by 2007. In Alabama, those figures were 21% and 16% respectively.

²⁹ See Table 18 in Appendix D.

³⁰ See Table 19 in Appendix D. It is important to note when examining data by industrial sector that some jobs that were attributed to that sector under the Standard Industrial Classification (SIC) were moved to a different sector under the North Industrial Classification System (NAICS), which went into effect in 1998. For example, certain managerial and administrative staff working in manufacturing companies are counted in “management of companies and enterprises” and “administrative and support” (et al), while “manufacturing” consists of employees primarily engaged in production.

Much of the region's job loss occurred in textiles.³¹ East Alabama's "southern tier" counties (Randolph, Clay, Talladega, Coosa, Tallapoosa, and Chambers) were very heavily reliant on the textile industry. Tallapoosa County was the home of Russell Corporation—which manufactured cloth, yarn, and clothing—from its founding in 1902 until 1999, when it established a "dual" headquarters in Alexander City and Atlanta and started opening mills in Mexico. Russell's restructuring had a profound impact on Tallapoosa County and on the four other East Alabama counties that had Russell mills. The City of Alexander City and the Coosa County Commission constructed the Lake Martin Regional Industrial Park in Coosa County to counter those losses. The Valley area (West Point, Georgia and Lanett and Valley, Alabama) was the birthplace of the West Point Manufacturing Company. All of those plants have closed, including the plants West Point had sold to Johnston Industries. Again, operations have been moved to developing countries. Chambers County has been heavily recruiting new employers to offset those closings. Tallapoosa, Chambers, and Randolph Counties also have started reaping the benefits of the new Kia plant that is currently under construction near West Point, Georgia. Before Honda opened its plant in Lincoln, Avondale Mills was one of the largest employers in Talladega County. Now it is the second largest plant closing to occur in the region between 1999 and 2009, eliminating 1,100 jobs. Talladega County's economic development and educational organizations immediately coordinated job fairs and other services to help those displaced workers. In all, roughly 75% of jobs—and major industries—lost in the southern part of the region were in textiles. Plantation Patterns, in Randolph County, was the largest non-textile industrial plant closing in the southern counties.

In the four northern counties, textile jobs constituted only about 20% of the jobs lost. These counties have much more diversified economies, so the displaced workforce has more diverse experience and skills. The plant closing with the largest impact was Gulf States Steel in Gadsden. Gulf States cited an inability to compete with inexpensive steel imports from China as one of its chief reasons for filing bankruptcy. Gadsden's Goodyear Tire and Rubber plant laid off the vast majority of its workers at about the same time, but the subsequent problems with Firestone tires increased demand for Goodyear tires and revived the Gadsden plant. Business continues to fluctuate, causing continued fluctuations in Goodyear's production and workforce. Werner Company in Calhoun County also fell victim to inexpensive Chinese imports, and the Tyson Foods chicken processing plant fell victim to fire (the company decided to move production to other existing facilities rather than rebuild).

Not all of the news in East Alabama is bleak. Between January 1 and December 31, 2008, eleven new industries announced that they intended to locate in the region.³² These eleven companies expected to initially employ 1,220 people and to make a capital investment of over \$275.5 million. Thirteen of the region's existing companies planned to expanding their operations, creating 497 new jobs and investing over \$96 million in expanding their facilities and/or upgrading their equipment. Throughout the state, 77 new industries intended to employ over 4,550 people and to invest over \$1 billion in new facilities and equipment, and 336 existing industries planned to create over 10,000 jobs and invest over \$2.5 billion in expanding their facilities and/or upgrading their equipment.

³¹ See Tables 20 and 21 in Appendix D.

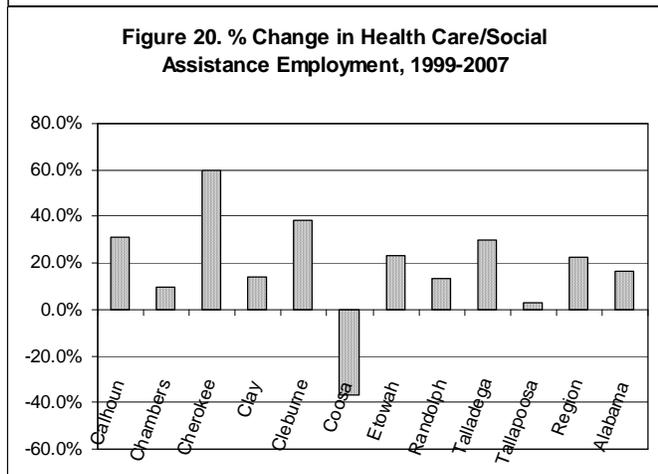
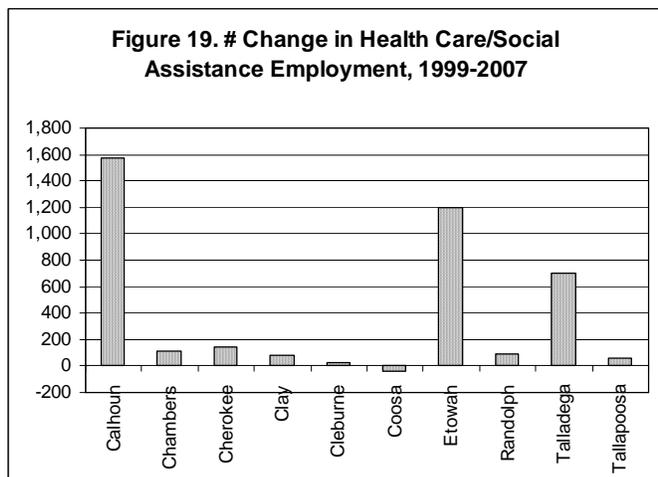
³² See Table 22 in Appendix D.

Health Care and Social Assistance

Taking care of people’s medical needs and providing them with services to help them with their daily lives have become increasingly important professions. The demand for health care and social assistance will continue to climb as the Baby Boomers move through the different stages of older age. Demand may rise more rapidly in Alabama than in other areas, as the state has become an increasingly attractive place for people to retire.

Health care and social assistance already has gained prominence in East Alabama, rising from being the third largest employment sector in 1999 to the second in 2007.³³ It may be quite some time before it overtakes manufacturing, which has at least an 11,000 job lead; however, unlike manufacturing, this sector registered gains in the number of employers and employees. East Alabama attracted 12% of the state’s new practitioners in these fields—good progress for a largely rural area. Small practices with fewer than 20 employees predominate this sector. Jobs in these professions are not quite as lucrative in East Alabama as they are in other parts of the state, and pay increases in the region have not kept pace with the statewide average. In 1999, medical and social service workers earned 11% less than their counterparts throughout the state. That gap increased to 15% by 2007.

All but one of East Alabama’s counties gained employment in this sector between 1999 and 2007. Calhoun and Etowah Counties vie with each other for the title of “the” regional medical and social assistance center of East Alabama. Anniston and Gadsden are the two counties’ respective central cities, and both draw clients from the largely rural counties that surround them. The hospitals and social service agencies in Sylacauga (southern Talladega County) and Alexander City (northeast Tallapoosa County) draw clients from neighboring Coosa and Clay Counties, making them the region’s secondary medical and social assistance centers. Interestingly, Cleburne County experienced the largest rate of increase in medical and social service practitioners. This spike may have occurred because Cleburne County now adjoins the Atlanta metropolitan area. Although Coosa County appears to have lost a significant percentage of its medical and social service providers, the reporting methodology makes this result uncertain. Coosa County had 94



³³ See Table 23 in Appendix D.

jobs in this sector in 1999 and 20-99 in 2007. The largest concentrations of this county's population live near Alexander City and Sylacauga, so residents with reliable transportation should not be underserved. The main concern in all rural counties, including Coosa, is quick access to emergency care who are elderly, who have a disability, and/or who have a low income.

East Alabama's health care and social assistance professions must continue to grow if the region is to have its "fair share" of practitioners. The region has made significant progress in recruiting these professionals. In 2007, the region was home to 9.9% of the state's people and 9.4% of the state's doctors, nurses, social workers, and related professionals. That figure is a vast improvement over 8.6% in 1999.

Retail Trade

Retail trade is important to the economy on multiple fronts. Retail establishments sell people the goods the manufacturing sector produces. The two sectors rely upon each other for their well-being. Retail establishments provide jobs. Many people gain their first employment experience in a retail establishment, as many entry level retail jobs can be filled by people who have a basic set of skills. Some retail employees remain in that business because they like the interaction with customers and/or their employer offers them opportunities for additional training and upward mobility as their skill set expands with experience. Other retail employees use their pay to obtain a college education. Retailers tend to hire part-time workers, which is convenient for people who need a flexible work schedule. Retail establishments also are an essential source of local government revenues, which—in Alabama—disproportionately rely upon sales taxes.

At all geographic levels, retail employment grew much more slowly than employment in health care and social assistance. Across the nation, the number of health care and social assistance professionals grew at over twice the rate of jobs in retail trade between 1999 and 2007 (21% vs 9%). This disparity, and the 20% drop in manufacturing, caused retail to remain the second largest employer in the nation. Interestingly, the number of retail workers in Alabama also increased by 9% during that period, and manufacturing jobs decreased by 18%. Health care and social assistance rose by 16%. These changes closed the gap between Alabama's top three employment sectors but did not change their ranking (manufacturing, then retail, then health care and social assistance).

In East Alabama, retail trade slipped from second place in 1999 to third place in 2007 due to relatively stagnant employment figures.³⁴ While the health care and social assistance field gained over 3,900 new employees region-wide, new retail jobs totaled just under 800—a mere 4% increase. Health care and social assistance now employs roughly 1,200 more people than retail. People working in retail trade may work for a large national chain (17 establishments in the region have 100 or more employees), a mid-sized national or regional retailer (157 businesses employ between 20 and 100 people), or a small shop (of which there are 1,722). In other words, although large discount retailers have been replacing small main street shops, in East Alabama over 90% of retailers employ fewer than 20 people. These small businesses tend to be somewhat volatile, as they made up the preponderance of the region's net loss in retail establishments between 1999 and 2007. East Alabama

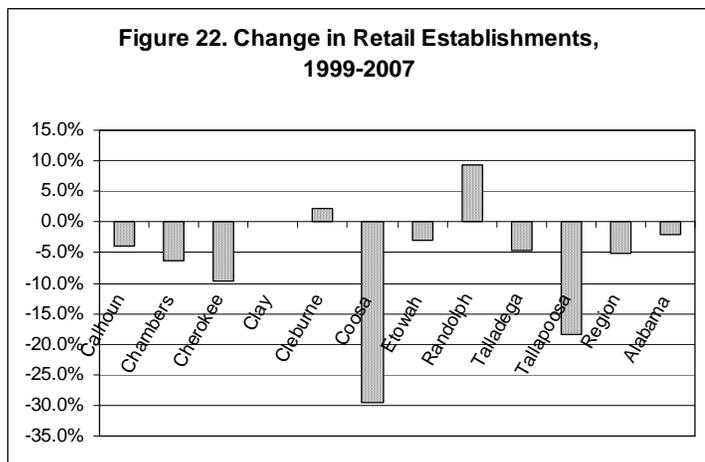
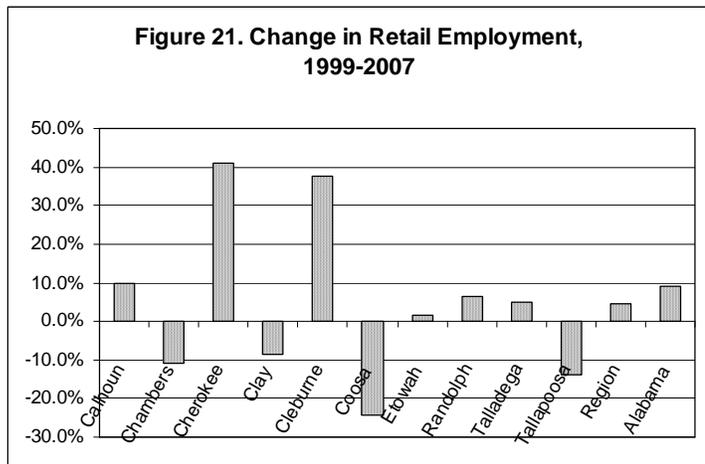
³⁴ See Table 24 in Appendix D.

only netted 4% of all new retail jobs in Alabama during this period, but the retail establishments that closed in the region made up over one half of the retail business closings throughout the state.

The average pay for retail employees is over \$10,000 a year less than that of workers in manufacturing or health care and social assistance. One of the prevailing reasons for the lower annual pay is the higher percentage of part-time workers the retail establishments hire. Part-time workers tend to cycle through quickly, which helps keep payrolls low. Entry level retail jobs also tend to require fewer specialized job skills, prompting employers to pay minimum wage—or slightly above in areas where there is a shortage of unskilled or semi-skilled workers.

When looking at the county figures, it appears that very little growth or loss has occurred in the retail sector. However, the rate of change in the number of employees and establishments tells a different story. Both Cherokee and Cleburne Counties experienced a large increase in retail jobs relative to their existing retail base. Four additional counties had more modest gains, while four counties experienced a reduction in retail employment. The most notable loss occurred in Coosa County, which lost nearly one-quarter of its few retail jobs.

As for retail establishments, all but Clay, Cleburne, and Randolph Counties lost businesses. Clay County had no net change in retail establishments. Again, Coosa County had the largest rate of loss, but that rural county had very few retail establishments, giving its loss of eight businesses a greater impact than a similar loss would have on a county with more shopping opportunities.



Economic Clusters

Once upon a time, the textile industry permeated East Alabama—not just its economy, but also its communities. Textile companies built plants, they built housing for their workers around their plants, and sometimes they even built stores, schools, parks, and civic buildings. The companies provided all the necessities for residents of these mill villages. Gradually, the companies gave up ownership of the stores, the schools, the parks, the civic buildings, the houses. Worker pay and the cost of keeping up the plant equipment and facilities increased. Many of the companies started moving production to countries that could offer lower production costs. Some of the companies that

attempted to remain in East Alabama were driven out of business by low-cost competition. Although it is still one of the region's economic clusters, the once thriving textile industry has eroded precipitously over the past ten years.

According to the Harvard Business School

Clusters are geographic concentrations of interconnected companies, specialized suppliers, service providers, and associated institutions in a particular field that are present in a nation or region. Clusters arise because they increase the productivity with which companies can compete. The development and upgrading of clusters is an important agenda for governments, companies, and other institutions. Cluster development initiatives are an important new direction in economic policy, building on earlier efforts in macroeconomic stabilization, privatization, market opening, and reducing the costs of doing business.³⁵

While the textile cluster has declined, other economic clusters have been rising. East Alabama sits in a triangle of automobile manufacturing plants: Honda Manufacturing of Alabama, in Lincoln; Hyundai Motor Manufacturing Alabama, in Montgomery; and the Kia Motor Company plant that will soon begin production just across the Georgia state line. The region already has reaped the benefits of Honda's supplier network and should be a prime location for Kia and Hyundai suppliers, as the two companies have the same parent company and probably will share suppliers.

Wood products are another of the region's clusters. This cluster originates in the region's countless wooded acres. Timber growers. Timber harvesters. Timber trucking. Pulp mills. Paper mills. Lumber mills. Lumber stores. Cabinet makers. Wood preserving factories. Numerous individuals and companies engage in wood-related business in East Alabama.

Tourism is an under-emphasized cluster in East Alabama. Tourism revolving around outdoor recreational activities exists in abundance. Hikers in the Talladega National Forest purchase last-minute supplies, eat at local restaurants, and may want to stay one night in a hotel. People who float the canoe trails or go fishing may use a local outfitter, purchase supplies locally, eat at local restaurants, and sleep at local hotels. Area lakes are home to local, state, and national fishing tournaments that draw fishers to area hotels, campgrounds, restaurants, and stores. Rock climbers at Cherokee Rock Village may want to spend the night nearby, eat a meal or two, and purchase forgotten equipment. Visitors to the Little River Canyon National Preserve may wish to rent a cabin at DeSoto State Park or a hotel room in a nearby town. Cyclists on the Chief Ladiga Trail can stop for a drink or a meal, an overnight stay, or bicycle equipment or repairs. The City of Heflin's frisbee golf course has attracted visitors from other states. Heritage tourism has been increasing nationally as more places lose their historic flavor. Locally, many communities have brochures guiding visitors along historic sites walking or driving tours. The City of Talladega has an annual Pilgrimage. The City of Valley, made up of four former mill villages, is actively participating in a developing multi-

³⁵ Harvard Business School, Institute for Strategy and Competitiveness, *Clusters and Cluster Development*, www.isc.hbs.edu, August 2007.

state textile heritage trail. Local assessments of natural, historical, and cultural assets and coordinated development and marketing efforts could help this economic cluster reach its full potential.

CHAPTER 4

GEOGRAPHY, ENVIRONMENT, NATURAL RESOURCES

Location

Because of the region's location near large population centers, and its abundance of natural resources, it has great potential for expanding its economic base and realizing considerable economic growth.

The location of the region within the state, and its location relative to major cities within Alabama, is shown in Map 1.

These counties generally form a triangular region extending along the Georgia/Alabama border from Little River Canyon National Preserve in the north to West Point Lake and the Chattahoochee River in the south. The region extends west to the Coosa River, including portions of Etowah and Cherokee Counties north and west of the Coosa River. The Coosa River is the major inland waterway running from the Alabama-Georgia state line, through Cherokee and Etowah Counties, and along the western boundary of Calhoun, Talladega, and Coosa Counties.

The region encompasses 6,164 square miles of land area and 59 incorporated cities, only 52 of which are members of the EARPDC.

Two of the incorporated municipalities served by the EARPDC, Anniston and Gadsden, are central cities of county-wide metropolitan statistical areas. Anniston and Gadsden also are the only CDBG entitlement communities in the region.

Map 2 shows the counties and municipalities that comprise the East Alabama region.

Size

The total land area of the region is 6,164 square miles. It has the second largest area of all Alabama regional districts.

Climate Conditions

The Climate of East Alabama is temperate and rainfall is well distributed. Summers are long, warm, and very humid while nights are comfortable. Winters are short and mild without a significant amount of snowfall, even though there is a trace of it most winters. The average frost-free season of 229 days extends from March 26 to November 10, which is ample time for the maturation of crops. Since the rainfall is well distributed it is also sufficient for the crops growth. The driest time periods extend from October through September. During the winter months soil is only frozen for brief periods, and only to shallow depths, usually 1 or 2 inches. Rainfall is important in that it dissolves minerals, supports biological activity, and transports mineral and organic residues through the soil. It is also responsible for problems concerning erosion. Average rainfall varies from counties in the north to those located in southern portions of the region. Northern counties receive an average of

more than 50 inches of precipitation a year, while those in the south receive slightly more, around 55 inches per year. Extreme heat is rare during the Summer, but temperatures in the nineties are quite common, reaching those about 64 days per year. The temperature only exceeds one hundred degrees on one or two days per year. During the winter months the temperature drops below freezing an average of 70 days. It drops to twenty or below only 7 to 9 days per year.

Geographic Features

Geographic features are major determinants of the physical potential of the area. These features determine opportunities and constraints that shape land use patterns. They may also facilitate or impose restrictions on the economic development of an area. The East Alabama Region is an area of distinct topographic contrast and is physically diverse and rich with natural resources. The northern two-thirds of the region is characterized by the mountainous terrain of the southern Appalachians, interspersed with broad, low-lying river valleys. The Coosa and Tallapoosa Rivers flow southwest through this portion of the region, draining a large headwaters area in northwestern Georgia. The two rivers eventually converge in the Montgomery area to form the Alabama River. The main mountain ridges separating these two rivers possess the highest elevations in Alabama. The summits of Mount Cheaha, the State's highest point, Dugger Mountain, and Choccolocco Mountain are over 2,000 feet above mean sea level. The main mountainous ridges extending through Talladega, Calhoun, Cleburne, and Cherokee Counties constitute the heart of the Ridge and Valley geographic province. Small portions of Etowah and Cherokee Counties north and west of Lookout Mountain are located in the Cumberland Plateau geologic province. The remaining southeastern half of the region is characterized by the rolling plains of the Piedmont geologic province, which extends east into Georgia and south to the Fall Line, extending roughly from Columbus, Georgia, to Montgomery.

There are two major resource areas within the region. These are the Southern Appalachian Ridges and Valleys area and the Southern Piedmont area. Each of these areas is characterized by similar topography, soils and land use. These characteristics have produced a distinct, recognizable land form, which has advantages and disadvantages for land utilization.

The Southern Appalachian Ridges and Valleys land resource area, which is found in northern portions of the region, is also referred to as the Coosa Valley area. It is an area of small and medium sized farms and is covered by mixed hardwood forests. The landscape consists of wide, gently rolling valleys and steep, rough ridges, all extending in a northeast-southwesterly direction.

Elevation in the Ridges and Valleys area ranges from 507 feet to over 2,400 feet above mean sea level. Long, straight valleys and ridges influence transportation, agriculture, streams and roads. Extensive cropping and high erosion potential make the area subject to severe erosion.

The Southern Piedmont Land Resource area comprises over 50 percent of the region's land area. The area is characterized by gently rolling topography interspersed with steep hilly areas. Toward the north, the topography becomes rougher with some mountainous portions of the area having local relief of about 1,000 feet. The Piedmont area was once general farmland used primarily for cotton

production. During the past 40 years, because of erosion and economic factors, the area has become a producer of pine timber mixed with manufacturing and beef cattle raising.

The Southern Piedmont is geologically very complex. The rocks are metamorphic, sedimentary igneous rock masses. Soils of this area have average erodibility, but erosion on the steep slopes and a long history of clean-tilled cropping have left the soils severely depleted. Most of the area has very little original topsoil, and the subsoil remaining is not as productive as the original soil. The major land resource areas are shown on Map 3.

The following table summarizes the constraints that may have an impact on land available for development in the region.

Topographic Elements

Topographic information provides a quick overview of the characters of a site, such as hilly or flat areas, soil conditions, vegetated areas, and mineral collection areas. This information on the land may suggest the best site for buildings, transportation access, and activity areas. Alternatively, imposing conventional development patterns on variable topography may result in hazardous conditions.

Topographic elements prominent in the region are basic geological features of the area, sinkholes, and mineral collection areas. Basic geological features of the region have been discussed under the heading, Geographic Features, located in Part I, Chapter I. Geological features in the region that may present major barriers to economic development are soil limitations and severe slopes.

There are many soil types in the region that may pose problems for various land use development. The greatest limitations imposed by these soil types are soils subject to frequent flooding and soils having shrink-swell characteristics and low strength. The Soil Conservation Service publishes reports periodically which can be used in determining the suitability of soils for various urban uses. By determining the suitability of soil and identifying problem areas, development may proceed and provide a safe and healthy environment.

Severe or steep slopes also present limitations to urban development in the region. Slopes in excess of 25 percent may cause severe limitations for all types of development. Land areas having severe slopes are generally located in the southern Appalachian Ridges and Valleys and the Southern Piedmont land area.

Mineral collection areas are highlighted on Map 4 and are discussed in the previous section. Sinkholes are another topographic element found in the region. They tend to occur in regions with karst geology (limestone deposits) which can be eroded easily by flowing groundwater, causing gradual subsidence of the surface soil layers. Map 7 depicts the location of sinkholes or depressions taken from geological maps. The areas defined on the map are locations where sinkholes have occurred. Also identified are areas where future sinkholes may occur because the underlying geological strata is favorable to sinkhole formation.

Water Resources

Since water is a basic requirement for all life, it requires special consideration and protection. Many measures are being undertaken to protect water quality; however, in the present context, only special aquatic features such as floodplains and wetlands will be discussed. In the previous section, dealing with the region's natural resources, ground and surface waters were discussed. Flood plains are found throughout the region. Many of the region's municipalities and counties participate in the National Flood Insurance Program. Flood insurance rate maps for the participating jurisdictions are available through the Federal Emergency Management Agency and the East Alabama Regional Planning and Development Commission. Several of the region's municipalities and counties have had special flood hazards identified by the Federal Emergency Management Agency (FEMA), yet are not in the National Flood Insurance Program. Those areas are listed below.

Wetlands, such as bogs, swamps, and marshes, are now recognized as prime environmental features. The State SCS has recently completed a statewide inventory of the wetland locations utilizing infrared photography. Additional information concerning wetland locations is available from the U.S. Fish and Wildlife Services (USFWS) and local SCS offices.

Endangered Species

The manufacture of lumber and wood products is the largest industry in the region. One environmental concern associated with industrial forest use, as well as development in general, is the maintenance of the area's endangered and threatened species.

Endangered species are those in danger of extinction throughout all or a significant portion of their range. Their prospects for continued survival and propagation are in immediate jeopardy. A list of rare and endangered species is available through the U.S. Department of Interior, Bureau of Sport, Fisheries and Wildlife. The Alabama Department of Conservation and Natural Resources has also compiled a database indicating at least 414 known native plants and animals from around 20 or fewer sites in the state.

In an effort to protect endangered species, the United States government prohibits any action, including the removal of advantageous habitat that would endanger any of their numbers. Most construction that is viable to economic development reduces habitat acreage. Not only are land type species subject to these effects, but birds and aquatic life as well. Fish populations, for example, are seriously affected by channel changes, construction-generated pollution, and point and non-point discharges of pollution.

The single biggest problem affecting protected fish is sedimentation, which smothers fish eggs and habitat. Sedimentation results from agricultural and forestry practices and from bridge and road construction, all of which can cause erosion. Soil conservation measures, such as leaving wide buffer strips adjacent to streams when cutting timber on steep slopes, should be employed. Also, pesticides should not be sprayed near waterways. The best way to avoid impacts on fish is to closely follow Alabama's Best Management Practices for Forestry.

Vegetation Resources

Vegetation resources are closely related to forest and timber resources. Since the forest is an important factor in the economy of the region, it is vitally important that the forest be managed properly. There is much concern that the only goal of current forest management practices is the production of raw material for the wood products industry. The value of a mature forest as a habitat for wildlife and plants is discounted by the industry. It is very important that the diversity of life and vegetation in mature forests remain. Thus, when timber is harvested, it is imperative that the area be replanted with a mixture of trees to support wildlife, in addition to fulfilling the future needs of the wood products industry.

CHAPTER 5 TRANSPORTATION ACCESS & OTHER DEVELOPMENT RESOURCES

Transportation Facilities

There are several means of transportation available in the ten county region, which maximize accessibility for essential movements of people and goods between linked activities. Travel demand in the East Alabama Region is principally accommodated by the highway network. Other modes of transportation available are railroad services, motor freight lines, commercial bus, and airway services.

The East Alabama Region has a good basic network of federal and State highways, and many miles of paved County roads. The most heavily traveled highway facilities in the region include Interstate 59, Interstate 20, Interstate 85, U.S. 431, U.S. 411, U.S. 278, U.S. 231, U.S. 280, U.S. 78, State 21, State 77 and State 9. The region's highway facilities are depicted on Map 14.

The major railroads that operate through the East Alabama Region are Norfolk-Southern, CSX Transportation Incorporation, and the Chattahoochee Valley. The most heavily traveled lines in the region are Norfolk-Southern, connecting Birmingham and Chattanooga, and CSX Transportation Inc., connecting Birmingham to Gadsden and Anniston. See Map 15 for locations of railroad facilities.

The region has numerous motor freight lines to provide freight service. The regular and frequent schedules, in addition to the good connections in nearby metropolitan areas, enable this area to be close to the market centers all over the nation.

There are two commercial bus lines available in the ten county region, Greyhound Bus Line and Trailways Bus Line. The City of Gadsden has a demand-response urbanized transportation system called Dial-A-Ride. This system is operated by the city under a joint agreement with Gadsden State Community College. The City of Anniston operates an urbanized fixed route transit system and complementary paratransit service, which serves Anniston and Hobson City. Rural area transportation services are available in Etowah, Calhoun, Cherokee, Cleburne and Tallapoosa Counties. In 1996, the City of Oxford initiated a demand-response transit system within it's boundaries.

There are 13 airports located throughout the region. All counties within the district have an airport in operation with the exception of Cleburne County. The majority of these airports serve local residents who own small passenger planes. Anniston-Calhoun County Airport and Gadsden Municipal Airport are the only two airports in the region capable of supporting commercial air traffic, although regular airline service to both airports was suspended in 1996. Map 16 shows the airport locations.

The transportation facilities within the region are a vital part of its economic potential. The availability of multi-modal transportation systems is one means of attracting industries to the area. Although various transportation facilities and services can be found throughout the district, they are not considered adequate and many are in need of improvement and expansion.

A problem of particular concern to county officials is the deteriorating condition of the County highways. Lack of local and State revenue prevents the needed repair of many of the highways. Poor roads and bridges are caused by a number of factors, including weather, lack of maintenance due to cutbacks on county road crews, inflation, and lack of equipment.

Another deficiency in the region's transportation facilities is the need for expansion at air facilities. Many of the runways need to be lengthened to accommodate additional traffic, and many need lighting improvements so that the airports could be used at night. Also, there is a critical need for public transportation in the region, particularly in the urbanized areas of the counties where there are large concentrations of low income and elderly persons. Since the majority of the land area is classified as rural, there is a special need for transportation service in the area. Residents in these areas, especially the elderly and handicapped, are isolated from medical and shopping facilities, and many do not have transportation available to them.

Water and Sewer Facilities

The provision of water supplies and sewage treatment facilities within the region is of utmost importance. The provision of these services also constitutes one of the primary determinants of land use intensity throughout the East Alabama Region. This is particularly true of water service areas. Individual wells often yield water in low quantities during certain periods of the year. Therefore, intense urban development must depend on public supplies. As depicted on Maps 11 and 12, water and sewer service areas are located within and adjacent to incorporated municipalities. Most often the water is supplied by these municipalities, and in some cases public water authorities provide service to the unincorporated areas. Private wells are also used in isolated areas throughout the region. All sewage treatment plants in the area are owned by municipalities, except in areas where they are owned by governmental installations. The following discussion presents an analysis of existing and proposed water and sewer treatment facilities in various counties, and the impact of these facilities on land use.

Calhoun County - Existing water systems in Calhoun County consist of Anniston, Hobson City, Oxford, Weaver, Jacksonville, Piedmont, Ohatchee, and the Calhoun County Water Authority. Hobson City receives water from the Anniston Water Works and Sewer Board, which presently serves the majority of the County's population. Public sanitary sewer systems in Calhoun County are presently serving the citizens of Anniston, Oxford, Hobson City, Jacksonville, and Piedmont.

Chambers County - Chambers County is served by water systems in Lafayette, Lanett, Lee-Chambers, Huguley, Waverly and West-Point Stevens. The West-Point Stevens plant provides water to most of the Valley area. The distribution system for Valley is operated by the East Alabama Water, Sewer, and Fire Protection Authority. Presently, there are sanitary sewer systems in

LaFayette, Lanett, and Valley. Sections of the Little Shawmut and Huguley areas are also served by the Lanett system. There are no other areas of the county with sewer service.

Cherokee County - The public water systems in Cherokee County are Cedar Bluff, Centre, Cherokee County Water Authority, Mt. Zion, and Northeast Alabama. The only two community sewer systems in the county are located in Centre and Cedar Bluff.

Clay County - Water is provided in Clay County through the following systems: Ashland, Lineville, Hollins, Millerville, and Clay County Water Authority. Sewage treatment facilities in the County are located in Ashland and Lineville.

Cleburne County - Cleburne County is served by water systems in Heflin, Fruithurst, and Ranburne. The City of Heflin provides treated water to the Town of Edwardsville. The only sewage treatment facility in the County is located at Heflin.

Coosa County - Coosa County has water systems located at Goodwater, Kellyton, Ray, Stewartville, and Rockford. Sewer treatment facilities in the County are located in Goodwater and Rockford.

Etowah County - Water is provided in Etowah County through the following systems: Gadsden, Glencoe, Altoona, Walnut Grove, Sardis City, Douglas, multi-county CREMS, Northeast Etowah Water Authority, Hokes Bluff, Southside, Reece City, Ford's Valley, Rainbow City, Attalla, Highland, Whorton's Bend, Ridgeville, West Etowah, and Big Willis Valley Tillison Bend. Sewer facilities for the county are located at Gadsden, Glencoe, Attalla, Rainbow City, Hokes Bluff, and Altoona. Southside's public sewer service serves less than 10% of its residents. The only sewer facilities presently available in Sardis City, Ridgeville, Walnut Grove, and Reece City are septic tanks.

Randolph County - Each of the four municipalities--Wadley, Wedowee, Roanoke, and Woodland--have a municipal water system. The unincorporated areas of Randolph County are served by the Randolph County Water, Sewer, and Fire Protection District. Sewer systems are located in Wedowee, Roanoke, and Wadley.

Talladega County - Talladega County has water systems in Sylacauga, Talladega, Childersburg, Lincoln, Munford, Waldo, and Sycamore. Sewage treatment facilities are located in Sylacauga, Talladega, Childersburg, and Lincoln.

Tallapoosa County - Tallapoosa County is served by water systems located at New Site, Walnut Hill, Camp Hill, Daviston, Dadeville, Alexander City, Jackson's Gap, and the communities of Wall Street, Reeltown, Hackneyville and Liberty City. Sewer systems are located in Alexander City, Camp Hill, and Dadeville.

Almost all of the incorporated municipalities in the region are now served by public water systems. The same situation does not prevail in the area of sewer service. The lack of sewer service in many municipalities has contributed to adverse and slow industrial growth.

Apart from inadequate sewer service, many areas of the region have poor quality water supplies for public drinking purposes. The transport of water service through water lines is frequently the only solution, albeit a costly one. This also results in an increased need for local water storage tanks and reservoirs.

The lack of funds, both federal and local, presents the greatest obstacle in finding a solution to the problems. As a result of funding cutbacks, many municipalities must explore other alternatives in order to improve their water and systems. One alternative would be for those water authorities with abundant supplies to tie into systems with limited or inadequate water supplies. Such an alternative would improve services and reduce operating expense in many rural areas.

Public Utilities

Without the basic public utilities providing energy service in the proper quantities at an economical price, it is virtually impossible for any area to sustain growth. The district is very adequately served by several electric utility companies. The Alabama Power Company serves an area in and around the Anniston, as well as all the counties within the region with the exception of the northern portion of Cherokee County. The Cherokee Electrical Cooperative provides for the electrical needs of those residing in Cherokee County and portions of Calhoun and Etowah Counties.

Several of the municipalities located throughout the district have their own electric systems. They buy power from either the Alabama Power Company or rural electric co-ops (REA) and distribute the electricity within the corporate limits through their own system. Major electric transmission systems traverse the region in much the same manner as the railroads and highways. From the standpoint of available electric power, there is no problem in obtaining adequate electrical service in any area within the region.

Natural gas is provided by Transcontinental Gas Pipe Line Company in the southern portion of the district and by Southern Natural Gas company in the northern portion of the district. Although natural gas facilities are not available for every municipality in the district, most areas are served by natural gas facilities.

Transcontinental Gas Pipe Line Company purchases natural gas in Texas, Louisiana, and Mississippi and moves it across the continent, selling it principally to local utility companies and local gas distributing systems. Southern Natural Gas Company has transmission lines running through the northern portion of the East Alabama Region, with small lines to the individual cities. Alabama Gas Corporation serves as a natural gas distribution company and distributes the gas supplied by Southern Natural Gas Company to residential, commercial, and industrial customers in the area. In addition to Alabama Gas Corporation, there are many smaller municipal and private distribution systems serving various communities in our region. The natural gas transmission lines are located throughout the district so that natural gas facilities could be made available to nearby communities upon demand.

Public utilities for the most part, are adequate for current needs and for foreseeable future demands of the district.

Industrial Sites

There are 44 industrial parks located throughout the region, which are publicly owned, or under option to a public entity. These parks have a wide range of services, which are available to local industries. Some of the parks have rail service, some do not; the majority have water service; most have electrical services. The urban areas of the region generally have larger, more developed parks and have sustained more industrial growth than the rural portions of the region.

Industrial parks existing in Calhoun, Etowah, Talladega and Tallapoosa Counties are more numerous than the remaining six counties. The rural counties of the region have at least one industrial site located in their jurisdictions, with the exception of Coosa County, which has no site. Map 13 shows the locations of the various sites throughout the region.

The majority of industrial growth in the region occurs due to existing industrial expansion, with the metropolitan areas sustaining the greatest amount in terms of investment and jobs. With the exception of a few "bedroom" municipalities, all jurisdictions, rural and urban, have economic development as a goal.

The industrial parks within the region are well located but many are undeveloped. Many have available acreage nearby which would be suitable for expansion. The primary problem with development and expansion is that many cities and counties look to the federal government for funds for industrial development. These funds require matching monies, which many localities do not have.

Few communities in the region have adequate industrial parks; yet such industrial parks, complete with utilities and accessories, are an absolute necessity for the development of the region.

Financial Resources

The financial needs of the region are served by numerous commercial banks located throughout the region. According to the Data Book of the Federal Deposit Insurance Corporation (FDIC), total deposits of these banks were \$2,653,690,000 in 1990.

Residential, commercial, and industrial financing are available through the region's financial institutions. Other financial resources available are Farmers Home Administration, Economic Development Administration, Small Business Administration, Appalachian Regional Commission, Urban Development Action Grant, Community Development Block Grant - Economic Development Funds, Industrial Development Financing, and many more.

Industrial Revenue Bond Financing Program

When planning to build or expand a processing or manufacturing plant, distribution center, warehouse, or pollution abatement facility, Industrial Revenue Bonds should be considered as a means to pay for the cost of land, building equipment, and appurtenant professional fees. Under this concept, a local governmental body issues bonds to provide funds for the construction of a facility for lease to an industry. The lease covers a period of time sufficient for rental payments to amortize

the principal and interest on the bonds, and provides for a purchase option at a nominal price after the bonds are paid. Industrial Revenue Bonds are marketed on the basis of the company's credit rating, general standing in its industry, and by the earnings of the firm, which is solely liable for the principal and interest payments.

Benefits accruing from this type of financing include:

- * A lower interest rate than that of conventional financing.
- * 100% financing of the project, as opposed to a percentage thereof, through conventional financing.
- * Principal payments may be delayed until the plant is in operation.
- * Later expansion is possible without refinancing existing debt.
- * Lease rentals are tax deductible as an operating expense.
- * Exemptions from ad valorem taxes on the plant site, building, and equipment, sales taxes on materials used in construction, and use taxes on machinery purchased with proceeds of the bond issue are allowed. There is also a possible savings on franchise taxes applicable to capital invested in the State.
- * Each bond issue is individually tailored to a company's particular needs and specifications.

Ad Valorem Tax

This tax is generally applicable to foreign and domestic corporations operating a plant in the East Alabama Region. The tax rates may vary in municipalities and counties within the region. Consequently, the tax rates presented here will reflect the entire region and will not include any applicable municipalities or counties.

All non-exempt property in the East Alabama Region is classified and assessed for taxation at the following percentages of fair and reasonable market value:

Class I All property of utilities used in the business of such utilities. The tax is computed on an assessed value of 30 percent of market value, multiplied by the total district rate.

Class II All property not classified Class I or III. The tax is computed on an assessed value of 20 percent of market value, multiplied by the total district rate.

Class III All agricultural, forest and residential property. The tax is computed on an assessed value of 10 to 20 percent of market value, on the State share (\$6.65 per \$100.00).

Class IV All non-commercial passenger automobiles and trucks. The tax is computed on an assessed value of 15 percent of market value, multiplied by the district rate.

The rate per \$100 of assessed value of property in the East Alabama Region ranges from \$2.30 to \$4.85. All raw materials used in the manufacturing process are exempt from taxation. Certain industries may be exempt from State, county, and city tax levies (within the exception of school taxes) for a period not to exceed ten years.

PART II

ECONOMIC DEVELOPMENT PROBLEMS & OPPORTUNITIES

In 2000, the EARPDC conducted Economic Development Forums in each of the region's ten counties. Meeting participants were asked to discuss their county's strengths, weaknesses, opportunities, and threats (known as a SWOT analysis). The following analysis of economic and community development problems and opportunities contains the outcome of those sessions, as updated in subsequent CEDS public participation and committee review sessions.

CHAPTER 1

ECONOMIC DEVELOPMENT PROBLEMS

In order to formulate successful plans and projects, economic developers must know what challenges they will need to overcome. This chapter presents a county-by-county assessment of weaknesses and threats local economic development stakeholders feel may hinder economic and community development efforts.

Calhoun County

Economic Development

- Development of the McClellan property has been hindered by a continued need for environmental cleanup, delays in constructing the Anniston Eastern Bypass, the need to improve the existing roadway system, and insufficient sewer system coverage and capacity.
- Smaller communities, such as Weaver, are still trying to recover from the closing of Fort McClellan.
- Until all the chemical weapons are destroyed at the Anniston Army Depot, the county may have difficulty recruiting new major employers.
- Truck traffic does not have very good access to some of the industrial parks.
- Although local governments rely heavily upon commercial development for revenue, the State does not provide incentives for recruiting commercial development.

Workforce Development

- There is concern that a labor shortage may occur as the Baby Boomers retire.
- Technical education and workforce development programs need to be improved and modernized, to keep pace with changes occurring in the local economy and in the workplace.

Infrastructure/Transportation

- County and municipal road systems are underfunded and need further development.
- Small communities cannot locally fund badly-needed infrastructure improvements, but they do not meet the low-to-moderate income requirements to qualify for Community Development Block Grant funds.
- The county is urbanizing rapidly, but local governments do not have the resources to bring needed infrastructure into the areas that presently lack adequate infrastructure to accommodate the new residential, commercial, and industrial growth.

Local Government

- Some residents feel that the state and local governments either are not obtaining or are ignoring the public's opinion about important issues that impact the community.
- The current tax structure makes it difficult for local governments to establish a steady revenue stream.
- As Internet retail sales continue to grow, local sales tax revenues will decline.

Quality of Life

- Some county residents feel that the state and local governments are pursuing economic development without taking measures to protect public health and the environment.
- Counties in Alabama do not have home rule, so they cannot enact land use controls—such as zoning—without first obtaining special state legislation. That legislation is difficult to obtain because many people do not understand the benefits of zoning, and they fear that granting counties the authority to enact zoning eventually will lead to granting counties the authority to levy taxes.
- The area needs better support services for senior citizens.
- The State needs to enhance drug prevention and treatment programs and to strengthen laws and penalties for drug trafficking.

Chambers County

Economic Development

- Small businesses have difficulty obtaining initial capital.
- The county's economy has been heavily dependent on the textile industry, and most of the textile plants have closed.

Workforce Development/Education

- The lack of affordable daycare may prevent some people from working.
- Only one daycare facility is available to serve parents who work late shifts.
- Public school students need tutoring programs, to help them succeed in school.

Infrastructure/Transportation

- The rural areas need major infrastructure improvements before they can attract industry.
- Dirt roads are scattered throughout the county and need to be paved.
- Several roads and highways need to be widened to accommodate commuter and truck traffic.
- Bridges throughout the county need to be replaced.
- The county does not have a public transportation system to transport workers to their jobs.
- The airport needs to be expanded but is landlocked.
- Rail service is limited to the southeast and northwest corners of the county.

Health Care

- The county has a shortage of dentists.
- No dentists in the county accept Medicaid.
- People living in the northwest portion of the county have poor access to medical facilities.

Quality of Life

- The county needs a litter control program.
- There are several poorly maintained properties, and they are having a negative impact on neighboring properties and on people's perception of the area.
- Low income residents need home repair assistance.
- There is a shortage of recreational facilities and supervised activities for all age groups.

Miscellaneous

- The courthouse needs to be upgraded and expanded.
- The Apalachicola-Chattahoochee-Flint water compact negotiations continue to drag out and could have major ramifications on the area depending upon their outcome.

Cherokee County

Economic Development

- Speculative buildings have been difficult to sell.
- The county needs to develop an industrial park that can accommodate larger businesses.

Workforce Development/Education

- The schools are in poor conditions, with outdated buildings, equipment, technology, and programs.
- Local citizens do not want to consolidate schools as a means to stretch school dollars, but they also oppose increasing taxes to provide added revenue for the existing schools.
- Local schools are not producing a marketable workforce.

Infrastructure/Transportation

- Public water needs to be extended throughout the county, as the water in many private wells has been declared unsafe to drink.
- The county needs improved highway access to surrounding areas, particularly expanding some roads from two lanes to four.
- There are no active rail lines in the county.
- Existing businesses have considered leaving the county due to poor Internet access.

Natural Resources

- The Alabama-Coosa-Tallapoosa water compact negotiations continue to drag out and could have major ramifications on the area depending upon their outcome.
- Weiss Lake has a pollution problem—especially untreated sewage being released upstream from Cherokee County and by some local residential, recreational, and campsite owners.

Local Government

- Due to rapid growth, local governments need to construct new public facilities, including a new Chamber of Commerce building, a new senior center, a civic center, an animal shelter, and new fire stations; however, some county residents are opposed to building a civic center.
- The E-911 service needs to be upgraded and needs a formal fiscal review process.
- The local governments have insufficient funds to make needed infrastructure and public facility and service improvements. They also lack funds to undertake aggressive tourism and industrial development efforts.
- The State needs to equalize sales and ad valorem taxes to enable Cherokee County to compete with neighboring Georgia communities for retail sales.

Quality of Life

- Rapid population growth has caused a shortage of housing for people of all income ranges.

- Rapid, uncontrolled, unregulated growth could harm property values.
- One area of concern is substandard manufactured homes, which are being brought into the area from Georgia. The State has enacted a law banning older manufactured homes and has been aggressively enforcing that law.
- Another area of concern is the potential for large-scale hog farming to initiate and to locate near residential developments.
- The county government has the authority to undertake planning, to regulate subdivisions, and to enact and enforce building codes, but it has not used that authority.
- The county government does not have the authority to enact and enforce a zoning ordinance but needs that authority.
- Participants felt that local governments need home rule in order to improve and/or protect the area's quality of life.

Clay County

Economic Development

- Clay County has lost a large number of jobs due to textile plant closings.
- The county's local governments tend to compete with one another for business opportunities instead of pooling their resources and working together on recruitment.

Infrastructure/Transportation

- Local water systems need to extend service into the rural areas.
- The existing public water system is operating at full capacity and needs major upgrades before the service area can be expanded.
- Rural counties and cities lack funds to make the infrastructure improvements needed for business recruitment.
- Industry will not commit to a community that lacks infrastructure, but grant programs funding infrastructure require a commitment of job creation before they will award funds to a community.
- The County has no interstates or federal highways.

Cleburne County

Economic Development

- Local governments need funding to invest in eco-tourism development.
- Some local leaders and residents believe that eco-tourism does not generate local revenue.
- Local governments have felt for some time that there is little State support for rural economic development.

Education

- Projected population growth indicates a future need to expand the school system.

Infrastructure/Transportation

- Rural areas are having problems with water supply reliability and quality.
- Rural areas need fire hydrants.

- Although the county received grant and loan funds from the USDA to extend water service into the rural areas, many people would not commit to tapping onto system.
- Heflin's sewer system cannot support a large business.
- The Interstate 20 corridor needs infrastructure expansion and upgrades.
- Three local telephone carriers serve the county, which makes calling within the county difficult.
- Internet service and access is marginal.
- The county does not have an airport.
- The county has several unsafe bridges.

Coosa County

Economic Development

- The county needs more local conveniences for residents and employees to help attract industry.
- The county has been losing population for a long time, which will make it difficult to attract new retail, services, and industry.
- Low paying jobs and the exodus of local businesses have caused local residents to seek employment in other counties.
- Small and new businesses face poor access to capital, difficulty in obtaining bank loans, and competition with big-box retailers.
- Some large tracts of land are owned by families that do not want new business in the county.
- Timber companies own most of the land in the county.
- There has been a steady decline in small farm operations, and timber processing operations have relocated outside the county.

Workforce Development/Education

- The local workforce needs to learn new skills so economic developers can attract new industries to the county.
- Training facilities and programs need to be expanded and updated to reflect the workforce needs of existing and desired future employers.
- People do not realize the possibility of having their own money.
- The public perceives that the county's public schools are of poor quality.
- Community schools have been consolidated into one centralized elementary, middle, and high school.

Infrastructure/Transportation

- Infrastructure improvements are needed to accommodate new businesses.
- The aforementioned loss of businesses and population has reduced local revenues, making it difficult to maintain existing or construct new infrastructure.
- Areas not served by public water do not have an adequate supply to remain on wells.
- The local governments lack funds for water system expansions, but some of the areas that need public water service do not qualify for Community Development Block Grant funds.
- Fire department coverage, equipment, and staffing needs to be improved.

- Local governments in Coosa County are utility service providers and need storage facilities for electricity and natural gas.
- The county has poor highway access.
- About half the county's roads are unpaved.
- Heavy trucks are damaging the roads.

Quality of Life

- The county needs more facilities and services for senior citizens.
- In some parts of the county, residents must drive at least twenty minutes to reach a hospital.
- The county is experiencing residential growth.
- The County and its municipalities have not worked together to develop a plan to counter the population and economic decline.

Etowah County

Economic Development

- Etowah County's economy has been too heavily dependent on the Goodyear Tire and Rubber plant and on steel plants.
- The cities need more professional staff to market their communities to business prospects.
- Some industrial parks need improved road access.
- Low wages cause highly skilled workers to leave the county or to commute to jobs outside the county.

Workforce Development/Education

- The county's vocational schools are outdated.

Infrastructure/Transportation

- County and municipal roads need maintenance and improvements.
- The county lacks easily accessible, countywide public transportation.
- The existing sewer systems need improvements.
- Rural areas need water and sewer extensions, medical services, and improved police and fire protection.

Natural Resources

- Uncontrolled growth has been creating undesirable impacts, including increased flooding and potential threats to drinking water sources.
- Increased flooding has been occurring along Big Wills and Little Wills Creeks.
- Litter control is needed in the rural areas.

Local Government

- Local governments lack funds to improve infrastructure, fire stations, and recreational facilities, to aid in affordable housing construction, and to engage in other activities to foster growth.
- Grant programs do not fund a broad enough array of projects.
- Some communities cannot meet the matching requirements for many grants.

- Mid-sized cities feel they are at a disadvantage when competing against large cities for grant funds.
- Citizen groups need professional assistance in making community improvements.

Quality of Life

- Some areas do not have ready access to recreational facilities.
- Need affordable housing.
- Need home maintenance assistance programs.

Randolph County

Economic Development

- Some industrial parks need infrastructure and/or other improvements.
- There are no speculative buildings in the county.
- Funding is needed to construct speculative building.
- A shortage of local employers has caused many people in Randolph County to work in Georgia and students to move away from the county to seek employment.

Education

- Several schools are old and need to be repaired or renovated.

Infrastructure/Transportation

- The county does not have a four-lane highway.
- Rail service is limited to the southern portion of county.
- Water sources are unreliable.

Health Care

- The county hospital is substandard.
- The nearest modern medical facilities are an hour's drive from county.

Natural Resources

- The Alabama-Coosa-Tallapoosa water compact negotiations continue to drag out and could have major ramifications on the area depending upon their outcome.
- Randolph County residents have the perception that fines on Georgia polluters of the Tallapoosa and Little Tallapoosa Rivers are ineffectual.
- The county needs funding to develop a landfill.

Talladega County

Economic Development

- The county needs additional industrial parks.
- The county needs better paying jobs to retain or recapture its brightest students.

Workforce Development/Education

- Employers are having difficulty finding qualified employees.

- Schools need to better prepare students for high paying jobs.

Infrastructure/Transportation

- Road improvements are needed, including road widening and improved access to Interstate 65 and industrial sites.
- Bridge improvements are needed throughout the county, including one bridge owned by a railroad.
- Public water and sewer system improvements and expansions are needed.
- Rural areas not served by public water have unreliable water supplies and poor water quality.
- Fire hydrants are needed in the rural areas.
- The county needs improved wireless telephone coverage.
- The public transportation systems need more vans.

Local Government

- Public buildings need to be upgraded.
- Emergency warning systems are needed in rural areas.
- The rural areas need emergency medical services.
- The Hazmat unit needs increased funding.
- Local governments lack funds to purchase fire department equipment.
- The area needs improved law enforcement.
- Local governments have difficulty providing matching funds for grants.
- There is a general perception that without statewide planning, small towns and rural areas will be overlooked.

Quality of Life

- Communities need recreational facilities and programs for people of all ages.
- The area needs new affordable housing.
- Existing housing stock needs to be repaired or renovated.
- The county needs litter control measures.

Tallapoosa County

Economic Development

- The local economy has long been dependent on the Russell Corporation, which has been moving textile operations to other countries.
- Local governments need to develop more industrial parks and a small business incubator.
- The State's incentive programs focus on manufacturing, which is declining, rather than on the other growing economic sectors.
- The lack of incentives for existing industries that wish to expand makes it appealing for businesses to relocate to another community in order to receive incentives for new businesses.
- Long waits for funding from State incentive and grant programs hinder the industrial recruitment process.

- Many economic development grants are available only if a company is committed to locating in a community or if there is a severe economic downturn. Few grants are available for advance preparation for economic development.
- The county is losing skilled white collar employees due to a lack of high paying jobs.
- Economic developers need to attract jobs that will help reduce underemployment.

Workforce Development/Education

- Local schools need additional classrooms and expanded technology.
- Local schools need new programs and sufficient staffing to bring them off academic alert.
- The public does not always understand why it is important to strengthen the education system.
- People have been slow to recognize that higher education is necessary in today's economy.

Infrastructure/Transportation

- Public water expansions need to continue in the rural areas.
- Bridges need to be replaced throughout the county.

Health Care/Human Services

- The county needs facilities and services for people with dementia and Alzheimer's.

Quality of Life

- Homeowners need assistance making home repairs.

CHAPTER 2

ECONOMIC DEVELOPMENT OPPORTUNITIES

In addition to understanding the challenges they may face, economic developers need to know what opportunities for economic expansion exist. Some opportunities are obvious, but sometimes they come from unexpected places. This chapter presents a county-by-county assessment of some strengths and opportunities upon which local economic development stakeholders feel their communities can capitalize.

Calhoun County

- Calhoun County is located halfway between Birmingham and Atlanta.
- The county has low property taxes.
- The county has good transportation facilities—numerous four-lane highways, Interstate 20, the Anniston Municipal Airport.
- The Anniston Eastern and Western Bypasses will further improve traffic movement throughout the county and access from interior parts of the county to Interstate 20.
- There is potential for further development of the Anniston Municipal Airport.
- There has been strong growth in new construction throughout the county.
- McClellan, a former military installation closed under BRAC in 1999, presents opportunities for new development.
- The McClellan staff recognize the need for well-planned, coordinated development.
- The county has the potential to attract semi-conductor industries due to its location and to available industrial sites and workforce training programs.
- The county has wonderful environmental assets that add to its attractiveness and that present an opportunity for increased eco-tourism.
- The Chief Ladiga Trail is another eco-tourism attraction, especially since it connects to the Silver Comet Trail in Georgia and links Anniston to Atlanta.
- The county has two institutions of higher education—Jacksonville State University and Gadsden State Community College (Ayers campus).
- The county has the potential to attract retirees.
- Local leaders and residents see the need for a plan to identify what facilities, services, etc. are needed to attract retirees.
- The county has very good medical facilities, and it is only a one hour drive from the University of Alabama-Birmingham’s state-of-the-art medical facilities.
- Local governments have had a growing recognition of the need for cooperative efforts.
- Local governments have had a growing recognition of the importance of planning.
- Local leaders and residents have had a growing recognition that zoning protects property values.
- The County Commission has made efforts to obtain state legislation which would give it authority to enact and enforce zoning in the unincorporated areas.
- Local residents have begun to see a need for—at least limited—home rule.
- Although there is a problem with drug use and trafficking in the area, some people who have substance abuse problems could become productive members of the workforce if they receive effective treatment.

Chambers County

- Chambers County has a trainable, skilled workforce.
- The local community college has a workforce development program.
- Educational institutions in the area have an opportunity to collaborate with each other to build programs that complement each other and to reduce program duplication.
- The Chambers County Chamber of Commerce and the Small Business Development Centers in Columbus, GA and Auburn, AL offer classes about starting small businesses.
- Local leaders also are interested in developing programs to teach small business owners how to obtain a loan.
- The City of LaFayette could be a prime area for small business development.
- The county has the potential to diversify its economy, branching out into auto parts manufacturing, high tech industries, electronics businesses, and the hospitality industry (restaurants, hotels, motels).
- The Lanett City and Chambers County school systems offer online classes and distance learning.
- The county's environmental amenities, such as the Chattahoochee River and the County Lake, could foster tourism development.
- The schools also could use the environmental amenities to create environmental education programs for children.
- The county has a good roadway network, rail service, and an airport that can accommodate light aircraft.
- The Lanett Municipal/Chambers County Airport has been expanded in order to accommodate larger aircraft and has direct Interstate access to Montgomery and Atlanta.
- The area south of Cusseta has an Interstate 85 exit and will attract additional industry once public water and sewer extensions are complete.
- The county's Public Building Authority could be expanded to perform additional functions in the future.

Cherokee County

- Cherokee County is growing rapidly.
- The county is a prime area for eco-tourism development, provided there is a good marketing campaign.
- The Appalachian Scenic Byway crosses the county and connects the county with Interstates 20 and 59.
- Improvements are being made to Little River Canyon Rim Road, which traverses the Little River Canyon National Preserve in northern Cherokee County.
- Also in the county are Weiss Lake, Cherokee Rock Village, and other natural resources.
- There is potential to develop a park with a water theme on Weiss Lake.
- A Honda supplier located in Leesburg, bringing high wage jobs into the county.
- The County Commission and the Cities of Centre and Piedmont are completing construction of the new airport.
- The rural public transportation system serves the entire county.
- The City of Centre has an industrial park that can accommodate smaller businesses.

- The County Commission is conducting a feasibility study for a countywide sewer system.
- Private lakefront developments have begun to install their own sewer systems.
- A satellite company is planning to expand the availability of cable modems.

Clay County

- Clay County is strategically located between major population and economic hubs—Atlanta, Birmingham, Montgomery, Columbus.
- The county has an unrivaled quality of life, with good schools, a good hospital, and a very low crime rate.
- Real estate taxes are very low.
- Historic preservation efforts are being initiated in downtown Lineville.
- The county has excellent resources, with land available for development and a skilled labor force.
- Employees work together well, are dedicated to their employer, and develop good relationships with management.
- Clay County may experience residential and/or business growth resulting from the new Honda plant in neighboring Talladega County.
- Most of the abandoned textile plants have been modernized and can be adapted to new use.
- Major roadways are in good condition.
- Cities and rural areas still have rail service.
- The railroad still owns and could re-open spurs into the Lineville Industrial Park and other areas.
- The county has an airport that can land light aircraft, and it may be feasible to expand the airport.
- The County Commission is seeking grants and public/private agreements to extend public water into rural areas.
- Local leaders and residents have a growing awareness that countywide cooperation is needed to help Clay County compete with more urbanized counties.
- There is interest in creating a countywide comprehensive plan, a countywide economic development plan, and a countywide infrastructure improvements plan and implementation schedule, to guide and support future growth.

Cleburne County

- Cleburne County has good market accessibility to Atlanta and Birmingham and good transportation connection through rail service and Interstate 20.
- The county has three Interstate exits.
- There is abundant developable land along the Interstate 20 corridor, and the County Commission and the City of Heflin could jointly pursue funding to expand the existing Interstate 20 Corridor Study into a Cleburne County Interstate 20 Development Plan.
- There also has been interest in creating a countywide land use plan and pursuing the authority to enact and implement zoning in the county in order to protect property values.
- The county can build on existing businesses and industries.

- It also could recruit Honda suppliers and “clean” industries, such as warehousing and distribution centers.
- The county has the potential to further develop eco-tourism, capitalizing on the beautiful scenery and the Chief Ladiga Trail, the canoe trail, and the Talladega National Forest and its network of trails—most notably the Pinhoti Trail.
- The Emerald Triangle has developed a web site for its three-county service area, which includes Cleburne, Clay, and Randolph Counties.
- The county has abundant natural resources.
- The county has a good school system and trade school.
- Local governments should make optimal use of all methods available to inform the public of the benefits of projects they wish to undertake, to garner public support.
- Local governments can pursue grant funds for infrastructure improvements and industrial park construction.
- Heflin, which has two of the Interstate 20 exits, has a sewer system.
- The County Commission has been expanding rural water system coverage and pursuing funds for additional water system extensions.
- The local governments would like to create a countywide fire protection plan.
- Rural water extension projects could include installation of fire hydrants.
- Internet service and access has been improving.
- Resources are available locally for assistance with grant writing, planning, and group facilitation.

Coosa County

- Coosa County has a good water delivery system: most of the county is served by a public water system; the county has several water treatment facilities; and water can be purchased from surrounding counties if supply becomes insufficient.
- Sewer service is available in and near the municipalities.
- Electrical and gas service is good.
- Several large, vacated industrial plants are available for reuse.
- Timber companies own most of the land in the county, meaning most of the land has been divided into large parcels and there are fewer property owners to approach should a local government or private business wish to acquire land for new development.
- Coosa County would be a good location for Internet sales companies.
- Economic development efforts should focus around entrepreneurship and locally owned small businesses that capitalize on items or services that are unique to the area.
- Rockford’s folk art community could be expanded to create an Arts and Crafts district.
- The county has been experiencing residential growth.
- The county has low property taxes, reasonable land values and housing costs, and a good school system.
- The county is bordered by lakes, and national advertizing for Lake Martin should help spur new growth in Coosa County.
- Coosa County residents have a strong sense of community and pride in where they live.
- All of these amenities give the county good potential for becoming a retirement area.

- The county’s natural amenities also make tourism and recreation prime economic development opportunities.
- Local governments want to help spur individual investment and to garner public support for government investments by conducting meetings to inform the public of different grants that are available and how to go through the application process.
- Local leaders recognize the need to create a plan that identifies existing resources and goals for the future.

Etowah County

- Etowah County has a sizable labor pool.
- The county also has good vocational schools, which have been an underutilized resource.
- The county’s schools and businesses could collaborate to revive the school-to-work program, which aids students in selecting and preparing for a future career.
- Industrial Development Authority periodically surveys employers to determine local training needs.
- The medical profession is a growing area of the local economy.
- The county could recruit automotive suppliers, particularly Honda.
- Economic diversification could occur through small business and tourism development.
- Heritage tourism is one economic opportunity. For instance, citizens in Attalla purchased an old high school to convert into a community development center. This school may have historical significance beyond Attalla, if it is one of the State’s few remaining historically Black schools.
- The county has a pleasant climate, beautiful landscape, and good people.
- The county’s amenities could make it attractive to retirees.
- The abandoned rail line in Altoona could become a recreational trail.
- Local leaders recognize a need for long range planning for economic development and to coordinate land development throughout the county.

Randolph County

- Randolph County has rail service and an airport, which has been recently expanded.
- Roanoke, Wadley, and Wedowee—and the surrounding areas—have sewer service and industrial parks.
- Southern Union State Community College and the Randolph-Roanoke Career Technical Center provide workforce training that meets area employers’ needs.

Talladega County

- Talladega County’s workforce has diverse skills.
- Central Alabama Community College provides up-to-date workforce training at its Childersburg (Talladega County) campus.
- The community college and the public high schools have developed a dual enrollment program, which allows students to earn college credit while in high school.
- There has been increasing local recognition of the importance of higher education.

- The county and city school systems have good schools that continuously improve in quality.
- Schools are being encouraged to teach students critical thinking skills—the ability to make decisions, understand directions, and function independently.
- The county has been attracting new industries, including Honda and Teksid.
- Childersburg has an ideal site for a semiconductor facility, and the community college offers certification in the semiconductor field.
- Economic developers should recruit mid-sized technology firms and support industries for the county’s two automotive industries (Honda and Teksid).
- Economic developers particularly should focus on recruiting companies that provide a good working environment and job diversity.
- There are plans for a new bridge across the Coosa River, which will connect southern Talladega County with Interstate 65 and increase development opportunities.
- The county has excellent fire protection service, including a Hazmat unit.
- The county has active committees that have been identifying improvements that are needed throughout the county.
- In addition, an engineering study has been commissioned to determine countywide facility and service needs.
- Local leaders and residents recognize the need for everyone to work together to help Talladega County reach its full potential.

Tallapoosa County

- Tallapoosa County’s local leaders have made job creation a priority.
- The northern part of the county has good infrastructure to support economic development—the recently four-laned U.S. Highway 280, rail service, the Alexander City Municipal Airport, fibreoptic cable.
- There is a good roadway network throughout the county.
- Public transportation is available.
- The community college has a technical development center for workforce training, and the Alabama Industrial Development Training Institute provides excellent workforce training.
- Local leaders see potential for the State government to develop programs to assist Alabama industries in becoming part of the global economy.
- Public schools are developing high school technology programs, including computer programming certification, which will aid in the county’s efforts to attract technology industries and retain skilled workers.
- The school systems could partner with area businesses and pursue grants to nurture technological advances.
- Local leaders wish to attract retirees who want to make an investment in the community.
- Lake Martin has spurred large residential growth and should be more fully utilized to attract visitors/tourists.
- Tallapoosa County wishes to undertake a countywide long range strategic planning effort.
- Alexander City and residents in the Lake Martin area already have undertaken strategic planning efforts.
- Local leaders have come to recognize the importance of public information and participation to successful plan implementation.

PART III

DEVELOPMENT STRATEGIES AND ACTION PLAN

This final phase of the Comprehensive Economic Development Strategy entails devising program development strategies and determining which strategies will be most likely achieve the overall economic development goal for the region. The EARPDC's overall goal is to develop an expanded economic base within the East Alabama Region which utilizes the region's natural and human resources, provides full employment for the region's citizenry, and improves the area's quality of life. The following chapters translate this broad goal into a series of long-range goals and short-range objectives and establish ways to achieve those goals and objectives and to measure success.

CHAPTER 1

GOALS, OBJECTIVES, ACTION PLANS, AND PERFORMANCE MEASURES

The previous chapters present an inventory of current conditions in the East Alabama region. In order to address problems and capitalize on opportunities, the EARPDC needs to establish a vision for the entire region and long-range goals and short-range objectives to help achieve that vision. Performance measures help track the progress being made in implementing the action items listed under the objectives. Many of the action items are ongoing efforts, while some are still being conceptualized. Chapter 2—Suggested Projects—assigns each action item a priority of urgent, high, or moderate. Action items the CEDS Strategy Committee determined were of low priority are not included in this document.

Vision

To develop an expanded economic base within the East Alabama region which efficiently and effectively utilizes the region's natural and human resources, provides full employment for the region's citizenry, and improves the area's quality of life.

Goals, Objectives, and Performance Measures

GOAL I. Stimulate and strengthen the region's economic base and human resources.

Objective: Provide new and varied employment opportunities.

Action Plan

1. Encourage expansion of existing industries and increased productivity.
2. Promote and assist in the development of agri-business and related trades.
3. Promote the development of tourism.
4. Encourage economic diversification.
5. Encourage small business and industrial growth through the development and promotion of locally based strategies and programs.
6. Promote the consolidation of fragmented local industrial development initiatives to ensure integrated county economic development strategies, programs, and resources.
7. Assist in the development of prepared industrial parks and expand the region's inventory of prepared industrial sites.
8. Expand the services of the Regional Revolving Loan Fund (RLF) program to provide financial assistance in alleviating economic distress in the region.
9. Explore alternative sources of economic development financing and provide technical assistance or directly implement strategies to increase the availability of gap financing and other forms of development financing.

10. Encourage international trade through training for business and local officials on exporting, foreign market opportunities, sister cities agreements, and joint ventures, investment, and licensing.
11. Encourage economic readjustment to respond to military downsizing and realignment as it impacts the region.

Performance Measures

- ▶ Number of industries that have expanded, in either number of employees, increased productivity, or facility size.
- ▶ Number of additional industries that have located to one of the region's established industrial parks.
- ▶ Number of jobs created or, in the case of industries considering downsizing or relocating, retained.
- ▶ Number of locally based strategies and programs that are aimed at encouraging small business growth.
- ▶ Number of regional RLF loans applied for, and the number funded.
- ▶ Amount of public and private sector investment.

Objective: Provide adequate education and training opportunities.

Action Plan

1. Promote adequate public educational facilities.
2. Promote improvement and expansion of vocational educational programs and facilities to respond to future job requirements.
3. Promote curriculum development to meet the long-term labor force need of the region.
4. Promote expansion of adult education programs.
5. Promote the provision of expanded job training programs targeted to the needs of the region and oriented to the competitive world market.
6. Encourage diversification through adequate workforce training.
7. Coordinate local workforce development efforts with state initiatives.

Performance Measures

- ▶ Percentage of those public educational facilities that have received funding for necessary physical improvements.
- ▶ Number of vocational education programs started or expanded.
- ▶ Number of adult education programs started or expanded.

Objective: Provide and assist in the provision of human service programs targeted to the needs of the region.

Action Plan

1. Provide and encourage adequate day care facilities and services.
2. Provide and expand services for the aged.

3. Promote the provision of adequate services to relieve physical and economic distress.
4. Provide assistance in the area of compliance with the Americans with Disabilities (ADA).

Performance Measures

- ▶ Percentage of day care facilities that have expanded hours and services.
- ▶ Number of new or expanded services for the aged.
- ▶ Number of facilities or services that have been upgraded to comply with ADA standards.

GOAL II. Assist in the development and maintenance of physical infrastructure and facilities within the region's communities and encourage implementation of land use and growth management policies to address the long term goals and needs of the region.

Objective: Develop adequate community facilities and services.

Action Plan

1. Promote the improvement and expansion of community water and sewer systems and assist local jurisdictions in complying with the Safe Drinking Water Act, the Water Quality Management Act, and related state regulations.
2. Promote the improvement of health care services and facilities.
3. Promote the improvement and expansion of public safety services and facilities.
4. Promote the improvement and expansion of community facilities.
5. Encourage facility compliance with Section 504 of the Rehabilitation Act and the Americans with Disabilities Act.
6. Assist local governments in responding to the mandates of Subtitle D of the Conservation and Resource Recovery Act to provide an efficient, cost effective, and environmentally sound solid waste management and disposal system.
7. Promote recycling programs to assist local governments in achieving the mandated 25% recycling goal.
8. Promote expansion of advanced telecommunications infrastructure and technology within the region.

Performance Measures

- ▶ Percentage of municipalities that have inadequate or substandard water and sewer systems.
- ▶ Number of new or expanded public safety and community facilities.
- ▶ Percentage of municipalities that are achieving the mandated 25% recycling goal.

Objective: Insure a safe, efficient and economic transportation system.

Action Plan

1. Improve and expand highway and street systems.
2. Expand rural and urban public transportation systems to provide needed services to all citizens of the region.
3. Encourage improvement and expansion of the region's airports.
4. Provide incorporation of rapid rail technology in the regional rail service network.
5. Promote enhancement of existing transportation facilities in accordance with the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU).

Performance Measures

- ▶ Percentage of highway and street systems that need improvements of expansions.
- ▶ Percentage of the region served by public transportation systems.
- ▶ Percentage of Transportation Enhancement grants funded.

Objective: Provide safe, decent, and sanitary housing in a suitable living environment for all residents of the region.

Action Plan

1. Promote the preservation and enhancement of existing housing stock by encouraging housing improvements through public and private rehabilitation programs.
2. Encourage construction of housing for the elderly.
3. Assist in the development of strategies and programs to protect and improve neighborhood areas.
4. Promote new housing construction through housing assistance programs.
5. Encourage and assist in efforts to increase home ownership throughout the region.
6. Encourage local governments to remove regulatory barriers to affordable housing.
7. Promote and provide technical assistance in comprehensive planning, code enforcement, and land use regulations.
8. Explore and assist in implementing strategies to increase the availability of financing for development of housing for low and moderate-income persons.

Performance Measures

- ▶ Number of housing improvement or assistance programs within the region.
- ▶ Number of senior centers or elderly housing units constructed.
- ▶ Regional ratio of homeowners to renters.

- ▶ Number of programs aimed at increasing the availability of financing for development of housing for low and moderate-income persons.

Objective: Provide an adequate and accessible variety of recreational and cultural facilities for all citizens of the region.

Action Plan

1. Improve and expand recreation and cultural facilities and services.
2. Insure the accessibility of recreation areas to the disabled, physically challenged, and the very young.
3. Encourage the provision of special facilities to serve particular needs of community residents, such as boating, bikeway paths, etc.
4. Promote the conversion of abandoned rail corridors into multi-use recreational facilities.

Performance Measures

- ▶ Number of new or expanded recreation and cultural facilities and services within the region.
- ▶ Percentage of recreation and cultural facilities that are accessible to the disabled, physically challenged, and very young.
- ▶ Number of miles of abandoned rail corridors that have been converted to multi-use recreational facilities.

GOAL III. Develop and conserve the region's natural resources.

Objective: Provide optimal development of communities' agriculture and timberland.

Action Plan

1. Encourage timberland management.
2. Encourage farm management and work training in conservation.
3. Promote optimal development of rural communities.

Performance Measures

- ▶ Number of regional programs that encourage timberland and farm management.

Objective: Provide optimal development and control of water resources and address flood hazard issues in the region.

Action Plan

1. Promote adequate surface drainage and flood control facilities.
2. Encourage initiation of National Flood Insurance Act within all communities in the region.
3. Encourage development in floodways to conform with FEMA guidelines.

4. Promote and provide technical assistance on the issue of well-head and aquifer protection in the region.

Performance Measures

- ▶ Percentage of regional municipalities that have initiated the National Flood Insurance Act.
- ▶ Number of programs that encourage development to conform with FEMA guidelines and protect well-heads and aquifers.

Objective: Protect and preserve valuable environmental and historic resources.

Action Plan

1. Promote or assist in inventory of historic and cultural resources and encourage the preservation of these resources.
2. Promote the identification, inventory, and preservation or sound management of the environmental resources of communities in the region.
3. Assist the appropriate federal and state agencies in the expansion of recreational and National Forest holdings in the region.
4. Monitor communities for compliance with the Environmental Protection Agency's guidelines on air quality.
5. Promote the identification and protection of environmentally sensitive areas.

Performance Measures

- ▶ Number of regional resources listed on the National Register of Historic Places.
- ▶ Number of environmental preservation programs in the region.
- ▶ Number of acres in the region dedicated to recreation or National Forest holdings.

Objective: Promote the efficient use of energy.

Action Plan

1. Identify potential areas of energy conservation and assist local governments in developing and implementing local energy conservation policies.
2. Implement public transportation programs, which can achieve energy conservation by reducing automobile-based trips and providing alternatives to single-occupant automobile travel.
3. Assist in developing local growth policies to guide land use patterns within the context of energy conservation.

Performance Measures

- ▶ Percentage of regional municipalities with land use and energy conservation policies.

- ▶ Number of programs aimed at implementing alternatives to single-occupant commuting.

CHAPTER 2

SUGGESTED PROJECTS

Establishing goals, objectives, action plans, and performance measures are the initial step in the implementation process. To have real progress, someone needs to implement the action plans and monitor the performance measures. The EARPDC is one entity that implements and monitors certain elements of the action plans. Local governments, educational facilities, nonprofit organizations, and private businesses also implement and monitor elements of the action plan. The EARPDC asked local governments, educational facilities, and nonprofit organizations to submit a list of projects or programs they intend to initiate during the next three years that will contribute to implementing the action plans. Those projects and programs were grouped by topic as shown below.

<u>Goal Categories</u>	<u>Corresponding Goals-Objectives</u>
I. Communities Facilities	II-A
II. Transportation	II-B
III. Industrial Development	I-A
IV. Education/Manpower Training	I-B
V. Human Services	I-C
VI. Housing	II-C
VII. Recreation & Culture	II-D
VIII. Natural Resources and Conservation	III-A-D

I. COMMUNITY FACILITIES

1. Objectives

- | | Priority | Objective |
|----|-----------------|---|
| a. | High | Promote the improvement and expansion of community water and sewer systems and assist local jurisdictions in complying with the Safe Drinking Water Act, the Water Quality Management Act, and related state regulations. |
| b. | High | Promote the improvement of health care services and facilities. |
| c. | High | Promote the improvement and expansion of public safety services and facilities. |
| d. | High | Promote the improvement and expansion of community facilities. |
| e. | High | Encourage facility compliance with Section 504 of the Rehabilitation Act and the Americans with Disabilities Act. |
| f. | High | Assist local governments in responding to the mandates of Subtitle D of the Conservation and Resource Recovery Act to provide an efficient, cost effective, and environmentally sound solid waste management and disposal system. |
| g. | High | Promote recycling programs to assist local governments in achieving the mandated 25% recycling goal. |
| h. | High | Promote expansion of advanced telecommunications infrastructure and technology within the region. |

2. Planning and Technical Assistance

Description	Location	Objective References	FY 10	FY 11	FY 12	Funding Source
Intergovernmental coordination & communication	State Planning District 4	a-h	x	x	x	EDA/ARC/Local
Unstructured regional technical assistance	State Planning District 4	a-h	x	x	x	EDA/ARC/Local
Grant & loan application preparation	State Planning District 4	a-h	x	x	x	EDA/ARC/Local
Project management & monitoring assistance	State Planning District 4	a-h	x	x	x	EDA/CDBG/ARC/Local
Participate in citizen, council, committee, etc. deliberations	State Planning District 4	a-h	x	x	x	ARC/EDA/Local
ARC 302 (a) regional and local planning	State Planning District 4	a-h	x	x	x	ARC/Local
Water system map update	State Planning District 4	a	x	x	x	ARC/Local
Sewer system map update	State Planning District 4	a	x	x	x	ARC/Local
East Alabama Rural Action Commission, Economic Development & Infrastructure Committees	State Planning District 4	a-h	x	x	x	EDA/ARC/State/Local

I. COMMUNITY FACILITIES

3. Development Projects

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
Oct. 1, 2009 - Sep. 30, 2010						
Water transmission main along AL Highway 63, multi-year project	Alexander City & Tallapoosa Co.	a	\$4,000,000	2010	EPA/Local	2011
New fire station	Alexander City	c	\$1,500,000	2010	Federal/State/Local	2010
Sidewalk construction - K Street	Alexander City	d	\$600,000	2010	CDBG/Local	2010
Continuation of downtown redevelopment	Alexander City	d	\$1,000,000	2010	ALDOT/Local	2011
Fire Station #3	Alexander City	c	\$1,600,000	2010	EDA/Local	2011
Gas system expansion	Alexander City	d	\$500,000	2010	EDA/Local	2011
Infrastructure improvements	Gadsden		\$350,000	2010	Federal/CDBG	
Expand City Hall to include police department	Heflin	d	\$3,500,000	2010	USDA/ADECA/Local	2012
Recycling program	Heflin	g	\$20,000	2010	Local	2012
Build new parking area in downtown	Heflin	d	\$500,000	2010	EPA Brownfield/Local	2012
Purchase two new police cars and associated equipment	Hokes Bluff	c	\$66,000	2010	State/Local	2010
Renovate City Hall	Hokes Bluff	d	\$100,000	2010-2011	State/Local	2010-2011
Purchase truck for street department	Hokes Bluff	d	\$20,000	2010	Local	2010
Addition to Rufus Floyd Library	Hokes Bluff	d	\$250,000	2010-2012	State/Local	2010-2012
Enlarge fire hall	Hokes Bluff	c	\$100,000	2010-2011	Local	2010-2011
Replace water lines	Jacksonville	a	\$5,000,000	2010-2012		
Replace gas lines	Jacksonville	d	\$5,000,000	2010-2012		
Replace sewer lines	Jacksonville	a	\$5,000,000	2010-2012		
Utility development	Jacksonville	d	\$4,000,000	2010-2012		

I. COMMUNITY FACILITIES

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
500,000 gallon ground-level water tank	Jacksonville	a	\$4,000,000	2010-2012		
New water source	Jacksonville	a	\$4,000,000	2010-2012		
Develop infiltration system plan	Jacksonville	a	\$5,000,000	2010-2012		
Automatic meter reading	Jacksonville	d	\$2,500,000	2010-2012		
Complete construction of public library annex and elevator	Jacksonville	d, e	\$600,000	2010	State/Local	2010
Re-roof original public library building	Jacksonville	d	\$20,000	2010	Local	2010
Landscaping around library annex	Jacksonville	d	\$3,000	2010	Local	2010
New fire station (south)	Jacksonville	c	\$2,000,000	2010	USDA/FEMA/Local	2010
New fire station (north)	Jacksonville	c	\$2,000,000	2012		
Construct new library/museum	Lineville	d	\$650,000	2010	State/Local	2010-2012
Construct new post office	Lineville	d	\$800,000	2010	Federal/State/Local	2010-2012
New computers for City and police department	Lineville	d	\$25,000	2010	State/Local	2010
Storm shelter	Munford	d	\$20,000	2010	Local	
Senior center, library, and storm shelter	Oak Grove	d	\$1,250,000	2010-2011	CDBG/FEMA/Local	2010-2011
Fire truck pumper/tanker	Oak Grove	c	\$300,000	2010	FEMA/Local	2010
Purchase new police cars	Oxford	c	\$90,000	2010	Local	2010
Three new police cars	Rainbow City	c	\$90,000	2010	Local	2010
Police training center	Rainbow City	c	\$100,000	2010	Local	2010
Water line - Zellwood Circle	Talladega County	a	\$150,000	2010	Federal/State/Local	2010
Water line - Cove Shocco & Shocco Springs Road	Talladega County	a	\$122,000	2010	Federal/State/Local	2010
Water line - Plant Road	Talladega County	a	\$114,000	2010	Federal/State/Local	2010

I. COMMUNITY FACILITIES

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
Water line - Jones Road/Top Lane	Talladega County	a	\$138,000	2010	Federal/State/Local	2010
Water line - Indian Valley Road, Blue Spring Circle	Talladega County	a	\$62,800	2010	Federal/State/Local	2010
Water line - Peach Blossom road	Talladega County	a	\$50,000	2010	Federal/State/Local	2010
Water line - Bertha Lane	Talladega County	a	\$12,000	2010	Federal/State/Local	2010
Water line - Fairlane Drive	Talladega County	a	\$16,500	2010	Federal/State/Local	2010
Water line - Fulmer Drive	Talladega County	a	\$13,600	2010	Federal/State/Local	2010
Water line - Katie Lane	Talladega County	a	\$11,840	2010	Federal/State/Local	2010
Water line - Little Pond Lane	Talladega County	a	\$25,900	2010	Federal/State/Local	2010
Water line - Ridge Lane/Jordan Lane	Talladega County	a	\$17,500	2010	Federal/State/Local	2010
Water line - Bayou Ridge Road	Talladega County	a	\$9,120	2010	Federal/State/Local	2010
Water line - Dove Cove Road	Talladega County	a	\$11,360	2010	Federal/State/Local	2010
Water line - Jeter Road	Talladega County	a	\$39,200	2010	Federal/State/Local	2010
Water line - East Lee Lane	Talladega County	a	\$7,520	2010	Federal/State/Local	2010
Water line - Willingham Road/Lake Ridge Lane/Morine Drive	Talladega County	a	\$213,600	2010	Federal/State/Local	2010
Water line - Pecan Drive area	Talladega County	a	\$400,000	2010	Federal/State/Local	2010
Purchase building and convert into a Town Hall	Talladega Springs	d	\$70,000	2010	CDBG	2012
Randolph County jail	Wedowee	c			Local	
Oct. 1, 2010 - Sep. 30, 2011						
New Public Works facility	Alexander City	a, d	\$4,000,000	2011	Local	2011
New electrical substation	Alexander City	d	\$1,350,000	2011	EDA/Local	2011
Sewer - Old Birmingham 511	Oak Grove	a	\$250,000	2011	CDBG/Local	2011

I. COMMUNITY FACILITIES

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
Sewer - Skyview Road	Oak Grove	a	\$250,000	2011	CDBG/Local	2011
Sewer - Forest Glen Road	Oak Grove	a	\$350,000	2011	CDBG/Local	2011
Sewer - Odens Mill Road Extension	Oak Grove	a	\$2,500,000	2011	CDBG/Local	2011
Thermal imager for fire department	Oak Grove	c	\$14,000	2011	FEMA/Local	2011
Purchase new police cars	Oxford	c	\$90,000	2011	Local	2011
Oct. 1, 2011 - Sep. 30, 2012						
Renovation of old courthouse downtown	Alexander City	d	\$3,200,000	2012	State/Federal/Local	2012
Safe shelter at Sportsplex	Alexander City	d	\$600,000	2012	FEMA/CDBG/Local	2012
Purchase new police cars	Oxford	c	\$90,000	2012	Local	2012

II. TRANSPORTATION

1. Objectives

- | | Priority | Objective |
|----|-----------------|---|
| a. | High | Improve and expand highway and street systems |
| b. | High | Expand rural and urban public transportation systems to provide needed services to all citizens of the region. |
| c. | Moderate | Encourage improvement and expansion of the region's airports. |
| d. | Moderate | Provide incorporation of rapid rail technology in the regional rail service network. |
| e. | Moderate | Promote enhancement of existing transportation facilities in accordance with the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). |

2. Planning and Technical Assistance

Description	Location	Objective References	FY 10	FY 11	FY 12	Funding Source
Calhoun Area Transportation Study	Calhoun Co. Urban Area	a, b, e	x	x	x	FHWA/Local
Urban public transportation projects	Calhoun Co. Urban Area	b, e	x	x	x	FTA/Local
Urban transportation, planning & technical assistance	Calhoun Co. Urban Area	a-e	x	x	x	FTA/FHWA/Local
East Alabama Rural Planning Organization	State Planning District 4	a-e	x	x	x	FHWA/Local
Rural public transportation projects	State Planning District 4	b, e	x	x	x	FTA/Local
Rural transportation, planning & technical assistance	State Planning District 4	a-e	x	x	x	FTA/FHWA/Local
Coordinate with the State Department of Transportation	State Planning District 4	a-e	x	x	x	FTA/FHWA/Local
Coordinate local/private transportation resources	State Planning District 4	a-e	x	x	x	FTA/FHWA/Local
Grant & loan application preparation assistance	State Planning District 4	a, b, e	x	x	x	FTA/FHWA/Local
Project management & monitoring assistance	State Planning District 4	e	x	x	x	FTA/FHWA/Local
East Alabama Rural Action Commission, Infrastructure Committee, Transportation Sub-committee	State Planning District 4	a-e	x	x	x	FHWA/Local

II. TRANSPORTATION

3. Development Projects

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY's
Oct. 1, 2009 - Sep. 30, 2010						
T.C. Russell Field Airport - terminal building, hangar taxiway, parallel taxiway, overlay	Alexander City	c	\$7,500,000	2010	FAA/ALDOT/Local	2010
Special education school bus	Attalla	b	\$103,145	2010	4240-ARRA IDEA Part B	2010
School bus	Attalla	b	\$82,296	2010	State/Local	2010
Construct trolley stop	Gadsden	b	\$450,000	2010	Federal/Local	
Purchase new trolleys	Gadsden	b	\$350,000	2010	Federal	
US Highway 78/Ross Street Phase III, downtown	Heflin	e	\$400,000	2010	SAFETEA-LU/Local	2012
Walking trail connecting downtown to recreation center	Heflin	e	\$30,000	2010	ADECA/Local	2012
Resurfacing on 9 streets	Hokes Bluff	a	\$372,922	2010-2011	Federal/State/Local	2010-2011
Replace Caddell Circle bridge over Big Cove Creek	Hokes Bluff	a	\$850,200	2010-2014	Federal/State/Local	2010-2014
Pave Lauras Lane	Oak Grove	a	\$50,000	2010	DOT/Local	2010
Pave Gantts JTC Road	Oak Grove	a	\$75,000	2010	DOT/Local	2010
Pave Mountain View Road	Oak Grove	a	\$50,000	2010	DOT/Local	2010
Pave Limbaugh Street	Oak Grove	a	\$50,000	2010	DOT/Local	2010
Pave Skyview Road	Oak Grove	a	\$150,000	2010	DOT/Local	2010
Pave Landers Loop	Oak Grove	a	\$100,000	2010	DOT/Local	2010
Resurface Friendship Road	Oxford	a	\$684,000	2010	DOT/Local	2010-2011
Continue improvements to Highway 78, Watson Drive	Oxford	a	\$1,200,000	2010	DOT/Local	2010

II. TRANSPORTATION

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY's
Resurface Edith Drive	Oxford	a	\$1,238,604	2010	DOT/Local	2010-2011
Continue demand response transit system	Oxford	b	\$30,000	2010	DOT/Local	2010
Continue fixed route transit system	Oxford	b	\$75,000	2010	DOT/Local	2010
Lumley Road Bicycle/Pedestrian facility	Rainbow City	e	\$474,237	2010	SAFETEA-LU/Local	2010
Improve and re-pave city streets	Talladega Springs	a	\$200,000	2010	CDBG/County	2012
Oct. 1, 2010 - Sep. 30, 2011						
Quiet Zone - downtown railroad crossings	Alexander City	e	\$425,000	2011	ALDOT/Local	2011
Landscaping, sidewalks, welcome center	Oak Grove	e	\$300,000	2011	SAFETEA-LU/Local	2011
Continue demand response transit system	Oxford	b	\$30,000	2011	DOT/Local	2011
Continue fixed route transit system	Oxford	b	\$75,000	2011	DOT/Local	2011
Oct. 1, 2011 - Sep. 30, 2012						
Continue demand response transit system	Oxford	b	\$30,000	2012	DOT/Local	2012
Continue fixed route transit system	Oxford	b	\$75,000	2012	DOT/Local	2012

III. INDUSTRIAL DEVELOPMENT

1. Objectives

- | | <u>Priority</u> | <u>Objective</u> |
|----|-----------------|---|
| a. | High | Encourage expansion of existing industries and increased productivity. |
| b. | High | Promote and assist in the development of agri-business and related trades. |
| c. | High | Promote the development of tourism. |
| d. | High | Encourage economic diversification. |
| e. | High | Encourage small business and industrial growth through the development and promotion of locally based strategies and programs. |
| f. | High | Promote the consolidation of fragmented local industrial development initiatives to ensure integrated county economic development strategies, programs and resources. |
| g. | High | Assist in the development of prepared industrial parks and expand the region's inventory of prepared industrial sites. |
| h. | High | Expand the services of the Regional Revolving Loan Fund (RLF) program to provide financial assistance in alleviating economic distress in the region. |
| i. | High | Explore alternative sources of economic development financing and provide technical assistance or directly implement strategies to increase the availability to gap financing and other forms of development financing. |
| j. | High | Encourage international trade through training for business and local officials on exporting, foreign market opportunities, sister cities agreements, and joint ventures, investment and licensing. |
| k. | High | Encourage economic readjustment to respond to military downsizing and realignment as it impacts the region. |

2. Planning and Technical Assistance

Description	Location	Objective References	FY 10	FY 11	FY 12	Funding Source
Revolving Loan Fund Program	State Planning District 4	a-e, h, i	x	x	x	ARC/EDA/State/Local
Grant & loan application preparation	State Planning District 4	a-e, g, i-k	x	x	x	EDA/ARC/CDBG/Local
Project management & monitoring assistance	State Planning District 4	a-e, g, i-k	x	x	x	EDA/ARC/CDBG/Local
ARC 302 (a) regional and local planning	State Planning District 4	a-k	x	x	x	ARC/Local
Participate in Northeast AL Development Forum	State Planning District 4	a-k	x	x	x	ARC/EDA/Local

III. INDUSTRIAL DEVELOPMENT

Description	Location	Objective References	FY 10	FY 11	FY 12	Funding Source
Participate in rural development councils	State Planning District 4	a-k	x	x	x	ARC/EDA/Local
Participate in citizen, council, committee, etc. deliberations	State Planning District 4	a-k	x	x	x	ARC/EDA/Local
Assist in organization of local boards and authorities	State Planning District 4	a-k	x	x	x	EDA/ARC/Local
Coordinate endeavors for small business & industrial development	State Planning District 4	a-k	x	x	x	EDA/ARC/Local
Provide EDA with information on plant closings	State Planning District 4	a, d-g	x	x	x	EDA/Local
Prepare Economic Development Profiles & provide other data for industrial recruitment efforts	State Planning District 4	a-e	x	x	x	EDA/Local
East Alabama Rural Action Commission, Economic Development & Infrastructure Committees	State Planning District 4	a-k	x	x	x	EDA/ARC/FHWA/ State/Local

3. Development Projects

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY's
Oct. 1, 2009 - Sep. 30, 2010						
Airport Road improvements (widen road, extend water & sewer)	Gadsden	g	\$6,972,280	2010	EDA/ARC/State/Local	
Road to industrial site	Heflin	g	\$1,000,000	2010	ADECA/Local	2012
Grade industrial site and construct speculative building	Heflin	g	\$5,000,000	2010	USDA/ADECA/Local	2012
Small business incubator satellite	Heflin	d	\$500,000	2010	USDA/SBA/Local	2012
Purchase industrial property	Lineville	g	\$250,000	2010	State/Local	2010
Lumley Road Technical/Industrial Park	Rainbow City	g	\$500,000	2010	Local	2010
Randolph County Industrial Park	Roanoke	g			Local	

III. INDUSTRIAL DEVELOPMENT

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY's
Plantation Patterns	Wadley	g			Local/Private	
Oct. 1, 2010 - Sep. 30, 2011						
Water transmission main - U.S. Highway 280 East	Alexander City & Tallapoosa Co.	g	\$3,500,000	2011	EDA/Local	2012
Industrial park	Alexander City	g	\$3,000,000	2011	EDA/ALDOT/Local	2012
Oct. 1, 2011 - Sep. 30, 2012						

IV. EDUCATION AND WORKFORCE DEVELOPMENT

1. Objectives

- | | <u>Priority</u> | <u>Objective</u> |
|----|-----------------|---|
| a. | High | Promote adequate public educational facilities. |
| b. | High | Promote improvement and expansion of vocational educational programs and facilities to respond to future job requirements. |
| c. | High | Promote curriculum development to meet the long-term labor force need of the region. |
| d. | High | Promote expansion of adult education programs. |
| e. | High | Promote the provision of expanded job training programs targeted to the needs of the region and oriented to the competitive world market. |
| f. | High | Encourage diversification through adequate labor force training. |

2. Planning and Technical Assistance

Description	Location	Objective References	FY 10	FY 11	FY 12	Funding Source
Senior Community Service Employment Program	State Planning District 4	e	x	x	x	Title V - SCSE
Subsidized & unsubsidized job placement & counseling	State Planning District 4	e	x	x	x	Title V - SCSE
Region 5 Workforce Development Council	State Planning District 4 (less Chambers County)	a-f	x	x	x	EDA/ARC/State/Local
East Alabama Rural Action Commission, Education Committee	State Planning District 4	a-f	x	x	x	EDA/ARC/State/Local

IV. EDUCATION AND WORKFORCE DEVELOPMENT

3. Development Projects

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
Oct. 1, 2009 - Sep. 30, 2010						
Install HVAC fresh air intake at Alexandria High School	Alexandria (Calhoun County)	a	\$340,000	2010	Q bond	2010
New construction/consolidation of Curtiston Primary and Stowers Hill Intermediate Schools	Attalla	a	\$3,055,752	2010	PSCA/PSCA leverage	2010
New elevator and remodeling at Etowah Middle School	Attalla	a	\$203,472	2010	4240-ARRA IDEA Part B	2010
Classroom renovations at Watwood Elementary School	Childersburg (Talladega Co.)	a	\$50,000	2010	State/Local	2010
Re-roof Parent-Teacher Resource Center	Gadsden	a	\$43,960	2010	State	2010-2011
Re-roof Sansom Middle School	Gadsden	a	\$49,211	2010	State	2010-2011
Renovate bathrooms at Walnut Park Elementary School	Gadsden	a	\$35,000	2010	State	2010-2011
Renovate classroom space for Alternative Education and Gifted programs at Calhoun County Career Technical Center	Jacksonville (Calhoun County)	a	\$40,000	2010	State/Local	2010
Renovate classrooms and modernize electrical capacity at Kitty Stone Elementary School	Jacksonville (City)	a	\$500,000	2010	Qualified School Construction Bond	2010
Construct softball field at Jacksonville High School	Jacksonville (City)	a	\$30,000	2010	Local	2010
Replace windows at Lanett High School	Lanett	a	\$1,000,000	2010		2010
Replace windows at Lanett Junior High School	Lanett	a	\$200,000	2010		2010
Renovate auditorium at Lanett High School	Lanett	a	\$500,000	2010		2010

IV. EDUCATION AND WORKFORCE DEVELOPMENT

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
Classroom additions at Lincoln High School	Lincoln (Talladega Co.)	a	\$666,000	2010	Local	2010
Land improvements at Drew Middle School	Lincoln (Talladega Co.)	a	\$175,000	2010	Local	2010
Relocate office at Ohatchee High School to first floor, repurpose current office space	Ohatchee (Calhoun County)	a	\$250,000	2010	State/Local	2010
Re-roof old elementary wing of Ohatchee High School	Ohatchee (Calhoun County)	a	\$75,000	2010	Q bond	2010
Install HVAC fresh air intake at Saks High School	Saks (Calhoun County)	a	\$310,000	2010	Q bond	2010
Re-roof Saks Elementary School (less library)	Saks (Calhoun County)	a	\$95,000	2010	Q bond	2010
Renovate library at Saks Elementary School	Saks (Calhoun County)	a	\$45,000	2010	State/Local	2010
Upgrade information technology at various schools	Talladega County	a	\$50,000	2010	State/Local	2010
Renovations at various schools	Talladega County	a	\$160,000	2010	State/Local	2010
HVAC repairs at various schools	Talladega County	a	\$60,000	2010	State/Local	2010
Replace HVAC in Phase 1 wing of Weaver Elementary School	Weaver (Calhoun County)	a	\$245,000	2010	Q bond	2010
Re-roof the 6-room addition at Wellborn Elementary School	Wellborn (Cahoun County)	a	\$35,000	2010	Q bond	2010
Oct. 1, 2010 - Sep. 30, 2011						
Renovate gym at Benjamin Russell High School	Alexander City (City)	a	\$2,340,000	2011	State	2011
Renovate classrooms in old band room at Alexandria High School	Alexandria (Calhoun County)	a	\$45,000	2011	State/Local	2011

IV. EDUCATION AND WORKFORCE DEVELOPMENT

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
Construct 13 classrooms and library/media center at Ashland Elementary School	Ashland (Clay County)	a	\$1,600,000	2011	State/Local	2011
Asbestos removal at various county schools	Calhoun County	a	\$40,000	2011	State/Local	2011
Re-roof Childersburg Middle School	Childersburg (Talladega Co.)	a	\$750,000	2011	State/Local	2012
Construct new Clay County Consolidated High School (grades 7-12)	Clay County	a	\$21,200,000	2011	State/Local	2011
Renovate/modernize Ashland and Lineville Elementary Schools	Clay County	a	\$600,000	2011	State/Local	2011
Replace HVAC in the shops at the Calhoun County Career Technical Center	Jacksonville (Calhoun County)	a	\$75,000	2011	Q bond	2011
Replace flooring at W.O. Lance Elementary School	Lanett	a	\$200,000	2011		2011
Replace HVAC units at W.O. Lance Elementary School	Lanett	a	\$200,000	2011		2011
Construct 4 classrooms and renovate vocational building at Lineville Elementary School	Lineville (Clay County)	a	\$700,000	2011	State/Local	2011
Renovate old elementary building and eliminate substandard classroom space at Ohatchee High School	Ohatchee (Calhoun County)	a	\$300,000	2011	State/Local	2011
Renovations at Sycamore School	Sycamore (Talladega Co.)	a	\$75,000	2011	State/Local	2011
Re-roof Sycamore School	Sycamore (Talladega Co.)	a	\$100,000	2011		
Replace HVAC at Stemley Road Elementary School	Talladega County	a	\$160,000	2011		

IV. EDUCATION AND WORKFORCE DEVELOPMENT

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
Renovate science lab at Weaver High School	Weaver (Calhoun County)	a	\$75,000	2011	State/Local	2011
Re-roof Phase I wing of Weaver Elementary School	Weaver (Calhoun County)	a	\$80,000	2011	Q bond	2011
Replace all ductless split HVAC systems at Wellborn High School	Wellborn (Calhoun County)	a	\$350,000	2011	Q bond	2011
Renovate existing bathrooms at Wellborn High School football stadium	Wellborn (Calhoun County)	a	\$40,000	2011	State/Local	2011
Re-roof main building at White Plains High School	White Plains (Calhoun County)	a	\$130,000	2011	Q bond	2011
Oct. 1, 2011 - Sep. 30, 2012						
Construct Alexandria Middle School	Alexandria (Calhoun County)	a	\$14,000,000	2012	State/Local	2012
Replace old heaters in Alexandria High School gym	Alexandria (Calhoun County)	a	\$25,000	2012	Q bond	2012
Replace HVAC in "A" wing of Alexandria Elementary School	Alexandria (Calhoun County)	a	\$100,000	2012	Q bond	2012
Install awnings from school to buses at Pleasant Valley High School	Calhoun County	a	\$35,000	2012	State/Local	2012
Re-roof 4 shops in Building 2 of the Calhoun County Career Technical Center	Jacksonville (Calhoun County)	a	\$100,000	2012	Q bond	2012
Covered entrance at W.O. Elementary School	Lanett	a	\$150,000	2012		2012
Renovate locker rooms at Lanett High School	Lanett	a	\$150,000	2012		2012
Pave parking lot at Saks High School	Saks (Calhoun County)	a	\$90,000	2012	State/Local	2012

IV. EDUCATION AND WORKFORCE DEVELOPMENT

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
Repave parking lot at Saks Middle School	Saks (Calhoun County)	a	\$75,000	2012	State/Local	2012
Re-roof main building at Saks High School	Saks (Calhoun County)	a	\$120,000	2012	Q bond	2012
Install awning for bus loading area at Saks Middle School	Saks (Calhoun County)	a	\$35,000	2012	State/Local	2012
Talladega County Board of Education Office	Talladega County	a	\$375,000	2012		
Re-roof Phase 1 and 2 buildings at Weaver High School	Weaver (Calhoun County)	a	\$85,000	2012	Q bond	2012
Replace worn out exterior doors at White Plains High School	White Plains (Calhoun County)	a	\$35,000	2012	State/Local	2012

V. HUMAN SERVICES

1. Objectives

- | | <u>Priority</u> | <u>Objective</u> |
|----|-----------------|--|
| a. | High | Provide and encourage adequate day care facilities and services. |
| b. | High | Provide and expand services for the aged. |
| c. | High | Promote the provision of adequate services to relieve physical and economic distress. |
| d. | High | Provide assistance in the area of compliance with the Americans with Disabilities (ADA). |

2. Planning and Technical Assistance

Description	Location	Objective References	FY 10	FY 11	FY 12	Funding Source
Administer Title III, Older Americans Act	State Planning District 4	b-c	x	x	x	ADSS
General technical assistance, health care	State Planning District 4	c	x	x	x	Local
Grant & loan application preparation assistance	State Planning District 4	a-c	x	x	x	ADSS
Project management & monitoring assistance	State Planning District 4	a-c	x	x	x	ADSS
Title III - Older Americans Act, planning projects	State Planning District 4	b-c	x	x	x	ADSS
Medicaid waiver, technical assistance	State Planning District 4	b-c	x	x	x	ADSS
Senior discount catalog/photo id	State Planning District 4	b-c	x	x	x	ADSS
Disaster readiness & resource development plan	State Planning District 4	b-c	x	x	x	ADSS
Annual operating element	State Planning District 4	b-c	x	x	x	ADSS
Multi-year area plan	State Planning District 4	b-c	x	x	x	ADSS
Talladega County RSVP	Talladega County	b-c		x	x	Corporation for National and Community Service

V. HUMAN SERVICES

3. Development Projects

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
Oct. 1, 2009 - Sep. 30, 2010						
Construct Department of Human Resources building	Gadsden	c	\$8,600,000	2010	State/Local	
Senior center	Heflin	b	\$800,000	2010	ADECA/Local	2012
Install automatic swing door opener at senior center	Jacksonville	d	\$3,000	2010		2010
Construct patio/deck at senior center	Jacksonville	b	\$15,000	2010	Local	2010
Renovate senior center	Talladega Springs	b	\$30,000	2010	State	2012
Oct. 1, 2010 - Sep. 30, 2011						
Oct. 1, 2011 - Sep. 30, 2012						

VI. HOUSING

1. Objectives

- | | <u>Priority</u> | <u>Objective</u> |
|----|-----------------|--|
| a. | High | Promote the preservation and enhancement of existing housing stock by encouraging housing improvements through public and private rehabilitation programs. |
| b. | High | Encourage construction of housing for the elderly. |
| c. | High | Assist in the development of strategies and programs to protect and improve neighborhood areas. |
| d. | Moderate | Promote new housing construction through housing assistance programs. |
| e. | High | Encourage and assist in efforts to increase home ownership throughout the region. |
| f. | Moderate | Encourage local governments to remove regulatory barriers to affordable housing. |
| g. | High | Promote and provide technical assistance in comprehensive planning, code enforcement, and land use regulations. |
| h. | Moderate | Explore and assist in implementing strategies to increase the availability of financing for development of housing for low and moderate-income persons. |

2. Planning and Technical Assistance

Description	Location	Objective References	FY 10	FY 11	FY 12	Funding Source
General housing technical assistance	State Planning District 4	a-h	x	x	x	CDBG/ARC/Local
Grant & loan application preparation assistance	State Planning District 4	a-e, h	x	x	x	CDBG/ARC/Local
Project management & monitoring assistance	State Planning District 4	a-e, h	x	x	x	ARC/CDBG/Local
Appalachian Regional Commission Housing Plan	State Planning District 4	a-h	x	x	x	ARC/Local
Zoning Ordinance and Subdivision Regulation updates	Town of Oak Grove	c, g	x			Local
Zoning Ordinance and Subdivision Regulation updates	City of Roanoke	c, g	x			Local
Zoning Ordinance and Subdivision Regulation updates	City of Dadeville	c, g	x			Local
Comprehensive Plan, Zoning Ordinance, and Subdivision Regulation updates	City of Lanett	c, g	x	x		Local
Comprehensive Plan	Town of Camp Hill	c, g	x			CDBG/Local

VI. HOUSING

Comprehensive Plan, Zoning Ordinance, and Subdivision Regulations	Town of Jackson's Gap	c, g	x	x		CDBG/Local
Comprehensive Plan, Zoning Ordinance, and Subdivision Regulations	City of Centre	c, g	x	x		Local
Comprehensive Plan, Zoning Ordinance, and Subdivision Regulations	Town of Wadley	c, g	x	x	x	

3. Development Projects

Description	Location/Housing Authority	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
Oct. 1, 2009 - Sep. 30, 2010						
Capital fund program	Alexander City	a	\$826,314	2010	HUD	2010
Modernize 36 units at Gateway Village	Gadsden	a	\$2,590,000	2010	HUD	2010
Housing assistance	Gadsden	a	\$100,000	2010	Federal/CDBG	
Replace windows, screens, and outside hose bibs at Billy Little Homes	Piedmont	a	\$176,000	2010	HUD	2010
Replace terra cotta pipe and install new pipe at Ben Kerr Homes	Piedmont	a	\$300,000	2010	HUD	2010
Complete installation of metal roofing at Westgate Homes	Talladega	a	\$537,458	2009	HUD/Stimulus	2009-2010
Complete installation of new prime windows at Curry Court	Talladega	a	\$125,000	2009	HUD/Stimulus	2009-2010
Continue prime door replacements with frames and hardware at Westgate Homes and Curry Court	Talladega	a	\$513,571	2009-2012	HUD/CFP	2009-2012
Complete replacement of HVAC at Westgate Homes	Talladega	a	\$765,814	2010	HUD/Stimulus/CFP	2010

VI. HOUSING

Description	Location/Housing Authority	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
Install water and gas meters with AMR technology at Westgate Homes, Curry Court, Knoxville Homes	Talladega	a	\$250,000	2010	HUD/CFP	2010
Oct. 1, 2010 - Sep. 30, 2011						
Family Self-Sufficiency/Section 8 Housing	Alexander City	c	\$32,623	2011	HUD	2011
Family Self-Sufficiency/Public Housing	Alexander City	c	\$36,548	2011	HUD	2011
Modernize 21 units at Northside Homes - Phase I	Gadsden	a	\$902,500	2011	HUD	2011
Remove paneling and replace with sheetrock at Highland Homes	Piedmont	a	\$900,000	2011	HUD	2012
Replace HVAC at Curry Court	Talladega	a	\$795,574	2011-2012	HUD/CFP	2011-2012
Family lighting standards upgrade at Curry Court	Talladega	a	\$123,252	2011-2012	HUD/CFP	2011-2012
Oct. 1, 2011 - Sep. 30, 2012						
Modernize 21 units at Northside Homes - Phase II	Gadsden	a	\$902,500	2012	HUD	2012

VII. RECREATION AND CULTURE

1. Objectives

- | | <u>Priority</u> | <u>Objective</u> |
|----|-----------------|--|
| a. | Moderate | Improve and expand recreation and cultural facilities and services. |
| b. | High | Insure the accessibility of recreation areas to the disabled, physically challenged, and the very young. |
| c. | High | Encourage the provision of special facilities to serve particular needs of community residents, such as boating, bikeway paths, etc. |
| d. | Moderate | Promote the conversion of abandoned rail corridors into multi-use recreational facilities. |

2. Planning and Technical Assistance

Description	Location	Objective References	FY 10	FY 11	FY 12	Funding Source
Grant & loan application preparation assistance	State Planning District 4	a-d	x	x	x	ARC/State/Local
Project management & monitoring assistance	State Planning District 4	a-d	x	x	x	ARC/State/Local

3. Development Projects

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
Oct. 1, 2009 - Sep. 30, 2010						
Soccer complex at Sportplex	Alexander City	a	\$1,000,000	2010	DNC/CDBG/Local	2010
Black Creek Greenway	Gadsden	c	\$300,000	2010	Federal/CDBG	
Convert old landfill for use as amphitheater	Heflin	a	\$1,500,000	2010	EPA Brownfields/Local	2012
Archery range	Heflin	a	\$15,000	2010	State/Local	2012
Skate park	Heflin	a	\$50,000	2010	State/Local	2012

VII. RECREATION AND CULTURE

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
Install automatic swing door opener at community center	Jacksonville	b	\$3,000	2010		2010
Develop Little Tallahassee Greenway connecting Chief Ladiga Trail to downtown	Jacksonville	c	\$150,000	2010	Local	2010
Purchase/install playground equipment	Jacksonville	a	\$30,000	2010	Local	2010
Purchase/install playground equipment	Jacksonville	a	\$30,000	2010	Local	2011
Restore train depot	Jacksonville	a	\$217,000	2010	Local	2010
Landscaping at train depot and along Chief Ladiga Trail	Jacksonville	a	\$8,000	2010	Local	2011
Construct new tennis courts	Lineville	a	\$200,000	2010	State/Local	2011
Walking trail	Munford	a	\$25,000	2010	State/Local	
Park and recreation improvements	Oak Grove	a	\$100,000	2010	CDBG/Local	2010
Renovate Bynum School (recreation facility)	Oxford	a	\$600,000	2010	Local	2010-2012
Renovate Civic Center	Oxford	a	\$850,000	2010	Local	2010-2012
Construct bathrooms at Cider Ridge	Oxford	a	\$50,000	2010	Local	2010-2012
Construct sports complex	Oxford	a	\$12,500,000	2010	Local/Bond	2010-2012
Vivian Lee Maddox Sports Complex trailhead	Rainbow City	a	\$125,000	2010	ADECA/Local	2010
Social room with kitchen at Town Hall	Reece City	a	\$75,000	2010	State/Local	2010
Bathrooms at walking track	Reece City	a	\$20,000	2010	State/Local	2010
Oct. 1, 2010 - Sep. 30, 2011						
Aquatic facility (pool complex) at Sportplex	Alexander City	a	\$2,100,000	2011	State/Federal/Local	2012
Oct. 1, 2011 - Sep. 30, 2012						

VIII. NATURAL RESOURCES AND CONSERVATION

1. Objectives

- | | <u>Priority</u> | <u>Objective</u> |
|----|-----------------|---|
| a. | High | Encourage timberland management. |
| b. | High | Encourage farm management and work training in conservation. |
| c. | High | Promote optimal development of rural communities. |
| d. | High | Promote adequate surface drainage and flood control facilities. |
| e. | High | Encourage initiation of National Flood Insurance Act within all communities in the region. |
| f. | High | Encourage development in floodways to conform with FEMA guidelines. |
| g. | High | Promote and to provide technical assistance on the issue of well-head and aquifer protection in the region. |
| h. | Moderate | Promote or assist in inventory of historic and cultural resources and encourage the preservation of these resources. |
| i. | Moderate | Promote the identification, inventory, and preservation or sound management of the environmental resources of communities in the region. |
| j. | Moderate | Assist the appropriate federal and state agencies in the expansion of recreational and National Forest holdings in the region. |
| k. | Moderate | Monitor communities for compliance with the Environmental Protection Agency's guidelines on air quality. |
| l. | High | Promote the identification and protection of environmentally sensitive areas. |
| m. | Moderate | Identify potential areas of energy conservation and assist local governments in developing and implementing local energy conservation policies. |
| n. | Moderate | Implement public transportation programs, which can achieve energy conservation by reducing automobile-based trips and providing alternatives to single-occupant automobile travel. |
| o. | Moderate | Assist in developing local growth policies to guide land use patterns within the context of energy conservation. |

2. Planning and Technical Assistance

Description	Location	Objective References	FY 10	FY 11	FY 12	Funding Source
Local planning assistance	State Planning District 4	a-o	x	x	x	ARC/EDA/Local
Participate in Coosa Valley RC&D undertakings	State Planning District 4	a-o	x	x	x	EDA/ARC/Local
Participate in rural development council	State Planning District 4	a-o	x	x	x	EDA/ARC/Local

Description	Location	Objective References	FY 10	FY 11	FY 12	Funding Source
Grant & loan application preparation assistance	State Planning District 4	a-o	x	x	x	EDA/ARC/CDBG/FmHA
Project management & monitoring assistance	State Planning District 4	a-o	x	x	x	ARC/CDBG/Local
Historic site inventory & application preparation assistance	State Planning District 4	f	x	x	x	Alabama Historic Commission/Local

3. Development Projects

Description	Location	Objective Reference	Est. Cost	Funding FY	Funding Source	Development FY
Oct. 1, 2009 - Sep. 30, 2010						
Drainage improvements in Oakleigh Estates	Gadsden	d	\$300,000	2010	Federal/CDBG	
Historical Meteorite Site and Marker	Oak Grove	h	\$50,000	2010	AL Historical Comm/Local	2010
Drainage improvements	Oxford	d	\$1,200,000	2010	Grant/Local	2010-2012
Restore Sulphur Springs Historic Park	Talladega Springs	h	\$60,000	2010	CDBG/Local	2012
Oct. 1, 2010 - Sep. 30, 2011						
Oct. 1, 2011 - Sep. 30, 2012						

CHAPTER 3

VITAL PROJECTS

The primary objective of this chapter is to identify and prioritize local, regional, and statewide projects and programs that will best address the region's greatest needs or enhance the region's economic competitiveness. This list of vital projects complements the local capital improvement projects that are listed in Chapter 2 - Suggested Projects. The capital improvement projects identify, validate, and coordinate local projects that will have a positive impact on local and regional economic growth and development. The vital projects listing has a broader focus, including projects and programs that cross political boundaries and benefit the entire region and, in some instances, the state. From that overall list, the EARPDC's Board of Directors identified the following projects and programs as the most crucial to the region at this time. Where preliminary cost estimates are identified, they should be considered subject to refinement as further design and engineering work is completed.

Regional initiatives (*in no particular order*)

- √ The widening to 4 lanes of U.S. Highway 431 between I-20 and I-85. (*Preliminary cost estimate - to be determined*)
- √ The expansion of supporting water and sewer infrastructure to the Lake Martin Regional Industrial Park in Coosa County. (*Preliminary cost estimate - \$1,700,000*)

Local initiatives (*in no particular order*)

- √ The improvement and expansion of supporting infrastructure needed to facilitate continued expansion of the Honda plant in Lincoln. (*Preliminary cost estimate - to be determined*)
- √ Construct the Phase II expansion, including infrastructure, of the Gadsden Airport Industrial Park. (*Preliminary cost estimate - \$8,000,000-\$10,000,000*)
- √ Construct new access from Alabama Highway 21 into Fort McClellan and construct an access road to the industrial areas within the Fort. (*Preliminary cost estimate - \$4,000,000*)

PROJECTS VITAL TO ECONOMIC DEVELOPMENT IN EAST ALABAMA

Project/program	Location	Cost/funding	Responsibility	Benchmarks	Priority
Four lane U.S. Highway 431 from I-85 to I-20	Lee, Chambers, Calhoun, Randolph, & Cleburne Counties	Unknown, but ALDOT has begun planning the project	ALDOT	Number of highway miles widened	I-1
Upgrade and extend supporting infrastructure as needed to facilitate continued expansion of the Honda plant in Lincoln	Talladega County	Unknown	ADO, ADECA, ALDOT, EDA, ARC, Talladega County, Local Governments, & Utility providers	Completion of utility improvements Number of jobs created	
Expand the Wedowee Water System service area	Randolph County	\$3,500,000	Wedowee Water Board	Number of miles of water lines Number of customers served	I-2
Expand sewer service within the Cusseta Industrial Park and to roughly 1,300 residents in the Cusseta area	Chambers County	\$880,000 - \$1,200,000	Chambers County Industrial Authority	Construction of sewer line	I-3
Fund the Alabama Pre-Kindergarten & Reading Initiative Programs in Cleburne County Schools as a regional pilot program	Cleburne County	\$520,000/year	Cleburne County Board of Education	Number of programs funded Number of students participating Verbal Achievement Test Scores	I-3
Review and reform Medicaid reimbursement policies as they apply to rural areas to eliminate reimbursement disparities	Statewide	Unknown	Alabama Medicaid Agency	Initiation of reform	I-5
Establish an advanced technology research transfer center at the former Fort McClellan	Calhoun County	Unknown	Joint Powers Authority and Jacksonville State University	Development of facility plan Construction of facility	I-6
Reform the 1901 Alabama Constitution	Statewide	Unknown	Alabama State Legislature	Adoption of new Constitution	I-6
Extend I-759 to U.S. Highway 431 in both Attalla and Gadsden	Etowah County	Unknown	ALDOT	Completion of projects	I-8

Project/program	Location	Cost/funding	Responsibility	Benchmarks	Priority
Develop a Health & Safety Welfare Plan for Cleburne County as a regional pilot project	Cleburne County	\$300,000	Cleburne County Health Department & Cleburne County LEMA	Completion of study Number of Health Inspectors on staff	I-9
Continue and expand established process to develop detailed plans that define and address the basic needs of senior citizens throughout the region	Region-wide	Unknown	East Alabama Commission's Department of Senior Services	Completion of plan	I-9
Expand water and sewer infrastructure for the Lake Martin Regional Industrial Park	Coosa and Tallapoosa Counties	\$1,700,000	Alexander City, Coosa County Commission, Lake Martin Alliance, EDA	Completion of Phase I infrastructure improvements	
Recapitalize regional revolving loan funds	Statewide	Unknown	Alabama Legislature	Number of loans awarded Amount of funds leveraged Number of jobs created	
Finance and prepare countywide comprehensive plans for all counties in the region	Region-wide	Unknown	County Commissions, East Alabama Regional Planning & Development Commission	Number of plans completed	I-9
Extend College Parkway in Gadsden to I-759	Etowah County	Unknown	ALDOT & The Etowah County MPO	Completion of highway extension	II
Develop a countywide water delivery system for Clay County to serve the unincorporated areas	Clay County	Unknown	Clay County Commission, local water boards and authorities, USDA Rural Development, & ADECA	Miles of distribution lines installed Number of customers served	II
Add a third lane to I-20 in each direction between the Coosa River and Exit 188 in Golden Springs	Talladega and Calhoun Counties	Unknown	ALDOT	Number of highway miles widened	II

Project/program	Location	Cost/funding	Responsibility	Benchmarks	Priority
Construct the Phase II expansion of the Gadsden Airport Industrial Park	Etowah County	\$8,000,000 - \$10,000,000	Etowah County Industrial Development Authority	Completion of expansion Number of industrial sites created	II
Redevelopment of the Gulf States Steel property as a regional Brownfield Pilot Project	Etowah County	\$5,000,000 +/-	City of Gadsden & Etowah County Industrial Development Authority	Completion of site remediation Number of prospects solicited	II
Develop a regional work force training/retraining program to make use of local higher education and career technical training resources	Region-wide	Unknown	Local colleges and Career Technical Centers	Number of programs established Program enrollment Number of students trained/retrained Number of graduates hired	II
Fund and prepare a downtown revitalization plan for the Town of Rockford	Coosa County	\$20,000 - \$50,000	City of Rockford, East Alabama Regional Planning and Development Commission, EDA, ADECA, and ARC	Completion of plan	II
Revitalization of Noccalula Falls Park in Gadsden	Etowah County	\$25,000,000 +/-	City of Gadsden	Completion of renovation project	II
Extend high speed Internet service & facilities to all rural schools in the Region	Region-wide	Unknown	Local Boards of Education	Number of schools served Number of classrooms with Internet access Number of students served	II
Secure continued funding support for the Cleburne County Technology Project (school students build/repair computers) as a regional pilot project	Cleburne County	Unknown	Cleburne County School Foundation	Number of students participating in program Number of computers built/rehabilitated	II

Project/program	Location	Cost/funding	Responsibility	Benchmarks	Priority
Expand access to basic health care and hospital facilities in rural areas through expanded transit services	Region-wide	Unknown	Local Governments, East Alabama Regional Planning & Development Commission, ARISE, & Etowah County MPO	Number of passenger trips provided Number of Medicaid transportation clients served	II
Four-lane Alabama Highway 77 from the existing four-lane segment in Rainbow City north to U.S. Highway 431	Etowah County	Unknown	ALDOT	Completion of project	II
Create a regional task force to develop a Strategic Tourism Development and Marketing Plan for the Region	Region-wide	Unknown	Chambers of Commerce and Tourism Organizations throughout the Region	Completion of plan	II
Create a regional task force to develop a Strategic Plan to promote and develop the Region's retirement sector and facilities	Region-wide	Unknown	JSU's Center for Economic Development, East Alabama Commission's Department of Senior Services, & Chambers of Commerce	Completion of plan	II
Establish an initiative and program to develop a network of small business incubators in throughout the Region	Region-wide	\$1.5 to \$2 million per satellite facility	Northeast Alabama Business Incubator Services & local Industrial Development Authorities	Number of incubator facilities established Number of jobs created	II

Project/program	Location	Cost/funding	Responsibility	Benchmarks	Priority
Construct a new convention center in Etowah County	Etowah County	\$5,000,000 +/-	Etowah County Chamber of Commerce and City of Gadsden	Construction of facility	II
Establish a program to define and address the basic health needs of children and infants throughout the region	Region-wide	Unknown	Alabama Department of Public Health, Region 6 & local health care providers	Completion of study	II
Four-lane Alabama Highway 77 from current four-lane section in Southside south to I-20	Etowah, Calhoun, & Talladega	Unknown	ALDOT	Completion of widening project	II
Create a small business incubator in Etowah County	Etowah County	\$1.5 - \$2 million +/-	Etowah County Industrial Development Authority, NABIS, & Etowah County Chamber of Commerce	Completion of project	II
Construct new access from Alabama Highway 21 into McClellan and construct an access road to the industrial areas within McClellan	Calhoun County	\$4,000,000	City of Anniston, Joint Powers Authority, & Calhoun County MPO	Construction of access road Completion of street improvements	II
Support efforts of Clean Water Partnership to develop management plans for the surface waters within the region	Region-wide	Unknown	East Alabama Regional Planning and Development Commission, local governments, area businesses, & other affected partners	Completion of surface water resource management and protection plans for each watershed in the Region	II

Project/program	Location	Cost/funding	Responsibility	Benchmarks	Priority
Develop new and more flexible road construction and design standards for roads that will be used to access parks and other tourism resources	Region-wide	Unknown	ALDOT, MPOs, RPO, and local governments	Development of new road design and construction standards	II
Develop a recreational touring trail system in Clay County to link major tourism attractions	Clay	\$50,000 +/-	Clay County Chamber of Commerce	Number of miles of trail established	II
Develop tourism plan centered around Talladega National Forest and other natural and cultural amenities	Clay & Cleburne Counties	Unknown	Chambers of Commerce and local governments	Creation of a tourism plan Number of promotional materials produced Increase in tourism-related revenues	II
Explore the establishment of a Regional Economic Development Association	Region-wide	Unknown	Jacksonville State University Center for Economic Dev., East Alabama Regional Planning and Development Comm., & Local Economic Development Organizations	Creation of Regional Economic Development Association Number of meetings conducted	II
Explore the establishment of community-based Retirement Development Councils throughout the region	Region-wide	Unknown	Jacksonville State University Center for Economic Dev., East Alabama Commission's Department of Senior Services, Local Chambers of Commerce	Number of Councils established	II

Project/program	Location	Cost/funding	Responsibility	Benchmarks	Priority
Promote public education of the benefits of and need for planning within the region	Region-wide	Unknown	Alabama Chapter of American Planning Association & East Alabama Regional Planning and Development Commission	Number of outreach forums conducted Completion of educational materials Number of education materials disseminated	II
Expand emergency response services in Coosa County	Coosa County	Unknown	Coosa County Health Department and local health care providers	Completion of plan or study	III
Develop and implement a region-wide distance learning network	Region-wide	Unknown	Local Boards of Education, colleges, and universities	Number of schools served	III
Provide funding to support the community and economic development initiatives of the Horizons 2012 program in Etowah County	Etowah County	Unknown	Local governments and Etowah County Chamber of Commerce	Number of programs funded	III
Establish a Welcome Center	Cleburne County	\$50,000	Cleburne County Chamber of Commerce	Welcome Center established Number of visitors	III
Hire a full-time health inspector for the Coosa County Health Department	Coosa County	\$25,000 - \$35,000/yr	Coosa County Health Department	Number of health inspectors hired	III
Extend a sewer line to serve the proposed new retirement village site in Rockford	Coosa County	Unknown	Rockford Water and Sewer Authority	Completion of project	III
Construct a new Exit on I-59 at Pleasant Valley Road in Rainbow City	Etowah County	Unknown	ALDOT	Completion of project	III
Replace Fox Creek Bridge on AL Highway 48	Clay & Randolph Counties	Unknown	ALDOT	Completion of project	III

Project/program	Location	Cost/funding	Responsibility	Benchmarks	Priority
Conduct study on and add turn lanes to U.S. Highway 431	Randolph County	\$1,500,000	ALDOT	Completion of project	III

APPENDIX A

**ADDITIONAL INFORMATION
ABOUT THE EARPDC**

History of the EARPDC

The East Alabama Regional Planning and Development Commission (EARPDC) was incorporated as a non-profit organization by the State of Alabama in May, 1971. The district office is located in Anniston, Alabama.

The present-day regional commission is the result of a merger of two regional councils, the Coosa Valley Planning Agency and the East Central Alabama Regional Planning and Development Commission. The Coosa Valley Planning Agency consisted of Etowah, Cherokee, Calhoun, Cleburne, and Talladega Counties, while Clay, Randolph, Coosa, Tallapoosa, and Chambers Counties comprised the East Central Alabama Regional Planning and Development Commission. This merger was preceded by important legislation in 1969, which was passed by the Alabama Legislature as Act Number 1126. The Act enabled the Governor to establish State districts and to certify regional councils within these State districts. Soon after the merger, the East Alabama Regional Planning and Development Commission was certified by the Governor. Certification meant the District 4 lines would be contiguous with the regional council lines.

The EARPDC functions as the area-wide clearinghouse for all counties in the East Alabama region. It also functions as the Area Agency on Aging under the Alabama Department of Senior Services, as a Rural Planning Organization under the Alabama Department of Transportation, as a regional Rural Action Commission under the Alabama Department of Economic and Community Affairs, as an Economic Development District under the Economic Development Administration, and as a Local Development District under the Appalachian Regional Commission. EARPDC staff provide transportation technical assistance to the Calhoun Area Metropolitan Planning Organization, public transit technical assistance to transit systems in six of the region's counties, and planning and grant writing/administration assistance to local governments throughout the region.

Participating Governments

The East Alabama region consists of ten east central Alabama counties and fifty-nine municipalities. This figure does not include portions of four cities (Talladega, Boaz, Vincent, and Collinsville) that extend into East Alabama from adjoining counties. Other regional councils serve those communities. Five changes have been made to the roster of East Alabama's municipalities this decade. In 2001, the Town of Blue Mountain de-incorporated and was subsequently annexed into the City of Anniston, and the Town of Kellyton, located in Coosa County, re-incorporated. The Town of Munford, in Talladega County, incorporated in 2002, and the Town of Cusseta, in Chambers County, re-incorporated in 2007. The Etowah County Town of Mountainboro de-incorporated and was subsequently annexed into the City of Boaz in 2009. The Economic Development Administration has designated all ten counties and their municipalities as redevelopment areas.

All ten counties and fifty-two municipalities are active participants in the EARPDC's organization and program. Active participants are those jurisdictions which elect to participate in the EARPDC and whose per capita contributions or dues are not in arrears. Non-participating municipalities are Five Points in Chambers County, Bon Air and Gantts Quarry in Talladega County, and Goldville in Tallapoosa County. Edwardsville's (in Cleburne County) and Gaylesville's (in Cherokee County)

memberships have been suspended because their dues are in arrears. The EARPDC will be approaching the Town of Cusseta about membership.

History of the CEDS

The EARPDC prepared its first Overall Economic Development Program (OEDP, the predecessor of the CEDS) in June, 1985, and the Economic Development Administration (EDA) approved the document in November, 1986. This initial document presented a detailed look at the region's resources, opportunities, problems, and needs, along with planned goals and programs for general overall economic improvement. Upon EDA approval of the OEDP, the region was designated an Economic Development District under the provisions of Title IV of the Public Works and Economic Development Act of 1965, as amended. In addition, the Cities of Anniston and Gadsden were recognized as Economic Development Centers and later re-designated as Redevelopment Centers. From 1987 through 1992, the Commission prepared annual updates to the OEDP. These Annual Reports included a summary of activities for the preceding year and a list of planned projects for the next three years. In 1993, the initial OEDP (published in 1986) received its first comprehensive update. This update was revised in 1994 and 1997, and Annual Reports were prepared in interim years to summarize and assess activities that occurred between full revisions.

Conversion from the OEDP to the CEDS format began with the 1999 Annual Report; however, the conversion was not fully completed until 2003, when the 1997 OEDP was rewritten. The EDA and the Alabama Department of Economic and Community Affairs (ADECA) greatly assisted the conversion process when they awarded grant funds to the Alabama Association of Regional Councils (AARC) for the preparation of a Statewide Strategic Plan for Economic Development in 2000-2001. The EDA and ADECA awarded the AARC a second grant in 2002 to prepare a Regional Economic Development Strategy. The AARC passed the funds through to each of Alabama's twelve regional councils for project implementation. These two grants enabled the regional councils to greatly expand the public participation process. The first project resulted in a document containing demographic and economic profiles for each county, the public's perceptions of their counties' strengths, weaknesses, opportunities, and threats (known as a SWOT analysis), and goals and strategies to address the issues raised during the SWOT analysis. The second report involved a series of public meetings designed to consolidate the county SWOT analyses into an overarching regional assessment, refine the goals and strategies from the first report, and establish major regional initiatives, priorities, and projects. The information gathered for both of these projects has been incorporated into subsequent CEDS updates and updated through the public involvement process.

With the publication of the 2003 CEDS, conversion from the OEDP process to the CEDS process was complete. Three Annual Reports were written in accordance with the new format. The EDA Reauthorization Act of 2004 and the implementation regulations published on September 27, 2006 further refined the CEDS document and process. All Economic Development Districts were to bring their CEDS into full compliance with the new regulations in 2007. Per the EDA regulations, the 2007 document is to be comprehensively updated once every five years, or more frequently if significant changes occur within the region. Annual Reports are to be prepared in the interim years to summarize and assess the past year's activities and present new or modified program strategies for the next three years. The Annual Reports serve as part of an ongoing development program for

continuing appraisal of the district's needs, resources, and economic development potential. The Annual Reports are to be structured to review only those components of the CEDS that have shown significant changes affecting development within the region.

The CEDS Strategy Committee

The EARPDC initially designated its Board of Directors as the CEDS Committee. The Board of Directors/CEDS Committee was responsible for formally reviewing and adopting the CEDS. The Board of Directors members represented the interests of the entire region, as it consisted of the chief elected official (mayors and county commission chairmen) of each member government and two citizen representatives from each county. Each county commission was responsible for appointing the two citizen representatives, neither of whom could be an elected official and at least one of whom was to be a minority representative.

In 2000, the EARPDC created a list of all economic development—and related—stakeholders in the region. These stakeholders were invited to participate in the EARPDC's portion of the Statewide Strategic Plan for Economic Development. By 2003, this stakeholders list had been refined and formalized into the CEDS Advisory Team. The Advisory Team was established to help EARPDC staff review and edit the CEDS prior to its adoption by the CEDS Committee and consisted of economic and industrial development, social service, infrastructure, and planning representatives from throughout the region.

Among the changes in the EDA Reauthorization Act of 2004 and the 2006 implementation regulations was the restructuring of these two bodies. The new regulations make no mention of the CEDS Committee and establish a CEDS Strategy Committee. The regulations do not set forth the duties of the CEDS Strategy Committee, but they do establish the Committee's membership. The CEDS Strategy Committee must consist of:

- private sector representatives (a senior management official or executive holding a key decision making position in a for-profit enterprise, or that person's designee) as a majority of its membership; and
- the remainder of the membership should include
 - public officials,
 - community leaders,
 - representatives of workforce development boards,
 - representatives of institutions of higher education,
 - representatives of minority and labor groups, and
 - private individuals.

The EARPDC established the CEDS Strategy Committee in 2006 but has had difficulty securing private sector membership. Therefore, the Committee is fairly small and not truly representative of the entire region. To ensure that representatives from all areas of the region are able to participate in the CEDS adoption process, the EARPDC has elected to retain its Board of Directors as the formal adopting body. In accordance with the new federal regulations governing Economic

Development Districts, the Board of Directors consists of the chief elected official of each of the 63 member governments plus 35 representatives of various businesses and economic development related organizations.

A list of the CEDS Strategy Committee members and of the EARPDC Board of Directors follows.

CEDS STRATEGY COMMITTEE MEMBERSHIP

Name	EDA Category	Representing	Date of Appointment
Jerry Culberson	Private Sector	Cherokee County	July 2006
Cathy Griffeth	Private Sector	Cherokee County	July 2006
Felicia Dewberry	Private Sector	Clay County	July 2006
Jerry Lowe	Private Sector	Randolph County	July 2006
Billy Bobbitt	Private Sector	Talladega County	July 2006
Walter Jacobson	Private Sector	Talladega County	August 2007
Cleave Jacobs	Private Sector	Talladega County	July 2006
Barbara Young	Public Officials	Tallapoosa County	July 2006
Bill Greene	Community Leaders	Etowah County	July 2006
Pat Shaddix	Higher Education	Calhoun County	July 2006
Everett Kelly	Labor Groups	Calhoun County	July 2006
Joseph McKinney	Private Individuals	Coosa County	July 2006

Total membership: 12
 Private sector: 7 (58.3%)
 Other categories: 5 (41.7%)

**EAST ALABAMA REGIONAL PLANNING AND DEVELOPMENT COMMISSION
OFFICIAL BOARD**

October 1, 2009 - September 30, 2010

(approved by Resolution No. 4115 on September 23, 2009)

Name	EDA Category*	Representing	Date of Appointment
Barbara H. Young	Mayor	Alexander City	Oct 2004
Richard Nash	Mayor	Altoona	Oct 2004
Gene Robinson	Mayor	Anniston	Oct 2008
Larry Fetner	Mayor	Ashland	Oct 2008
Jane Phillips	Mayor	Attalla	Oct 2008
Samuel Ellis	Mayor	Camp Hill	Jun 2007
Martha Baker	Mayor	Cedar Bluff	Jan 2006
Tony Wilkie	Mayor	Centre	Oct 2008
B.J. Meeks	Mayor	Childersburg	Oct 2000
Mike Ingram	Mayor	Dadeville	Oct 2008
Tim East	Mayor	Daviston	Oct 2008
James Owens	Mayor	Fruithurst	Oct 2008
Sherman Guyton	Mayor	Gadsden	Oct 2006
Charles Gilchrist	Mayor	Glencoe	Oct 2004
Lonnie W. Caldwell	Mayor	Goodwater	Oct 1988
Anna L. Berry	Mayor	Heflin	Oct 2004
Alberta McCrory	Mayor	Hobson City	Oct 2008
Gary W. Reeves	Mayor	Hokes Bluff	Oct 2008
J.D. Ayers	Mayor	Jackson's Gap	Oct 2004
Johnny L. Smith	Mayor	Jacksonville	Oct 2004
Jane Harris	Mayor	Kellyton	Oct 2004
Matthew Hurst	Mayor	LaFayette	Oct 2008
Oscar Crawley	Mayor	Lanett	Oct 2004

Name	EDA Category*	Representing	Date of Appointment
Edward Mackey	Mayor	Leesburg	Oct 2000
Carroll L. Watson	Mayor	Lincoln	Oct 1996
Roy Adamson	Mayor	Lineville	Oct 2000
Lynn Swinford	Mayor	Munford	Oct 2002
Curtis Mims	Mayor	New Site	Oct 2008
Charles Merkel	Mayor	Oak Grove	Oct 2008
Steve Baswell	Mayor	Ohatchee	Oct 2008
Leon Smith	Mayor	Oxford	Oct 1984
Brian Young	Mayor	Piedmont	Oct 2008
Terry John Calhoun	Mayor	Rainbow City	Oct 2004
Owen Lowery	Mayor	Ranburne	Oct 2004
Randall Scott	Mayor	Reece City	Oct 1996
Deborah Adair	Mayor	Ridgeville	Oct 2004
Mike Fisher	Mayor	Roanoke	Oct 2008
Randall Lewis	Mayor	Rockford	Oct 2004
Charles Glenn, Jr.	Mayor	Sand Rock	Oct 2004
Terry Stephens	Mayor	Sardis City	Oct 2008
Wally Burns	Mayor	Southside	Oct 1999
Sam H. Wright	Mayor	Sylacauga	Oct 2004
Brian York	Mayor	Talladega	Oct 2003
Frank Mitchell	Mayor	Talladega Springs	Apr 2002
Arnold D. Leak	Mayor	Valley	Oct 2000
Jim Dabbs	Mayor	Wadley	Oct 2004
Jack Goodwin	Mayor (Interim)	Waldo	August 2009
Autry Works	Mayor	Walnut Grove	Oct 2004
Ellen L. Hilyer	Mayor	Waverly	Jan 1999

Name	EDA Category*	Representing	Date of Appointment
Gary Bearden	Mayor	Weaver	Oct 2008
Timothy Coe	Mayor	Wedowee	Oct 1996
Tim Prince	Mayor	Woodland	Oct 1996
James A. Dunn	Commissioner	Calhoun County	Apr 1997
Jack Bunn	Commissioner	Chambers County	Nov 2008
Melvyn Salter	Probate Judge	Cherokee County	Jan 2007
Terry J. Meek	Commissioner	Clay County	Aug 2009
Ryan Robertson	Probate Judge	Cleburne County	Oct 2000
Todd J. Adams	Commissioner	Coosa County	Dec 2006
Larry V. Payne	Commissioner	Etowah County	Jan 2008
Lathonia J. Wright	Commissioner	Randolph County	Nov 2004
Jimmy Roberson	Commissioner	Talladega County	Nov 2008
Frank Tapley	Commissioner	Tallapoosa County	Apr 2009
Gina Byars	Private Sector	Calhoun County	Jan 2009
Donnie Free	Private Sector	Cherokee County	Jun 2007
Billy Robertson	Private Sector	Clay County	Jan 2009
Stephen Lines	Private Sector	Cleburne County	Sep 2009
Michael Harris	Private Sector	Etowah County	Jul 2007
Tim McCartney	Private Sector	Etowah County	Jul 2007
Dick Israel	Private Sector	Randolph County	Jun 2007
Walter Jacobson	Private Sector	Talladega County	Jan 2008
Sandra Stephens	Private Sector	Talladega County	Jun 2007
Mildred Trammell	Private Sector	Talladega County	Jun 2007
Matt Campbell	Private Sector	Tallapoosa County	Jun 2007
Steve Kerr	Private Sector	Tallapoosa County	Jan 2009

Name	EDA Category*	Representing	Date of Appointment
Marvin Wagoner	Chamber of Commerce Executive Director	Alexander City Chamber of Commerce	Jul 2007
Sherri Sumners	Chamber of Commerce Executive Director	Calhoun County Chamber of Commerce	May 2007
Thereasa Hulgan	Chamber of Commerce Executive Director	Cherokee County Chamber of Commerce	Jun 2007
Pete Storey	Chamber of Commerce Executive Director	Childersburg Chamber of Commerce	Jun 2007
Mary Patchunka-Smith	Chamber of Commerce Executive Director	Clay County Chamber of Commerce	Jan 2009
Joan McKinney	Chamber of Commerce Executive Director	Cleburne County Chamber of Commerce	Sep 2009
Mack Ferguson	Chamber of Commerce Executive Director	Greater Talladega Area Chamber of Commerce	May 2009
Dorothy Tidwell	Chamber of Commerce Executive Director	Randolph County Chamber of Commerce	Jun 2007
Carol Emlich-Bates	Chamber of Commerce Executive Director	Sylacauga Chamber of Commerce	Sep 2009
Jason Hurst	Post-secondary Education	Central Alabama Community College	May 2007
Michael Lovett	Post-secondary Education	Central Alabama Community College	May 2007
Bridget Burney	Post-secondary Education	Gadsden State Community College	May 2007
Luanne Hayes	Post-secondary Education	Gadsden State Community College	Jan 2009
Eric Stringer	Post-secondary Education	Gadsden State Community College	May 2007
Pat Shaddix	Post-secondary Education	Jacksonville State University	Jan 2009
William A. Meehan	Post-secondary Education	Jacksonville State University	May 2007

Name	EDA Category*	Representing	Date of Appointment
Amelia Reid Person	Post-secondary Education	Southern Union State Community College	Feb 2009
Steve Spratlin	Post-secondary Education	Southern Union State Community College	Feb 2009
Ruby Beezley	Workforce Development Group	Region 5 Workforce Development Council	Jun 2007
Margaret Higgins	Workforce Development Group	Region 5 Workforce Development Council	Jan 2009
Don Hopper	Workforce Development Group	Region 5 Workforce Development Council	May 2007
Gwen Taylor	Workforce Development Group	Region 5 Workforce Development Council	Jun 2007
Jerry Burgess	Labor Group	AFGE Local 1945	Jun 2007

Cities in East Alabama Region that are not members of the Commission: Bon Air, Cusseta, Five Points, Gantts Quarry, Gaylesville, Goldville, Mountainboro

* EDA Categories - under the new EDA regulations:

At least 35% of the governing body must be

- Private Sector Representative and
- Chamber of Commerce Executive Director,
- Post-secondary Education Representative,
- Workforce Development Group Representative, or
- Labor Group Representative; and

At least a simple majority must be

- Elected official or City/County employee appointed to represent government.

Total membership: 98
Elected officials: 63 (64.3%)
Private sector, et al: 35 (35.7%)

APPENDIX B

ADOPTION PROCESS



CHEROKEE COUNTY COMMISSION

REGULAR MEETING 2ND & 4TH MONDAY
260 CEDAR BLUFF ROAD • SUITE 103
EQUAL OPPORTUNITY EMPLOYER
256-927-3668
CENTRE, ALABAMA 35960



September 15, 2009

Mr. Bill Curtis, Executive Director
East Alabama Regional Planning and
Development Commission
P.O. Box 2186
Anniston, AL 36202

Dear Mr. Curtis:

This letter is to inform you that Cherokee County endorses the Comprehensive Economic Development Strategy. This plan adequately represents our economic goals and objectives. We feel that the East Alabama Regional Planning and Development Commission's Designation as an Economic Development District greatly benefit to our County and its people, as well as the East Alabama region as a whole.

Sincerely,

Melvyn Salter, Chairman
Cherokee County Commission

The Crappie Capital of the World-33,000 Acres of Water Wonderland



Clay County Commission

41771 Hwy 77 North
Post Office Box 187
Ashland, Alabama 36251
Telephone (256) 354-7888
Fax (256) 354-3208



COMMISSIONER
C. Wayne Watts
District 1

COMMISSIONER
Roy H. Johnson
District 2

CHAIRMAN
Terry J. Meek
District 3

COMMISSIONER
Kevin T. Kiser
District 4

COMMISSIONER
Ricky Burney
District 5

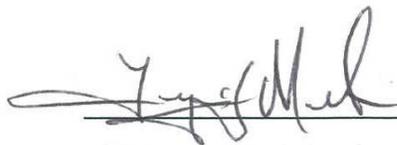
September 11, 2009

Mr. Bill Curtis, Executive Director
East Alabama Regional Planning and
Development Commission
P.O. Box 2186
Anniston, AL 36202

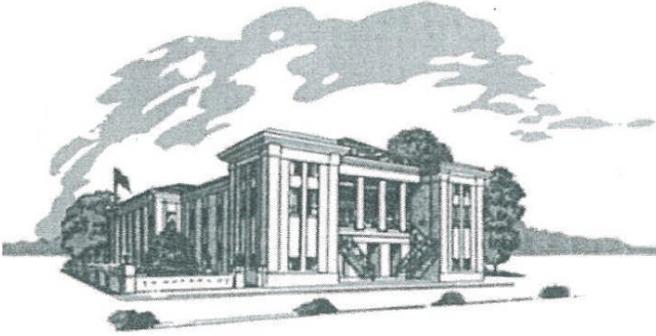
Dear Mr. Curtis:

This Letter is to inform you that Clay County endorses the Comprehensive Economic Development Strategy. This plan adequately represents our economic goals and objectives. We feel that the East Alabama Regional Planning and Development Commission's designation as an economic development District greatly benefit to our County and its people, as well as the East Alabama region as a whole.

Respectfully,

 _____, Chairman

Clay County Commission



Coosa County Commission

Post Office Box 10
ROCKFORD, ALABAMA 35136-0010

SHERRIE Y. KELLEY
ADMINISTRATOR CCA
PHONE (256) 377-1350
FAX (256) 377-2524

DISTRICT 1
RANDALL DUNHAM

DISTRICT 2
COREY D. THOMAS

DISTRICT 3
UNZELL KELLEY

DISTRICT 4
ANTHONY THORNTON

DISTRICT 5
TODD J. ADAMS
CHAIRMAN

September 23, 2009

Mr. Bill Curtis, Executive Director
East Alabama Regional Planning and
Development Commission
P.O. Box 2186
Anniston, AL 36202

Dear Mr. Curtis:

This letter is to inform you that Coosa County endorses the Comprehensive Economic Development Strategy. This plan adequately represents our economic goals and objectives. We feel that the East Alabama Regional Planning and Development Commission's designation as an Economic Development District greatly benefit to our County and its people, as well as the East Alabama region as a whole.

Sincerely,

Todd J. Adams, Chairman
Coosa County Commission

TALLADEGA COUNTY COMMISSION



Jimmy Roberson
Chairman

1 COURTHOUSE SQUARE
P.O. BOX 6170
TALLADEGA, ALABAMA 35161
256-362-1357 PHONE • 256-761-2147 FAX
COMMISSION@TALLADEGACOUNTYAL.ORG



Wayne Hall
County Administrator

October 14, 2009

Mr. Bill Curtis, Executive Director
East Alabama Regional Planning and
Development Commission
P.O. Box 2186
Anniston, AL 36202

Dear Mr. Curtis:

This letter is to inform you that Talladega County endorses the Comprehensive Economic Development Strategy. This plan adequately represents our economic goals and objectives. We feel that the East Alabama Regional Planning and Development Commission's designation as an Economic Development District greatly benefit to our County and its people, as well as the East Alabama region as a whole.

Sincerely,

Handwritten signature of Jimmy C. Roberson in cursive script, followed by the word "Chairman".

Talladega County Commission

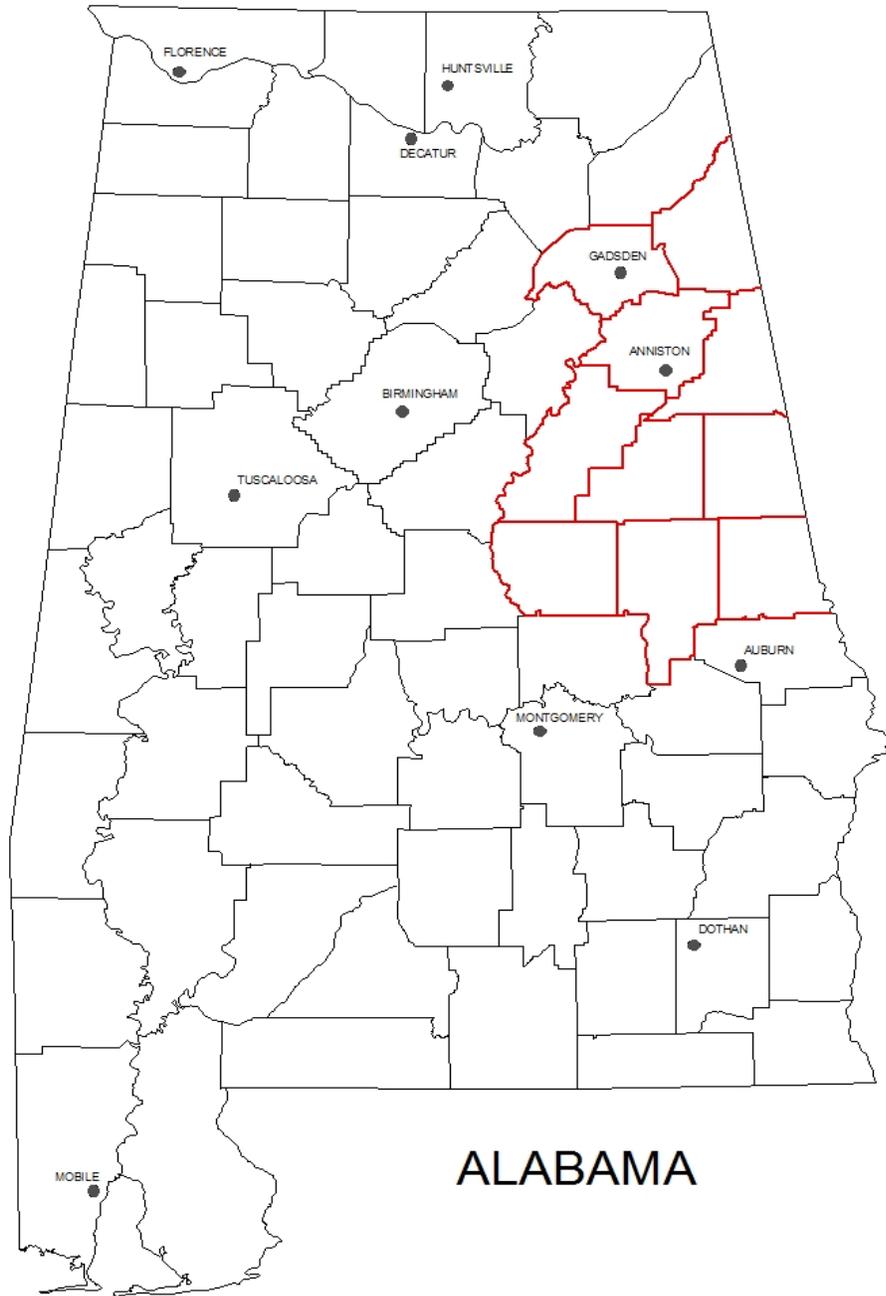
ADECA concurrence letter

ARC transmittal letter

APPENDIX C

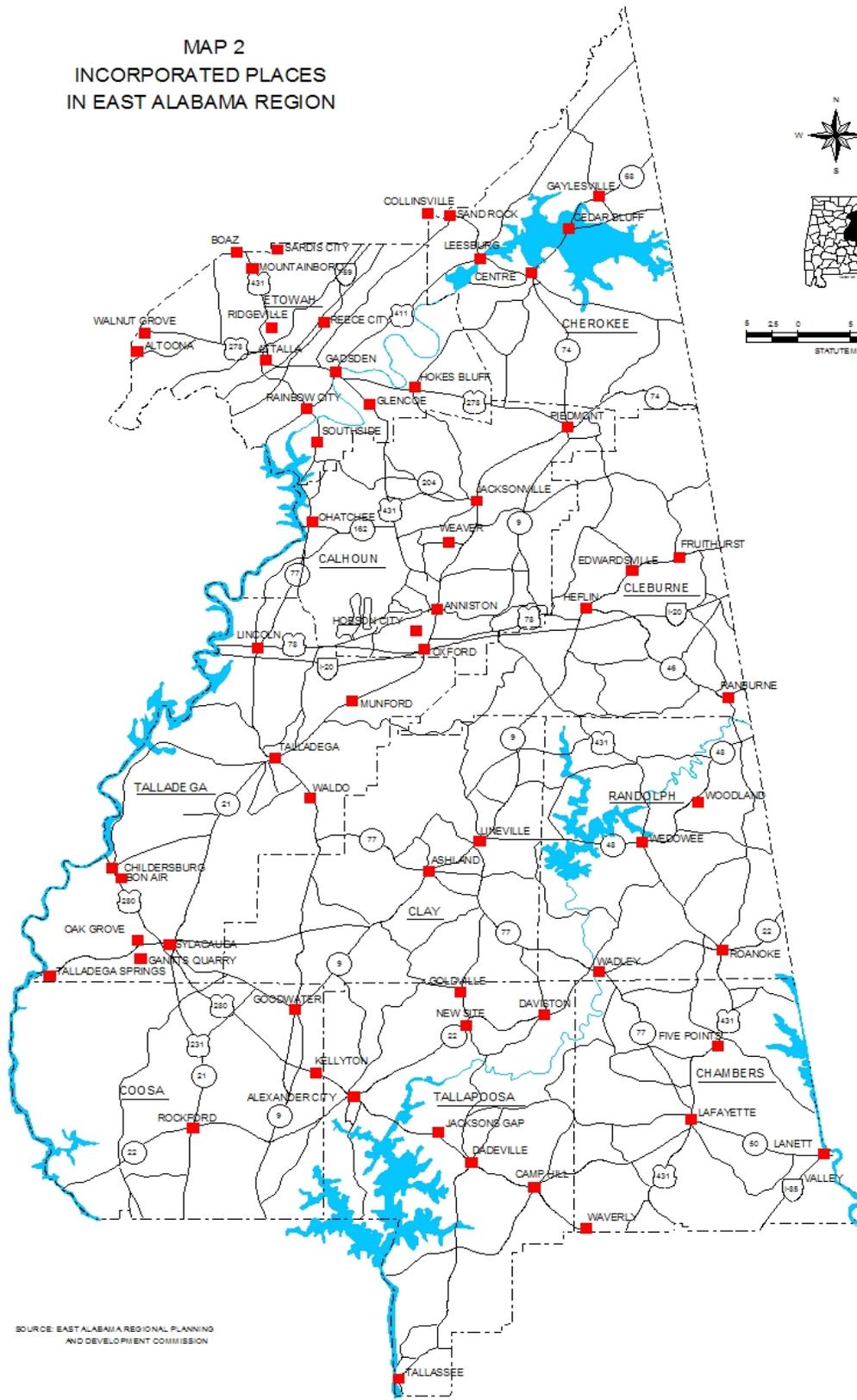
MAPS OF THE EAST ALABAMA REGION

MAP 1
LOCATION OF THE EAST ALABAMA REGION



SOURCE: EAST ALABAMA REGIONAL PLANNING
AND DEVELOPMENT COMMISSION

MAP 2
INCORPORATED PLACES
IN EAST ALABAMA REGION

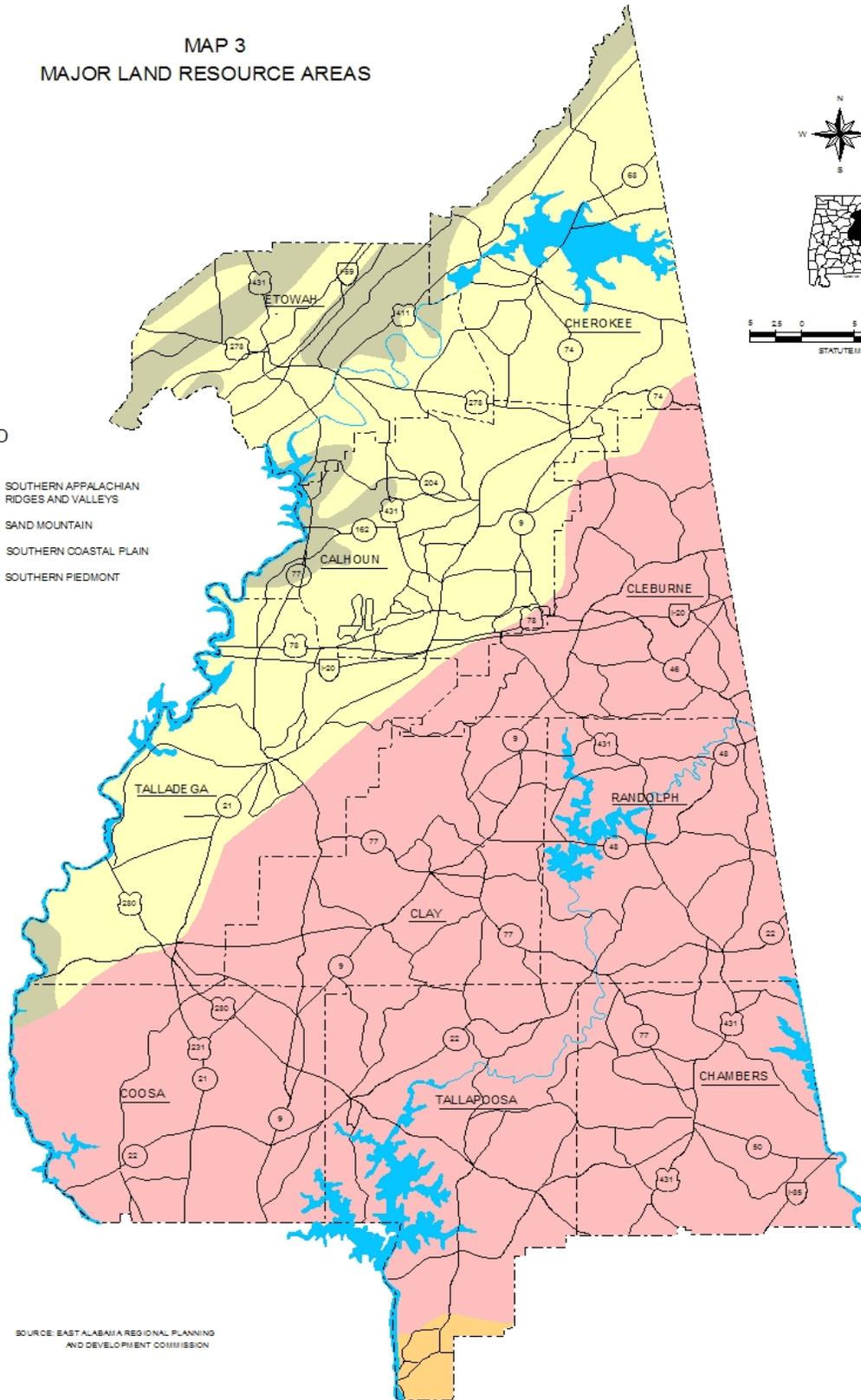


SOURCE: EAST ALABAMA REGIONAL PLANNING AND DEVELOPMENT COMMISSION

MAP 3
MAJOR LAND RESOURCE AREAS

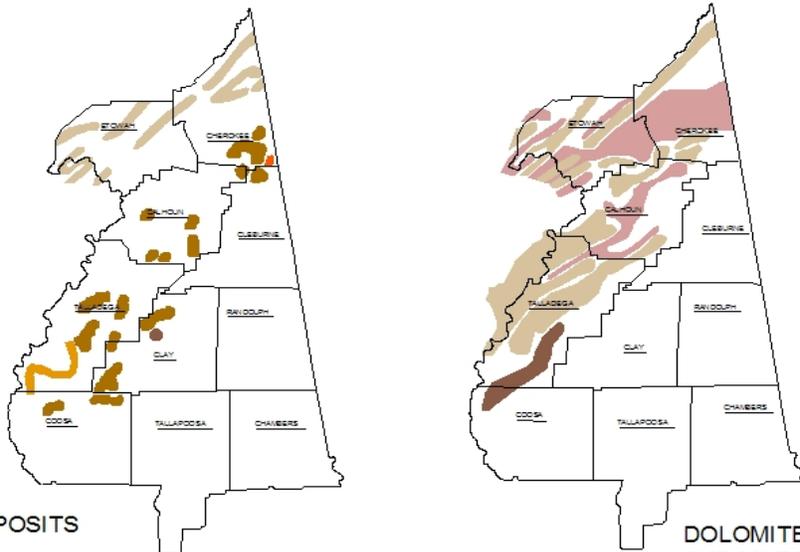
LEGEND

- SOUTHERN APPALACHIAN RIDGES AND VALLEYS
- SAND MOUNTAIN
- SOUTHERN COASTAL PLAIN
- SOUTHERN PIEDMONT



SOURCE: EAST ALABAMA REGIONAL PLANNING AND DEVELOPMENT COMMISSION

MAP 4
MINERAL RESOURCES



IRON ORE DEPOSITS

- RED IRON ORE, MORE THAN 2' THICK, GENERALLY
- GRAY IRON ORE
- MANGANIFEROUS IRON ORE
- BROWN IRON ORE
- PYRITE

DOLOMITE, LIMESTONE
AND MARBLE DEPOSITS

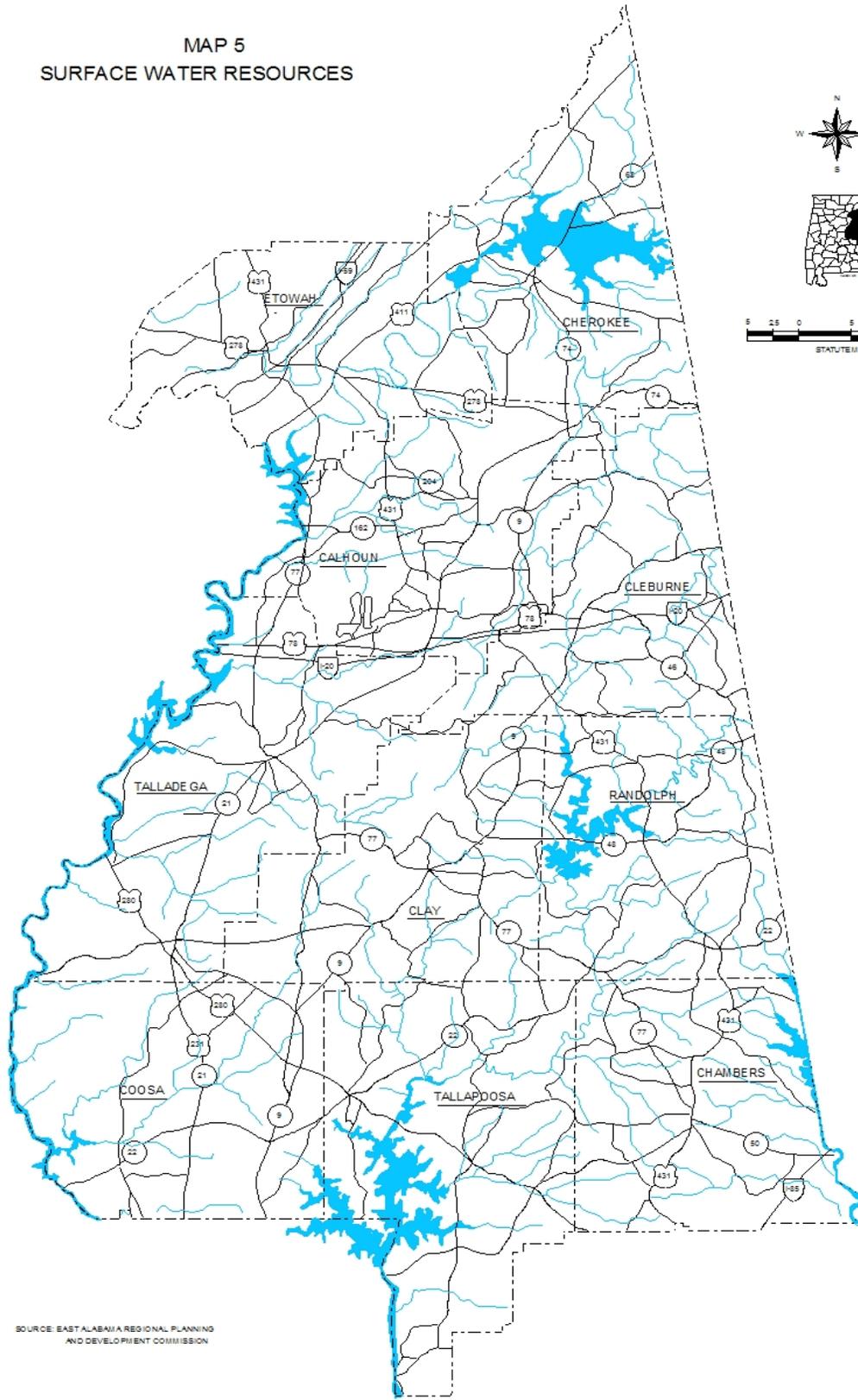
- DOLOMITE
- LIMESTONE
- MARBLE

MISCELLANEOUS MINERAL DEPOSITS

- KAOLIN
- KYANITE
- CORUNDUM, ASBESTOS
- TIN
- LEAD, ARSENIC
- GLASS SAND, SILICA
- CLAY
- FLUORITE
- COPPER
- BARITE
- MICA
- GRAPHITE
- GOLD
- BAUXITE

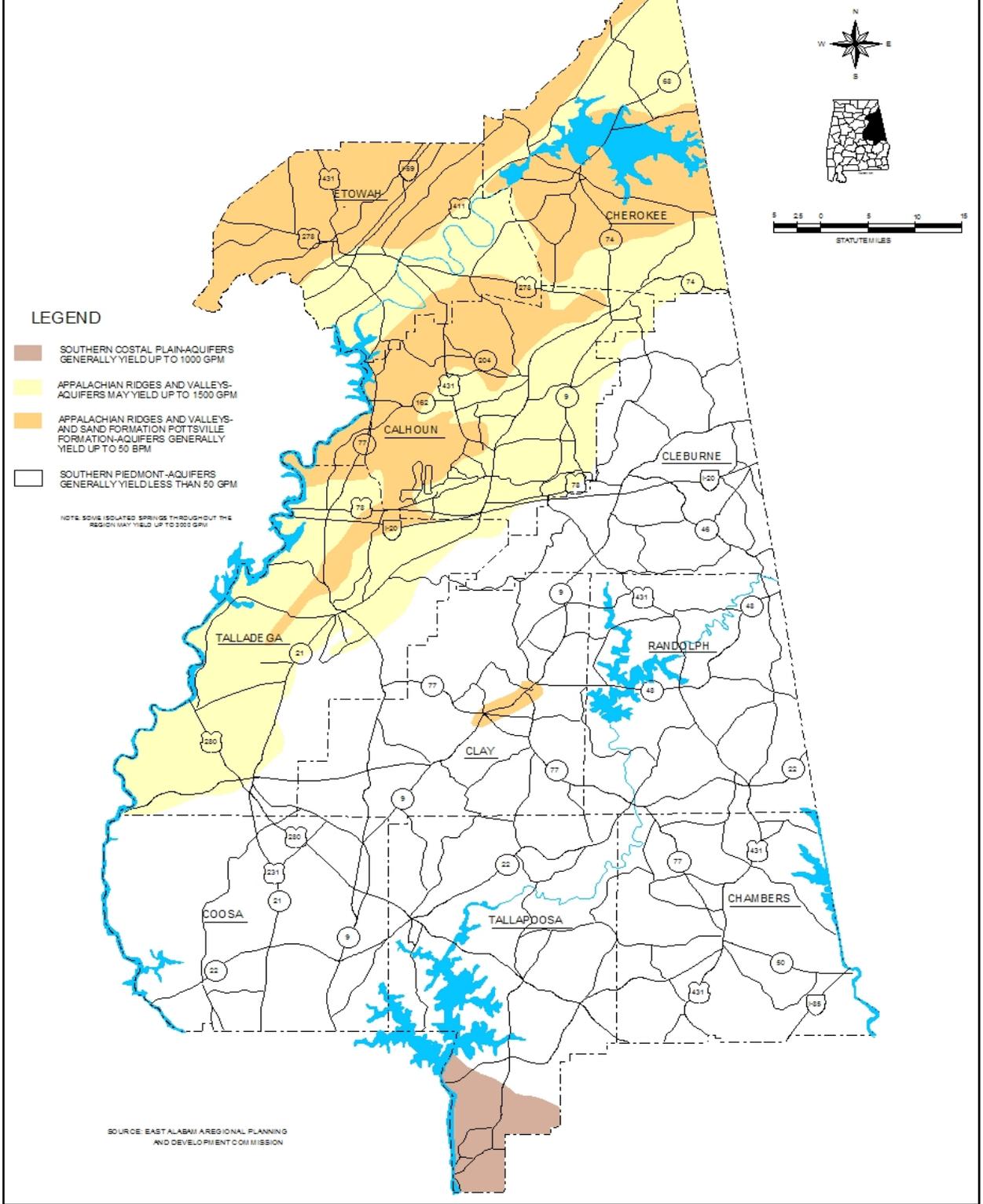
SOURCE: GEOLOGICAL SURVEY OF ALABAMA

MAP 5
SURFACE WATER RESOURCES



SOURCE: EAST ALABAMA REGIONAL PLANNING
AND DEVELOPMENT COMMISSION

MAP 6
GROUND WATER RESOURCES

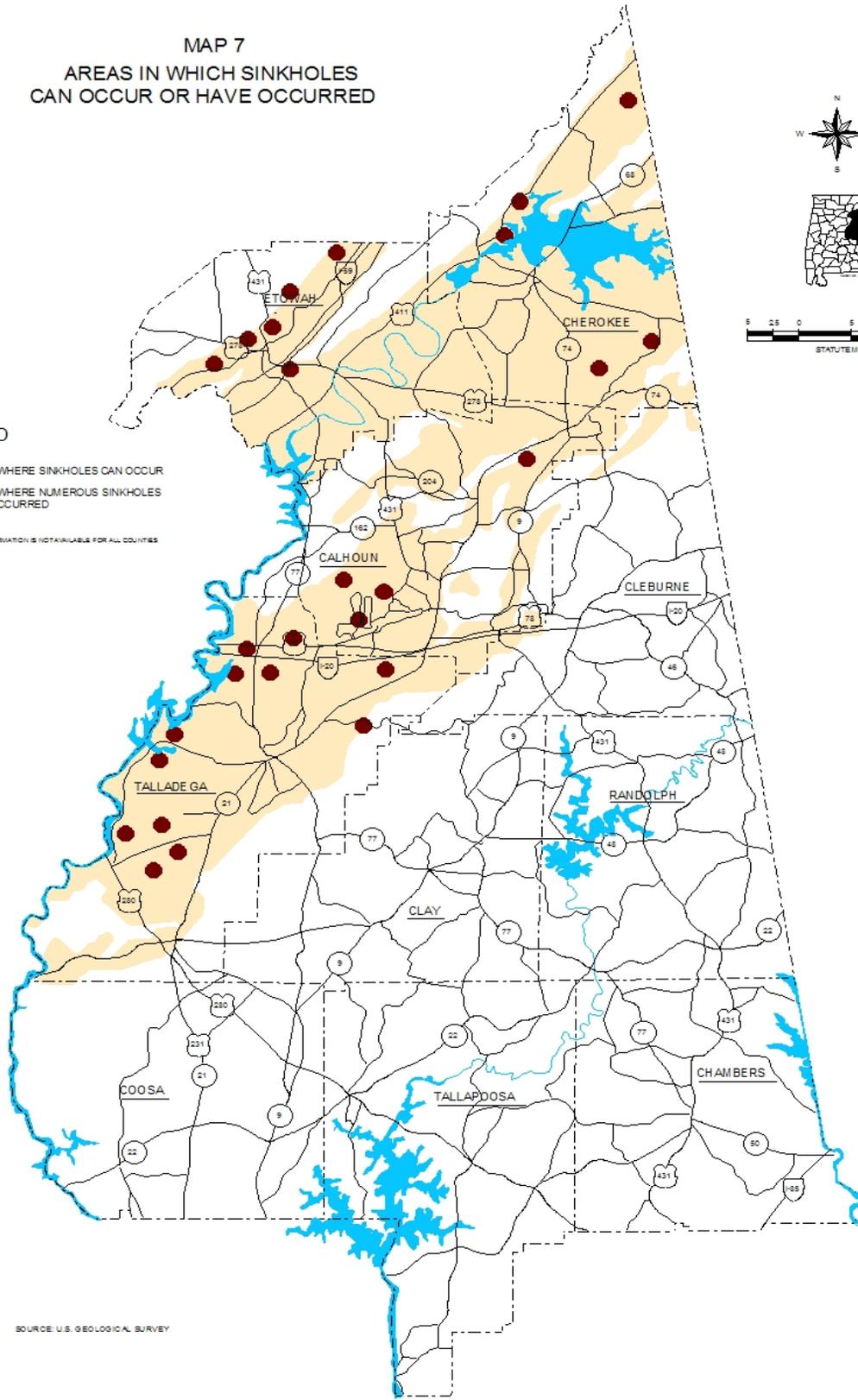


MAP 7
 AREAS IN WHICH SINKHOLES
 CAN OCCUR OR HAVE OCCURRED

LEGEND

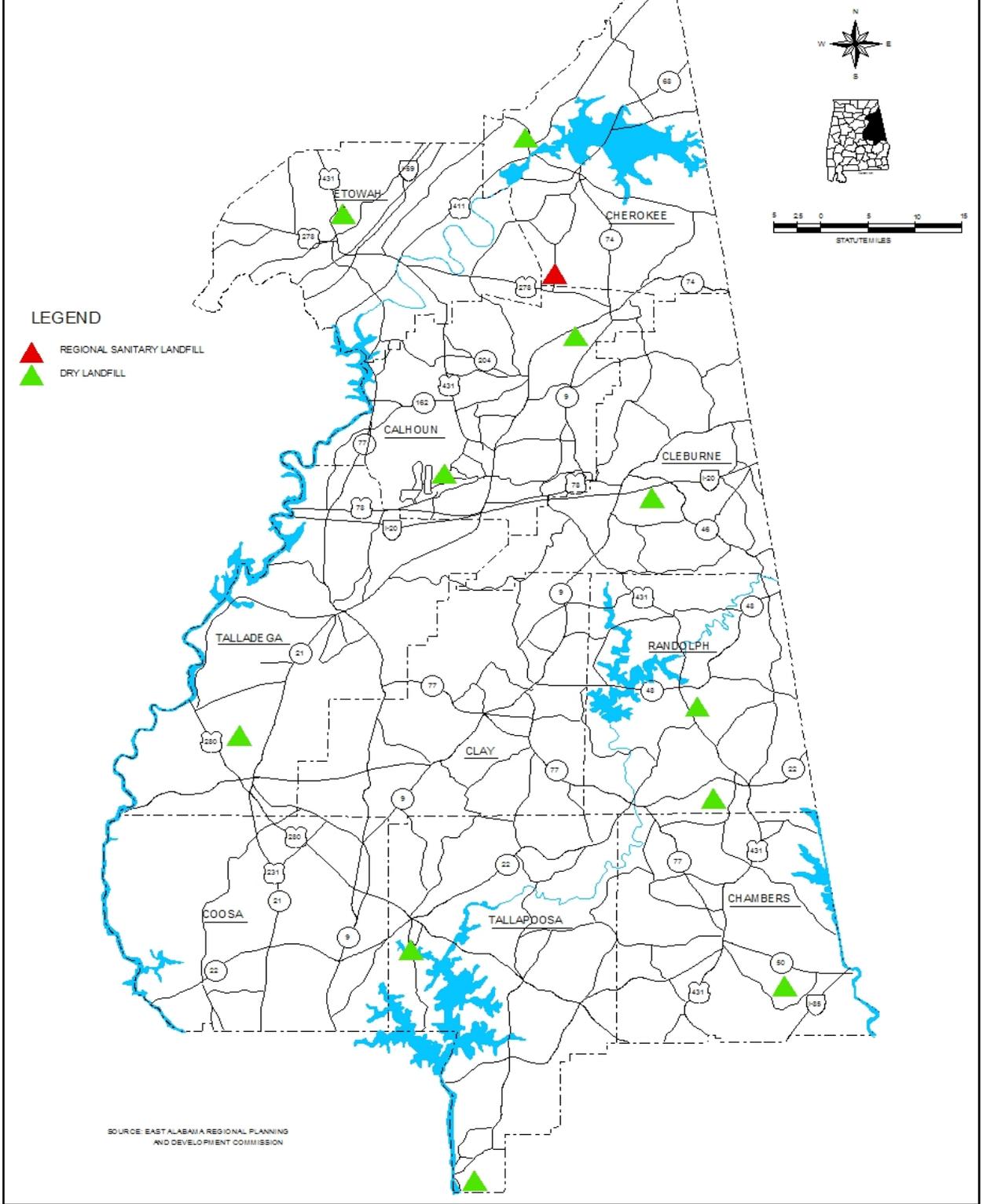
- AREAS WHERE SINKHOLES CAN OCCUR
- AREAS WHERE NUMEROUS SINKHOLES HAVE OCCURRED

NOTE: INFORMATION IS NOT AVAILABLE FOR ALL COUNTIES

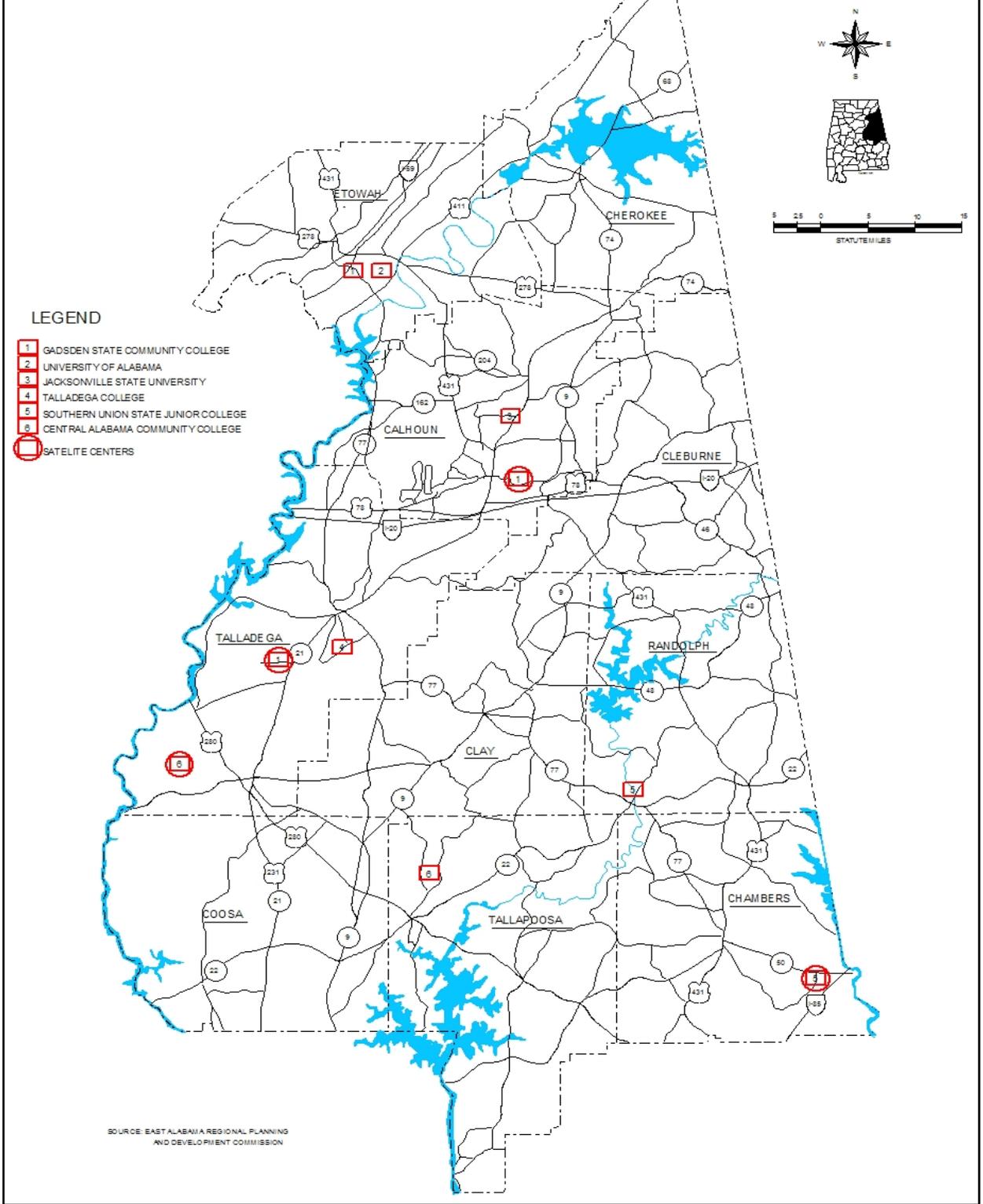


SOURCE: U.S. GEOLOGICAL SURVEY

MAP 8
SANITARY LANDFILL LOCATIONS

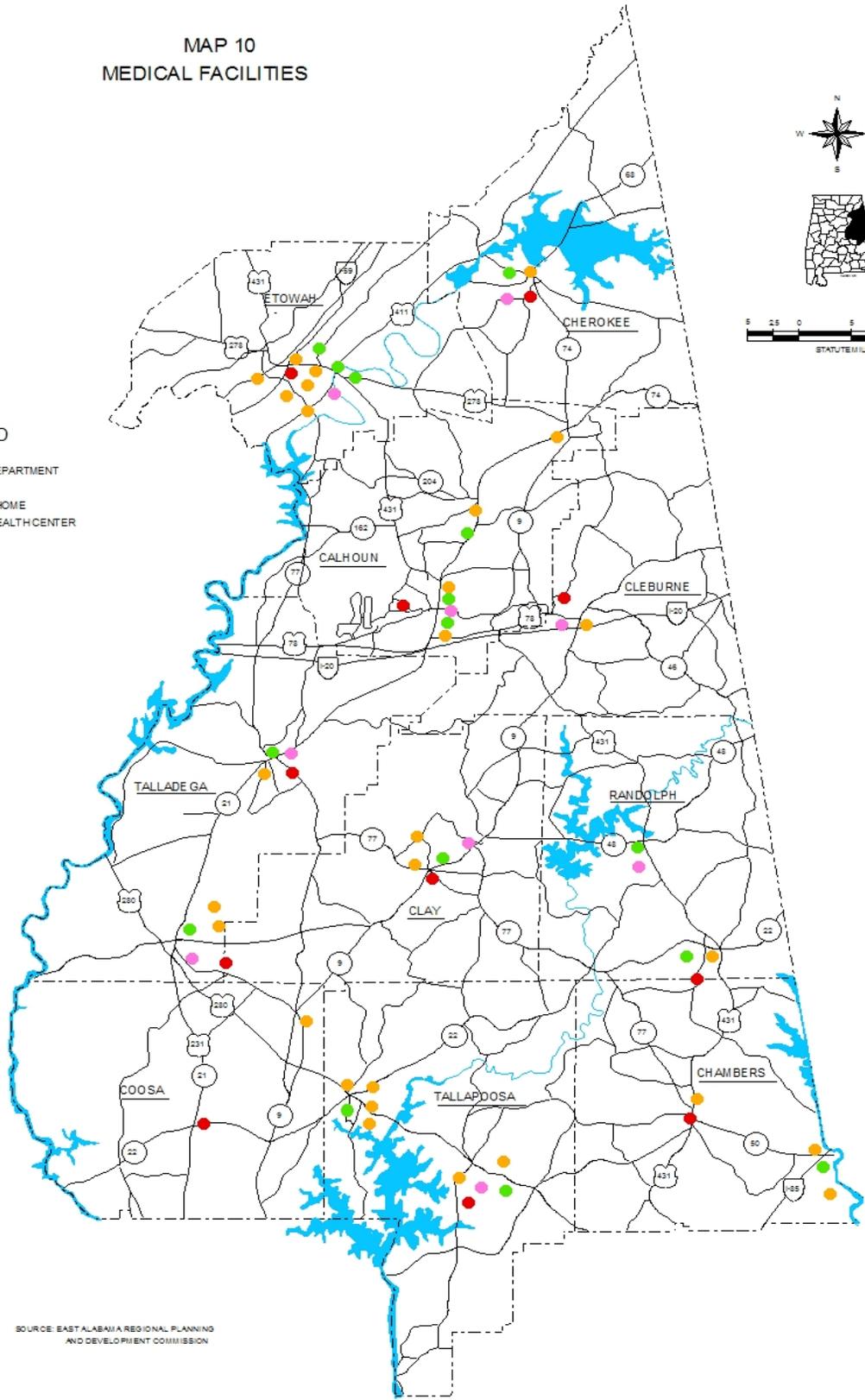


MAP 9
INSTITUTIONS OF HIGHER LEARNING



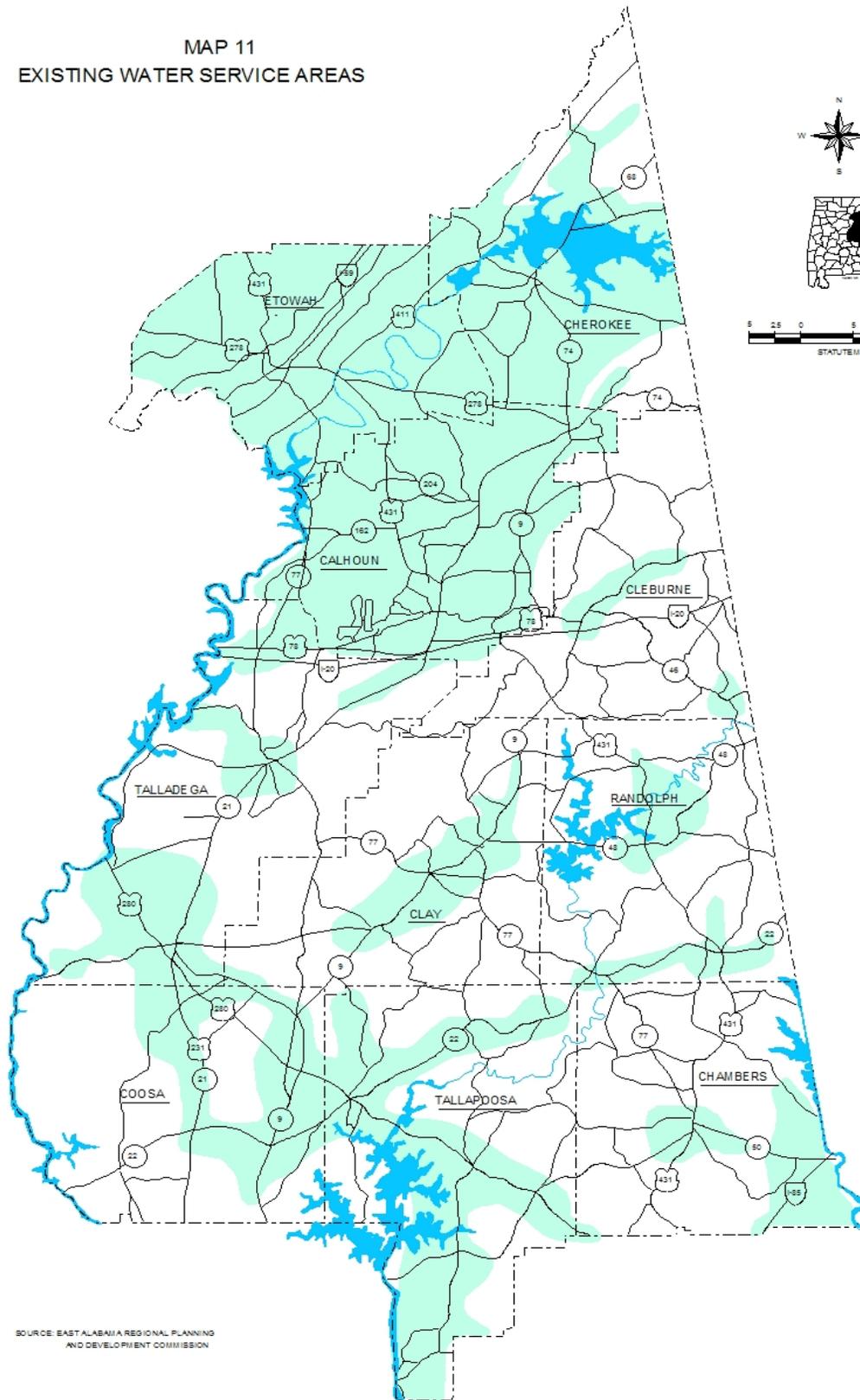
MAP 10
MEDICAL FACILITIES

- LEGEND**
- HEALTH DEPARTMENT
 - HOSPITAL
 - NURSING HOME
 - MENTAL HEALTH CENTER



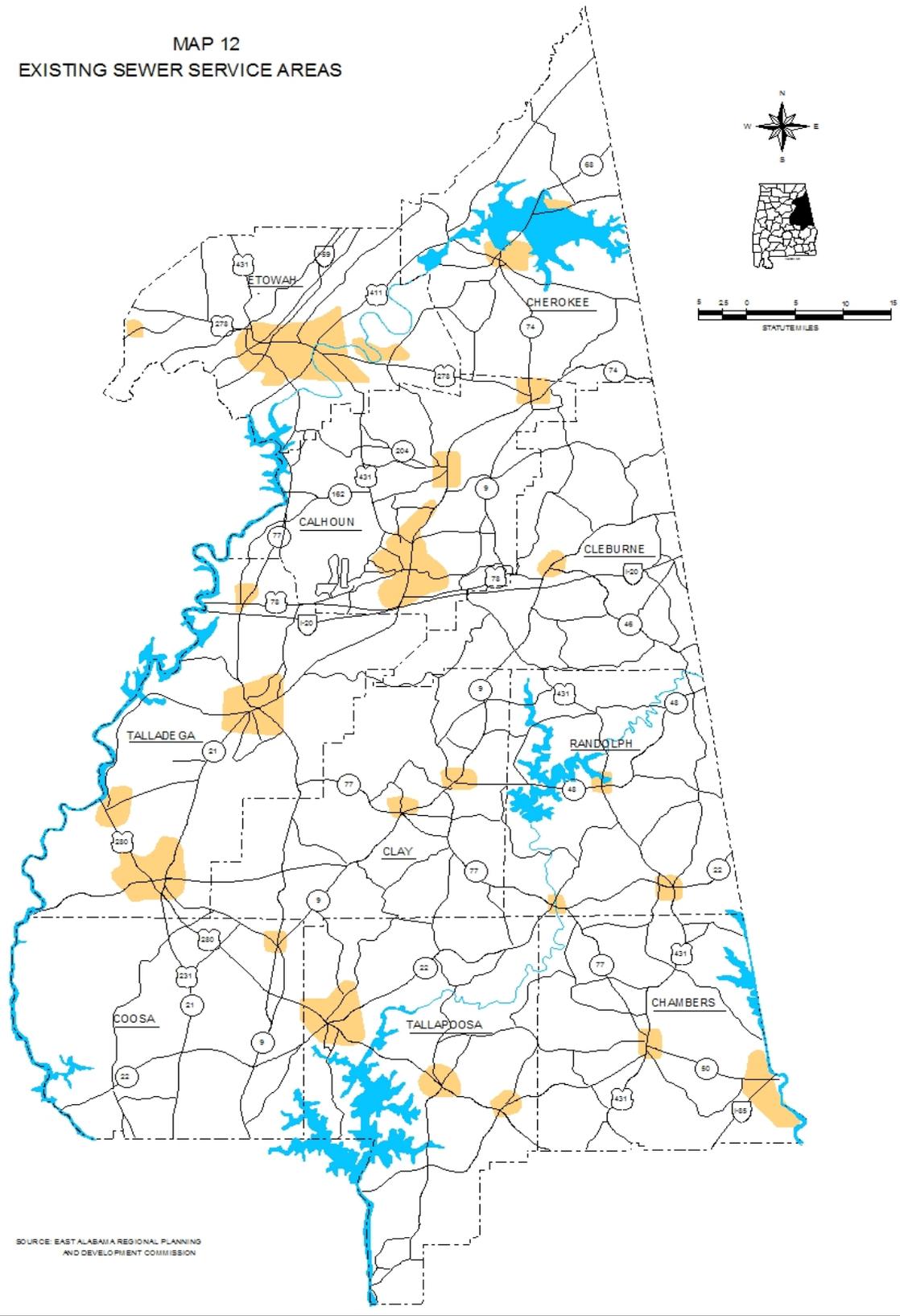
SOURCE: EAST ALABAMA REGIONAL PLANNING AND DEVELOPMENT COMMISSION

MAP 11
EXISTING WATER SERVICE AREAS

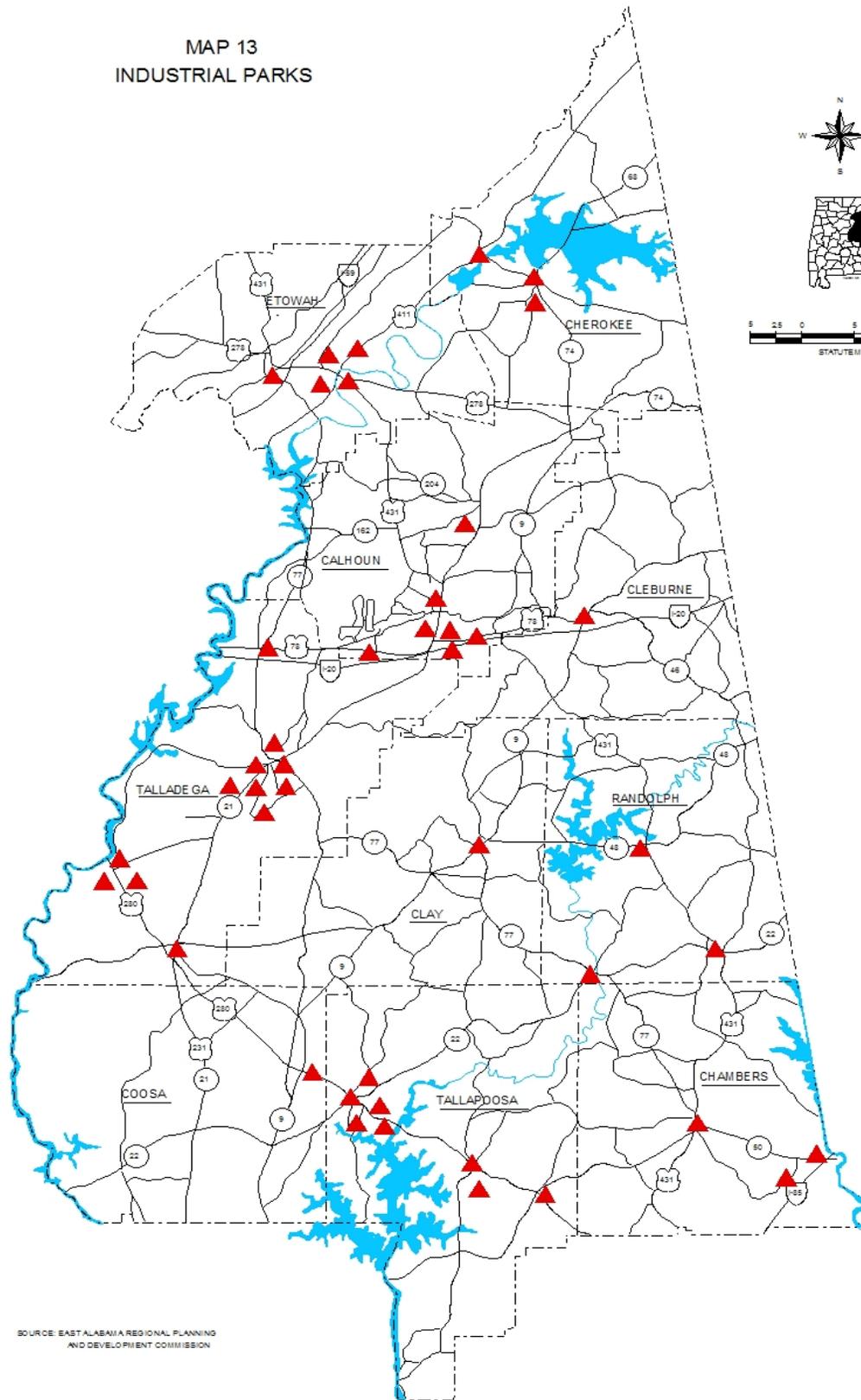


SOURCE: EAST ALABAMA REGIONAL PLANNING
AND DEVELOPMENT COMMISSION

MAP 12
EXISTING SEWER SERVICE AREAS



MAP 13
INDUSTRIAL PARKS

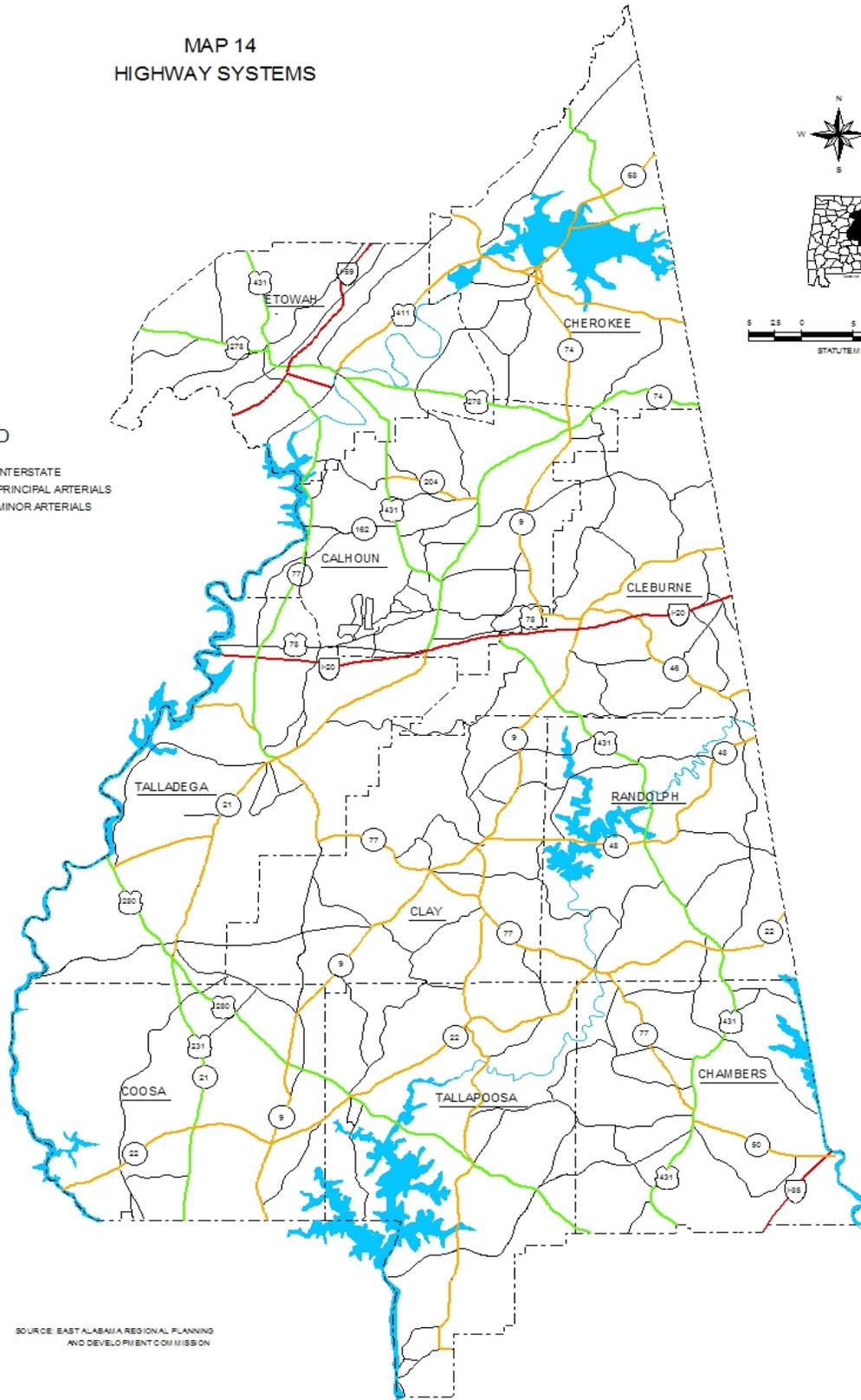


SOURCE: EAST ALABAMA REGIONAL PLANNING AND DEVELOPMENT COMMISSION

MAP 14 HIGHWAY SYSTEMS

LEGEND

- INTERSTATE
- PRINCIPAL ARTERIALS
- MINOR ARTERIALS

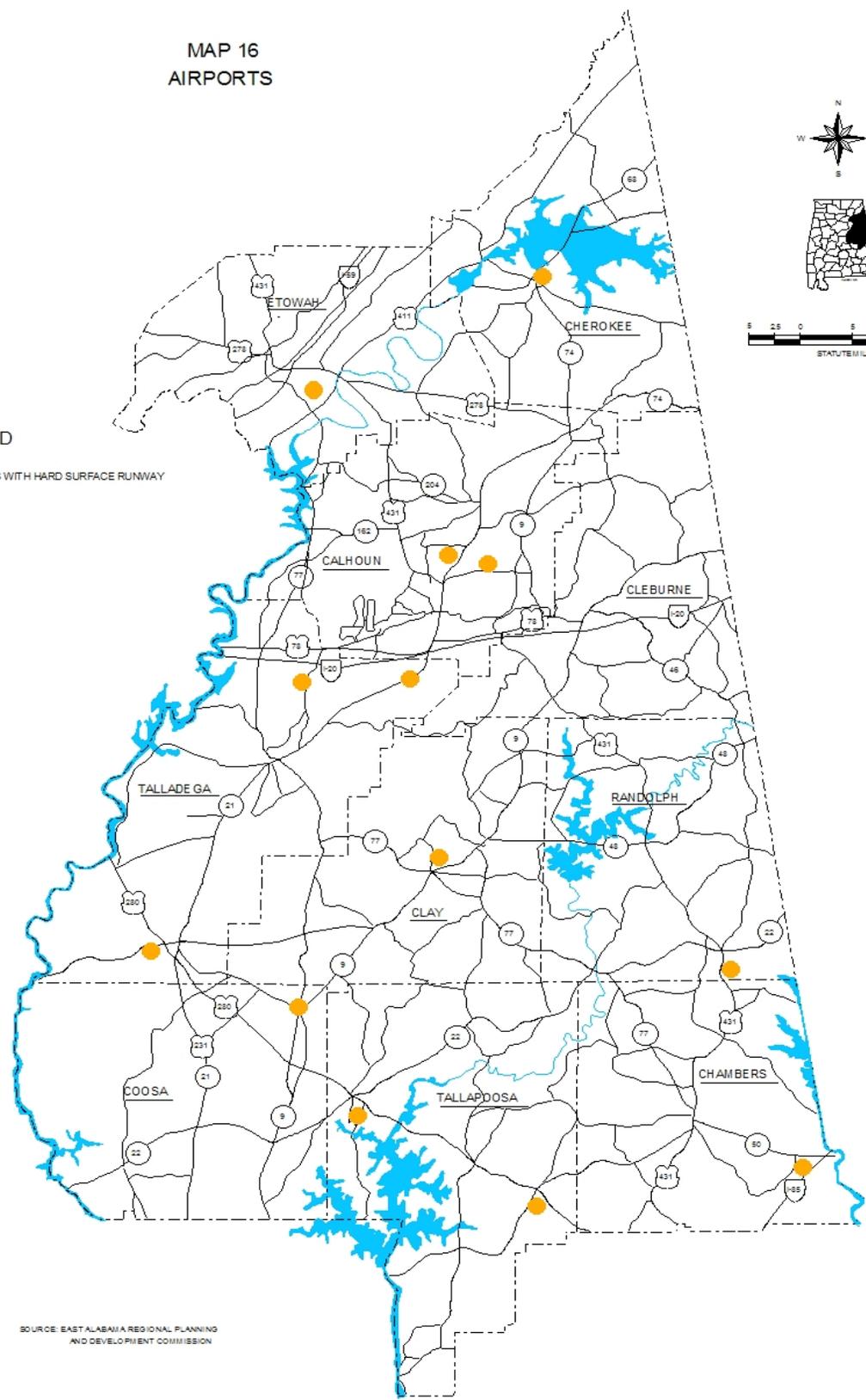


SOURCE: EAST ALABAMA REGIONAL PLANNING
AND DEVELOPMENT COMMISSION

MAP 16
AIRPORTS

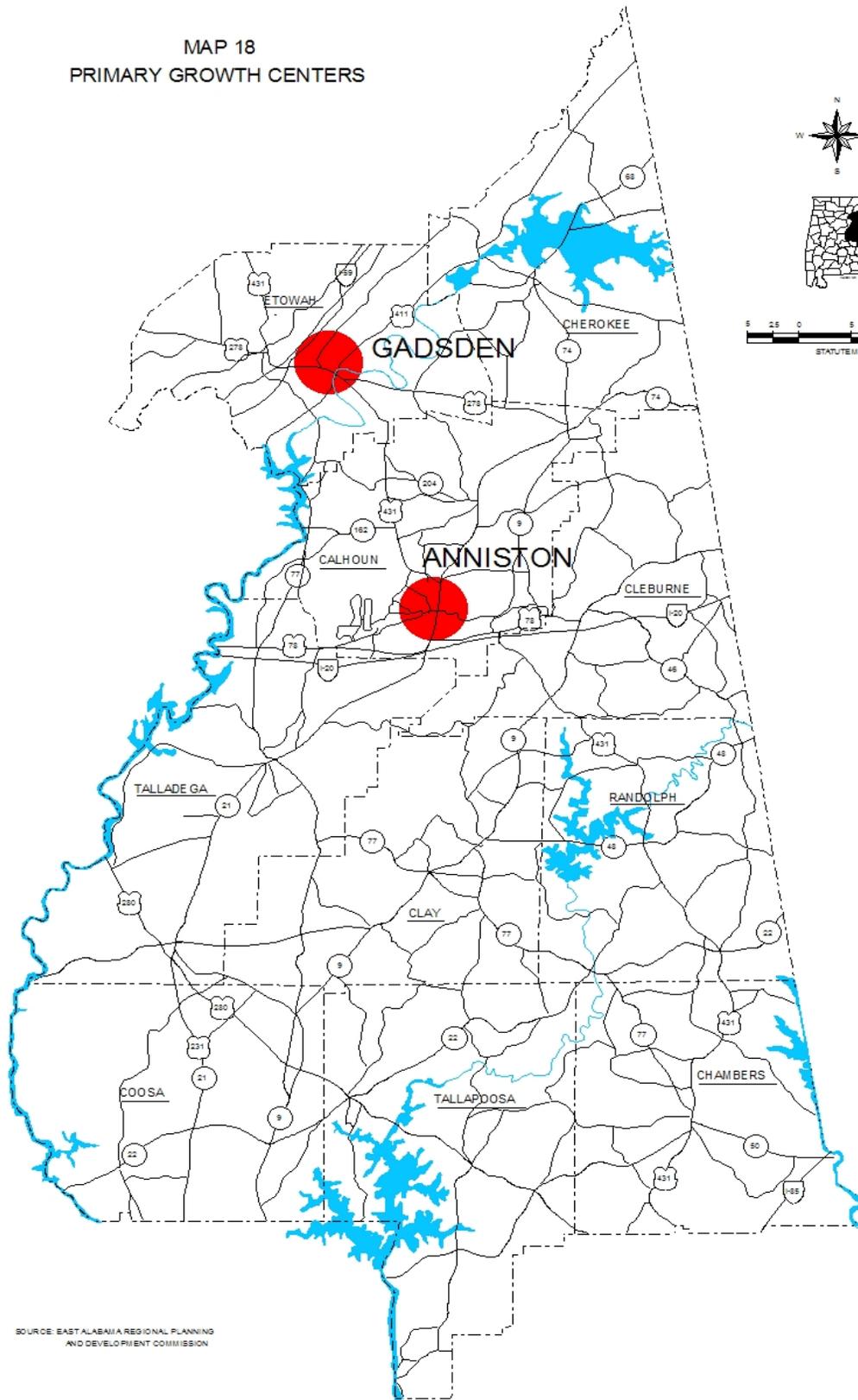
LEGEND

● AIRPORTS WITH HARD SURFACE RUNWAY



SOURCE: EAST ALABAMA REGIONAL PLANNING AND DEVELOPMENT COMMISSION

MAP 18
PRIMARY GROWTH CENTERS



SOURCE: EAST ALABAMA REGIONAL PLANNING
AND DEVELOPMENT COMMISSION

APPENDIX D

DETAILED BACKGROUND DATA

TABLE 1
POPULATION OF EAST ALABAMA COUNTIES

County	1980	1990	2000	% Change	
				1980-1990	1990-2000
Calhoun	119,761	116,034	112,249	-3.1%	-3.3%
Chambers	39,191	36,876	36,583	-5.9%	-0.8%
Cherokee	18,760	19,543	23,988	4.2%	22.7%
Clay	13,703	13,252	14,254	-3.3%	7.6%
Cleburne	12,595	12,730	14,123	1.1%	10.9%
Coosa	11,377	11,063	11,885	-2.8%	7.4%
Etowah	103,057	99,840	103,459	-3.1%	3.6%
Randolph	20,075	19,881	22,380	-1.0%	12.6%
Talladega	73,826	74,109	80,321	0.4%	8.4%
Tallapoosa	38,676	38,826	41,792	0.4%	7.6%
Region	451,021	442,154	461,034	-2.0%	4.3%
Alabama	3,893,888	4,040,587	4,447,100	3.8%	10.1%

Source: U.S. Bureau of the Census, 1980, 1990, and 2000 Censuses of Population.

TABLE 2
POPULATION OF EAST ALABAMA MUNICIPALITIES

Municipality	1980	1990	2000	% Change	
				1980-1990	1990-2000
Alexander City	13,807	14,917	15,325	8.0%	2.7%
Altoona	928	960	984	3.4%	2.5%
Anniston	29,135	26,623	24,276	-8.6%	-8.8%
Ashland	2,052	2,034	1,965	-0.9%	-3.4%
Attalla	7,737	6,859	6,592	-11.3%	-3.9%
Blue Mountain ³⁶	284	221	233	-22.2%	5.4%
Bon Air	118	91	96	-22.9%	5.5%
Camp Hill	1,628	1,415	1,273	-13.1%	-10.0%
Cedar Bluff	1,129	1,174	1,467	4.0%	25.0%
Centre	2,351	2,893	3,216	23.1%	11.2%
Childersburg	5,084	4,579	4,927	-9.9%	7.6%
Dadeville	3,263	3,276	3,212	0.4%	-2.0%
Daviston	334	261	267	-21.9%	2.3%
Edwardsville	207	118	186	-43.0%	57.6%
Five Points	197	200	146	1.5%	-27.0%
Fruithurst	239	177	270	-25.9%	52.5%
Gadsden	47,565	42,523	38,978	-10.6%	-8.3%
Gantts Quarry	71	7	0	-90.1%	-100.0%
Gaylesville	192	149	140	-22.4%	-6.0%
Glencoe	4,648	4,670	5,152	0.5%	10.3%
Goldville	89	61	37	-31.5%	-39.3%
Goodwater	1,895	1,840	1,633	-2.9%	-11.3%
Heflin	3,014	2,906	3,002	-3.6%	3.3%
Hobson City	1,268	794	878	-37.4%	10.6%
Hokes Bluff	3,216	3,739	4,149	16.3%	11.0%
Jackson's Gap	217	789	761	263.6%	-3.5%
Jacksonville	9,735	10,283	8,404	5.6%	-18.3%
LaFayette	3,647	3,151	3,234	-13.6%	2.6%

³⁶ Blue Mountain annexed into the City of Anniston after the 2000 Census. Kellyton, Munford, and Cusseta incorporated after the 2000 Census.

TABLE 2
POPULATION OF EAST ALABAMA MUNICIPALITIES

Municipality	1980	1990	2000	% Change	
				1980-1990	1990-2000
Lanett	7,654	8,985	7,897	17.4%	-12.1%
Leesburg	116	218	799	87.9%	266.5%
Lincoln	2,601	2,941	4,585	13.1%	55.9%
Lineville	2,257	2,394	2,401	6.1%	0.3%
Mountainboro	266	261	338	-1.9%	29.5%
New Site	430	669	848	55.6%	26.8%
Oak Grove	638	436	457	-31.7%	4.8%
Ohatchee	860	1,042	1,215	21.2%	16.6%
Oxford	8,939	9,362	14,592	4.7%	55.9%
Piedmont	5,544	5,288	5,120	-4.6%	-3.2%
Rainbow City	6,792	7,673	8,428	13.0%	9.8%
Ranburne	417	447	459	7.2%	2.7%
Reece City	718	657	634	-8.5%	-3.5%
Ridgeville	182	178	158	-2.2%	-11.2%
Roanoke	5,809	6,362	6,563	9.5%	3.2%
Rockford	494	461	428	-6.7%	-7.2%
Sand Rock	200	438	509	119.0%	16.2%
Sardis City	883	1,301	1,438	47.3%	10.5%
Southside	5,139	5,580	7,036	8.6%	26.1%
Sylacauga	12,708	12,520	12,819	-1.5%	2.4%
Talladega	19,128	18,175	17,344	-5.0%	-4.6%
Talladega Springs	196	148	124	-24.5%	-16.2%
Valley	8,946	8,173	9,198	-8.6%	12.5%
Wadley	532	517	640	-2.8%	23.8%
Waldo	231	309	281	33.8%	-9.1%
Walnut Grove	510	717	710	40.6%	-1.0%
Waverly	228	152	184	-33.3%	21.1%
Weaver	2,765	2,715	2,619	-1.8%	-3.5%
Wedowee	908	796	818	-12.3%	2.8%
Woodland	192	189	192	-1.6%	1.6%

Source: U.S. Bureau of the Census, 1980, 1990, and 2000 Censuses of Population

TABLE 3
POPULATION IN MUNICIPALITIES & DEFINED AS URBAN³⁷

County	Population			Defined as urban in 2000	% urban
	1990	2000	% change		
Calhoun - unincorporated	60,586	57,008	-5.9%	77,476	69.0%
In cities/towns	55,448	55,241	-0.4%		
Chambers - unincorporated	16,249	15,971	-1.7%	18,374	50.2%
In cities/towns	20,627	20,612	-0.1%		
Cherokee - unincorporated	14,660	17,881	22.0%	0	0.0%
In cities/towns	4,883	6,107	25.1%		
Clay - unincorporated	8,824	9,888	12.1%	0	0.0%
In cities/towns	4,428	4,366	-1.4%		
Cleburne- unincorporated	9,082	10,206	12.4%	0	0.0%
In cities/towns	3,648	3,917	7.4%		
Coosa - unincorporated	8,762	9,824	12.1%	317	2.7%
In cities/towns	2,301	2,061	-10.4%		
Etowah - unincorporated	24,284	28,370	16.8%	62,283	60.2%
In cities/towns	75,556	75,089	-0.6%		
Randolph - unincorporated	12,017	14,167	17.9%	4,873	21.8%
In cities/towns	7,864	8,213	4.4%		
Talladega - unincorporated	33,874	37,453	10.6%	35,752	44.5%
In cities/towns	40,235	42,868	6.5%		
Tallapoosa - unincorporated	15,636	18,406	17.7%	10,265	24.6%
In cities/towns	23,190	23,386	0.8%		
Region - unincorporated	203,974	219,174	7.5%	209,340	45.4%
In cities/towns	238,180	241,860	1.5%		
Alabama	4,447,100			2,465,673	55.4%

Source: U.S. Bureau of the Census, 1990 and 2000 Census of Population.

³⁷ Urban population is not the same as population in cities and towns. The Census Bureau uses population density to define “urban”; therefore, small cities where houses are spread out may not be “urban”, whereas unincorporated areas where houses are close together may be “urban.”

TABLE 4
POPULATION OF EAST ALABAMA COUNTIES BY AGE

County	Under 5		5 - 17		18 - 24		25 - 44		45 - 64		65 and Over	
	1990	2000	1990	2000	1990	2000	1990	2000	1990	2000	1990	2000
Calhoun	7,379	6,926	21,599	19,530	14,967	11,658	35,248	31,256	22,464	27,007	14,377	15,872
Chambers	2,418	2,430	7,214	6,587	3,695	3,160	10,128	9,869	7,202	8,609	6,219	5,928
Cherokee	1,132	1,433	3,560	3,887	1,907	1,834	5,612	6,623	4,442	6,393	2,890	3,818
Clay	788	877	2,530	2,520	1,314	1,147	3,583	3,901	2,805	3,450	2,232	2,359
Cleburne	854	867	2,458	2,568	1,300	1,157	3,689	4,025	2,724	3,573	1,705	1,933
Coosa	790	759	2,092	2,132	1,140	1,047	3,107	3,544	2,332	2,959	1,602	1,761
Etowah	5,973	6,611	18,616	18,043	9,684	8,988	28,713	28,311	20,978	24,946	15,876	16,560
Randolph	1,272	1,480	3,913	4,140	1,922	1,951	5,453	5,988	4,030	5,257	3,291	3,564
Talladega	5,093	5,091	15,400	14,975	7,860	7,286	21,698	23,135	14,474	19,179	9,582	10,655
Tallapoosa	2,493	2,562	7,434	7,475	3,779	3,133	10,816	11,089	8,051	10,344	6,253	6,872
Region	28,192	29,036	84,816	81,857	47,568	41,361	128,047	127,741	89,502	111,717	64,027	69,322
% of Total	6.3%	6.3%	18.8%	17.8%	10.5%	9.0%	28.4%	27.7%	19.8%	24.2%	14.2%	15.0%
Alabama	7.0%	6.7%	19.2%	18.6%	11.0%	9.9%	30.5%	29.0%	19.4%	22.8%	12.9%	13.0%
United States	7.4%	6.8%	18.2%	18.9%	10.8%	9.6%	32.5%	30.2%	18.6%	22.0%	12.6%	12.4%

Source: U.S. Bureau of the Census, 1990 and 2000 Census of Population.

TABLE 5
PERCENT CHANGE BY AGE GROUP, 1990 - 2000

County	Under 5	5 - 17	18 - 24	25 - 44	45 - 64	65 and Over
Calhoun	-6.1%	-9.6%	-22.1%	-11.3%	20.2%	10.4%
Chambers	0.5%	-8.7%	-14.5%	-2.6%	19.5%	-4.7%
Cherokee	26.6%	9.2%	-3.8%	18.0%	43.9%	32.1%
Clay	11.3%	-0.4%	-12.7%	8.9%	23.0%	5.7%
Cleburne	1.5%	4.5%	-11.0%	9.1%	31.2%	13.4%
Coosa	-3.9%	1.9%	-8.2%	14.1%	26.9%	9.9%
Etowah	10.7%	-3.1%	-7.2%	-1.4%	18.9%	4.3%
Randolph	16.4%	5.8%	1.5%	9.8%	30.4%	8.3%
Talladega	0.0%	-2.8%	-7.3%	6.6%	32.5%	11.2%
Tallapoosa	2.8%	0.6%	-17.1%	2.5%	28.5%	9.9%
Region	3.0%	-3.5%	-13.0%	-0.2%	24.8%	8.3%
Alabama	4.5%	6.7%	0.8%	4.6%	29.7%	10.9%
United States	4.5%	17.4%	1.5%	5.3%	33.6%	12.0%

TABLE 6
POPULATION OF EAST ALABAMA COUNTIES BY RACE

County	Total		White		Black		Other ³⁸		Hispanic/Latino ³⁹	
	1990	2000	1990	2000	1990	2000	1990	2000	1990	2000
Calhoun	116,034	112,249	92,873	88,537	21,578	20,810	1,583	2,902	1,282	1,753
Chambers	36,876	36,583	23,575	22,271	13,221	13,943	80	369	127	280
Cherokee	19,543	23,988	18,154	22,268	1,291	1,330	98	390	57	204
Clay	13,252	14,254	11,044	11,776	2,166	2,238	42	240	27	253
Cleburne	12,730	14,123	12,084	13,380	587	523	59	220	38	198
Coosa	11,063	12,202	7,242	7,802	3,782	4,172	39	228	18	158
Etowah	99,840	103,459	85,274	85,737	13,799	15,191	767	2,531	331	1,763
Randolph	19,881	22,380	15,138	17,094	4,686	4,977	57	309	53	272
Talladega	74,107	80,321	50,970	53,830	22,773	25,339	364	1,152	490	812
Tallapoosa	38,826	41,475	28,493	30,474	10,212	10,518	121	483	71	242
Region	442,152	461,034	344,847	353,169	94,095	99,041	3,210	8,824	2,494	5,935
% of Total			78.0%	76.6%	21.3%	21.5%	0.7%	1.9%	0.6%	1.3%

Source: U.S. Bureau of the Census, 1990 and 2000 Census of Population.

³⁸ In 2000, "Other" includes persons of two or more races, as well as persons who are American Indian or Alaska Native, Asian, Hawaiian or Pacific Islander or "Some other race". The dramatic increase in the "Other" category suggests that many multi-racial persons utilized the opportunity to report their mixed heritage in 2000. The 2000 Census is the first Census to allow persons to mark more than one race.

³⁹ People of Hispanic or Latino origin may be of any race.

**TABLE 7
SCHOOL SYSTEMS IN EAST ALABAMA**

School system	# schools	# students	% eligible for free or reduced priced meals	High school completion			Career / Tech Classes		
				students grade 9-12	dropped out	% of total	% programs w/ business/industry certification	% students enrolled	% of positive placements
Calhoun County	19	9,288	51.7	2,589	68	2.63	100.0	64.5	67.5 ⁴⁰
Anniston City	8	2,466	85.4	592	44	7.43	100.0	77.9	69.8
Jacksonville City	2	1,688	37.1	492	0	0.00	100.0	65.1	94.6
Oxford City	7	3,986	43.5	1,040	0	0.00	100.0	53.0	86.9
Piedmont City	3	1,068	62.3	307	2	0.65	100.0	43.4	100.0
Chambers County	11	4,109	65.6	1,209	42	3.47	94.1	66.9	94.0
Lanett City	3	929	83.0	293	12	4.10	50.0	62.0	100.0
Cherokee County	8	4,168	53.0	1,183	31	2.62	100.0	83.9	74.5
Clay County	4	2,104	57.3	546	2	0.37	85.7	89.5	93.9
Cleburne County	8	2,613	56.2	758	3	0.40	90.9	64.6	99.0
Coosa County	4	1,342	67.8	459	26	5.66	100.0	83.3	86.0
Etowah County	23	9,189	42.2	2,573	40	1.55	100.0	58.3	80.9
Attalla City	4	1,789	63.7	700	30	4.29	100.0	54.6	87.8
Gadsden City	16	5,569	66.6	1,505	4	0.27	100.0	67.2	72.2
Randolph County	6	2,293	52.1	649	12	1.85	100.0	88.7	71.9

⁴⁰ Percentage of students who completed a career/technical program of studies and took a job in a related field or enrolled in post-secondary studies.

**TABLE 7
SCHOOL SYSTEMS IN EAST ALABAMA**

School system	# schools	# students	% eligible for free or reduced priced meals	High school completion			Career / Tech Classes		
				students grade 9-12	dropped out	% of total	% programs w/ business/industry certification	% students enrolled	% of positive placements
Roanoke City	4	1,491	58.9	418	9	2.15	100.0	58.3	0.0
Talladega County	18	7,941	66.4	2,335	77	3.30	100.0	65.1	95.1
Sylacauga City	5	2,357	48.0	694	15	2.16	100.0	62.6	100.0
Talladega City	8	2,628	68.2	748	37	4.95	100.0	87.0	81.3
Tallapoosa County	7	3,136	63.9	976	4	0.41	100.0	60.5	94.6
Alexander City	5	3,483	49.1	1,017	33	3.24	90.0	57.3	81.7
Region	173	73,637	59.1	21,083	491	2.45	95.7	67.3	82.5
State average			51.3			2.16		62.7	85.9

Source: State Board of Education System Profile Report for 2007-2008; Alabama Department of Education Public Data Reports, Dropout Report, 2008 (www.alsde.edu)

TABLE 8
ANNUAL AVERAGE LABOR FORCE ESTIMATES, 2004-2008

County	Civilian Labor Force					Change 2004-08
	2004	2005	2006	2007	2008	
Calhoun	53,466	53,402	54,019	54,868	54,277	811
Chambers	16,404	16,155	15,697	15,425	14,870	-1,534
Cherokee	11,943	11,923	11,841	11,981	11,918	-25
Clay	5,823	5,886	6,173	6,101	5,693	-130
Cleburne	6,615	6,597	6,639	6,485	6,501	-114
Coosa	4,851	4,838	4,779	4,675	4,647	-204
Etowah	46,628	46,265	46,471	45,433	45,487	-1,141
Randolph	9,927	9,697	9,732	9,474	9,546	-381
Talladega	38,356	39,259	39,361	38,863	38,096	-260
Tallapoosa	18,160	18,396	18,494	18,281	18,068	-92
Region	212,173	212,418	213,206	211,586	209,103	-3,070
Alabama	2,113,781	2,124,149	2,166,071	2,175,716	2,162,479	48,698
County	Employment					Change 2004-08
	2004	2005	2006	2007	2008	
Calhoun	50,869	51,351	52,125	52,974	51,522	653
Chambers	15,379	15,361	14,900	14,541	12,903	-2,476
Cherokee	11,434	11,480	11,407	11,541	11,303	-131
Clay	5,493	5,636	5,931	5,804	5,286	-207
Cleburne	6,303	6,375	6,437	6,277	6,207	-96
Coosa	4,543	4,630	4,547	4,436	4,303	-240
Etowah	43,973	44,392	44,764	43,649	43,054	-919
Randolph	9,331	9,186	9,281	9,050	8,920	-411
Talladega	36,038	37,650	37,594	37,083	35,625	-413
Tallapoosa	17,155	17,688	17,681	17,427	16,902	-253
Region	200,518	203,749	204,667	202,782	196,025	-4,493
Alabama	2,007,153	2,042,925	2,090,387	2,099,615	2,053,502	46,349

TABLE 8
ANNUAL AVERAGE LABOR FORCE ESTIMATES, 2004-2008

County	Unemployment					Change 2004-08
	2004	2005	2006	2007	2008	
Calhoun	2,597	2,051	1,894	1,894	2,755	158
Chambers	1,025	794	797	884	1,967	942
Cherokee	509	443	434	440	615	106
Clay	330	250	242	297	407	77
Cleburne	312	222	202	208	294	-18
Coosa	308	208	232	239	344	36
Etowah	2,655	1,873	1,707	1,784	2,433	-222
Randolph	596	511	451	424	626	30
Talladega	2,318	1,609	1,767	1,780	2,471	153
Tallapoosa	1,005	708	813	854	1,166	161
Region	11,655	8,669	8,539	8,804	13,078	1,423
Alabama	106,628	81,224	75,684	76,101	108,977	2,349
County	Unemployment Rate					Change 2004-08
	2004	2005	2006	2007	2008	
Calhoun	4.9%	3.8%	3.5%	3.5%	5.1%	0.2%
Chambers	6.2%	4.9%	5.1%	5.7%	13.2%	7.0%
Cherokee	4.3%	3.7%	3.7%	3.7%	5.2%	0.9%
Clay	5.7%	4.2%	3.9%	4.9%	7.1%	1.5%
Cleburne	4.7%	3.4%	3.0%	3.2%	4.5%	-0.2%
Coosa	6.3%	4.3%	4.9%	5.1%	7.4%	1.1%
Etowah	5.7%	4.0%	3.7%	3.9%	5.3%	-0.3%
Randolph	6.0%	5.3%	4.6%	4.5%	6.6%	0.6%
Talladega	6.0%	4.1%	4.5%	4.6%	6.5%	0.4%
Tallapoosa	5.5%	3.8%	4.4%	4.7%	6.5%	0.9%
Region	5.5%	4.1%	4.0%	4.2%	6.3%	0.8%
Alabama	5.0%	3.8%	3.5%	3.5%	5.0%	0.0%

Source: Alabama Department of Industrial Relations, Labor Market Information, Unemployment Statistics (www2.dir.state.al.us)

**TABLE 8A
MONTHLY LABOR FORCE ESTIMATES, 2008 & 2009**

County	Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg
Calhoun	2008	4.1	4.2	4.1	3.5	4.2	5.3	5.7	5.6	5.4	6.2	6.1	6.6	5.1
	2009	7.8	8.6	9.2	9.1	9.6	10.7	10.7	10.7					9.7
		3.7	4.4	5.1	5.6	5.4	5.4	5.0	5.1					4.6
Chambers	2008	8.4	9.3	11.3	11.5	13.5	14.6	14.7	15.6	15.2	15.2	15.1	14.5	13.2
	2009	17.9	19.0	18.0	17.3	17.5	18.9	18.8	18.9					18.3
		9.5	9.7	6.7	5.8	4.0	4.3	4.1	3.3					5.1
Cherokee	2008	4.2	4.5	4.2	3.6	4.1	5.4	6.1	5.5	5.4	5.8	6.5	6.6	5.2
	2009	8.6	11.8	10.1	11.2	9.1	10.3	10.4	10.4					10.4
		4.4	7.3	5.9	7.6	5.0	4.9	4.3	4.9					5.3
Clay	2008	5.9	6.3	5.9	4.9	5.4	6.6	7.1	7.3	8.4	8.9	9.3	9.9	7.2
	2009	13.4	14.3	14.9	13.5	14.0	15.0	15.5	15.6					14.7
		7.5	8.0	9.0	8.6	8.6	8.4	8.4	8.3					7.5
Cleburne	2008	3.9	3.9	3.9	3.0	3.7	4.6	5.1	5.0	4.7	4.8	5.2	6.3	4.5
	2009	7.0	7.7	8.3	8.0	8.4	9.4	10.4	9.8					8.8
		3.1	3.8	4.4	5.0	4.7	4.8	5.3	4.8					4.3
Coosa	2008	5.3	6.4	6.4	5.2	6.3	7.8	7.9	7.3	7.4	8.2	10.3	10.2	7.4
	2009	12.7	14.7	14.3	13.4	15.0	15.8	15.0	14.4					14.4
		7.4	8.3	7.9	8.2	8.7	8.0	7.1	7.1					7.0
Etowah	2008	4.7	4.7	4.5	3.8	4.5	5.6	5.9	5.9	5.7	5.9	6.1	6.7	5.3
	2009	9.0	9.7	9.5	8.8	9.5	11.0	10.6	10.5					9.9
		4.3	5.0	5.0	5.0	5.0	5.4	4.7	4.6					4.6
Randolph	2008	5.1	4.9	4.7	4.5	4.8	5.9	6.8	7.3	7.5	7.9	10.7	8.4	6.5
	2009	11.2	11.9	11.5	10.2	11.1	13.4	14.9	15.0					12.7
		6.1	7.0	6.8	5.7	6.3	7.5	8.1	7.7					6.2
Talladega	2008	5.2	5.3	5.1	4.6	5.2	6.7	7.1	7.1	6.8	7.7	8.3	8.7	6.5
	2009	10.3	12.2	12.2	11.9	13.0	13.8	13.7	13.9					12.7
		5.1	6.9	7.1	7.3	7.8	7.1	6.6	6.8					6.3
Tallapoosa	2008	5.8	5.7	5.3	4.9	5.7	6.6	6.7	6.8	6.6	7.2	7.7	8.1	6.4
	2009	10.6	11.0	10.5	9.5	10.5	12.0	13.2	13.4					11.6
		4.8	5.3	5.2	4.6	4.8	5.4	6.5	6.6					5.2
Region	2008	5.3	5.5	5.5	5.0	5.7	6.9	7.3	7.3	7.3	7.8	8.5	8.6	6.7
	2009	10.9	12.1	11.9	11.3	11.8	13.0	13.3	13.3					12.3
		5.6	6.6	6.3	6.3	6.0	6.1	6.0	5.9					5.6
Alabama	2008	4.3	4.3	4.2	3.6	4.3	5.3	5.5	5.6	5.4	5.6	5.9	6.5	5.0
	2009	8.2	8.8	9.0	8.4	9.3	10.6	10.6	10.7					9.6
		3.9	4.5	4.8	4.8	5.0	5.3	5.1	5.1					4.5

Source: Alabama Department of Industrial Relations, Labor Market Information, Unemployment Statistics (www2.dir.state.al.us)

TABLE 9
EMPLOYMENT BY OCCUPATION

County	Management, professional, & related	Service	Sales & office	Farming, fishing, & forestry	Construction, extraction, maintenance	Production, transportation, & material moving	Total occupations
Calhoun	12,191	6,986	11,981	224	5,349	11,125	47,856
Chambers	3,070	1,919	3,706	99	1,932	4,969	15,695
Cherokee	1,939	1,004	2,172	222	1,506	3,337	10,180
Clay	1,153	649	1,236	132	680	2,080	5,930
Cleburne	1,321	657	1,299	102	1,027	1,782	6,188
Coosa	788	705	959	34	694	1,661	4,841
Etowah	10,967	5,969	10,846	292	5,290	10,062	43,426
Randolph	1,840	1,141	1,731	144	1,323	2,945	9,124
Talladega	7,742	3,981	7,369	171	4,479	8,152	31,894
Tallapoosa	4,081	2,214	4,295	122	2,220	4,300	17,232
Region	45,092	25,225	45,594	1,542	24,500	50,413	192,366
% of total	23.4%	13.1%	23.7%	0.8%	12.7%	26.2%	100.0%
Alabama	29.5%	13.5%	25.9%	0.8%	11.3%	19.0%	100.0%

Source: U.S. Bureau of the Census, 2000 Census of Population

TABLE 10
UNDEREMPLOYMENT IN EAST ALABAMA, 2004⁴¹

County	Labor Force	Employed	Underemploy- ment rate	Underemployed workers	Unemployed	Available labor pool
Calhoun	54,220	51,480	27.4%	14,106	2,740	16,846
Chambers	15,350	14,070	28.7%	4,038	1,280	5,318
Cherokee	11,320	10,830	15.5%	1,679	490	2,169
Clay	6,640	6,240	24.6%	1,535	400	1,935
Cleburne	6,830	6,580	21.7%	1,428	250	1,678
Coosa	5,340	4,970	28.8%	1,431	370	1,801
Etowah	47,750	44,890	28.9%	12,973	2,860	15,833
Randolph	9,340	8,740	22.9%	2,001	600	2,601
Talladega	35,260	33,020	15.9%	5,250	2,240	7,490
Tallapoosa	20,010	18,840	26.3%	4,955	1,170	6,125
Region	212,060	199,660	24.7%	49,396	12,400	61,796
Alabama	2,170,500	2,061,500	24.0%	494,760	109,000	603,760

Source: The University of Alabama, Center for Business and Economic Research, *Underemployment in Alabama Workforce Investment Advisory Areas*, June 2005.

⁴¹ The University of Alabama study reported results by Workforce Investment Advisory Area. WIAA Region 5 consists of 9 of the 10 East Alabama counties; therefore, this table slightly modifies how the data were presented in the original study.

TABLE 10
UNDEREMPLOYMENT IN EAST ALABAMA, 2004 (cont.)

	Calhoun	Chambers	Cherokee	Clay	Cleburne	Coosa	Etowah	Randolph	Talladega	Tallapoosa	Region (avg)
% workers whose current job fits well with education, training, skills, experience	74.6%	82.9%	90.6%	81.0%	82.4%	84.3%	84.9%	88.6%	89.9%	89.2%	84.8%
% workers who believe they are qualified for a better job	60.6%	62.2%	45.3%	47.6%	63.2%	62.9%	64.4%	58.1%	55.1%	55.4%	57.5%
Additional income for which worker would leave current job											
0 - 5% more	5.7%	11.0%	12.5%	4.8%	13.2%	7.1%	4.1%	8.6%	4.3%	6.8%	7.8%
5 - 15% more	24.3%	22.0%	28.1%	23.8%	22.1%	20.0%	21.9%	21.0%	15.9%	9.5%	20.9%
15 - 30% more	24.3%	19.5%	15.6%	25.4%	19.1%	28.6%	26.0%	23.8%	24.6%	20.3%	22.7%
30 - 50% more	11.4%	8.5%	9.4%	9.5%	8.8%	7.1%	13.7%	9.5%	8.7%	6.8%	9.3%
> 50% more	5.7%	8.5%	9.4%	6.3%	5.9%	11.4%	4.1%	1.9%	2.9%	10.8%	6.7%
would not leave current job	24.3%	28.0%	23.4%	28.6%	26.5%	25.7%	27.4%	31.4%	37.7%	44.6%	29.8%
Additional commute for new job											
0 - 10 miles	16.7%	23.7%	28.6%	24.4%	26.0%	25.0%	20.8%	27.8%	20.9%	41.5%	25.5%
10 - 20 miles	18.5%	30.5%	28.6%	28.9%	32.0%	25.0%	22.6%	31.9%	37.2%	12.2%	26.7%
10 - 20 miles	55.6%	40.7%	40.8%	44.4%	38.0%	50.0%	52.8%	34.7%	24.9%	43.9%	42.6%
Additional one-way commute time											
0 - 10 minutes	16.7%	20.3%	22.4%	26.7%	24.0%	15.4%	11.3%	27.8%	14.0%	22.0%	20.1%
10 - 20 minutes	16.7%	25.4%	24.5%	17.8%	28.0%	25.0%	88.7%	18.1%	30.2%	24.4%	29.9%
> 20 minutes	59.4%	49.2%	51.0%	55.6%	46.0%	59.6%	0.0%	42.2%	48.8%	53.7%	46.6%
% workers who sought better job in past 3 months	16.7%	18.6%	14.3%	15.6%	16.0%	28.8%	11.3%	12.5%	27.9%	14.6%	17.6%

**TABLE 11
INCOME AND POVERTY**

County	Household Income					% Households below poverty				Total households	
	< \$25,000	\$25,000-\$49,999	\$50,000-\$74,999	\$75,000 +	Median		All households		Female-head		
					1990	2000	1990	2000	1990		2000
Calhoun	18,109	14,342	7,386	5,543	\$23,802	\$31,768	17.1%	16.9%	34.1%	36.5%	45,380
Chambers	6,256	4,799	2,302	1,188	\$21,256	\$29,667	19.7%	18.7%	36.0%	34.7%	14,545
Cherokee	3,948	3,363	1,487	920	\$21,368	\$30,874	20.8%	16.4%	27.4%	32.0%	9,718
Clay	2,566	2,013	790	401	\$19,252	\$27,885	21.0%	18.9%	32.8%	35.4%	5,770
Cleburne	2,307	1,931	894	484	\$21,158	\$30,820	19.4%	16.4%	32.7%	32.4%	5,616
Coosa	1,981	1,601	719	393	\$20,279	\$29,873	19.7%	16.6%	41.8%	34.6%	4,694
Etowah	16,777	12,982	6,881	4,994	\$22,314	\$31,170	18.3%	16.2%	33.9%	34.0%	41,634
Randolph	3,775	2,865	1,305	690	\$19,440	\$28,675	22.1%	17.8%	38.0%	33.1%	8,635
Talladega	12,610	9,470	5,039	3,567	\$21,378	\$31,628	21.0%	18.5%	45.8%	42.0%	30,686
Tallapoosa	6,850	5,079	2,611	2,091	\$22,020	\$30,745	18.4%	17.1%	32.7%	36.1%	16,631
Region	75,179	58,445	29,414	20,271	\$21,227	\$30,311					183,309
% of total	41.0%	31.9%	16.0%	11.1%			19.0%	17.3%	36.3%	36.2%	
Alabama	37.3%	30.1%	17.2%	15.4%	\$23,597 ⁴²	\$34,135	19.2%	16.7%	40.7%	35.6%	

Source: U.S. Bureau of the Census, 1990 and 2000 Census of Population

⁴² The median household income for the United States was \$30,056 in 1990 and \$41,994 in 2000.

TABLE 12
EDUCATIONAL ATTAINMENT IN EAST ALABAMA COUNTIES⁴³

County	Total persons age 25+		No high school diploma/GED			High school diploma/GED			Some college, no degree			College degree		
	1990	2000	1990	2000		1990	2000		1990	2000		1990	2000	
				#	%		#	%		#	%		#	%
Calhoun	72,445	74,015	23,633	19,318	26.1%	21,711	23,856	32.2%	13,097	15,811	21.4%	14,004	15,030	20.3%
Chambers	23,681	24,497	10,833	8,778	35.8%	6,749	7,863	32.1%	2,844	4,403	18.0%	3,255	3,453	14.1%
Cherokee	12,954	16,825	6,030	6,138	36.5%	4,092	5,865	34.9%	1,534	2,477	14.7%	1,298	2,345	13.9%
Clay	8,659	9,767	3,999	3,322	34.0%	2,692	3,690	37.8%	1,057	1,521	15.6%	911	1,234	12.6%
Cleburne	8,101	9,533	4,068	3,536	37.1%	2,394	3,417	35.8%	877	1,376	14.4%	762	1,204	12.6%
Coosa	7,184	8,255	3,315	2,831	34.3%	2,403	3,164	38.3%	785	1,235	15.0%	681	1,025	12.4%
Etowah	65,672	69,829	23,588	18,115	25.9%	20,194	22,531	32.3%	11,301	15,137	21.7%	10,589	14,046	20.1%
Randolph	12,809	14,762	6,363	5,618	38.1%	3,678	4,723	32.0%	1,395	2,336	15.8%	1,373	2,085	14.1%
Talladega	46,091	53,060	18,098	16,102	30.3%	14,713	18,270	34.4%	6,600	10,383	19.6%	6,680	8,305	15.7%
Tallapoosa	25,161	28,373	10,611	8,489	29.9%	7,187	9,348	32.9%	3,313	5,235	18.5%	4,050	5,301	18.7%
Region	282,757	308,916	110,538	92,247	29.9%	85,813	102,727	33.3%	42,803	59,914	19.4%	43,603	54,028	17.5%
Alabama	2,545,969	2,887,400	843,638	714,081	24.7%	749,591	877,216	30.4%	427,062	591,055	20.5%	525,678	705,048	24.4%

Source: U.S. Bureau of the Census, 1990 and 2000 Census of Population.

⁴³ Highest level of education attained.

TABLE 13
OVERVIEW OF BUSINESS IN EAST ALABAMA, 2007

County	Number of employees	Annual payroll	Average annual pay	Total establishments	Number of establishments by employment-size class						
					< 20	20-49	50-99	100-249	250-499	500-999	1000 +
Calhoun	40,922	\$1,135,993,000	\$27,760	2,574	2,179	242	98	34	17	3	1
Chambers	7,558	\$194,322,000	\$25,711	594	527	45	13	4	4	1	0
Cherokee	3,786	\$95,149,000	\$25,132	383	355	21	2	2	3	0	0
Clay	4,493	\$107,004,000	\$23,816	227	207	8	7	1	3	0	1
Cleburne	1,909	\$57,113,000	\$29,918	192	176	11	1	4	0	0	0
Coosa	1,270	\$31,412,000	\$24,734	116	107	6	0	1	2	0	0
Etowah	32,153	\$878,602,000	\$27,326	2,189	1,884	201	57	32	10	4	1
Randolph	4,733	\$133,823,000	\$28,274	421	395	15	3	6	0	2	0
Talladega	25,076	\$880,348,000	\$35,107	1,391	1,201	117	44	14	12	1	2
Tallapoosa	16,350	\$419,936,000	\$25,684	831	738	51	19	14	5	2	2
Region	138,250	\$3,933,702,000	\$28,454	8,918	7,769	717	244	112	56	13	7
% of total					87.1%	8.0%	2.7%	1.3%	0.6%	0.1%	0.1%
Alabama	1,722,834	\$58,263,271,000	\$33,818	105,627	85.3%	9.3%	3.1%	1.7%	0.5%	0.2%	0.1%

Source: U.S. Bureau of Census, 2007 County Business Patterns

TABLE 14
COMMUTING PATTERNS IN EAST ALABAMA, 2000

County	Workers living in East Alabama	Workers living in East Alabama and			Workers living and working in same county	Workers working in East Alabama	Commute to county from		Workers commuting into county
		working in county of residence	working elsewhere in region	working outside region			elsewhere in region	outside region	
Calhoun	47,181	39,856	4,219	3,106	84.5%	50,107	8,473	1,778	20.5%
Chambers	15,480	9,281	508	5,691	60.0%	12,734	563	2,890	27.1%
Cherokee	10,014	4,645	1,230	4,139	46.4%	5,553	564	344	16.4%
Clay	5,828	3,841	1,716	271	65.9%	4,941	983	117	22.3%
Cleburne	6,060	2,416	1,274	2,370	39.9%	3,216	747	53	24.9%
Coosa	4,750	1,188	2,944	618	25.0%	2,127	798	141	44.1%
Etowah	42,636	32,181	1,918	8,537	75.5%	38,636	2,732	3,723	16.7%
Randolph	8,978	5,238	1,124	2,616	58.3%	6,390	864	288	18.0%
Talladega	31,443	20,563	5,670	5,210	65.4%	25,821	3,371	1,887	20.4%
Tallapoosa	17,009	12,125	923	3,961	71.3%	15,938	2,431	1,382	23.9%
Region	189,379	131,334	21,526	36,519	69.4%	165,463	21,526	12,603	20.6%

Source: U.S. Bureau of Census, County-to-County Worker Flow Files, Internet release date March 6, 2003

TABLE 15
EMPLOYMENT BY INDUSTRIAL SECTOR IN EAST ALABAMA, 2007

Industrial sector	Calhoun	Chambers	Cherokee	Clay	Cleburne	Coosa	Etowah	Randolph	Talladega	Tallapoosa	Region
Forestry, fishing, hunting, & agriculture support	41	161	52	98	56	32	44	64	25	60	633
Mining	20-99	--	--	--	--	--	0-19	0-19	409	0-19	429-565
Utilities	250-499	73	20-99	20-99	0-19	0-19	100-249	20-99	100-249	20-99	603-1,504
Construction	1,561	361	171	100-249	355	64	1,509	160	952	639	5,872-6,021
Manufacturing	6,929	2,508	1,000-2,499	2,505	250-499	784	5,891	1,000-2,499	10,085	1,886	32,838-35,836
Wholesale trade	2,105	99	80	81	20-99	20-99	1,321	66	566	2,500-4,999	6,858-9,515
Retail trade	7,031	1,211	899	360	323	96	4,855	728	3,194	1,574	20,271
Transportation & warehousing	1,593	113	104	116	0-19	0-19	936	151	1,092	500-999	4,605-5,142
Information	867	142	20-99	--	0-19	20-99	482	64	232	100-249	1,927-2,253
Finance & insurance	889	100-249	127	100-249	54	0-19	937	152	610	341	3,310-3,627

TABLE 15
EMPLOYMENT BY INDUSTRIAL SECTOR IN EAST ALABAMA, 2007

Industrial sector	Calhoun	Chambers	Cherokee	Clay	Cleburne	Coosa	Etowah	Randolph	Talladega	Tallapoosa	Region
Real estate & rental & leasing	363	77	57	20-99	0-19	0-19	417	40	286	131	1,391-1,508
Professional, scientific & technical services	2,025	100-249	58	48	20-99	0-19	881	78	269	211	3,690-3,937
Management of companies & enterprises	129	20-99	--	--	--	--	100-249	--	102	20-99	371-678
Administrative & support & waste management & remediation	2,724	91	20-99	36	250-499	20-99	2,507	27	1,093	3,140	9,908-10,315
Educational services	605	20-99	--	20-99	0-19	--	305	20-99	254	20-99	1,244-1,579
Health care & social assistance	6,650	1,252	389	659	90	20-99	6,379	724	3,061	2,303	21,527-21,606
Arts, entertainment, & recreation	331	32	29	--	--	20-99	268	0-19	100-249	192	972-1,219
Accommodation & food services	4,690	626	365	146	98	0-19	3,329	211	1,636	907	12,008-12,027
Other services (except public administration)	2,055	381	167	133	123	52	1,750	160	932	493	6,246
Unclassified	--	--	0-19	0-19	--	--	0-19	0-19	0-19	0-19	0-114

Source: U.S. Bureau of Census, 2007 County Business Patterns

TABLE 16
BUSINESS TRENDS IN EAST ALABAMA, 1999-2007

County	Number of employees			Average annual pay			Number of establishments		
	1999	2007	# change	1999	2007	# change	1999	2007	# change
Calhoun	40,241	40,922	681	\$21,459	\$27,760	\$6,301	2,568	2,574	6
Chambers	11,619	7,558	(4,061)	\$23,390	\$25,711	\$2,321	657	594	(63)
Cherokee	2,985	3,786	801	\$20,084	\$25,132	\$5,048	365	383	18
Clay	4,390	4,493	103	\$20,095	\$23,816	\$3,721	228	227	(1)
Cleburne	2,121	1,909	(212)	\$24,000	\$29,918	\$5,918	188	192	4
Coosa	1,495	1,270	(225)	\$22,138	\$24,734	\$2,596	128	116	(12)
Etowah	33,152	32,153	(999)	\$23,095	\$27,326	\$4,231	2,198	2,189	(9)
Randolph	5,009	4,733	(276)	\$17,661	\$28,274	\$10,613	401	421	20
Talladega	20,589	25,076	4,487	\$23,885	\$35,107	\$11,222	1,401	1,391	(10)
Tallapoosa	27,935	16,350	(11,585)	\$19,622	\$25,684	\$6,062	833	831	(2)
Region	149,536	138,250	(11,286)	\$21,810	\$28,454	\$6,644	8,967	8,918	(49)
Alabama	1,633,909	1,722,834	88,925	\$25,983	\$33,818	\$7,835	100,507	105,627	5,120
Region as % of state	9.2%	8.0%		83.9%	84.1%		8.9%	8.4%	

Source: U.S. Bureau of Census, 1999 and 2007 County Business Patterns

TABLE 17
GENERAL ECONOMIC TRENDS IN EAST ALABAMA, 1980-2007

County	Population				Number of employees				Number of establishments			
	1980	1990	2000	2007	1980	1990	2000	2007	1980	1990	2000	2007
Calhoun	119,761	116,034	112,249	113,103	27,308	33,433	40,614	40,922	1,785	2,299	2,566	2,574
Chambers	39,191	36,876	36,583	34,764	11,766	11,815	11,520	7,558	479	531	645	594
Cherokee	18,760	19,543	23,988	24,560	2,949	3,500	3,414	3,786	241	288	356	383
Clay	13,703	13,252	14,254	13,788	2,929	3,342	4,556	4,493	189	221	229	227
Cleburne	12,595	12,730	14,123	14,700	1,694	1,887	2,255	1,909	126	157	195	192
Coosa	11,377	11,063	11,885	10,864	1,318	1,346	1,430	1,270	105	126	128	116
Etowah	103,057	99,840	103,459	103,217	29,245	31,219	34,345	32,153	1,648	1,948	2,155	2,189
Randolph	20,075	19,881	22,380	22,425	3,551	3,906	5,105	4,733	275	338	387	421
Talladega	73,826	74,109	80,321	80,255	17,269	17,793	21,017	25,076	1,018	1,187	1,381	1,391
Tallapoosa	38,676	38,826	41,792	40,747	13,630	16,432	25,370	16,350	637	702	823	831
Region	451,021	442,154	461,034	458,423	111,659	124,673	149,626	138,250	6,503	7,797	8,865	8,918
Growth		-2.0%	4.3%	-0.6%		11.7%	20.0%	-7.6%		19.9%	13.7%	0.6%
Alabama	3,893,888	4,040,587	4,447,100	4,627,851	1,073,006	1,342,993	1,653,074	1,722,834	65,880	86,537	99,817	105,627
Growth		3.8%	10.1%	4.1%		25.2%	23.1%	4.2%		31.4%	15.3%	5.8%
Region as % of state	11.6%	10.9%	10.4%	9.9%	10.4%	9.3%	9.1%	8.0%	9.9%	9.0%	8.9%	8.4%

Source: U.S. Bureau of Census, 1980, 1990, and 2000 Censuses of Population, 2007 Population Estimates, 1980, 1990, 2000 and 2007 County Business Patterns

TABLE 18
EMPLOYMENT BY INDUSTRIAL SECTOR IN EAST ALABAMA, 1999

Industry	Calhoun	Chambers	Cherokee	Clay	Cleburne	Coosa	Etowah	Randolph	Talladega	Tallapoosa	Region
Forestry, fishing, hunting, & agriculture support	20-99	222	40	100-249	20-99	20-99	20-99	100-249	20-99	110	672-1,365
Mining	85	--	--	--	--	--	20-99	0-19	250-499	0-19	355-721
Utilities	250-499	100	20-99	20-99	0-19	0-19	250-499	20-99	117	58	835-1,608
Construction	1,782	368	95	100-249	393	20-99	1,392	98	1,275	528	6,051-6,279
Manufacturing	11,024	5,596	891	2,517	882	927	8,066	2,263	7,017	7,198	46,381
Wholesale trade	1,817	232	191	0-19	44	76	1,469	82	608	1,155	5,674-5,693
Retail trade	6,392	1,357	638	394	235	127	4,783	685	3,049	1,828	19,488
Transportation & warehousing	753	250-499	67	157	0-19	0-19	923	143	383	94	2,770
Information	803	98	70	0-19	0-19	0-19	514	62	220	88	1,855
Finance & insurance	1,026	190	150	78	20-99	0-19	955	145	598	384	3,546
Real estate & rental & leasing	419	70	34	0-19	0-19	0-19	286	43	239	297	1,388-1,445
Professional, scientific & technical services	889	107	33	20-99	20-99	0-19	643	81	285	182	2,260-2,437

TABLE 18
EMPLOYMENT BY INDUSTRIAL SECTOR IN EAST ALABAMA, 1999

Industry	Calhoun	Chambers	Cherokee	Clay	Cleburne	Coosa	Etowah	Randolph	Talladega	Tallapoosa	Region
Management of companies & enterprises	64	250-499	--	--	--	--	126	--	138	75	653-902
Administrative & support and waste management & remediation	2,291	110	38	0-19	0-19	0-19	2,393	31	603	10,000-24,999	15,466-30,522
Educational services	292	97	--	0-19	0-19	0-19	399	57	293	20-99	1,158-1,294
Health care & social assistance	5,080	1,140	243	577	65	94	5,181	638	2,360	2,242	17,620
Arts, entertainment, & recreation	230	20-99	0-19	--	0-19	20-99	292	0-19	142	76	780-995
Accommodation & food services	4,306	705	237	148	166	0-19	3,355	339	1,545	773	11,574-11,593
Other services (except public administration)	2,018	446	178	101	109	39	1,681	130	941	427	6,070
Auxiliaries (except corporate, subsidiary & regional management)	576	20-99	--	--	--	--	317	--	233	1,000-2,499	2,146-3,724
Unclassified	25	7	0-19	0-19	3	0-19	20-99	3	0-19	0-19	58-232

Source: U.S. Bureau of Census, 1999 County Business Patterns

TABLE 19
THE MANUFACTURING SECTOR IN EAST ALABAMA, 1999-2007

County	Number of employees			Average annual pay			Total establishments		
	1999	2007	# change	1999	2007	# change	1999	2007	# change
Calhoun	11,024	6,929	(4,095)	\$26,217	\$37,849	\$11,632	137	132	(5)
Chambers	5,596	2,508	(3,088)	\$26,744	\$29,475	\$2,731	42	28	(14)
Cherokee	891	1,000- 2,499	109-1,608	\$21,976	D	--	24	24	0
Clay	2,517	2,505	(12)	\$22,774	\$26,424	\$3,650	16	11	(5)
Cleburne	882	250-499	(383)-(632)	\$25,431	D	--	11	8	(3)
Coosa	927	784	(143)	\$24,633	\$25,598	\$965	11	9	(2)
Etowah	8,066	5,891	(2,175)	\$32,034	\$34,134	\$2,100	135	119	(16)
Randolph	2,263	1,000- 2,499	236-(1,263)	\$18,687	\$26,969- \$67,396	\$8,282- \$48,709	25	21	(4)
Talladega	7,017	10,085	3,068	\$29,877	\$48,414	\$18,537	104	88	(16)
Tallapoosa	7,198	1,886	(5,312)	\$17,756	\$21,562	\$3,806	55	42	(13)
Region	46,381	32,838- 36,085	(11,795)- (12,044)	\$25,850	\$36,868- \$38,617	\$11,018- 12,767	560	482	(78)
Alabama	341,940	281,601	(60,339)	\$31,090	\$40,327	\$9,237	5,336	4,925	(411)
Region as % of state	13.6%	11.7%- 12.8%	19.5%- 20.0%	83.1%	91.4%- 95.8%		10.5%	9.8%	19.0%

TABLE 19
THE MANUFACTURING SECTOR IN EAST ALABAMA, 1999-2007

County	Number of establishments by employment-size class													
	< 20		20 - 49		50 - 99		100 - 249		250 - 499		500 - 999		1000 +	
	1999	2007	1999	2007	1999	2007	1999	2007	1999	2007	1999	2007	1999	2007
Calhoun	72	84	21	17	14	12	14	11	14	7	2	1	0	0
Chambers	19	13	4	4	6	4	6	4	4	2	2	1	1	0
Cherokee	18	19	3	2	1	0	0	0	2	3	0	0	0	0
Clay	10	3	1	2	0	3	2	0	1	2	2	0	0	1
Cleburne	6	6	0	0	1	0	3	2	1	0	0	0	0	0
Coosa	7	4	1	2	1	0	0	1	2	2	0	0	0	0
Etowah	88	79	27	24	9	4	4	6	3	3	1	2	3	1
Randolph	17	12	1	3	2	2	2	2	1	0	2	2	0	0
Talladega	53	46	23	19	11	10	13	6	2	5	1	0	1	2
Tallapoosa	22	26	10	8	7	2	10	4	4	2	1	0	1	0
Region	312	292	91	81	52	37	54	36	34	26	11	6	6	4
% of total	55.7%	56.0%	16.3%	15.5%	9.3%	7.1%	9.6%	6.9%	6.1%	5.0%	2.0%	1.2%	1.1%	0.8%
Alabama	3,277	3,107	852	785	434	414	441	371	191	145	100	72	41	31
% of total	61.4%	62.7%	16.0%	15.8%	8.1%	8.4%	8.3%	7.5%	3.6%	2.9%	1.9%	1.5%	0.8%	0.6%

Source: U.S. Bureau of Census, 1999 and 2007 County Business Patterns

D - Withheld to avoid disclosing data for individual companies.

TABLE 20
CHANGES IN EAST ALABAMA'S TEXTILE INDUSTRY, 1999-2007

County	Number of employees						Number of establishments					
	Code 313		Code 314		Code 315		Code 313		Code 314		Code 315	
	1999	2007	1999	2007	1999	2007	1999	2007	1999	2007	1999	2007
Calhoun	748	--	1299	250-499	748	100-249	4	--	6	4	8	2
Chambers	2,500-4,999	1,237	250-499	20-99	250-499	0-19	9	4	3	2	2	1
Cherokee	250-499	250-499	--	--	383	250-499	2	2	--	--	8	4
Clay	--	--	0-19	20-99	100-249	--	--	--	1	1	1	--
Cleburne	--	--	--	--	250-499	100-249	--	--	--	--	2	1
Coosa	250-499	100-249	--	--	--	--	1	1	--	--	--	--
Etowah	--	--	0-19	0-19	65	--	--	--	1	2	3	--
Randolph	795	500-999	---	--	500-999	--	3	2	--	--	2	--
Talladega	1,652	430	20-99	0-19	167	--	11	6	3	2	3	--
Tallapoosa	1,000-2,499	250-499	--	0-19	2,500-4,999	250-499	16	4	--	1	8	6
Region	7,195-11,691	2,767-3,913	1,569-1,935	290-754	4,963-8,608	700-1,515	46	19	14	12	37	14

Source: U.S. Bureau of Census, 1999 and 2005 County Business Patterns

NAICS (North American Industrial Classification System) Code:

313 - Textile mills (make fabric, thread, yarn, etc.);

314 - Textile product mills (make finished products other than apparel);

315 - Apparel manufacturing.

TABLE 21
MAJOR PLANT CLOSINGS IN EAST ALABAMA, 1999-2009

Location	Firm Name	Product	Date closed	Jobs lost
Calhoun County				
Unincorporated county	Coats American	thread	Apr 2000	200
Eastaboga	Redman Homes	manufactured homes	May 2000	168
Anniston	McConway & Torley Foundry	mining equipment	Jan 2001	40-50
Jacksonville	Union Yarn	cotton yarn	May 2001	197
Anniston	Dana Corporation	brake shoes	Dec 2001	25-50
Anniston	U.S. Castings	ductile & gray iron castings	May 2003	80
Anniston	Designer Checks	blank checks & checkbook covers	Oct 2004	211
Anniston	Werner Company	ladders	Dec 2004	550
Anniston	Anniston Sportswear Corp.	men's pants	Aug 2009	200
Chambers County				
Lanett	Twin Rivers Industries	knit and woven goods	Nov 1999	41-50
LaFayette	Russell Corporation	apparel	Jun 2000	220
LaFayette	Meritas Yarn	yarn preparation	Aug 2001	42
LaFayette	Russell Sewing	cotton fabric	Nov 2001	220
Valley	WestPoint Stevens - Lanier Plant	bed linens	Nov 2003	300
Valley	Johnston Industries	textile recycling unit	Dec 2003	51-75

TABLE 21
MAJOR PLANT CLOSINGS IN EAST ALABAMA, 1999-2009

Location	Firm Name	Product	Date closed	Jobs lost
Valley	Johnston Industries - Langdale Plant	cut & sew textiles	Dec 2003	51-75
Lanett	Johnston Industries - Lantuck Plant	mattress pads	Dec 2003	51-75
Valley	WestPoint Stevens - Fairfax Greige Plant	towels	Jul 2004	300
Valley	WestPoint Home -Fairview Plant	terrycloth towels	Dec 2005	285
Lanett	WestPoint Home - Lanett Plant	woven fabrics	Nov 2006	370
Valley	WestPoint Home - Fairfax Mill	broadwoven fabrics	Jun 2007	30
Valley	WestPoint Home - Carter Plant	sheeting	Sep 2007	267
Valley	WestPoint Home - Lanier Plant	bedding	Sep 2007	300
Valley	WestPoint Home - Fairfax Fabrication Plant	broadwoven fabrics	Feb 2008	650
Valley	WestPoint Home - Fairfax Finishing Plant	broadwoven fabrics	Feb 2008	200
LaFayette	Frontier Yarns	spun yarns	Jun 2008	129
Lanett	Norbord	wood panels for homes	Mar 2009	127
<p>Note: Closing of WestPoint Home in Valley & Lanett (& West Point, GA) also resulted in loss of 422 jobs in company's retail store and distribution center.</p>				
Cherokee County - no plant closings during this period				
Clay County				
Lineville	Robinson Manufacturing Company	men's and boys' clothing	Apr 1999	98
Ashland	Russell Manufacturing	t-shirts and shorts	Mar 2000	250

TABLE 21
MAJOR PLANT CLOSINGS IN EAST ALABAMA, 1999-2009

Location	Firm Name	Product	Date closed	Jobs lost
Ashland	Southland Manufacturing	apparel	Mar 2000	100-125
Cleburne County				
Heflin	Crowntuft	clothing	Dec 2002	147
Heflin	Kellwood	textiles	2002	200
Hollis Crossroads	Tyson Foods	chicken processing	Sep 2006	267
Coosa County				
Alexander City	Russell Corporation	clothing	Oct 2000	90
Unincorporated county	Russell Corporation, Coosa Ring	ring-spun yarn	Jul 2001	117
Unincorporated county	Russell Corporation, Coosa #1	specialty yarns	Nov 2001	57
Etowah County				
Gadsden	Gulf States Steel	structural beams	Aug 2000	1,700
Gadsden	Cleaners Hanger Company	wire coat hangers	Nov 2003	45
Attalla	AAA Plumbing Pottery Co.	vitreous china bathroom fixtures	Feb 2004	226
Gadsden & Rainbow City	Packaging Integrity	packing materials	Apr 2005	50
Gadsden	Dixie-Pacific Manufacturing Company	wood & fiberglass architectural columns, posts, & railings	Feb 2008	172
Gadsden	Custom Panels/Expressions Cabinets	cabinet components	Sep 2008	40

TABLE 21
MAJOR PLANT CLOSINGS IN EAST ALABAMA, 1999-2009

Location	Firm Name	Product	Date closed	Jobs lost
Gadsden	NSS Industries	bolts, heat treating & plating	Jan 2009	45
Gadsden	Rigid Building Systems	pre-engineered metal buildings	Aug 2009	73
Randolph County				
Roanoke	Snyder Industries, Inc.	plastics	Oct 2001	30-40
Roanoke	Terry Manufacturing Co., Inc.	textiles	Jul 2003	300
Rock Mills	Wehadkee Yarn Mill	cotton yarn	May 2004	45
Roanoke	Jeld-wen Millwork Manufacturing	cabinetry	Nov 2004	56
Roanoke	American Apparel	clothing	Oct 2005	110
Wadley	Plantation Patterns	wrought iron furniture	Aug 2009	560
Talladega County				
Sylacauga	Russell Corporation	t-shirt material	Jun 2001	265
Talladega	American Nonwoven Corporation	unwoven fabric	Jul 2001	40
Talladega	Wehadkee Yarn - Chinabee	yarn	Apr 2002	90
Talladega	Georgia Pacific	plywood products	Dec 2002	430
Bon Air	Avondale Mills	yarn	May 2003	114
Talladega	Mohawk Industries, Inc.	carpet yarn	Jan 2004	126
Sylacauga	Avondale Mills	yarn, denim cloth	Jul 2006	1,100
Childersburg	Marathon Apparel	screen printing/embroidery	Jan 2007	36

TABLE 21
MAJOR PLANT CLOSINGS IN EAST ALABAMA, 1999-2009

Location	Firm Name	Product	Date closed	Jobs lost
Lincoln	Nordson Corp.	industrial application equipment	Sep 2007	43
Talladega	Wehadkee Yarn Mills	yarn	Jun 2007	85
Sylacauga	Koch Foods of Alabama–Sylacauga	poultry processing	Jun 2007	243
Talladega	Georgia Pacific Wood Products–Talladega	plywood	May 2008	380
Sylacauga	United Industrial (Spectrum Brands)	fertilizer	Jan 2009	107
Sylacauga	Vertis Communications Inc.	commercial printing	Feb 2009	283
Note: Georgia Pacific re-opened after its 2002 closing, recalled its employees, then closed again in 2008.				
Tallapoosa County				
Alexander City	Russell Corporation	ring-spun yarn	Jul 2001	145
Alexander City	Russell Corporation	athletic wear	Jul 2001	140
Alexander City	Russell Corp., Alex City # 2 & 3	various yarns	Dec 2001	182
Alexander City	Intermet Corporation	automobile industry parts	Dec 2001	117
Alexander City	Russell Corporation	textile cutting & finishing	Oct 2007	425

Source: County Chambers of Commerce and Economic and Industrial Development Authorities

Notes:

- A “major plant” is one that employed 25 or more people.
- Not all counties record plant closings, so an undercount is possible.

TABLE 22
ANNOUNCED NEW AND EXPANDING INDUSTRIES IN THE EAST ALABAMA REGION, 2008

County	# of New Companies	Announced New Jobs	New Capital Investments	Expanding Companies	Announced Jobs	Capital Investments	Total # Companies	Total Announced Jobs	Total Capital Investments
Calhoun	0	0	\$0	5	195	\$11,220,000	5	195	\$11,220,000
<u>Expanding Companies:</u> Altex Packaging Inc - corrugated and solid fiber boxes; CMP - small arms; FabArc Steel Supply Inc - fabricated structural steel; North American Bus Industries Inc - transit buses; The Supply Room - military insignia									
Chambers	3	803	\$129,900,000	1	5	\$1,700,000	4	808	\$131,600,000
<u>New Companies:</u> AJIN USA (Joon LLC) - automotive metal stamping; DaeDong Hi-Lex of America Inc (DDHLA) - door hardware system modules; MP Tech - LED lighting									
Cherokee	0	0	\$0	0	0	\$0	0	0	\$0
Clay	0	0	\$0	0	0	\$0	0	0	\$0
Cleburne	0	0	\$0	1	0	\$6,000,000	1	0	\$6,000,000
<u>Expanding Companies:</u> undisclosed									
Coosa	0	0	\$0	0	0	\$0	0	0	\$0
Etowah	3	210	\$128,000,000	1	12	\$7,000,000	4	222	\$135,000,000
<u>New Companies:</u> Keystone Foods LLC - poultry processing; RC Mold and Machine - manufacture, repair and modify tire molds; Southern Cold Storage of Alabama LLC - dedicated cold storage distribution facility <u>Expanding Companies:</u> Prince Metal Stampings USA - automotive metal stampings									
Randolph	1	15	\$1,000,000	0	0	\$0	1	15	\$1,000,000
<u>New Companies:</u> Silla America Inc - robotic steel auto pallets and manual racks									

TABLE 22
ANNOUNCED NEW AND EXPANDING INDUSTRIES IN THE EAST ALABAMA REGION, 2008

County	# of New Companies	Announced New Jobs	New Capital Investments	Expanding Companies	Announced Jobs	Capital Investments	Total # Companies	Total Announced Jobs	Total Capital Investments
Talladega	4	192	\$16,685,000	4	85	\$70,325,000	8	277	\$87,010,000
<p><u>New Companies:</u> Associated Metal Castings - metal castings; J&M Tanklines - nonmetallic mineral services; Midwest Express - tire and wheel sub-assembly; RK Allen Oil Company - lubricating oils and greases</p> <p><u>Expanding Companies:</u> Alabama Specialty Products Inc - fabricated metal products; Heritage Plastics Inc - nonmetallic mineral products; Honda Manufacturing of Alabama LLC - Odyssey mini vans and Pilot vehicle assembly (2 expansions)</p>									
Tallapoosa	0	0	\$0	1	200	\$0	1	200	\$0
<p><u>Expanding Companies:</u> KwangSung America Corporation - blow plastic tubing for auto ventilation systems</p>									
Region	11	1,220	\$275,585,000	13	497	\$96,245,000	24	1,717	\$371,830,000

Source: Alabama Development Office, 2008 *Alabama New & Expanding Industry Report*

TABLE 23
THE HEALTH CARE & SOCIAL ASSISTANCE SECTOR IN EAST ALABAMA, 1999-2007

County	Number of employees			Average annual pay			Total establishments		
	1999	2007	# change	1999	2007	# change	1999	2007	# change
Calhoun	5,080	6,650	1,570	\$26,459	\$32,072	\$5,613	259	284	25
Chambers	1,140	1,252	112	\$24,368	\$29,248	\$4,880	66	66	0
Cherokee	243	389	146	\$24,675	\$32,468	\$7,793	16	31	15
Clay	577	659	82	\$18,277	\$22,065	\$3,788	21	23	2
Cleburne	65	90	25	\$17,231	\$28,000	\$10,769	11	13	2
Coosa	94	20-99	(74)-5	\$17,926	D	(\$17,926)	8	9	1
Etowah	5,181	6,379	1,198	\$29,073	\$35,266	\$6,193	247	297	50
Randolph	638	724	86	\$20,060	\$28,231	\$8,171	41	43	2
Talladega	2,360	3,061	701	\$22,831	\$30,100	\$7,269	124	169	45
Tallapoosa	2,242	2,303	61	\$22,334	\$29,712	\$7,378	87	93	6
Region	17,620	21,527- 21,606	3,907- 3,986	\$25,478	\$31,876	\$6,398	880	1,028	148
Alabama	203,808	236,698	32,890	\$28,582	\$37,512	\$8,930	8,522	10,399	1,877
Region as % of state	8.6%	9.4%	11.9%	89.1%	85.0%		10.3%	9.9%	7.9%

TABLE 23
THE HEALTH CARE & SOCIAL ASSISTANCE SECTOR IN EAST ALABAMA, 1999-2007

County	Number of establishments by employment-size class													
	< 20		20 - 49		50 - 99		100 - 249		250 - 499		500 - 999		1000 +	
	1999	2007	1999	2007	1999	2007	1999	2007	1999	2007	1999	2007	1999	2007
Calhoun	222	225	24	34	5	16	5	7	2	1	0	0	1	1
Chambers	58	56	4	6	3	3	0	0	1	1	0	0	0	0
Cherokee	15	28	0	2	0	0	1	1	0	0	0	0	0	0
Clay	19	20	0	0	0	1	1	1	1	1	0	0	0	0
Cleburne	11	13	0	0	0	0	0	0	0	0	0	0	0	0
Coosa	7	9	0	0	1	0	0	0	0	0	0	0	0	0
Etowah	211	244	21	32	6	8	7	10	0	1	1	2	1	0
Randolph	37	38	0	1	2	1	2	3	0	0	0	0	0	0
Talladega	107	147	9	14	4	4	1	1	2	2	1	1	0	0
Tallapoosa	73	79	5	6	2	2	5	5	2	0	0	1	0	0
Region	760	859	63	95	23	35	22	28	8	6	2	4	2	1
% of total	86.4%	88.6%	7.2%	9.8%	2.6%	3.6%	2.5%	2.9%	0.9%	0.6%	0.2%	0.4%	0.2%	0.1%
Alabama	7,212	8,665	751	1,031	215	317	240	286	55	46	23	25	26	29
% of total	84.6%	88.2%	8.8%	10.5%	2.5%	3.2%	2.8%	2.9%	0.6%	0.5%	0.3%	0.3%	0.3%	0.3%

Source: U.S. Bureau of Census, 1999 and 2007 County Business Patterns

D - Withheld to avoid disclosing data for individual companies.

TABLE 24
THE RETAIL TRADE SECTOR IN EAST ALABAMA, 2007

County	Number of employees			Average annual pay			Total establishments		
	1999	2007	# change	1999	2007	# change	1999	2007	# change
Calhoun	6,392	7,031	639	\$16,086	\$19,743	\$3,657	571	548	(23)
Chambers	1,357	1,211	(146)	\$16,416	\$20,293	\$3,877	143	134	(9)
Cherokee	638	899	261	\$15,834	\$19,211	\$3,377	94	85	(9)
Clay	394	360	(34)	\$12,990	\$14,806	\$1,816	51	51	0
Cleburne	235	323	88	\$20,038	\$24,378	\$4,340	47	48	1
Coosa	127	96	(31)	\$13,433	\$15,313	\$1,880	27	19	(8)
Etowah	4,783	4,855	72	\$15,789	\$19,227	\$3,438	463	449	(14)
Randolph	685	728	43	\$15,280	\$20,871	\$5,591	86	94	8
Talladega	3,049	3,194	145	\$17,088	\$20,043	\$2,955	329	314	(15)
Tallapoosa	1,828	1,574	(254)	\$14,632	\$21,120	\$6,488	189	154	(35)
Region ⁴⁴	19,488	20,271	783	\$16,092	\$19,789	\$3,697	2,000	1,896	(104)
Alabama	224,493	244,606	20,113	\$17,548	\$21,637	\$4,089	19,867	19,670	(197)
Region as % of state	8.7%	8.3%	3.9%	91.7%	91.5%		10.1%	9.6%	52.8%

⁴⁴ Coosa County was not included in the regional total for number of employees, annual payroll, or average annual pay since its 2005 employees was a data range and its 2005 payroll was \$0. Coosa County was included in the number of total establishments in the region.

TABLE 24
THE RETAIL TRADE SECTOR IN EAST ALABAMA, 2007

County	Number of establishments by employment-size class													
	< 20		20 - 49		50 - 99		100 - 249		250 - 499		500 - 999		1000 +	
	1999	2007	1999	2007	1999	2007	1999	2007	1999	2007	1999	2007	1999	2007
Calhoun	513	484	34	35	14	22	8	4	1	3	1	0	0	0
Chambers	133	125	6	5	2	3	1	0	1	1	0	0	0	0
Cherokee	87	78	5	5	2	1	0	1	0	0	0	0	0	0
Clay	47	49	2	0	2	2	0	0	0	0	0	0	0	0
Cleburne	44	44	3	4	0	0	0	0	0	0	0	0	0	0
Coosa	26	19	1	0	0	0	0	0	0	0	0	0	0	0
Etowah	419	407	25	22	11	16	7	2	1	2	0	0	0	0
Randolph	81	90	3	3	1	0	1	1	0	0	0	0	0	0
Talladega	305	287	13	19	9	6	1	0	1	2	0	0	0	0
Tallapoosa	177	139	8	10	0	4	3	0	1	1	0	0	0	0
Region	1,832	1,722	100	103	41	54	21	8	5	9	1	0	0	0
% of total	91.6%	91.1%	5.0%	5.4%	2.1%	2.9%	1.1%	0.4%	0.3%	0.5%	0.1%	0.0%	0.0%	0.0%
Alabama	17,782	17,330	1,304	1,475	444	532	276	247	49	81	12	5	0	0
% of total	89.5%	89.1%	6.6%	7.6%	2.2%	2.7%	1.4%	1.3%	0.2%	0.4%	0.1%	0.0%	0.0%	0.0%

Source: U.S. Bureau of Census, 2007 County Business Patterns