



STATE OF ALABAMA
ANNUAL STRATEGY STATEMENT
FISCAL YEAR 2011

Bob Riley
Governor

**ALABAMA DEPARTMENT OF ECONOMIC
AND COMMUNITY AFFAIRS**

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Introduction

Vision: Appalachia will achieve socio-economic parity with the nation.

Mission statement of ARC: ARC's mission is to be a strategic partner and an advocate for sustainable community and economic development in Appalachia.

Each year, the thirteen member-states of the Appalachian Regional Commission (ARC) publish strategy statements outlining their plans for the use of ARC funds in the designated ARC service areas of their respective states. Programs and activities benefiting the residents of those areas are eligible to receive consideration for funding from the funds designated by Congress for that purpose. Thirty-seven counties in northern Alabama are included in the service area of the Appalachian Regional Commission (ARC). These counties are listed on the Alabama Department of Economic and Community Affairs (ADECA) web site: www.adeca.alabama.gov as well as the ARC web site at www.arc.gov/counties.

This strategy statement is submitted annually to the Commission and outlines the State's commitment for the use of ARC funds. It was written with the assistance of the eight Local Development Districts serving Appalachian Alabama: West Alabama Regional Commission, Regional Planning Commission of Greater Birmingham, Top of Alabama Regional Council of Governments, Northwest Alabama Council of Local Governments, North Central Alabama Regional Council of Governments, South Central Alabama Development Commission, Central Alabama Regional Planning Commission, and East Alabama Regional Planning and Development Commission and David Hughes of the Appalachian Regional Commission staff in Washington, DC.

Overview of the ARC Alabama Program

Organization

The Appalachian Regional Commission is a regional economic development agency, representing a partnership of federal, state, and local governments, designed to address local needs. The Commission was established by Congress as part of the Appalachian Regional Development Act (ARDA) of 1965. In October of 2008, ARC was granted a five-year reauthorization by the 110th Congress, authorizing the agency's operation through fiscal year 2012.

ARC is comprised of the governors of 13 Appalachian states and a federal co-chair, who is appointed by the president. Grassroots participation is provided through state support and multi-county development organizations called local development districts (LDDs). Each year Congress appropriates funds, which ARC allocates among its member states. The Appalachian governors prepare annual Appalachian strategy statements (such as this one), solicit and receive proposals, and recommend projects for ARC approval. The LDDs are an essential partner and provide local input in the development of the annual strategy statement.

The Alabama ARC program is led by the Governor's Office. Responsibility for administration of the program is assigned by the Governor to the Director of the Alabama Department of Economic and Community Affairs (ADECA). The Director serves as the Governor's Alternate to the Commission, representing the governor in much of the day-to-day operations of the Alabama program. Eight LDDs serve Appalachian Alabama directly by administering development programs and by providing technical assistance to organizations and institutions seeking grant-writing help and other types of assistance. The LDDs are governed by boards comprised of elected officials, business people, and other local leaders. (See Appendix 1 for a complete listing of LDDs).

Service Area

Thirty-seven of Alabama's sixty-seven counties are located within the Appalachian Region. These counties are: Bibb, Blount, Calhoun, Chambers, Cherokee, Chilton, Clay, Cleburne, Colbert, Coosa, Cullman, DeKalb, Elmore, Etowah, Fayette, Franklin, Hale, Jackson, Jefferson, Lamar, Lauderdale, Lawrence, Limestone, Macon, Madison, Marion, Marshall, Morgan, Pickens, Randolph, St. Clair, Shelby, Talladega, Tallapoosa, Tuscaloosa, Walker, and Winston.

Appalachian Development Highway System

The completion of the Appalachian Development Highway System (ADHS), originally planned soon after the Commission was created in 1965, will offer an important contribution to economic growth in Appalachian Alabama. ADHS Corridors X and V will provide major new connections to Memphis, Tennessee in the west and Atlanta, Georgia to the east. Corridor X runs between Birmingham and Itawamba County, Mississippi and will provide an important alternative to U.S. 78, currently the only major east-west highway corridor in the area. U.S. 78 is presently a two-lane highway that travels through the heart of a number of small communities and is subject to heavy auto and truck traffic levels. Corridor X, being constructed to Interstate standards, will have a minimum of four lanes and feature full access control. Corridor V in Alabama links the Mississippi state line to the Tennessee state line near Chattanooga and is now nearly complete with approximately 135 miles open to traffic. Corridor V, having been constructed in stages, still requires more work - primarily the addition of travel lanes.

While the ADHS provides important highway access, improving connections between the highway network and important rail lines, inland waterways, and airports will assure the global connectivity necessary for area businesses to compete and succeed in the global economy of the 21st century. Building on the success of the International Intermodal Center at Huntsville International Airport and capitalizing on the new containerized shipping capabilities now being developed at the Port of Mobile, improved coordination and integration of highway, rail, inland navigation, and aviation services will provide Appalachian Alabama with a powerful new link to the global supply chain, improving the competitiveness of existing businesses and attracting important new enterprise into the region.

Economic and Social Status of ARC Alabama

Ranking System for ARC Counties

The primary component of ARC's mission is to assist the most economically-distressed areas to generate sufficient economic development to stabilize their respective economies. Eligibility for access to funding for development opportunities is determined, in part, by the socioeconomic status of a county, relative to other counties across Appalachian Alabama, the entire Appalachian Region, and the USA. All Appalachian counties are categorized, according to three socioeconomic variables, into one of five different categories. In order from lowest to highest, the categories are *distressed*, *at-risk*, *transitional*, *competitive*, and *attainment*. These designations apply to the entire county and determine the maximum percentage of the total cost of a project that ARC can fund. *Distressed* counties are eligible for an 80 percent ARC share of funding, *at-risk* counties are eligible for a 70 percent share, *transitional* counties are eligible for a 50 percent share, and *competitive*

counties are eligible for a 30 percent ARC share. No single-county ARC projects are allowed in *attainment* counties.

In addition to determining the rate of cost-sharing required for an ARC project, the ranking system also enables the Commission to designate special funding for projects that specifically target *distressed* counties. A special *distressed* county allocation is set aside by the Commission and reserved for activities that provide direct benefits to the populations of those counties.

Apart from the *distressed* designation for economically-challenged counties, the Commission annually designates certain census tracts within at-risk and transitional counties as *distressed areas*. Socio-economic characteristics of these census tracts are similar to those found in the Commission-designated distressed counties. Data on distressed areas can be found at <http://adeca.alabama.gov/> under the tab labeled “Office of the Director.” The Commission tracks grant activity in these census tracts and applicants are asked to indicate how a proposed project will affect any *distressed areas* found within a project’s service area. Cost-sharing for projects undertaken in these areas occurs at the county-wide rate (e.g., if in a *transitional* county, the ARC share is limited to 50 percent, and *at-risk* qualifies for a 70 percent ARC share).

To determine annual county status designations, the Commission uses an index-based classification system whereby all 420 Appalachian counties are indexed in rank order alongside all USA counties. Per capita market income, the decennial poverty rate, and the three-year rolling unemployment rate are all used to determine each county’s ranking. The index-based approach to the economic classification of ARC counties provides that ARC *distressed* counties shall be those falling in the lowest ten percent of all counties in the nation. Appalachian counties whose composite index value ranks above the lowest 10%, but not greater than the lowest 25%, of all the counties in the nation shall be designated *at-risk* counties. Appalachian counties whose composite index value ranks in the highest 25%, but less than the highest 10% of all counties in the nation shall be designated *competitive* counties. Appalachian counties that have a composite index value in the highest 10% of all the counties in the nation shall be designated *attainment* counties. All other ARC counties shall be designated *transitional* counties. For FY-2011, Alabama has two *attainment* counties (Madison and Shelby) and one *competitive* county (Jefferson).

The following table denotes which Appalachian Alabama counties have received a *distressed* classification since FY2006:

FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Bibb Franklin Hale Macon Pickens	Franklin Hale Macon Pickens	Hale Macon	Hale Macon	Hale Macon	Hale Macon

At-Risk Counties

Under the index system, counties between the lowest 10% and 25% of the nation are designated *at-risk*. Under the index-based economic designations, there are seven (7) *at-risk* counties in Appalachian Alabama for FY-2011, Bibb, Chambers, Coosa, Lamar, Pickens, Randolph, and Winston Counties.

Economic Summary

Alabama's Appalachian Region includes 37 counties in the northern half of the state, with a mix of urban and rural areas. The region covers the Anniston, Birmingham-Hoover, Decatur, Florence-Muscle Shoals, Gadsden, and Huntsville MSAs areas as well as parts of the Montgomery and Tuscaloosa metros.

The Appalachian Region's civilian labor force averaged 1,381,197 workers in 2009, down 2.3 percent from 2008 (Table 1). Employment fell faster as the recession continued in the state, declining 7.3 percent to 1,244,877. The unemployment rate climbed from 5.0 percent in 2008 to 9.9 percent for 2009. A recent survey found that around 24.3 percent of working Appalachian Region residents were underemployed in 2009. These workers—in jobs that underutilize their experience, training, and skills—are more likely to respond to new opportunities. Applying the underemployment rate to 2009 labor force data indicates that an estimated 302,637 workers were underemployed across the 37-county area. The underemployed, together with 136,320 unemployed residents, constituted an available labor pool of 438,957 persons.

The region's economy is service oriented; service providing industries accounted for 72.9 percent of all jobs in the first quarter of 2009, while goods producing industries contributed 22.8 percent. Average wage per job was \$39,542 in 2008, 103.9 percent of the state average. Wages rose faster in the region than in the state between 2000 and 2008.

As a whole, the economy of Alabama's Appalachian Region showed moderate growth between 2001 and 2008, with current dollar earnings up 35.8 percent, to \$74.4 billion. Total employment rose 10.9 percent over the same period, as the area added 167,451 full- and part-time jobs. Proprietors employment increased to 357,509 in 2008; the addition of 108,204 self-employed sole proprietors and partners since 2001 is a 43.4 percent gain. Proprietors accounted for 21.1 percent of all jobs in 2008. Wage and salary employment across the 37 counties increased 4.4 percent to 1,222,662 from 2001 to 2008. The number of jobs declined by 63,009 during the first half of 2009, a loss of 5.2 percent.

Service businesses accounted for 46.1 percent of Appalachian Region jobs in 2009, up from 40.9 percent in 2001. Among service industries, health care and social assistance saw the largest growth between 2001 and mid-2009, adding 20,435 jobs for a 15.7 percent gain. Manufacturing's share of the county's employment shrank from 19.3 percent in 2001 to 15.4 percent in 2009, with the loss of 47,231 jobs (-20.9 percent). Construction shed 8,098 jobs during this interval, a drop of 12.6 percent. Employment of 200,952 in wholesale and retail trade during the first half of 2009 amounted to 17.3 percent of the area's wage and salary total. Trade employment fell 3.0 percent since 2001. Public administration added 2,126 jobs between 2001 and 2009, while employment in financial services decreased by 2,162. Business sales across the Appalachian Region totaled \$197.6 billion in 2009.

The population of the Appalachian Region counties rose 6.6 percent between 2000 and 2009, with 187,495 more residents. At 3,024,719, the area housed 64.2 percent of the state's population in 2009. The 2009 population was 75.5 percent white and 22.0 percent black.

Per capita income of \$34,793 in 2008 was 103.4 percent of the Alabama average. The 2000 Census found 14.2 percent of the area's population living in poverty; 2008 estimates had poverty higher at 14.7 percent.

Housing units totaled 1,357,717 in 2008, of which an estimated 10.4 percent, or 141,559 units, were vacant. The number of occupied housing units rose by 100,568 (9.0 percent) between 2000 and 2008.

Looking at educational attainment, 75.4 percent of the Appalachian Region's 25 and over population had at least a high school education in 2000, about the same as the state's 75.3 percent. Among area residents aged 25 and over, 19.3 percent held a bachelor's or higher degree, above the 19.0 percent statewide average. (See Table 1, Appendix II)

Program Initiatives Review

Summary of LDD Activities

Northwest Alabama Council of Local Governments: The Northwest Alabama Council of Local Governments consists of Colbert, Franklin, Lauderdale, Marion and Winston Counties. NACOLG is Region 1 Workforce Council Chair and holds meetings with community, business, educational leaders and economic developers at least quarterly and as necessary to strategize actions to expand economic growth for the citizens of the region. Unemployment rates as high as 19% in the Winston County area reinforce the need to intensely pursue improving the development of the workforce in anticipation of being able to employ individuals when opportunities occur.

The LDD's revolving loan fund program is used to assist the small to midsize businesses in the region in need of financing. Being able to assist companies will help with job creation and/or retention of jobs in the northwest region. Each year a financial seminar is held usually with the assistance of representatives from the UNA Small Business Department, Rural Development, Southern Development Council and members of the financial community within the five county area to discuss diverse financial opportunities available to businesses throughout Northwest Alabama.

The LDD staff attends ARC workshops each year to further their knowledge of the program in an effort to assist member governments and nonprofits located within the region with applications submitted to ARC. The ability to use ARC funds allows these organizations the ability to leverage their limited local funds as economically as possible in an effort to improve the quality of life for all citizens in the region.

Other sources of funding the LDD seeks to improve and help the member governments include resources from the Alabama Department of Community and Economic Affairs (Community Development Block Grants, Economic Development Grants, Float Loan Funds); USDA Rural Development, Environmental Protection Agency, Department of Transportation, Special Appropriations Program and the Federal Emergency Management Agency. The LDD has been able to assist the Cities of Winfield and Guin in securing applications from American Recovery and Reinvestment Act funds to provide adequate sewer, water and road improvements in communities of low and moderate income individuals. Land and Water Conservation funds are sought after for communities to improve indoor and outdoor activities throughout the region. The NACOLG staff also assists in the preparation of applications for fire and rescue departments.

The LDD prepares energy grant applications and was successful in assisting the Cities of Red Bay, Hodges and the City of Florence. Energy resources available for member governments continue to grow and many communities are encouraged to utilize this source of funding. In an effort to capitalize on this source of funding for its member communities the LDD had a staff member attend and become certified in Leadership in Energy and Environmental Design (LEED).

The LDD facilitates meetings with local elected officials and citizens to continue development of the Northwest Alabama Rural Planning Organization (RPO).

Member governments use services of the LDD staff to develop community long range plans, comprehensive plans, tourism development plans, downtown revitalization plans, redistricting plans, hazard mitigation plans and homeland security plans.

The LDD is constantly seeking funding sources to leverage with local finances of all member governments to improve socio-economic conditions of citizens throughout the region thus enhancing the State of Alabama.

West Alabama Regional Commission serves the Appalachian counties of Bibb, Fayette, Hale, Lamar, Pickens, and Tuscaloosa. The region also includes Greene County, a non-ARC county. In FY 2010 Hale County is the only distressed county in the region. Bibb and Pickens counties are at-risk; and Fayette, Lamar and Tuscaloosa are transitional counties.

Upgrading and expanding water and sewer infrastructure throughout the West Alabama region remains a top priority for the LDD. Providing these services in remote rural areas with sparse populations is a challenge for local governments and water and sewer authorities. Some water systems serve populations outside their political jurisdictions. In other instances, incorporated areas frequently annex areas, adding to the need for expansion of their systems. Repair of old, worn-out facilities with limited resources is a major challenge for many parts of the region. Water and sewer projects during 2010 include Akron and Moundville in Hale County, Reform and Carrollton in Pickens County.

Local leadership is an area of interest in West Alabama. Following Fayette's successful program last year, Bibb County launched a leadership program for youth and a program for adults. The Bibb County Commission, the Bibb County Chamber of Commerce and the Bibb County Office of the Alabama Cooperative Extension System partnered to develop a program to energize participants and motivate them to work collectively for a better quality of life in Bibb County.

Building local capacity for growth and development of local communities was the foundation for a series of grant-writing workshops in the region. The LDD partnered with The University of Alabama and Shelton State Community College to bring grant-writing skills to elected officials, fire and police personnel, utility board members, hospital and school system personnel, and many others. Plans are to continue the series to reach more communities in the region.

Another capacity-building effort is through the West Alabama Mayors Association to which the LDD lends administrative support. The mayors meet regularly throughout the year in different municipalities to discuss common problems, share information and support one another when coordination and cooperation are needed.

To assist local governments and their water authorities, the LDD is continuing the second phase of a significant water system mapping project using Global Positioning System technology in Fayette and Lamar counties. WARC is contracting with the University of Alabama Cartographic Lab. WARC personnel are overseeing the project and conducting some of the field work as well. The project covers five water systems in Fayette and six systems in Lamar County. When completed, five of the six Appalachian counties in the region will have current system maps and the software to update their own data.

Tourism as an economic development tool has been a priority in West Alabama for many years. The LDD has built upon ARC's asset-based economic development initiative with much success. The latest, and most significant, ARC-assisted project is the Moundville Museum in the Moundville Archaeological Park located mostly in Hale County. The museum is celebrating a multi-year

renovation with state-of-the-art exhibits and an anticipated economic impact of over \$2 million a year. Other commercial development is expected as a result of tourism in this ARC distressed county.

Rural transportation planning is another major on-going initiative for the LDD in 2010. WARC completed a Rural Planning Organization (RPO) pilot project for the Alabama Department of Transportation (ALDOT). The pilot project resulted in a rural transportation planning program for West Alabama's six nonmetropolitan counties. The LDD holds committee meetings in the various counties to maximize attendance.

The West Alabama Regional Commission's involvement in Governor Bob Riley's Black Belt Action Commission is focused on managing the communications, families, education, and small business development committees. The families and small business development committees have worked on joint projects as have the communications and education committees. Black Belt counties in the West Alabama ARC region are Hale and Pickens. The committees extend beyond regional lines with members representing counties across the Black Belt area of the state.

Early childhood education is a major focus around the state. The Hale County Board of Education is implementing a second ARC-funded project for a HIPPY program (Home Instruction for Parents of Pre-school Youngsters). Their first ARC-funded HIPPY project is hailed as a model for other communities. Studies indicate that the high school drop-out rate is significantly reduced when children start their formal education prior to kindergarten. Individuals trained as home visitors are working with parents in over 50 homes, teaching them how to be their children's first teacher.

The West Alabama Revolving Loan Fund is an on-going program administered by the LDD. Due to the slow economy and the lack of lending by financial institutions, the LDD has seen more activity by way of requests for loan applications. As of the quarter ending March 2010, the LDD has made 53 loans of over \$5 million. These loan funds have leveraged \$18.5 million and created or retained 717 jobs in the region.

Additional activities include the completion of the FEMA Hazard Mitigation Plans for each of the LDD's counties and the annual update of the Comprehensive Economic Development Strategy (CEDS) required by the Economic Development Administration. The CEDS is posted on the LDD's website so that interested individuals and communities may have ready access to a wealth of data on the region. The LDD also updates and maintains data on each water and sewer system in the region. The data include maps, number of customers, water sources, type and capacity of water storage facilities, water usage, miles of lines, type of treatment, rates, and contact information.

Regional Planning Commission of Greater Birmingham: (Blount, Chilton, Jefferson, St. Clair, Shelby and Walker Counties) are served by the Regional Planning Commission of Greater Birmingham. This LDD continues to assist its local governments with planning, technical assistance, and implementation.

There are two funding programs that serve the RPCGB member communities as subsidies for planning and technical services. First, the Community Planning Assistance Grant Program provides up to fifty percent of total project cost to make planning projects more affordable. This program is primarily geared towards the smaller and rural municipalities in the region. The goals of the program are to (1) provide local governments in the RPCGB region with affordable, comprehensive community planning services; (2) increase the number of community planning projects in non-

urban RPCGB counties, and (3) identify candidate projects for implementation assistance through RPCGB's economic development program. This year, the program will primarily serve larger scope projects and partner with other funding sources to implement those projects.

The second program is the Building Communities Program. Primarily funded by transportation dollars, this program provides affordable planning and technical solutions for the intelligent design and adaptation of community infrastructure in order to best serve residents. Programmatic goals are the promotion and preservation of (1) economic development, (2) land use, transportation and community facilities and services, (3) housing, (4) natural and cultural resources, and (5) intergovernmental coordination.

With the support of these funding programs and community contracts, the planning staff continues to help communities with downtown revitalization planning, strategic planning, master plans, neighborhood plans, and implementation tools like zoning ordinances and subdivision regulations.

The economic development staff continues to support communities with its revolving loan fund program, small business assistance, grant assistance and management, and the regional Comprehensive Economic Development Strategy (CEDS), and supporting the regional development goals, which are:

- To foster regional cooperation.
- To develop and maintain a strong, competitive workforce.
- To promote relationships among the public, private, and nonprofit sectors.
- To establish a well-connected, accessible, multi-modal highway, freight and public transportation network.
- To provide optimal infrastructure in order to support current industries as well as attract new industries.
- To market and improve regional assets.
- To cultivate a competitive, attractive quality of life.

The revolving loan fund has been cycled through twice with a total of over \$2,000,000 having been loaned out. The staff provides small business assistance by linking businesses with banks and partnering with the Small Business Administration (SBA) and other business resources in the region. The RPCGB was recently awarded the management of a \$1,000,000, loan fund for the retrofit and new construction of energy efficiency and conservation projects in Bibb, Blount, Chilton, St. Clair, and Walker Counties. The staff has also taken on provision of an accounts receivable lending program for incubators in the region. These notes are generally low-cost, short-term micro loans that use receivables as collateral. The staff continues to provide its member governments with assistance in matching funding needs with sources and managing reporting during and after project completion.

The economic development staff has also taken the initiative to move its CEDS to an interactive document by making the data and projects required available on the new RPCGB Economic Development web site.

RPCGB provides outreach to its rural communities through the Heart of Alabama Rural Planning Organization (HARPO). This organization helps to facilitate the identification and prioritization of rural needs throughout the region through quarterly meetings held in each of the four rural counties, which are Blount, Chilton, St. Clair, and Walker Counties.

RPCGB also provides comprehensive data and mapping services. RPCGB provides traffic modeling, data forecasting, demographics and demographic estimates, redistricting, zoning, and fulfills various mapping needs.

East Alabama Regional Planning & Development Commission: (Calhoun, Chambers, Cherokee, Clay, Cleburne, Coosa, Etowah, Randolph, Talladega, and Tallapoosa Counties) are served by the East Alabama Regional Planning and Development Commission (EARPDC). EARPDC continued to increase leadership and administrative capabilities of local government officials through training seminars held periodically in association with the monthly meetings of the EAC Board of Directors. EARPDC also encouraged local officials, staff, and boards to participate in statewide conferences and training sessions by mailing brochures to its mailing list. EARPDC also maintains a website with similar information.

EARPDC has pursued every opportunity to offset the cost of improving the water, sewer and road systems in the region. ARC, CDBG and EDA grants were awarded to local governments to provide infrastructure improvements; EARPDC will continue to pursue grant opportunities in the future. The LDD has begun to inventory water systems of the region on a county-by-county basis, producing GIS maps showing each system's water lines, sources, and storage facilities. This is part of a state initiative to map all of Alabama's water systems.

The LDD continued to pursue grant opportunities to improve infrastructure to brownfield areas as well as greenfield areas. Two closed military installations within the region have been turned over to their respective local communities within the last few years, and intensive efforts are underway to create as many jobs as possible through the redevelopment of these properties.

In preparation for the closing of Fort McClellan, grants were obtained to aid in the establishment of a small business incubator, which opened in 1998. In Childersburg, the redevelopment of a closed army base is proceeding. The Childersburg Industrial Park consists of 2,100 acres on property once used as a munitions factory. The site has been environmentally cleaned up, and development is slowly progressing. Previously, only 1 company had located here, but in the summer of 2005, Nippon Oil, LTD announced it would build a new lubricants production facility in the Park. This is Nippon Oil's first manufacturing facility in the U.S. Both ARC and CDBG grants were obtained for this project, in order to deliver sewer infrastructure to the site. This project has created 28 highly paid new jobs, and projects more jobs for the future. As an added bonus, the infrastructure brought to the industrial park because of this project will serve to promote the development of the entire 2,100 acre park.

With three major automotive manufacturers and the new Kia plant to be built just across the Georgia border, Alabama has become an attractive place for automotive suppliers to locate. New supplier plants have located recently in Talladega, Coosa, Tallapoosa and Chambers counties.

In Etowah County, Gadsden has acquired funding to improve the infrastructure serving the industrial area near the airport. This project was spurred by the decisions made by Keystone Foods and Southern Cold Storage, both food industry companies, to locate in this area. Together these two companies have invested \$127 million, and created 170 new jobs, and retained 520.

South Central Alabama Development Commission: (Bullock, Butler, Crenshaw, Lowndes, Macon, Montgomery, and Pike Counties). Served by the South Central Alabama Development Commission, Macon County is the only Appalachian county in Local Development District 5. This county of 22,810 (2005 est.) persons is also an ARC designated “distressed” county. Plagued by higher than average unemployment, high family poverty, and low per capita income rates, Macon County has undergone and is experiencing efforts to remedy these troubling figures. During FY 2010, many projects received and continued to receive ARC support and funding. Each of these projects came about as a result of implementing the goals and objectives identified in the State’s Annual Strategy Statement, as well as other local plans and strategies. Specific projects for Macon County included the following:

Community	Funding Source	Project Activity	Budget	Status
Macon County	MCEDA	Ec. Dev. Auth. Strategic Plan	\$17,000	Plan Development
Macon County	ARC	Multicultural Center	\$200,000	Pending Approval
Macon County	CDBG - CE	Shiloh School Community Center	\$400,000	Project Development
Notasulga	CDBG	Comprehensive	\$400,000	Close out
Notasulga	ARC	Waterline Extension	\$200,000	Construction
Notasulga	ARC	Street and Drainage	\$450,000	Pending Approval
Shorter	CDBG/ARC	Sewer Extension	\$1,200,000	Design
Tuskegee	ARC	Water/Sewer Mapping GIS	\$155,000	Administration
Tuskegee	ARC	Library Improvements(Computer Lab)	\$20,000	Pending Approval
Tuskegee	ARC	Comp Plan /Downtown Revitalization	\$60,000	Plan Development

In addition to the above projects, SCADC continued to provide quarterly and annual reports and plan updates on behalf of Macon County for technical assistance funding received by the Alabama Department of economic & Community Affairs, Appalachian Regional Commission and the Economic Development Commission. Furthermore, SCADC’s statewide planning initiatives and ongoing regional programs also benefit Macon County as a whole. Some of these programs and activities are listed below:

Community	Funding Source	Project Activity	Budget	Status
STATE OF ALABAMA				
Statewide	EDA	Consolidated CEDS/Marketing	\$300,000	Plan Development
Statewide	LWCF/ADECA	2012 SCORP	\$30,000	Project Development
SCADC REGION				
SCADC REGION	ARC	LDD Grant/Annual Strategy Statement	\$36,502	On-going
SCADC REGION	ALDOT	5310 Vans	TBD	Application
SCADC REGION	DELTA	Delta Regional Authority Strategy	\$26,000	On-going
SCADC REGION	State Bond	Revolving Loan Fund	\$1 Mill	On-going
SCADC REGION	Black Belt	Ala. Black Belt Comm. T.A.	\$35,000	On-going
SCADC REGION	ALDOT	RPO Consultation 09-10	\$62,500	On-going
SCADC REGION	EDA	Planning Grant & Quarterly Reports	\$76,429	On-going

Central Alabama Regional Planning & Development Commission: (Autauga, Elmore and Montgomery Counties). Of the three counties served by CARPDC, Elmore is the only county

classified as Appalachian. CARPDC has preformed the following services for Elmore County and its seven municipalities.

- **Coosada**- Planning services and technical assistance with zoning and sub-division issues, grant development, and Transportation Planning (Rural Transportation Organization (RPO)).
- **Deatsville** – Planning services and technical assistance with land use, Transportation Planning (Rural Transportation Organization (RPO)) and grant programs
- **Eclectic** – Planning services and technical assistance with zoning issues, Transportation Planning (Rural Transportation Organization (RPO)) and assisted with ordinance interpretations.
- **Elmore (Town of)** –Assisted with annexation process, Planning services and technical assistance with zoning and sub-division issues, grant assistance, downtown revitalization, and assisted with ordinance interpretations.
- **Elmore County** –Completed Comprehensive Planning process, technical assistance to the County EMA and Economic Development Authority, Transportation Planning (Rural Transportation Organization (RPO)) and grant assistance.
- **Millbrook** – Subdivision Regulations assist, provided training and technical assistance, grant development, Transportation Planning (Rural Transportation Organization (RPO)).
- **Tallassee** – Administered an Economic Development (CDGB), provide technical assistance with personnel policies provided planning technical assistance and training, provide training and management development of Public works Department, conduct financial management review, grant development, Transportation Planning (Rural Transportation Organization (RPO)).
- **Wetumpka** – Finished implementation of the Transportation Enhancement Project Wetumpka River-walk, grant development, Transportation Planning (Rural Transportation Organization (RPO)), and provided technical assistance and training.

North Central Alabama Regional Council of Governments: (Cullman, Lawrence, and Morgan Counties) are served by the North-Central Alabama Regional Council of Governments (NARCOG). NARCOG continues to serve governmental entities of District 11 by working to improve the economic quality of life in the Region. NARCOG continues to work with local banks in promoting the Revolving Loan Fund Program. A representative markets the NARCOG RLF program to financial institutions within the three-county area to increase knowledge of the program and its availability to companies desiring to create or retain jobs in the Region. The LDD has made 81 loans totaling \$5,898,685 and leveraged private dollars of \$23,034.518. These loans have been instrumental in retaining or creating over 1194 jobs in the area.

NARCOG assists member governments and other organizations within its three-county region, in the planning and preparation of applications for ARC assistance. In accordance with this, members of the NARCOG staff attend ARC workshops to stay abreast of the application process.

The LDD continues to seek funds from sources such as the Community Development Block Program (CDBG), Economic Development Administration (EDA), USDA Rural Development, Environmental Protection Agency (EPA) Federal Highway Administration (FHWA) and Special Appropriation as well as any other source that may come available to assist local governments. NARCOG continues to assist these member governments in applying for grants to provide physical infrastructure such as water lines/water storage, sewer and road improvements. NARCOG also assists local governments in applying for Land and Water Conservation Funds and Alabama's Mountains, Rivers and valleys Resource Conservation and Development Council to secure funding necessary to improve recreational programs for citizens in their communities. NARCOG also

assisted local governmental entities in procuring grants which enabled them to assist local firms in the creation and retention of jobs. NARCOG will again provide Grant and Technical Assistance to fire and rescue departments in the Region applying for grants through the US Department of Homeland Security Grant program.

As part of its planning program, NARCOG assists its local governmental in preparing comprehensive plans, downtown revitalization plans, hazard mitigation plans, zoning ordinances, subdivision regulations and various other studies on a contract basis as requested. NARCOG can also provide technical assistance to local governments in regard to zoning and subdivision issues or questions. The Planning Division serves as the Economic Development District, EDD, for EDA and is charged with maintaining and repairing the annual CEDS report and assisting with EDA grants as requested. NARCOG continues to provide assistance to local governments in seeking these funds.

Top of Alabama Regional Council of Governments: (DeKalb, Jackson, Limestone, Madison, and Marshall Counties) are served by the Top of Alabama Regional Council of Governments (TARCOG). During FY2010, a variety of major impact/opportunity issues dominated the regional economic potential.

Negative Impacts: 1) Ongoing imports and foreign trade imbalances in textiles and apparel markets continued to create unemployment issues that threaten final dislocation in these traditional mainstay entry-level job markets, especially in DeKalb County; 2) the continuing national economic and credit market slump, fueled by the housing, banking and automotive crisis', is still felt locally in the form of significant service sector job losses; and, 3) in the first quarter of the year, a series of tornados cut a swath through parts of DeKalb and Marshall counties, damaging the Geraldine and Albertville areas extensively with damages in Fort Payne and Mentone to a lesser degree. Preliminary damage estimates, including a totally destroyed high-school, and scores of, still to be quantified, commercial and residential losses, were estimated at \$15M.

Positive Impacts: 1) Military consolidation programs under BRAC and the ongoing expansion of biomedical research in Huntsville/Madison County continue. These efforts are still projected to have an estimated potential area employment impact of over 10,000 direct and spin-off jobs over the five year period from 2008-2013. The economic impact of this influx is expected to flow from the local area, following area transportation arterials, and impact Jackson, Limestone and Marshall Counties significantly. 2) Additionally, the national reaffirmation of a nuclear alternative energy policy contains an authorized project that targets utilizing the mothballed TVA Bellefonte facility in Jackson County. This project, when funded, would also represent a high potential for a significant number of immediate construction jobs for residents of bordering DeKalb County.

During the 2010 program year, the LDD pursued the following efforts/actions to address these threats and help capitalize on opportunities, and to utilize the District's resources to increase the job attractive assets of quality of life for the area's citizens.

- 1) The LDD continued to responded to State and Federal calls to help assemble, categorize and prioritize local "fast-track/shovel ready" infrastructure/construction projects designed to provide anti-recession economic and employment stimulation.
- 2) TARCOG updated and revised the Region's CEDS projects listing and goals to include the projects generated from the 2009 economic stimulus project call.

- 3) The LDD continued GIS base mapping for the first elements (DeKalb & Jackson County) of the State's water system mapping project.; and
- 4) The Planning Department provided TA assistance to local governments for the 2010 Census.

TARCOG continued the Rural Transportation Planning Program (RPO) for the District, developing into the third year of a full, ongoing multi-year coordinated Program effort. By creating an environment where efficient transportation linkages promote industrial growth cluster patterns that help to manage rising fuel/energy costs, this initiative continues to have a high potential for insuring the District will gain an additional vital marketing advantage, and induce future economic growth.

The LDD supported economic infrastructure projects - with continued emphasis on:

- 1) **DeKalb County/Fort Payne's** need for wastewater and related infrastructure upgrades to promote jobs development to replace those impacted in the textile sector; 2010 efforts focused on getting DeKalb County certified as eligible for TAA grants through EDA, and preparing a Strategic Plan grant Application under the program.
- 2) **Jackson County/Scottsboro**, with spec industrial park development; and the ongoing development of their recreational/tourism economic assets; and assisted in gaining the vitally needed ARC funding for developing a mini medical mall and area hospital complex at Bridgeport/Stevenson.
- 3) Performed assessments of the town centers of three small communities within the region; and, completed major planning efforts for **Valley Head, Owens Cross Roads, and Gurley**. Provided ongoing zoning assistance to the **City of Guntersville**.
- 4) Continued to support projects designed to capitalize on the "Growth Center" jobs creation and retention potential in the **Huntsville/Madison County** area - with emphasis on support to BRAC and biomedical research activities.
- 5) Continued Agency RLF program/portfolio expansion efforts, and loaned out an additional \$350K. Guideline development for the addition of a microloan element, and a program for the expansion of smaller, pilot loans into nontraditional economic stimulation activities such as downtown redevelopment, were also taken under study.
- 6) Maintained support of USDA Community Facilities Loan Program applications.

Acting in consort with, and through the Alabama Association of Regional Councils and the Economic Development Administration, TARCOG provided the coordination, and regional input to incorporate the twelve (12) state planning district's Comprehensive Economic Development Strategies into an updated 2009-2010 unified State Strategic Plan. In 2010, TARCOG, continued ongoing work on several ADEM Sub-Watershed & Water Quality Monitoring study projects, working on additional tributary/watershed study areas.

Ongoing staff efforts carried forward from 2009 included: technical assistance and grant administration support for the vital T-21/SAFTEA-LU, EDA, LWCF, RTP, CDBG, LETS/COPS, FEMA/FIRE, and other Grant Programs.

Strategies for Appalachian Alabama

Strategic Goals

One of the key differences between ARC and other federal institutions is in the discretion given to the 13 states in determining how their allocated funds will be spent. Funds must be spent in accordance with ARC guidelines, on projects benefiting those counties designated as a part of the Appalachian Regional Commission's service area, and must meet at least one of ARC's four strategic goals and Alabama's state objectives. Specific strategies the State of Alabama may pursue to achieve our development goals are set forth below:

ARC Goal One: Increase job opportunities and per capita income in Appalachia to reach parity with the nation.

Strategic Objective 1.1: Foster Civic Entrepreneurship

State Strategy 1.1.1: Support training programs to increase the proficiency of business development practitioners, economic development officials, and international trade professionals.

State Strategy 1.1.2: Encourage local and regional initiatives that assist communities in developing plans for more efficient and sustainable use of energy.

State Strategy 1.1.3: Support efforts to form partnerships, both short-term and long-term, between local governments, nonprofit community-based groups, and private businesses for improved economic and community development.

Strategic Objective 1.2: Diversify the Economic Base

State Strategy 1.2.1: Provide capital funding for the development and expansion of small business incubators.

State Strategy 1.2.2: Encourage and support revolving loan fund capitalization efforts for Local Development Districts.

State Strategy 1.2.3: Support efforts to improve access to capital for small and medium-sized businesses.

State Strategy 1.2.4: Promote job creation through investment in the development of renewable energy resources throughout Appalachian Alabama.

Strategic Objective 1.3: Enhance Entrepreneurial Activity in the Region

State Strategy 1.3.1: Provide support from programs that seek to establish an entrepreneurial climate throughout Appalachian Alabama.

State Strategy 1.3.2: Support programs and initiatives that provide training, assistance, and other resources to entrepreneurs for the creation and expansion of local businesses.

State Strategy 1.3.3: Support programs that encourage and teach youth entrepreneurship.

Strategic Objective 1.4: Develop and Strengthen Strategic Assets for Local Economies

State Strategy 1.4.1: Support local efforts to develop and enhance the assets of Appalachian Alabama to increase the level of domestic and international visitation.

State Strategy 1.4.2: Support infrastructure development to increase tourism, based on the economic impact of the development.

State Strategy 1.4.3: Support training programs and workshops on tourism development for local areas.

State Strategy 1.4.4: Support the development, production, and use of local assets for the energy needs of Appalachian Alabama.

Strategic Objective 1.5: Increase the Domestic and Global Competitiveness of the Existing Economic Base

State Strategy 1.5.1: Support programs that will increase goods and services exported from Appalachian Alabama.

State Strategy 1.5.2: Encourage the use of e-commerce applications by small and medium-sized enterprises to improve their supply, manufacturing, and distribution chains

State Strategy 1.5.3: Support initiatives that promote increased foreign direct investment in Appalachian Alabama.

State Strategy 1.5.4: Support technical assistance to public, private, and non-profit organizations for achievement of operational efficiencies through energy conservation.

ARC Goal Two: Strengthen the capacity of the people of Appalachia to compete in the global economy.

Strategic Objective 2.1: Foster Civic Entrepreneurship

State Strategy 2.1.1: Support youth leadership development efforts through leadership training, experience-based education programs, apprenticeships, youth-operated enterprises, and cooperative education activities.

State Strategy 2.1.2: Support efforts to establish ongoing local leadership training programs.

Strategic Objective 2.2: Enhance Workforce Skills through Training

State Strategy 2.2.1: Strengthen programs that provide basic skills and workforce training to increase employee capabilities, improve job skills, and upgrade marketable skills.

State Strategy 2.2.2: Support workforce readiness programs that provide skills necessary to acquire jobs.

State Strategy 2.2.3: Strengthen basic skills programs in the public school system and establish specific competency requirements.

State Strategy 2.2.4: Support programs and mobilize resources to increase adult literacy.

State Strategy 2.2.5: Support programs and initiatives that provide for career planning and placement.

State Strategy 2.2.6: Strengthen programs that provide or enhance science, technology, engineering and mathematics (STEM) workforce training to increase employee capabilities, improve job skills, and upgrade marketable skills.

State Strategy 2.2.7: Support the planning and development of Regional Skills Alliances (RSAs) that provide workforce training for established industry clusters.

Strategic Objective 2.3: Increase Access to Early Childhood Education and Educational Opportunities

State Strategy 2.3.1: Support initiatives that provide opportunities for a quality preschool experience through parent support programs, quality childcare and preschool programs.

State Strategy 2.3.2: Assist communities in developing programs and services for families and caregivers of young children that will ensure that all children are healthy and prepared to succeed in school.

State Strategy 2.3.3: Support educational programs in K-12 that will expand and improve current programs.

State Strategy 2.3.4: Support programs that improve teacher quality by increasing professional development programs.

State Strategy 2.3.5: Support programs that will expand the use of telecommunications in education, especially K-12.

State Strategy 2.3.6: Support initiatives that will help parents and caregivers learn positive skills to help them meet the physical, intellectual, social, and emotional needs of all children.

Strategic Objective 2.4: Increase Educational Attainment and Achievement

State Strategy 2.4.1: Support initiatives that promote lifelong learning.

State Strategy 2.4.2: Support programs that reduce the school dropout rate in our Appalachian counties to equal or better than the national average.

State Strategy 2.4.3: Utilize telecommunications, computers, and other technological capabilities to deliver education and training programs.

State Strategy 2.4.4: Strengthen programs that provide or enhance science, technology, engineering and mathematics training to increase employee capabilities, improve job skills, and upgrade marketable skills.

State Strategy 2.4.5: Continue to improve public education through the implementation of statewide reforms.

State Strategy 2.4.6: Support the training and education of skilled trades.

Strategic Objective 2.5: Provide Access to Health-Care Professionals

State Strategy 2.5.1: Support educational programs that train health-care professionals who will locate in Appalachian Alabama.

State Strategy 2.5.2: Support programs to provide primary health care to Appalachian citizens.

Strategic Objective 2.6: Promote Health through Wellness and Prevention

State Strategy 2.6.1: Bring the infant mortality rate into parity with the nation.

State Strategy 2.6.2: Support programs to strengthen prenatal and neonatal health care and to provide education programs to reduce the infant mortality rates.

State Strategy 2.6.3: Support programs to prevent teen pregnancy.

State Strategy 2.6.4: Support projects that expand access to health services through telemedicine applications.

Strategic Objective 2.7: Incorporating Energy Conservation As A Learning Tool

State Strategy 2.7.1: Support programs that promote the use of ground source heating and cooling with the installation of geothermal heat pumps in K-12 schools.

State Strategy 2.7.2: Support programs that will promote the energy efficient operation of public schools.

State Strategy 2.7.3: Support programs to install small scale demonstration photovoltaic displays and solar hot water systems.

State Strategy 2.7.4: Support programs that advocate the environmental benefits of recycling.

ARC Goal Three: Develop and improve Appalachia's infrastructure to make the Region economically competitive.

Strategic Objective 3.1: Foster Civic Entrepreneurship

State Strategy 3.1.1: Encourage local leaders to explore innovative, cost-effective arrangements for delivery of services, including service consolidations.

State Strategy 3.1.2: Provide training, consultation, and financial support for local leaders and organizations to build capacity to address infrastructure challenges.

State Strategy 3.1.3: Leverage partnerships and regional efforts to enhance the energy efficiency of the Region's infrastructure investments.

State Strategy 3.1.4: Support the utilization of high-quality geospatial data for use in planning infrastructure improvements in Appalachian Alabama.

State Strategy 3.1.5: Promote the coordination of geospatial data gathering and sharing activities among public agencies across Appalachian Alabama.

State Strategy 3.1.6: Encourage adherence to National Spatial Data Infrastructure standards when developing geographic information systems.

State Strategy 3.1.7: Support strategic planning initiatives for local organizations and agencies to capitalize on economic development opportunities created by the Appalachian Development Highway System.

Strategic Objective 3.2: Build and Enhance Basic Infrastructure

State Strategy 3.2.1: Support job creation and retention by investing in water, sewer, site development, industrial access roads, and other physical infrastructure to serve new and expanding industrial and commercial development.

State Strategy 3.2.2: Pursuant to ARC's residential service policy, ensure public health, regulatory compliance, and economic opportunity by providing new and existing customers with safe drinking water. The State will give priority to water projects that serve areas with documented health hazards.

State Strategy 3.2.3: Pursuant to ARC's residential service policy, ensure public health, regulatory compliance, and economic development by providing new and existing customers with wastewater disposal and treatment services. The State will give priority to wastewater projects that serve areas with documented health hazards.

State Strategy 3.2.4: Support the development and construction of strategic community facilities that will enhance opportunities for job creation and retention.

State Strategy 3.2.5: Encourage and support the design and construction of energy-efficient public facilities.

Strategic Objective 3.3: Increase the Accessibility and Use of Telecommunications Technology

State Strategy 3.3.1: Support initiatives that implement Alabama's Strategic Plan for Telecommunications in Appalachia.

State Strategy 3.3.2: Support efforts to link new and existing telecommunication networks.

State Strategy 3.3.3: Support training in the public, private, and non-profit sectors in Appalachian Alabama in the use of new technologies and applications.

State Strategy 3.3.4: Support projects that will evaluate existing architecture, infrastructure and equipment or facilitate the development of new applications and networks.

State Strategy 3.3.5: Support projects that will assist in the development of architecture infrastructure and equipment for new networks.

State Strategy 3.3.6: Support promising and innovative telecommunications applications and programs.

State Strategy 3.3.7: Encourage strategic investment in telecommunications infrastructure, including the use of conduit for fiber optic cable in basic infrastructure projects, that increases local, regional, and global connectivity.

State Strategy 3.3.8: Develop "smart parks" with telecommunications infrastructure, which will meet the needs of information industries.

Strategic Objective 3.4: Build and Enhance Natural Assets and Promote Energy Conservation

State Strategy 3.4.1: Support programs to raise awareness and leverage support for the reclamation and reuse of brownfields properties in industrial areas and mine-impacted communities.

State Strategy 3.4.2: Encourage eco-industrial development that can responsibly take advantage of the Region's natural-resource assets.

State Strategy 3.4.3: Support regional planning and economic development policies and programs that promote good stewardship of the Region's natural resources.

State Strategy 3.4.4: Support programs that encourage planning for, and development of, healthy and livable communities.

State Strategy 3.4.5: Support programs that promote the generation of renewable energy.

State Strategy 3.4.6: Support programs to decrease energy usage in public buildings

State Strategy 3.4.7: Support programs that encourage the adoption of local building codes that adhere to the standards set forth by recognized industry organizations.

State Strategy 3.4.8: Support programs to educate consumers in energy efficiency and renewable energy practices and methods.

State Strategy 3.4.9: Support programs to stimulate consumer demand and supplier innovation through training and education.

Strategic Objective 3.5: Promote the Development of an Intermodal Transportation Network

State Strategy 3.5.1: Work with state and local partners to identify and develop intermodal transportation facilities.

State Strategy 3.5.2: Support programs to encourage the expanded use of existing intermodal facilities.

State Strategy 3.5.3: Extend rail spurs into industrial areas, with a priority on those that serve multiple sites.

ARC Goal Four: Build the Appalachian Development Highway System to reduce Appalachia's isolation.

Strategic Objective 4.1: Foster Civic Entrepreneurship

State Strategy 4.1.1: Encourage long-term strategic planning by local and regional leadership to take full advantage of the economic and community-building opportunities of the Appalachian Corridor Development.

State Strategy 4.1.2: Support local and multi-jurisdictional forums to promote communication and mutual understanding, and resolution of barriers to completion of the remaining ADHS miles.

Strategic Objective 4.2: Promote On-Schedule Completion of ADHS Corridors X and V

State Strategy 4.2.1: Support efforts to complete Corridor X.

State Strategy 4.2.2: Support efforts to complete Corridor V

State Strategy 4.2.3: Encourage the use of conduit for deployment of telecommunications technology.

Strategic Objective 4.3: Coordinate Work on ADHS State-Line Crossings

State Strategy 4.3.1: Encourage the coordination of technical information, funding disbursements, and construction scheduling between adjoining states to facilitate completion of state-line crossings of ADHS corridors.

Future Program Initiatives for FY2011

Available Funds

It is anticipated that ARC Alabama in FY2011 will receive an amount similar to that of FY2010. At this time, spending is expected to follow the historical trend from prior years, with spending allocated across all of ARC's goal areas.

Special Initiatives (Asset-Based Economic Development)

ARC's Federal Co-chair periodically singles out a special opportunity or strategy to complement the Commission's proven methods of increasing the economic attainment of the Region. These regional initiatives have historically focused on areas such as telecommunications, leadership development, international trade and entrepreneurship. A special initiative introduced during the fiscal 2005 funding cycle is specifically focusing on development of the Region's assets in a way that leverages what is unique to each local area, with the overall goal being the development of an environment where the creation of jobs and local wealth can occur alongside the preservation of the local character of the community.

In identifying the advantages of the Region as a whole, four broad opportunities for development become apparent. These opportunities involve the leveraging of cultural, natural, community-based, and structural assets. Examples of development strategies based on these assets are given below.

- **Cultural** - Building *creative* economies by capitalizing on traditional arts, cultural heritage, and new and existing programs for attraction of visitors, both domestic and international, has paid off for a number of regions across Alabama and the Appalachian Region. These strategies have included creation of heritage trails, development of apprenticeship programs, use of traditional retail venues and electronic commerce to market indigenous products, and highlighting the Region's music and narrative traditions.
- **Natural** – Appalachian Alabama has long been known for its natural assets, and the gateway communities leading to them stand to benefit greatly from increased visitation and spending. A sustainable, asset-based development strategy for these natural resources maintains their character while allowing for greater enjoyment of outdoor activities such as fishing, camping, white-water rafting, and rock climbing. Specialized agricultural development, including the processing of specialty food items, fish farming, and organic farming adds value to an activity that has traditionally been a primary economic pursuit. Getting the most from the Region's productive hardwood forests by maximizing sustainable timber harvesting and value-added processing can create jobs and local wealth.
- **Leadership/Community** – It is often said that a community's greatest assets are its organizations and its residents, especially those that take leadership roles in helping the community thrive and prosper. A comprehensive asset-based strategy builds community capacity, encourages citizen involvement, and fosters collaboration among business, government, nonprofit, and philanthropic organizations to act as catalysts for community and economic development. Successful leadership/civic capacity projects allow a community to rise up to meet the increasing demands of growth and change.
- **Structural** - Appalachian communities can turn local liabilities into opportunities by focusing on strategies such as brownfield redevelopment, adaptive reuse of real estate, and downtown revitalization. Converting overlooked and underused facilities into industrial parks, business incubators, or educational facilities has shown positive results across Appalachia. Throughout the Region, communities and businesses are integrating development and management practices to leverage what they have—historic buildings, abandoned railroads, and old mines—to build and enhance economic vitality.

In short, asset-based development leverages what is unique to an area, playing to community strengths. By contrast, support for the strengthening of generic weaknesses in a region's economy does not fit well into an asset-based development framework.

Proposals for funding asset-based economic development projects must demonstrate that they will contribute to the achievement of the initiative's goal.

Special Initiatives (Telecommunications)

The Alabama Department of Economic and Community Affairs (ADECA) will seek to increase the use of technology, distance learning, telemedicine, video arraignment, economic development, and other telecommunications within Appalachian Alabama. ARC funds will be used to develop a fiber optic backbone, where fiber is available at a reasonable cost, and will use other systems that are reasonable and available when fiber is not obtainable. Each system or network funded will include the necessary equipment to connect with other networks or systems.

ADECA will provide assistance in the design of the system and assist in writing open specifications, so that applicants will not have to rely on a particular vendor to both design and bid on a system. Technology training will be provided to teachers and technology coordinators whenever a system is installed. A list of vendors will be maintained in the Science, Technology and Energy Division of ADECA and will be provided to each applicant, with a disclaimer that no particular vendor is recommended and that all projects must be bid.

Special Initiatives (Energy Blueprint)

The Appalachian Regional Commission has developed an Energy Blueprint for the Region, which will provide a strategic framework for the Commission to promote new energy-related job opportunities by stimulating sustainable energy production efficiency and conservation efforts throughout the region. The blueprint will assess the current energy landscape and examine both non-renewable and renewable energy opportunities based on the competitive potential of Appalachia's energy resources and current and emerging energy technologies. The blueprint will identify the Appalachian Region's energy assets and the potential for developing energy-related job opportunities in the Region based on the competitive potential of these assets.

The ARC Energy Advisory Council, consisting of one Governor-appointed energy expert from each of the 13 Appalachian states will bring their expertise, ideas and experience and use this and other information gathered to develop regional energy strategies and identify opportunities to address the changing energy market environment. Four areas to be addressed will be: non-renewables, renewables, jobs and energy, and energy efficiency and conservation.

The energy program areas include:

I. Energy Efficiency

- A. Industry
- B. Residential
- C. Commercial
- D. Transportation
- E. Institutions

II. Renewables

- A. Wind
- B. Solar
- C. Hydro
- D. Biomass/Biofuels
- E. Geothermal
- F. Waste to energy
- G. Hydrogen/Fuel cells
- H. Market Dynamics and Environmental Costs

III. Conventional

- A. Coal
- B. Oil
- C. Natural Gas
- D. Hydrogen production from non-renewable sources
- E. Market Dynamics and Environmental Costs

The Alabama State Energy Office (SEO), a division of the Alabama Department of Economic and Community Affairs, (ADECA), will direct the State Energy Program (SEP) activities toward changing the behavior of participants in energy markets by increasing awareness of energy efficiency products, services and practices, supporting programs that contribute to a reduction in U. S. imported oil dependency and enhancing the resiliency of our energy system. Alabama's goals and objectives are:

- Increase the use of renewable energy and promote energy efficiency in Alabama
- Promote the production, distribution and use of alternative transportation fuels, alternative fuel vehicles and the use of biofuels in Alabama
- Promote energy efficiency and renewable energy technology
- Promote carpools, vanpools, ridesharing, and public transportation
- Advocate energy code adoption for residential and commercial construction
- Promote the use of ground source heating and cooling in K-12 schools
- Decrease energy usage in public buildings
- Advocate building energy code adoption
- Educate consumers in energy efficiency and renewable energy practices and methods
- Stimulate consumer demand and supplier innovation through training and education for residential industry professionals, building professionals, and consumers
- Train and educate teaching professionals and younger Alabamians
- Advocate the environmental and energy consumption reduction benefits of recycling
- Reduce impacts of energy shortages and/or disruptions

The Alabama strategy for implementing the State Energy Program is to foster programs that address the following areas:

- Renewable energy will be advocated through presentations, partnerships, information distribution, workshops, taskforce development and other means promoting biofuels, bioenergy and solar energy
- Alternate transportation fuels, especially renewable biofuels will be promoted through regional workshops, taskforce participation, presentations, stakeholder coordination and website development.
- Promote the use of landfill gas and biofuels to generate renewable energy. The Alabama Biomass Energy Program will be utilized, as appropriate, to finance these projects.
- Promote the local government loan program to local governments and K-12 schools and provide zero-interest loans for energy conservation loans for energy conservation improvements, energy audits and building retrofits.
- Promote energy efficiency in industrial facilities and participation in the DOE Industrial Technologies program to improve processes and practices that reduce energy use and cost of operation.
- The Rural Water System Leak Detection Program will reduce energy usage and water loss.
- Energy Codes Outreach and Advocacy Program will promote the adoption or update of energy codes on the local level.
- Carpool and vanpool rideshare matching will be promoted to metropolitan and rural areas by promoting the CommuteSmart program through information distribution, presentations and internet communication. Public transportation will also be promoted through marketing materials.
- The State Buildings Energy Efficiency Program will increase energy efficiency in state facilities and advocate life-cycle costing to permit the expanded procurement of ENERGY STAR products through state purchasing. All new or replacement equipment must be Energy Star certified when cost effective, per governor's Executive order 33.
- Performance constructing will contribute toward the reduction of energy consumption in state buildings and will be marketed to state agencies, local government and schools.
- The Building Energy Codes Programs will increase residential and public building energy efficiency through advocacy of local government adoption and enforcement of the complete International Residential Code and public building lighting and thermal efficiency standards. Per the Alabama Building and Conservation Code, all state and government buildings will meet the 2006 International Energy Conservation Code (IECC).
- Energy consumer market transformation will occur through public energy education, stimulating demand for ENERGY STAR products, residential building education, and K-12 energy education.
- Waste generation impact on the environment and energy consumption to produce end products will be reduced through recycling advocacy.
- Promote the use of ground source heating and cooling with the installation of geothermal heat pumps in K-12 schools.

Special Initiatives (Other)

The State of Alabama will continue to participate in the ARC Export Trade Advisory Council (ETAC) and will support efforts to increase international trade and export development in Appalachian Alabama. The State will also assist in recruiting industries for trade expeditions and trade shows related to ETAC.

ARC Alabama will participate in the Flex-E-Grant Program for FY-2010 and through this program will continue to address technical assistance, leadership and civic capacity needs in Alabama's distressed counties.

Outreach

The ARC Program Manager conducts an open ARC Applications Workshop in July or August of each year. This workshop is an opportunity to distribute information about the Appalachian Regional Commission program, and to provide technical assistance in the submission of pre-applications and full applications. Pre-applications for ARC funding are taken the entire month of August.

Key LDD Initiatives (FY2011)

Northwest Alabama Council of Local Governments (NACOLG): (Colbert, Franklin, Lauderdale, Marion and Winston Counties). During the upcoming fiscal period NACOLG will continue assisting member governments in making necessary improvements i.e. infrastructure, recreational required to improve the quality of life throughout the region. Energy development opportunities will be sought again as energy improvements continue to be a priority for our country.

The MPO assists member governments with projects approved by the Department of Transportation. NACOLG will continue working on the 2035 Shoals Long Range Transportation Plan to identify as clearly as possible the multi-modal transportation improvements needed in the Shoals urban area over a 30 year planning horizon in order to maintain an acceptable level of mobility. Also the MPO will begin implementation of strategies and recommendations from a Highway 72 Corridor Study completed.

During the fiscal year of 2011 NACOLG projects will include: 1) Administering the City of Muscle Shoals Research Development Park EDA project to construct road and sewer improvements which allows further development of industries locating in the park; 2) the LDD will prepare applications for communities seeking infrastructure improvements i.e. adequate water/sewer/road improvements for low/moderate income individuals through the ADECA community development program; 3) the LDD as Region 1 Workforce Council will implement a strategic plan in an effort to have the area workforce trained for any economic possibilities that may occur; and 4) the LDD is implementing a two-year grant to train 200 people in dealing with chronic diseases which will assist family members or individuals in coping with these situations.

West Alabama Regional Commission (WARC): Appalachian counties of Bibb, Fayette, Hale, Lamar, Pickens, and Tuscaloosa and non-ARC Greene County. In FY 2011 Hale County will remain the only distressed county in West Alabama. Bibb and Pickens counties will remain at risk. Lamar will move from transitional to at risk. Fayette and Tuscaloosa counties will remain transitional.

Many of the priorities in 2010 will continue to be among WARC's initiatives in 2011 including infrastructure, leadership programs, tourism development, and education. A number of projects in these areas are being developed and submitted for funding. The LDD will also seek opportunities for development of energy conservation projects.

Small, rural communities are more frequently desiring to provide amenities for their citizens that mirror those in larger, more metropolitan areas such as community-based organizations, youth activities, community centers, etc. The LDD will assist any West Alabama community that is capable of sustaining not only basic infrastructure but also facilities and activities focused on perpetuating desirable, small town lifestyles.

Rural transportation planning will remain a priority. This process has engendered a better relationship between rural local governments and the Alabama Department of Transportation.

The LDD plans to continue efforts to help develop telecommunications and Internet access in rural areas. The need is great as are the physical impediments such as hilly terrain and forest lands. The greatest impediment is the cost of bringing these facilities to rural residents.

The LDD continues its interest in education although on a limited scale because other agencies such as boards of education and the State Department of Education are tasked solely with improving education throughout the state. Addressing the problem of school drop-outs years before it becomes an issue, such as through the aforementioned HIPPY program for three- and four-year-olds, is a very plausible means to reducing the drop-out rates.

WARC's attention will also be focused on recreation facilities, walking trails, streetscapes and community facilities throughout the region. Other initiatives will address firefighting facilities and equipment for local fire departments and emergency preparedness activities in West Alabama's communities.

Regional Planning Commission of Greater Birmingham (RPCGB): Blount, Chilton, Jefferson, St. Clair, Shelby and Walker Counties are served by the Regional Planning Commission of Greater Birmingham. The RPCGB will continue to pursue many of the priorities from the past years. However, in 2010 and 2011 there are many new initiatives:

- RPCGB will push to promote the success of local incubators and the potential for new incubators and pursue the expansion of its financial resources offerings including the accounts receivable and microlending programs.
- RPCGB will continue its Regional Incubator Study in order to identify ideal situations throughout the region in which an incubator could flourish.
- RPCGB will continue assist its communities in the pursuit of providing adequate and up-to-date infrastructure for growth.

- RPCGB will assist a new round of communities with Community Planning Assistance and Building Communities Grants.
- RPCGB will assist those who are previous recipients of Community Planning Assistance and Building Communities Grants in implementing projects deemed important and necessary to each community in the planning process.
- RPCGB will continue to act as the administrative agency for Governor Riley's Region 4 Workforce Development Council in order to cultivate a strong and prepared workforce for the region.
- RPCGB will remain active in the Alabama Rural Action Commission and assist in transportation and economic development related needs.
- RPCGB will continue to provide optimal small business assistance by partnering with the Senior Corp of Retired Executives (SCORE) and acting as a liaison to the Small Business Administration (SBA).
- RPCGB will pursue the study and implementation of regional brownfields initiatives as a priority this year.

East Alabama Regional Planning & Development Commission: (Calhoun, Chambers, Cherokee, Clay, Cleburne, Coosa, Etowah, Randolph, Talladega, and Tallapoosa Counties) are served by the East Alabama Regional Planning and Development Commission (EARPDC). The following are the key initiatives for FY2011:

- EARPDC continues to support the development of infrastructure at its communities' industrial parks. In particular, with the announcement of a Kia automotive plant locating in western Georgia, development has been spurred in Chambers, Randolph, and Tallapoosa Counties.
- EARPDC will continue to work closely with the Governor's Office of Workforce Development to facilitate the workforce development effort in East Alabama.
- EARPDC will continue to facilitate the Alabama Rural Action Commission's effort in East Alabama, as a tool to enhance the region's assets in health, education, tourism and culture, and economic development.
- Community Development, planning, transportation and emergency management will continue to be priorities with EARPDC.

South Central Alabama Development Commission: (Bullock, Butler, Crenshaw, Lowndes, Macon, and Pike Counties). With the assistance of SCADC, Macon County and its municipalities will continue to implement the projects referenced in FY 2010. The county and the towns will also continue to identify and develop projects for future consideration that will meet or exceed the State's ARC goals and objectives. Broad goals have been recognized at the county and municipal levels that complement the ARC goals, which will assist in driving project identification and development. Priority objectives for FY 2011 include the specific projects and ongoing regional and statewide initiatives identified in the aforementioned section.

- Provide coordination between utility systems to implement the Macon County Utility Plan.
- Implement water upgrades and street and drainage improvements.
- Provide water service to Interstate 85 for economic development.
- Sewer extension to serve residential and commercial customers.
- Conduct study to document national historic value of the Tuskegee VA Hospital.
- Survey & digitize water & sewer infrastructure for a GIS database.

- Develop Statewide Comprehensive Outdoor Recreational Plan (SCORP) update
- Prepare a Consolidated Economic Development Strategy & Marketing Brochure.
- Complete the State of Alabama Trails Plan.
- Continue to administer Revolving Loan Fund (RLF).
- Continue to provide support for the Synchronist Program.
- Continue to provide technical assistance to the AL Black Belt Commission.
- Develop the RPO Consultation for 2010.
- Assist communities with the Census PSAP Program.
- Continue activities as the regional Alabama State Data Center Affiliate.
- Develop and promote a Retail Trade and Development Initiative for each county within the region.

Central Alabama Regional Planning & Development Commission: (Autauga, Elmore and Montgomery Counties). The Central Alabama Regional Planning and Development Commission (CARPDC) FY2011 activities for Elmore County will consist of the following:

- **Coosada**- Planning services and technical assistance with zoning and sub-division issues, Transportation Planning (Rural Transportation Organization (RPO) and grant applications as required.
- **Deatsville** – Planning services and technical assistance with land use, Transportation Planning (Rural Transportation Organization (RPO) and grant applications as required.
- **Eclectic** – Planning services and technical assistance with zoning issues, assist with ordinance interpretations and assisting with downtown revalorization, grant applications as required, and Transportation Planning (Rural Transportation Organization (RPO).
- **Elmore (Town of)** –Assisted with annexation process, grant assistance and technical assistance with zoning and sub-division issues, Transportation Planning (Rural Transportation Organization (RPO), grant applications as required and assisted with ordinance interpretations.
- **Elmore County** – Technical assistance to the County Emergency Management Administration and Economic Development Authority, Water Infrastructure Study, Transportation Planning (Rural Transportation Organization (RPO) and grant assistance.
- **Millbrook** – Planning services and technical assistance with zoning and sub-division issues, grant assistance, Transportation Planning (Rural Transportation Organization (RPO), and provided training and technical assistance.
- **Tallassee** – Planning services and technical assistance with zoning and sub-division issues, grant assistance, Transportation Planning (Rural Transportation Organization (RPO), technical assistance with Economic Development (Industrial Development Authority), downtown revitalization and provided technical assistance and training.
- **Wetumpka** –, planning services and technical assistance with zoning and sub-division issues, grant assistance, Transportation Planning (Rural Transportation Organization (RPO), grant applications as required, and downtown revitalization and provided technical assistance and training.

North Central Alabama Regional Council of Governments: (Cullman, Lawrence, and Morgan Counties) are served by the North-Central Alabama Regional Council of Governments (NARCOG). Priorities for 2011 include:

- Apply for funding to survey and digitize county water system infrastructure for statewide GIS database beginning with the City of Cullman, Cullman County.

- Support recreational facilities, walking trails and community facilities throughout the Region. Seek grant assistance through LWCF, RTP and RC&D.
- The City of Hartselle has been selected as a participant in the Alabama Communities of Excellence (ACE) Program. Phase 1 has been completed and NARCOG will continue to support Hartselle throughout its' Certification process.
- NARCOG assisted the City of Cullman with its application to ACE for consideration to be selected as a participant in the ACE process to become certified.
- Continue to administer the Revolving Loan fund Program and seek funding to increase the asset base. Market the RLF Program to local banks; attend workshops and conferences focusing on the financing needs of small business.
- Assist Town Creek, Lawrence County, in preparing a CDBG Planning Grant application for a Downtown Revitalization Plan.
- Assist the Town of Hillsboro with seeing funds for drainage and developing Hillsboro Town Center.
- Assist Town of Somerville, Morgan County, with preparation of a Comprehensive Plan funded with CDBG Planning Grant
- Assisting the City of Hanceville with its' sewer expansion and improvements (EDA and ARC)
- NARCOG intends to pursue ADEM 604b funds for a water quality project in our Region.
- Participate in LEED Green Associates Training provided by the US Green Building Council.
- Support of area USDA Community Facilities Loan Program applications, i.e. proposed North Courtland Town Hall and Police Station
- North Courtland grant for LWCF PARK
- Hanceville Greenway Project (ALDOT TE)
- NADO Regional Training Conference, DDAA/ARC Training Conference; Alabama APA Conference; APA National Training Conference; EDA Regional Training Conference; AARC Annual Fall Training Conference and various training forums.
- Assisting Lawrence County in applying for funds to remodel an older fire station.
- NARCOG staff will be mailing ARC grant information for FY 2011 to all member governments and communities within the Region.

Top of Alabama Regional Council of Governments: DeKalb, Jackson, Limestone, Madison, and Marshall Counties are served by the Top of Alabama Regional Council of Governments (TARCOG). During 2011, the District expects to continue with the following efforts to increase the economic opportunity and quality of life for the area's citizens:

- Continue technical assistance of application and administrative support for grants and loans under programs such as the, EDA, LWCF, RTP, CDBG, LETS, FEMA/FIRE and other programs.
- Support economic "targets of opportunity" development projects (i.e. potential BRAC related follow-up with the on the joint *Redstone Arsenal Huntsville* \$1 billion office park for government workers and defense contractors. A tax EULA, funded effort with potential for generating potential EDA funding.
- Continued support to the AIDT initiated Robotics Campus development project at *Calhoun Community College (Limestone County,)* intended to provide regional training and developing automotive cluster support.(potential EDA funding)

- Continue to work to secure funding for road and access upgrades to the **Huntsville/Madison County** Jetplex industrial park complex and area high-tech avionics cluster growth.
- Continue to work closely with the City of **Huntsville** to provide needed infrastructure for the rapidly developing bio-medical Park, and the establishment of a related high-tech medical research cluster in the area.
- Continuing the development of Agency GIS/mapping capability;
- Continue support of economic development infrastructure projects – i.e.
 - 1) **City of Fort Payne/DeKalb County**, support proposed Trade Adjustment Assistance Strategic Planning and wastewater upgrade and potential industrial access support project(s) such as the new Plasman, automotive supplier facility.
 - 2) **City of Bridgeport/Jackson County**: Streets and road maintenance facilities, water, gas & sewer upgrades, and City Park upgrades.
 - 3) **City of Albertville/Marshall County**: post tornado rebuilding aide, and continued expansion of water and sewer access for additional industrial expansion.
 - 4) **Marshall County**: Senior Center facilities at Albertville, Douglas, and Grant; port facility support to **Guntersville**, through possible BIG Grant efforts; and possible RV park development at County Park #1.
 - 5) Respond to any local “crisis” actions (i.e. infrastructure fires, tornado’s/flooding.)
- Continue Rural Transportation Planning Program (RPO,) merge meetings with CEDS effort, and generate a new, prioritized District CEDS projects listing. This merger should develop a stronger level of local official’s participation in both ALDOT’s , and EDA’s allocation and prioritization planning process.
- Continue ADEM Sub-Watershed water quality monitoring studies in DeKalb County.
- Continue/finish initial (DeKalb & Jackson County) element of 2009 initiated State water system mapping project.
- Continue and broaden RLF program with the initiation of a microloan program; and, initiate at least one trial downtown economic inducement construction/rehab project.
- Continued support of area USDA Community Facilities Loan Program applications (goal: assist 3-5 communities with USDA projects during FY 2011).
- Promote and provide planning and application support for area Hazard Mitigation and other FEMA related planning/grant applications; and,
- Provide TA assistance to local governments for any 2010 Census challenges.

Staff participation will continue in vital information streaming on BRAC developments; RPO project and funding planning; job retention training and workforce development coordination and advocacy; and, critical environmental issues. In addition, the District will continue to monitor economic stimulus/recovery issues and efforts, and keep the counties advised on potential impacts.

State ARC Program Policies

The State of Alabama’s Appalachian Regional Commission Program will focus primarily on areas of highest need, areas suffering from economic depression, areas with existing health hazards, areas where projects will have the most significant impact, and areas that are not able to help themselves. Each project for which ARC funding is requested will be considered on a case-by-case basis, and must contain performance measures consistent with those set by the Commission in their Performance Plan for FY2010. ARC funds will not be used for workforce development projects if it is a duplication of funding through the Workforce Development program. An ARC workshop, which is an open workshop, is held annually and preapplications are taken for an entire month. The

workshop notice and agenda are also posted on ADECA's web site at least two months prior to the workshop in order to give as much notice as possible for solicitation of preapplications. The Local Development Districts (LDDs) are encouraged to solicit as many proposals as possible within their service area so that the needs of the Appalachian people can be identified. The ARC program manager works closely with the LDDs and local government officials as well as nonprofit organizations to address the needs of Alabama's Appalachian citizens.

The State's maximum threshold for counties designated by the ARC as "distressed" will be 80 percent with a maximum of \$200,000 in ARC funds per project. The maximum threshold for counties designated by the ARC as "transitional" will be 50 percent with a maximum of \$200,000 in ARC funds per project. The maximum threshold for counties designated as "at-risk" may be up to 70 percent with a maximum of \$200,000 in ARC funds per project. The maximum threshold for counties designated as "competitive" will be 30 percent with a maximum of \$200,000 in ARC funds per project. ARC funds are ineligible for activities occurring in counties designated as "attainment," except in the case of multi-county projects, which provide clearly defined benefits in one or more "distressed" counties. A waiver of the restriction for "attainment" counties may be requested in accordance with Section 7-6.6 of the ARC Code. Funding for Revolving Loan (RLF) programs will be considered with respect to established Commission-approved RLF Guidelines.

State thresholds for Administrative Grants for Local Development Districts (LDDs) will be 50 percent, except for those LDDs with "distressed" counties: the threshold will be 75 percent with a 25 percent match. The State's Consolidated Technical Assistance program will be funded at a maximum of 50 percent. Projects are considered on a year-to-year basis with a maximum of three years' funding unless there are extenuating circumstances. The State will not fund projects to construct or renovate school buildings, except in emergencies. Project overruns will not generally be considered for additional ARC funding. When there are project underruns, ARC funds will generally be deobligated, returned, and made available for other eligible projects. A request for proportional reduction will be given consideration in projects with underruns. Under certain circumstances, the state may waive the state policy maximum of \$200,000 per project. The State will target areas of greatest need, and will respond with ARC funding in emergency situations and whenever special development opportunities arise. The maximum threshold for emergency relief projects and projects considered as special development opportunities will be 80/20.

The state will work closely with the Alabama Development Office in efforts to increase trade in Appalachian Alabama, and will participate in trade events as well as events sponsored by the ARC Export Trade Advisory Council. The State of Alabama will support programs that increase export sales of small and medium-sized firms (SMEs) from Appalachian Alabama as well as programs that increase the number of SMEs engaged in international trade.

The State of Alabama will work closely with national and local partners to foster public and private partnerships to achieve these goals and objectives.

All project applications submitted will be required to include performance measures as a part of the application process. All projects submitted to the state for ARC funding must have output and outcome measures included in an evaluation plan from the grantee.

NOTE: This Strategy Statement was prepared in partnership with the Local Development Districts: Northwest Alabama Council of Local Governments, West Alabama Regional Commission, Regional Planning Commission of Greater Birmingham, East Alabama Regional Planning and Development Commission, South Central Alabama Development Commission Central Alabama Regional Planning and Development Commission, North Central Alabama Regional Council of Governments, Top of Alabama Regional Council of Governments as well as with Dr. Sam Addy

with the University of Alabama, Center for Business and Economic Research and David Hughes, Program Analyst, Appalachian Regional Commission.

Appendix I LDD Directory

NORTHWEST – Region 1

Executive Director: Keith Jones
Address: Northwest Alabama Council
of Local Governments
PO Box 2603
Muscle Shoals, AL 35662
Telephone: 256-389-0500
E-mail: kjones@nwscc.cc.al.us
Counties Included: Colbert, Franklin, Lauderdale, Marion, Winston

WEST ALABAMA – Region 2

Executive Director: Robert B. Lake
West Alabama Regional
Commission
4200 Highway 69, North, Suite 1
P. O. Box 509
Northport, AL 35476
Telephone: 205-333-2990
E-mail: warc@adss.alabama.gov
Counties Included: Bibb, Fayette, Hale, Lamar, Pickens, Tuscaloosa, (Greene)

Greater BIRMINGHAM-Region 3

Executive Director: Charles Ball
Address: Regional Planning Commission
Of Greater Birmingham
Suite 200
1731 First Avenue, North
Birmingham, AL 35203
Telephone: 205-251-8139
E-mail: CBall@rpcgb.org
Counties Included: Blount, Chilton, Jefferson, Cherokee, St. Clair, Shelby, Walker

EAST ALABAMA – Region 4

Executive Director: James W. (Bill) Curtis, AICP
Address: East Alabama Regional Planning
& Development Commission
(1130 Quintard Ave., Suite 300)
P.O. Box 2186
Anniston, AL 36202
E-mail: www.earpdc.org
Telephone: 256-237-6741
Counties Included: Calhoun, Chambers, Cherokee, Clay, Cleburne, Coosa, Etowah, Randolph, Talladega, Tallapoosa

SOUTH CENTRAL ALABAMA – Region 5

Executive Director: Tyson Howard
Address: South Central Alabama
Development Commission
5900 Carmichael Place
Montgomery, AL 36117-2345
Website: www.scadc@adss.alabama.gov
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Counties Included: Macon (Bullock, Butler, Crenshaw, Lowndes, Montgomery, Pike)

CENTRAL ALABAMA – Region 9

Executive Director: Bill Tucker
Address: Central Alabama Regional
Planning & Dev. Commission
430 South Court Street
Montgomery, AL 36104
Telephone: 334-262-4300
E-mail director@carpdc.com
Counties Included: Elmore (Autauga, Montgomery)

NORTH CENTRAL – Region 11

Executive Director: Neal Morrison
Address: North Central Alabama Regional
Council of Governments
216 Jackson Street, SE
Decatur, AL 35602
Telephone: 256-355-4515
E-mail pwhite@adss.alabama.gov
Counties Included: Cullman, Lawrence, Morgan

TOP OF ALABAMA –Region 12

Executive Director: Robert B. Culver
Top of Alabama Regional Council
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5075 Research Drive, N.W.
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Counties Included: DeKalb, Jackson, Limestone, Madison, Marshall

Appendix II

Table 1. Alabama Appalachian Region Counties - Selected Socioeconomic Data

	<u>2000</u>	<u>2003*</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Civilian labor force	1,411,777	1,381,474	1,391,004	1,402,948	1,430,066	1,431,769	1,413,533	1,381,197
Change		-3,630	9,530	11,944	27,118	1,703	-18,236	-32,336
Percent change		-0.3	0.7	0.9	1.9	0.1	-1.3	-2.3
Employed	1,357,332	1,309,416	1,324,167	1,351,669	1,381,912	1,383,547	1,343,417	1,244,877
Change		-3,427	14,751	27,502	30,243	1,635	-40,130	-98,540
Percent change		-0.3	1.1	2.1	2.2	0.1	-2.9	-7.3
Unemployed	54,446	72,057	66,837	51,279	48,154	48,222	70,116	136,320
Unemployment rate (%)	3.9	5.2	4.8	3.7	3.4	3.4	5.0	9.9
Underemployment			313,444	337,217	344,456	344,819	310,573	302,637
Underemployment rate (%)			23.7	24.9	24.9	24.9	23.1	24.3
Population	2,837,224	2,875,139	2,890,405	2,913,051	2,947,073	2,973,246	3,002,118	3,024,719
Change		15,121	15,266	22,646	34,022	26,173	28,872	22,601
Percent change		0.5	0.5	0.8	1.2	0.9	1.0	0.8
White	2,169,827	2,187,368	2,196,037	2,209,958	2,231,056	2,247,888	2,265,273	2,283,365
Black	610,842	624,955	629,232	635,551	645,703	652,463	661,432	665,233
Total housing units	1,246,597	1,288,145	1,302,568	1,315,322	1,329,726	1,344,971	1,357,717	
Occupied	1,115,590	1,152,955	1,166,031	1,177,656	1,190,721	1,204,569	1,216,158	
Change		9,662	13,076	11,624	13,065	13,848	11,589	
Percent change		0.8	1.1	1.0	1.1	1.2	1.0	
Vacant	131,007	135,190	136,537	137,666	139,005	140,402	141,559	
Per capita income (\$)	25,036	27,768	29,471	30,962	32,498	33,986	34,793	
Change		987	1,703	1,490	1,536	1,489	807	
Percent change		3.7	6.1	5.1	5.0	4.6	2.4	
Average wage per job (\$)	29,594	32,917	34,124	35,410	36,828	38,300	39,542	
Change		1,175	1,208	1,285	1,418	1,472	1,242	
Percent change		3.7	3.7	3.8	4.0	4.0	3.2	
Individuals in poverty (%)	14.2			15.5	15.1	15.2	14.7	
Educational attainment (percent of population 25 years and over)								
High school or more	75.4							
Bachelor's or more	19.3							
	<u>2001</u>	<u>2003*</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Total earnings (\$ thousands)	54,796,865	59,522,279	63,278,484	66,685,734	70,014,042	72,549,947	74,389,316	
Total employment	1,529,873	1,535,358	1,575,744	1,616,108	1,652,002	1,689,258	1,697,324	
Proprietors employment	249,305	267,636	284,103	301,030	314,089	338,538	357,509	
Wage & salary employment	1,171,578	1,153,349	1,172,867	1,196,662	1,216,049	1,230,096	1,222,662	1,159,654
Ag., forestry, fishing, hunting	6,046	5,333	5,395	5,458	5,561	5,463	5,345	5,073
Natural resources	6,371	5,836	5,977	6,546	6,831	6,789	6,500	6,248
Utilities	13,523	13,030	13,345	13,055	13,176	13,612	13,897	13,863
Construction	64,311	61,616	63,338	63,236	66,228	68,553	66,612	56,213
Manufacturing	225,681	204,196	201,335	206,073	210,192	208,107	200,066	178,451
Wholesale trade	54,652	52,873	53,752	55,040	54,668	55,719	55,374	52,075
Retail trade	152,577	152,620	156,072	157,453	155,921	158,381	157,116	148,877
Transport. & warehousing	27,812	27,732	28,827	29,660	30,981	31,488	30,358	29,021
Information	24,964	21,486	20,998	20,531	19,973	19,637	19,397	18,957
Finance & insurance	51,564	52,932	53,315	54,305	53,375	52,883	52,675	50,823
Real estate rental & leasing	16,111	15,538	15,707	15,865	15,764	16,045	15,728	14,691
Prof., sci., technical services	62,608	66,096	69,384	68,328	70,810	71,971	71,593	72,424
Management of companies	6,518	7,771	8,953	10,595	11,204	11,994	11,312	12,799
Admin. support, waste mgt.	57,520	57,547	62,970	69,451	69,944	69,092	69,282	59,004
Educational services	93,784	93,891	94,589	94,903	97,022	99,599	101,433	104,196
Health care & social assist.	130,348	136,116	138,885	142,567	148,076	150,952	153,318	150,783
Arts, entertainment, rec.	11,482	10,733	10,989	11,691	12,052	12,119	12,306	11,993
Accommodation & food serv.	84,699	87,395	88,983	92,342	94,393	96,948	98,374	95,219
Other services	32,667	30,264	30,270	30,725	29,944	30,397	30,566	28,754
Public administration	47,573	48,574	48,800	48,361	49,221	49,924	50,934	49,700
Total business sales (\$ millions)				217,209	229,189	220,102	227,002	197,603

Note: Data suppression indicated by n.a. * Change from previous year.

Source: Alabama Department of Industrial Relations; Global Insight; Dun & Bradstreet; U.S. Bureau of Economic Analysis; U.S. Bureau of Labor Statistics; U.S. Census Bureau; and Center for Business and Economic Research, The University of Alabama.