

# **Comprehensive Economic Development Strategy for the East Alabama Region**

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**ALABAMA REGION IV**



**Revised 2011**

**Prepared by  
East Alabama Regional Planning  
and Development Commission  
September 2011**



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## Acknowledgements

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

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

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## INTRODUCTION

A comprehensive economic development strategy (CEDS) is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen a regional economy. The East Alabama CEDS provides an analysis of the regional economy and serves as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources.



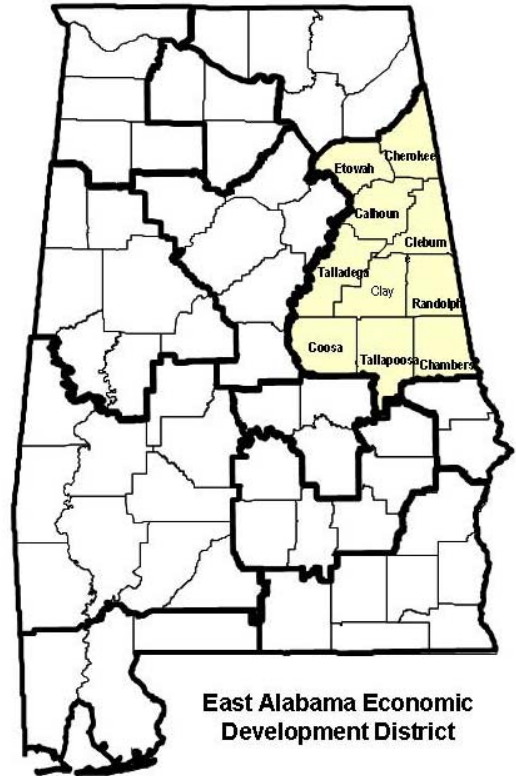


The East Alabama Regional Planning and Development Commission serves as the Economic Development District (EDD) for a ten-county region in northeast Alabama. The area served includes the following counties: Calhoun, Chambers, Cherokee, Clay, Cleburne, Coosa, Etowah, Randolph, Tallapoosa, and Talladega. The Comprehensive Economic Development Strategy (CEDS) is a regional planning and implementation process designed to create jobs, foster more stable and diversified economies, improve living conditions, and provide a mechanism for guiding and coordinating the efforts of persons and organizations concerned with economic development. Through the planning process, the CEDS document is developed which:

- outlines the region's problems, needs, and resources;
- identifies the goals and objectives of the development program;
- presents the strategies and action plans devised to achieve those goals; and
- outlines criteria for evaluating the program's achievements.

The program is intended to provide greater economic and social stability for the region and its people and to assist existing and guide new economic development activities in the region.

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



### Public Participation

Various groups and individuals from throughout the region have had an opportunity to participate in the CEDS process. During CEDS preparation, EARPDC staff contacted municipal and county staff to obtain lists of projects to be included in the CEDS. Staff also mailed project surveys to all school superintendents, college and university presidents,

housing authority directors, and community action agency directors. Chamber of Commerce or Industrial Development Authority directors updated the major plant closings list.

The EARPDC Board of Directors, the CEDS Strategy Committee, the Region 5 Workforce Development Council, economic development organizations, and those who received project surveys received an announcement of the public review period. The announcement included the address for the EARPDC website—where the CEDS was posted—and contact information should they need a paper copy of the CEDS. The announcements invited them to submit their comments via e-mail, fax, or letter.

The EARPDC did not request that the CEDS Strategy Committee members meet for a face-to-face review session, as it has been difficult populating this Committee and retaining members. However, the EARPDC Board of Directors did conduct its regular monthly meeting on September 00, 2011, at which time it adopted the CEDS by resolution. The Board meeting was advertised in accordance with Alabama’s Open Meetings Act. Finally, each County Commission within the region has endorsed its support of the CEDS in a letter to the EARPDC’s Executive Director.

The EARPDC hopes to increase participation of the Region 5 Workforce Development Council (WDC) in the future. The Region 5 WDC includes nine of the EARPDC’s ten counties. Chambers County is in Region 8. One EARPDC staff member serves on the Region 5 WDC, which is operated under the oversight of the Governor’s Office on Workforce Development. EARPDC staff will continue collaboration with the Regional Chairs on coordinating the CEDS with their regions’ plans in 2012.

The EARPDC recently applied for and was awarded funds through the U.S. Department of Housing and Urban Development’s Sustainable Communities Regional Planning Grant Program. This funding will enable the East Alabama Regional Partnership for Sustainable Development (EARPSD) to become involved in the CEDS update process as it addresses the six Livability Principles, which include enhancing economic competitiveness.

It is hoped that these partnerships will encourage local individuals and organizations concerned with economic development in the region to coordinate their efforts with established goals and objectives set forth in the CEDS.

### **Coordination with the State and Federal Agencies**

In 2006, the Alabama Department of Economic and Community Affairs (ADECA) awarded a grant to the Alabama Association of Region Councils (AARC) for the preparation of a statewide CEDS, which also was to include an economic recovery program for areas affected by Hurricane Katrina. The AARC passed the funds through to each of Alabama’s twelve regional councils for project implementation. Regional council staff combined their twelve CEDS into one overarching CEDS for the State of Alabama. That project was completed in the Spring of 2007. In Fall, 2008, the AARC applied for, and was awarded, EDA funds to update and expand the statewide CEDS. ADECA is providing the local match, and, as before, AARC is passing the funds through to the twelve regional councils for project implementation. For more information, go to <http://ceds.alabama.gov>.

The 2011 CEDS for the East Alabama Region was mailed to ADECA for review and for confirmation that the regional document reflects State plans and priorities for East Alabama. The Federal regulations also require that a copy of the CEDS be mailed to the State’s

representative from the Appalachian Regional Commission, a federal agency, but does not require that the EARPDC receive a letter of concurrence from that agency.

### **Additional Information**

Two appendices are included in this document that provide additional information regarding the CEDS process in the East Alabama region. Appendix A provides more detailed information about the EARPDC as an organization, a brief overview of the EARPDC's history in preparing the CEDS, and a description of the CEDS Strategy Committee and the EARPDC Board of Directors, including membership listings. Appendix B contains a copy of the EARPDC Board of Directors 2011 resolution adopting the CEDS, county letters of endorsement, the ADECA letter of concurrence, and the e-mail transmitting an electronic copy of the CEDS to the ARC.



## **PART I BACKGROUND**

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

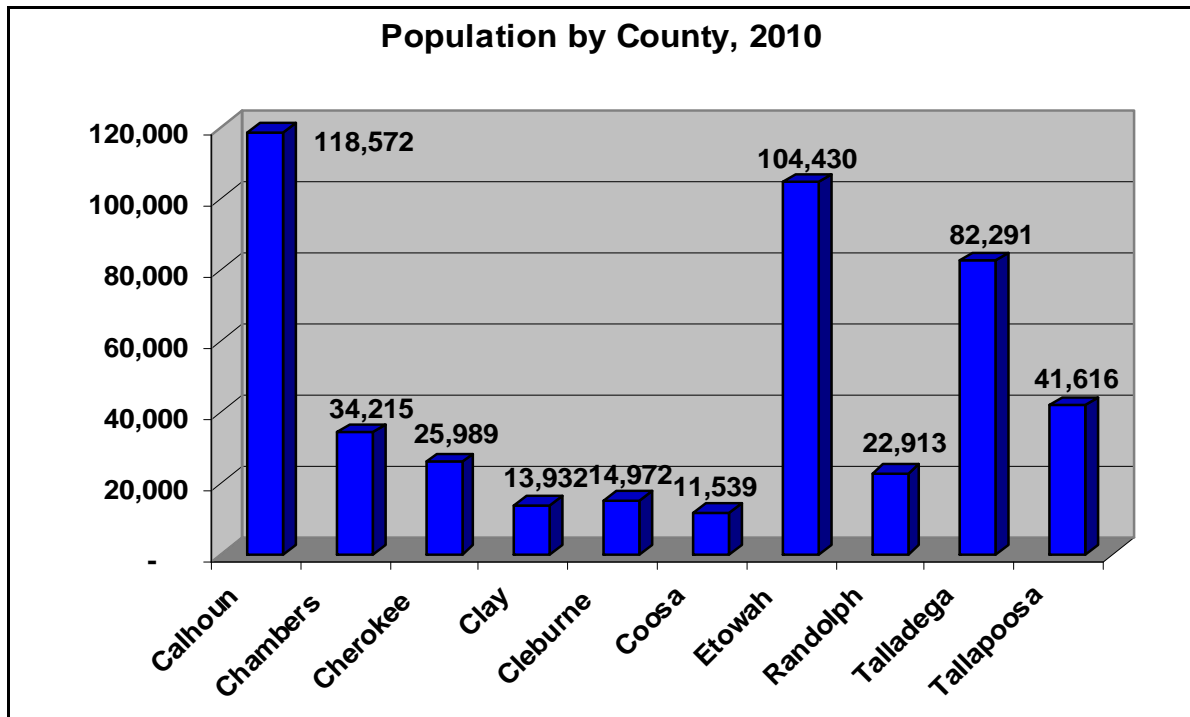


# Chapter 1 Population

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

## Population Trends

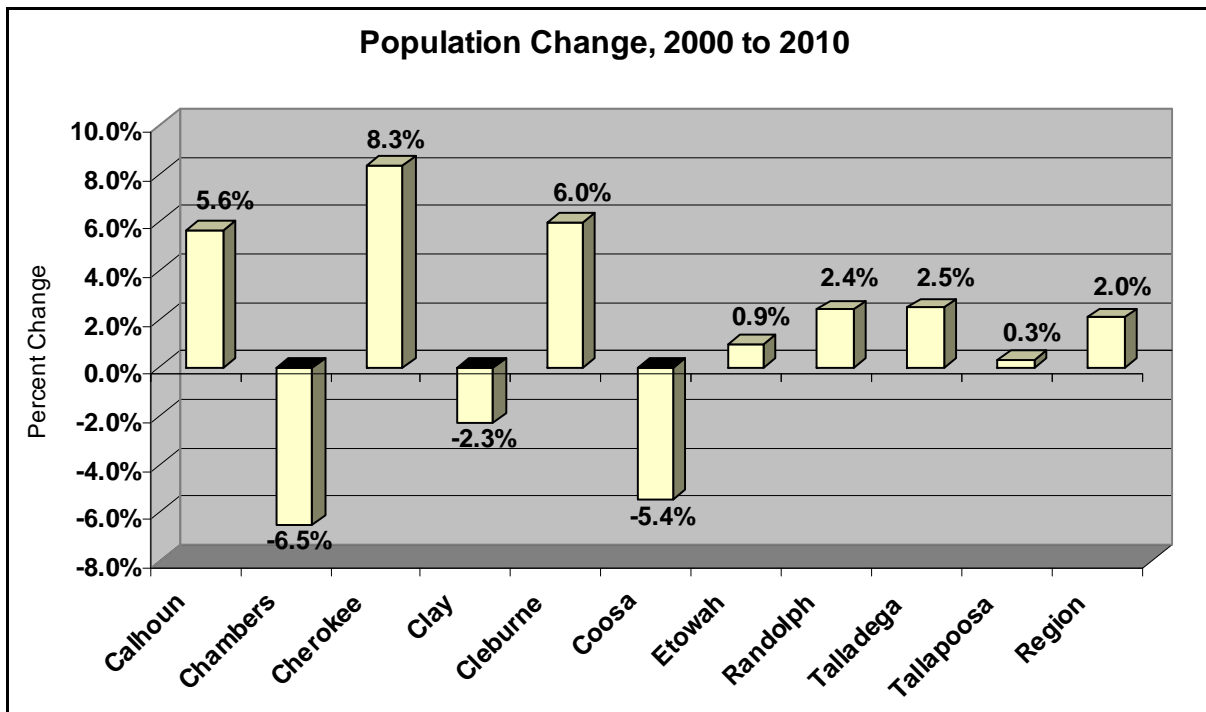
As of 2010, the population of the East Alabama Region is 470,469 persons, which is a 2 percent increase from 2000 (or an additional 9,435 persons). Although it appears that the region is becoming more urbanized, nearly two-thirds of the population is concentrated in only three counties: Calhoun, Etowah, and Talladega. Calhoun and Etowah Counties are the region's two metropolitan statistical areas, with Anniston and Gadsden as their core cities.



Source: U.S. Bureau of Census, 2010 Census.

Overall, the East Alabama Region experienced a 2.0 percent increase in population between 2000 and 2010. The more populous counties of the region, however were not necessarily the fastest-growing counties. Instead, two of the region's more rural counties, Cherokee and Cleburne, had the greatest population increases during the last decade. Cherokee County experienced an 8.3 percent increase and the population of Cleburne County grew by 6.0 percent. Calhoun County had the third highest population increase, at 5.6

percent, which is highly significant after experiencing a 3.3 percent population decrease between 1990 and 2000 related to the closing of Fort McClellan. Other counties that experienced smaller population increases in the ten year time period were Talladega and Randolph Counties, at 2.5 percent and 2.4 percent, respectively; Etowah County, at 0.9 percent; and Tallapoosa County, at 0.3 percent. Contributing factors in growth counties continues to be the presence of recreational amenities such as Weiss Lake in Cherokee County and Lake Wedowee in Randolph County, and proximity to major transportation networks such as Interstates 20 and 59 in Cleburne and Etowah Counties. Four of the region's counties border the State of Georgia, resulting in a continued increase in Atlanta-area retirees and commuters. Table 1: Population of East Alabama Counties located in Appendix C provides historical population data for all ten counties in the region.



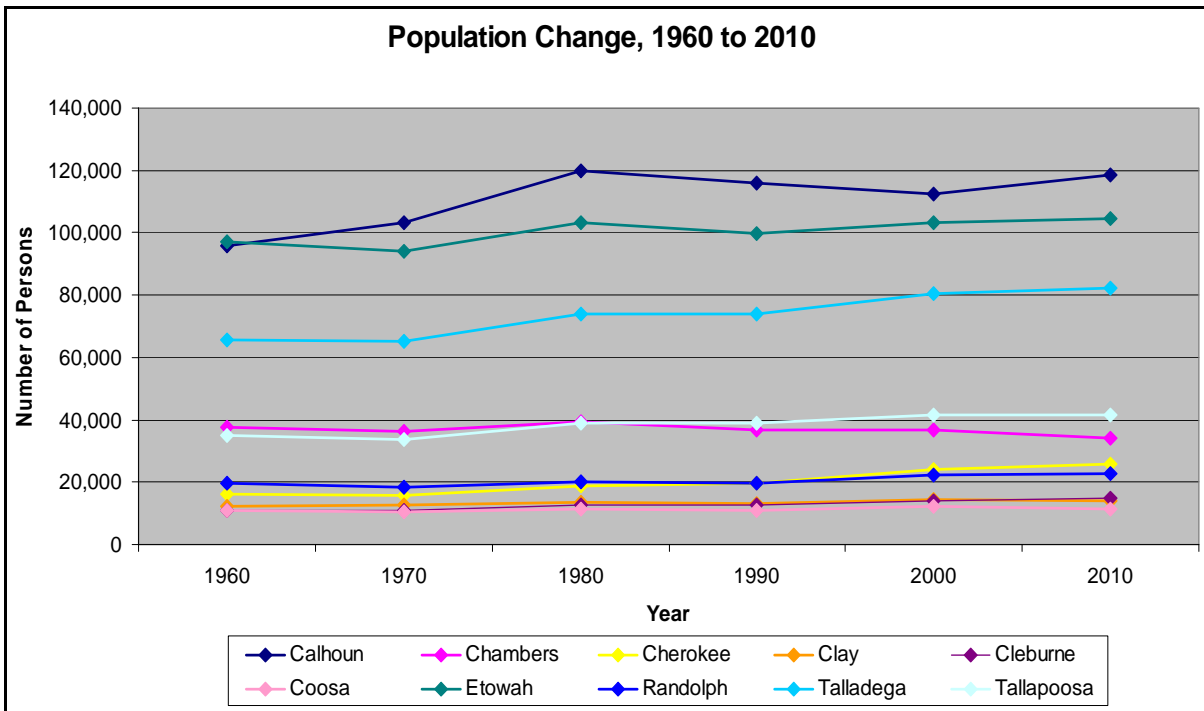
Source: U.S. Bureau of Census, 2000 and 2010 Census.

Three counties in the East Alabama Region suffered a population decline between 2000 and 2010. Chambers County experienced a very small population decrease between 1990 and 2000, but saw a significant decrease of 6.5 percent between 2000 and 2010. Clay and Coosa Counties both continue to experience major population losses. Between 2000 and 2010, Chambers County had a 5.4 percent decrease in population, following a 12.9 percent population decrease between 1990 and 2000. Likewise, Clay County, which had a 7.6 percent population decrease between 1990 and 2000, experienced a smaller population decrease of 2.3 percent between 2000 and 2010.

Over the last 50 years, the East Alabama Region has experienced a 17.3 percent increase in population, as compared to a 46.3 percent growth rate for the State of Alabama and a 72.2 percent increase across the nation. Although population has fluctuated in all of the counties of the region, nine counties had an overall increase in population, with growth rates ranging from 7.6 percent in Coosa County to 59.4 percent in Cherokee County. Only Chambers

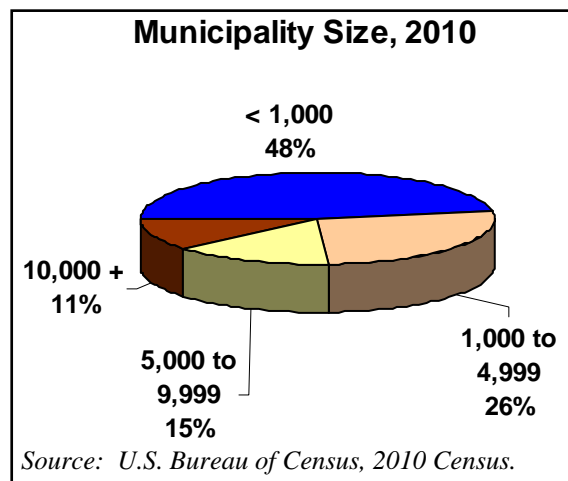


County had a net population decrease over the time period with a 9.6 percent decrease in population. The greatest growth period throughout the region was between 1970 and 1980 when all ten counties enjoyed population growth, with rates ranging from 6.7 percent in Coosa County to 20.2 percent in Cherokee County. The East Alabama Region had a growth rate of 12.5 percent between 1970 and 1980. This decade was the only time in the last 50 years that regional growth has been comparable to that of the state, at 13.1 percent, and the nation, at 11.4 percent, during the same time period.



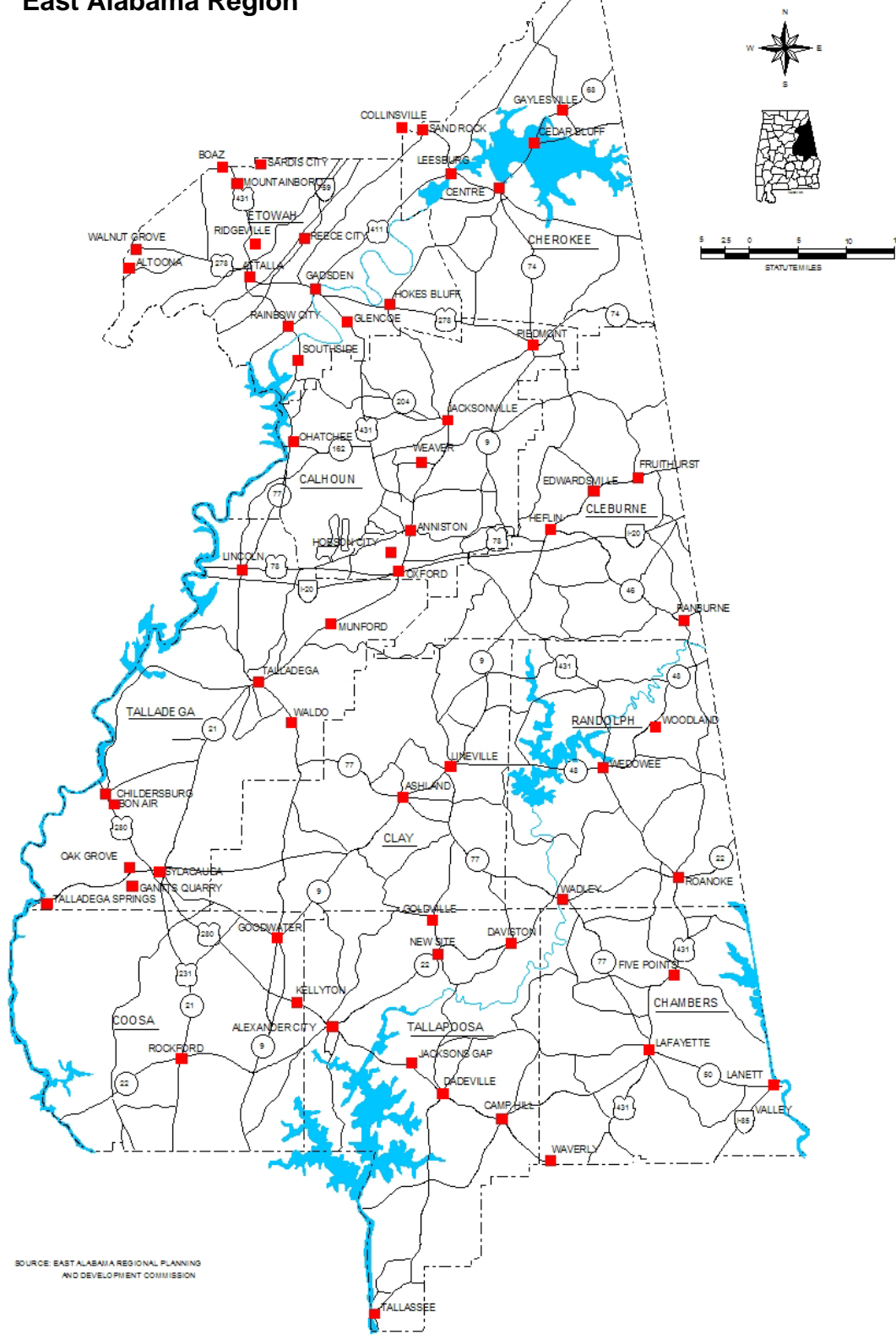
Source: Center for Business and Economic Research, The University of Alabama Culverhouse College of Commerce and the U.S. Bureau of Census, 1960 through 2010 Census.

Municipality size in the East Alabama region is reflective of the rural nature of the area. A map showing the dispersed locations of the municipal bodies is included on the following page. And, of the 59 incorporated bodies in the region, almost half are towns with a population of less than 1,000 people in 2010. Just over one-fourth of the municipalities have populations between 1,000 and 5,000 and only seven cities have more than 10,000 residents. The largest city in the region, Gadsden, dropped to less than 40,000 people in the 2000 Census and continued to lose population through 2010. Anniston, the second largest city, has been losing residents since 1960. Of the ten counties in the region, only Calhoun, Chambers and Etowah Counties have more municipal population than rural population, as defined by the U.S. Bureau of Census.



Source: U.S. Bureau of Census, 2010 Census.

# Municipalities in the East Alabama Region



While still primarily rural in nature, six of the ten counties in the region experienced more municipal population growth than growth in the unincorporated areas between 2000 and 2010; and, Chambers County suffered less municipal population loss than in the unincorporated area. These counties were Calhoun, Chambers, Cherokee, Clay, Cleburne, Coosa, and Talladega Counties. Cherokee County had the highest municipal population increase, at 15.2 percent, followed by Calhoun County, at 13.9 percent, and Cleburne County, at 11.7 percent. Of the region's 61 municipalities, 33 had population increases between 2000 and 2010 and eight of those municipalities had growth of 20 percent or more. Jacksonville had the highest population growth, at 49.3 percent, followed by Goldville, at 48.6 percent, and Oxford, at 46.3 percent. In addition, three new municipalities were incorporated between 2000 and 2010: Cusseta in Chambers County with a population of 123; Kellyton in Coosa County with a population of 217 persons; and Munford in Talladega County with a population of 1,292 persons.

The 28 municipalities in the region that lost population included two town that merged with adjoining cities. Blue Mountain, in Calhoun County, abandoned its charter and was annexed into Anniston; and Mountainboro, in Etowah County, de-incorporated and was annexed into Boaz. Of the other 26 municipalities that lost population, seven suffered losses of more than 10 percent. Ridgeville had a population loss of 29.1 percent, followed by Waverly, with a 21.2 percent loss, and Camp Hill, with a 20.3 percent loss. Table 2: Population in East Alabama Municipalities and Table 3: Population in Municipalities and Areas Defined as Urban, both found in Appendix C, provide details regarding individual municipality populations and total municipal populations for each county.

<b>Major Municipal Population Shifts Between 2000 and 2010</b>			
<b>Municipal Population Growth</b>		<b>Municipal Population Loss</b>	
Bon Air	20.8%	Camp Hill	-20.3%
Cedar Bluff	24.1%	Daviston	-19.9%
Goldville	48.6%	Hobson City	-12.2%
Jacksonville	49.3%	Lanett	-18.1%
Leesburg	28.5%	Munford*	-47.2%
Lincoln	36.9%	Ranburne	-10.9%
Oxford	46.3%	Ridgeville	-29.1%
Talladega Springs	33.9%	Waverly	-21.2%
*In 2000 Munford was identified as a <i>Census Designated Place</i> with a population of 2,446 persons. The Town's incorporation after 2000 decreased the population to 1,292 persons. The 47.2 percent population loss is more likely due to a change in boundaries than an actual loss of population.			

Source: U.S. Census, 2000 and 2010

For the 2010 Census, the U.S. Bureau of Census defined an urbanized area as a densely settled core of census tracts and/or census blocks with a minimum population of 50,000 people along with adjacent territory containing non-residential urban land uses; an urban cluster is defined as a densely settled area with a population between 2,500 and 50,000 people. Rural areas are defined as any area outside of an urbanized area or urban cluster. This is a change from the 2000 Census in which an urban area was defined by population density by the number of persons per square mile. Calhoun and Etowah Counties have the highest percentage of urban population in the East Alabama region. In Calhoun County, 69.0 percent of the population lived in an urban area in 2010; and in Etowah County, 60.2 percent

of the population was urban. These counties are followed by Chambers County, with 50.2 percent of the population being urban, and Talladega County, in which 44.5 percent of the population lives in an urban area. At the other end of the spectrum, Cherokee, Clay and Cleburne Counties have no urban area whatsoever; in Coosa County, only has 2.6 percent of the population lives in an urban area; and in Randolph County, 21.8 percent of the county population is considered to be urban.

Although the East Alabama region continues to enjoy population growth, the growth rate has been considerably lower than that of the state or the nation. As stated previously, the East Alabama region had a 2.0 percent increase in population between 2000 and 2010, and 17.3 percent increase in population over the last 50 years since 1960. Comparatively, the population of the State of Alabama increased by 7.5 percent in the last ten years and 46.3 percent since 1960; and the United State experienced a 9.7 percent increase in population between 2000 and 2010 and a 13.2 percent increase between 1960 and 2010.

In terms of physical size, the East Alabama region encompasses 11.8 percent of the land in the state. The portion of the state's population residing within the East Alabama region continues to slowly decrease. In 1980, East Alabama's ten counties were home to 12 percent of the state's residents. That number has slipped with every census. Only 10.4 percent of Alabamians called East Alabama home in 2000; and in 2010 that number dropped to 9.8 percent. It was expected that the steady expansion of the Atlanta and Birmingham area commuter sheds, and the retirees who have been attracted to the region's rural character and natural amenities, would be reflected in the regional perspective with the 2010 Census. Unfortunately, that is not the case. It does appear, however, that the influx of commuting residents and retirees has assisted maintaining a somewhat stable population base.

### **Population By Age Group**

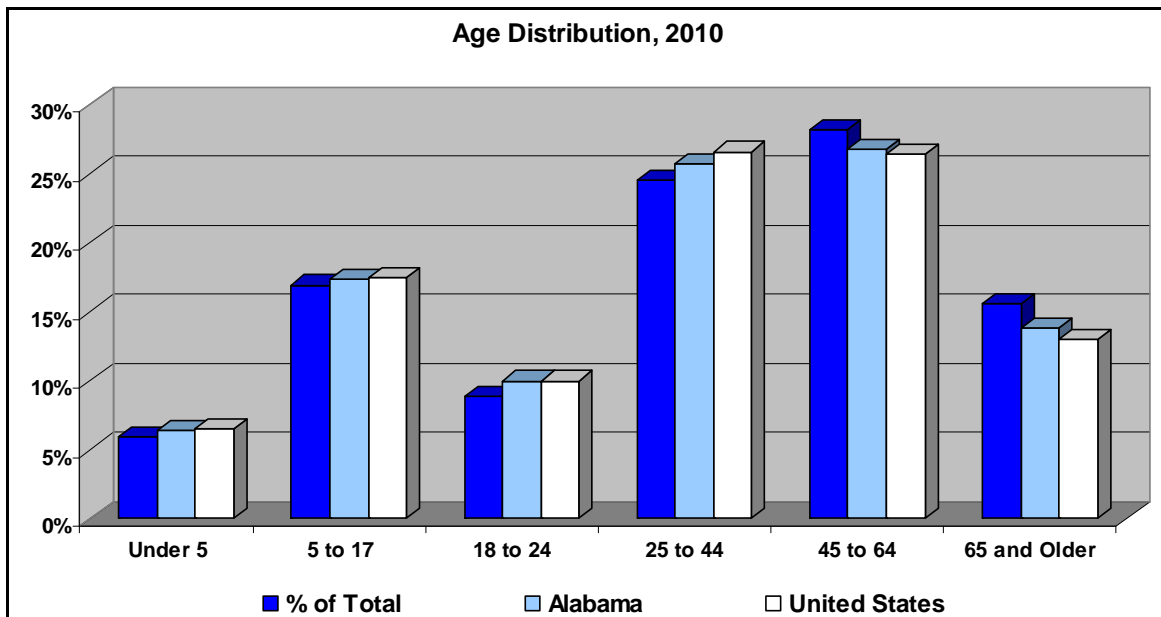
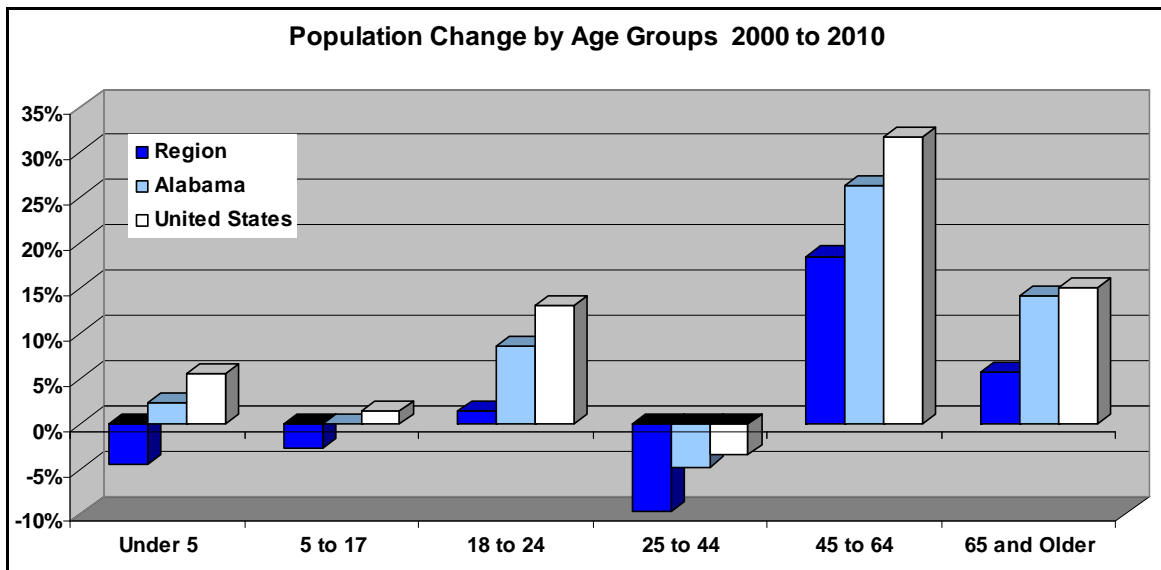
The movement of the Baby Boomers (people born from 1946 through 1964) into retirement age has been a national dialog for quite some time. Besides the potential impact of this generation's retirement on Social Security, there has been great concern about a shortage of employees to fill the void that will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

In 1990, Baby Boomers were 26 to 44 years old, establishing or becoming established in their careers and starting families, raising children, or watching their children become adults. The children of the "baby bust" were 14 to 25 years old, and the "echo boom" (those under age 14) had reached its climax. The leading edge of the Boomers became eligible for Social Security retirement benefits beginning in 2008, for those who opted to retire at age 62. More information about these generations, and a graph of the number of U.S. births from 1934 to 1994, is available at [www.wikipedia.org](http://www.wikipedia.org), search topic Baby Boom.

The effects of the boom-bust-echo are evident in the pattern of change in age distribution between 1990 and 2010. People born during the first ten years of the Baby Boom moved into the 45-64 age category during the 1990s, causing a very high rate of increase. Low growth and decline in the 25 to 44 and 18 to 24 age categories reflects the decline in births at the end

of the Baby Boom and during the “baby bust”. The negative change in Alabama’s and the region’s college age population also could indicate an increase in the number of young adults who chose to go to college, or get employment, out of state. The “echo boom” is evident in figures for the United States and less so for Alabama. The region appears to have missed out on the “echo boom”. See also Tables 4 and 5 in Appendix C.

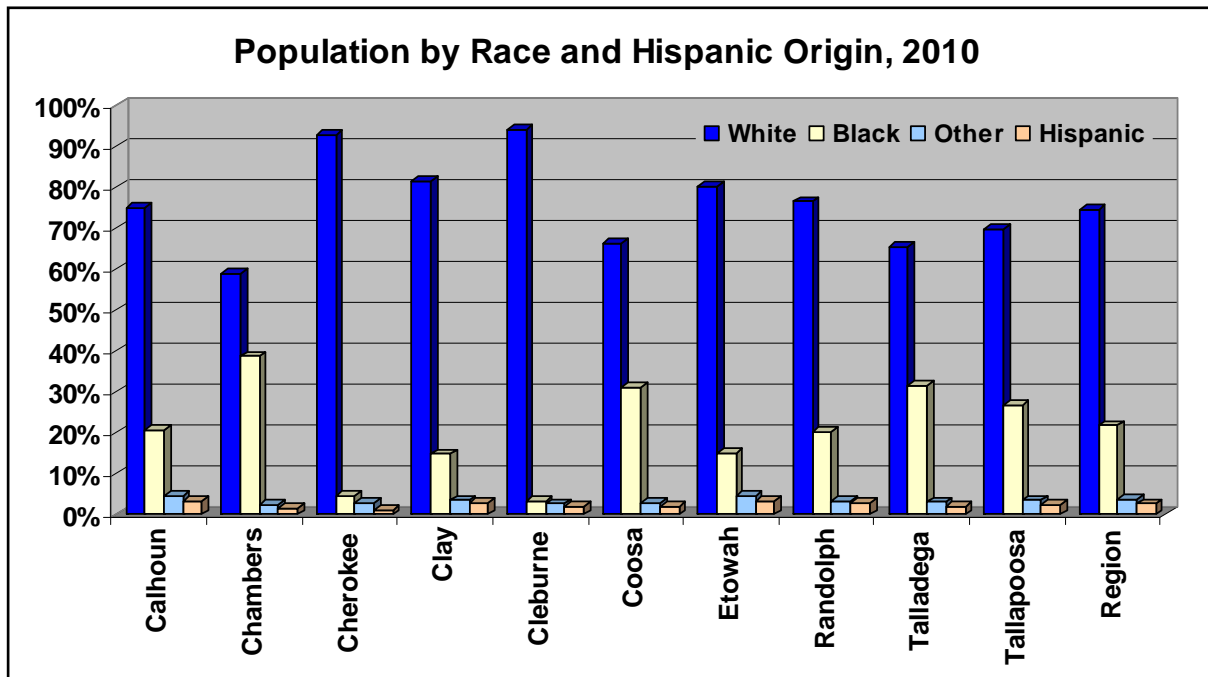
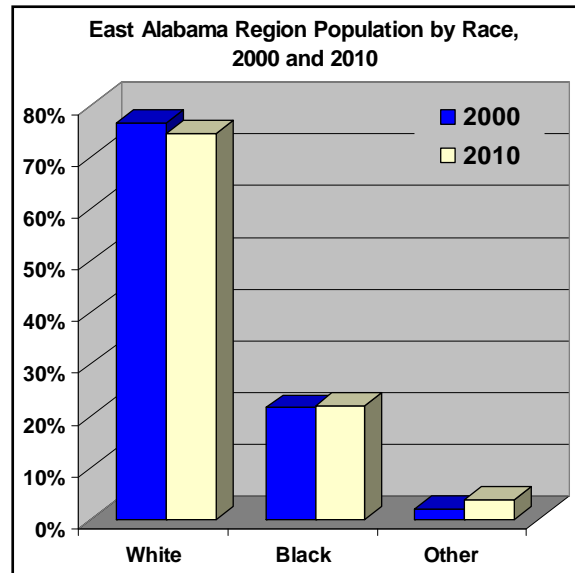
East Alabama has been plagued by young adults leaving the region to attend college then obtaining jobs outside the region. This tendency exacerbated the effects of the “baby bust” and essentially negated the “echo boom”. Unless the exodus of young adults is halted then reversed, East Alabama businesses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



## Population by Race & Hispanic Origin

Across the East Alabama region, just under three-fourths of the population is white, at 74.5 percent, and just under one-fourth is black or African American, at 21.8 percent, as of the 2010 Census. The remaining population, at 3.7 percent is persons of another race or multi-racial. Between 2000 and 2010, there was a 2.1 percent decrease in the white population and only a 0.3 percent increase in the black population. Persons of other races, however, increased by 1.8 percent; which, while it is a small increase, is double the population in 2000 of persons of other races. The percentage of Hispanic persons also doubled over the 10-year span, increasing from 1.3 percent to 2.7 percent of the total 2010 population. Hispanic or Latino origin is reported separately from race because people who are Hispanic or Latino share a common culture but may be of any race. At present, the number of people who may face language barriers when seeking employment is small. While this fact may seem to be beneficial for the region—in that most of the present and future workforce should have minimal communication problems—it is a detriment to foreign-born people who move into the region, as few resources exist to help them acclimatize.

The increase in persons of other races or multi-racial is due not only to immigration but also to the continued efforts in the 2000 and 2010 Censuses to document and count these persons as a separate race sector. Prior to 2000, multi-racial persons were grouped with one-race categories. For data management purposes, multi-racial persons (due to their



relatively small numbers), other small, single race categories, and the “some other race” category were combined into “other”. The three counties with the strongest minority presence are Chambers, Coosa, and Talladega Counties. Even in Chambers County, which has the highest minority population, the black population only comprises 38.7 percent of the total population and all minority races combined make up less than half of the population, at 41.2 percent.

Cleburne and Cherokee Counties have the smallest concentrations of minority population, at 6.0 percent and 7.3 percent, respectively. Minority population in the remaining seven counties ranges from 18.3 percent to 33.7 percent. The Hispanic population is highest in Calhoun and Etowah Counties, each with 3.3 percent. The smallest concentrations of Hispanic persons are found in Cherokee County, at 1.2 percent of the population, and Chambers County, at 1.6 percent. Detailed county population tables are available in Appendix C.





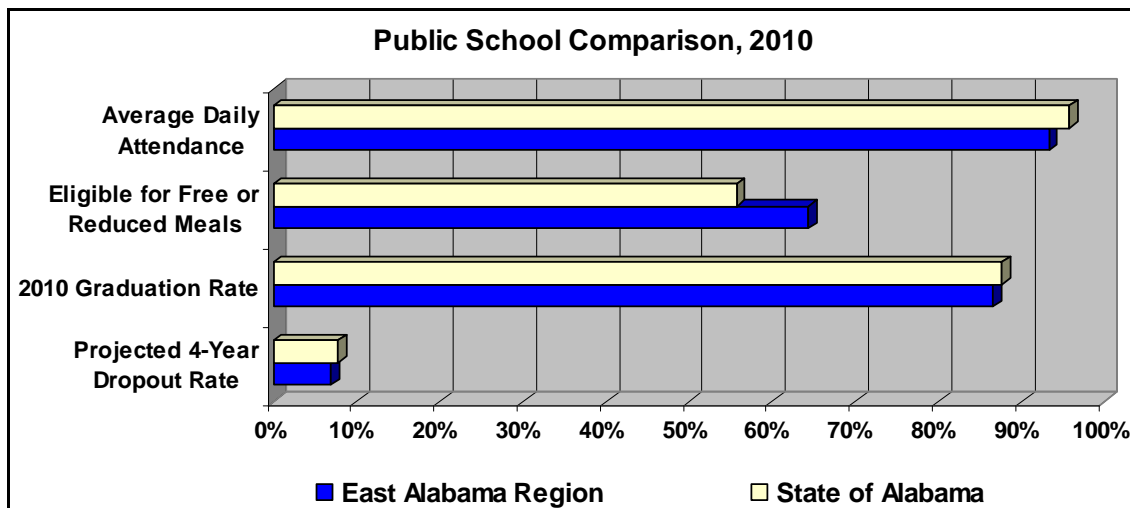
## Chapter 2 Workforce Development and Use

Even if a community has people to fill the jobs economic developers attract, those people must have the skills employers need. The following sections discuss educational and training opportunities available in East Alabama and examine indicators of present workforce preparedness for the ever-changing economy. Table 7 through Table 12 in Appendix C provide detailed data for East Alabama counties, region and the state regarding schools, education levels, employment, income and poverty.

### Educational Facilities

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

Primary and secondary education is offered through 21 different city and county school systems a collective 171 schools. Over half of the school children in the region are eligible for free or reduced price meals, at 64.4 percent, as compared to 55.8 percent statewide. Only three school systems have fewer than 50 percent of their students receiving meal assistance. And, in no system is there less than 44.7 percent of the students eligible for the free or reduced meal programs. Meal assistance is an indicator of poverty levels in the school systems, and children living in low income households also may need other types of assistance to remain in school and be successful in their educational endeavors. The East Alabama Region's high school graduation rate, at 86.6 percent, is slightly lower than that of the state, at 87.7 percent. Just over a third (38.1 percent) of the region's school systems have a high school graduation rate that is equal to or higher than that of the state. Eight school systems in East Alabama have a high school dropout rate that is lower than the state average.



According to the Alabama Department of Education school system report cards, published in April 2011, Coosa County has the lowest graduation rate, at 54.8 percent, followed by the Anniston School System, at 71.4 percent; Attala City Schools, at 73.3 percent; Talladega City Schools, at 76.7 percent; and Sylacauga City Schools, at 77.0 percent. Overall, the region has an average 4-year projected dropout rate of 7.0 percent, which is slightly lower than that of the state, at 7.8 percent.

Of particular interest to those in economic development is the availability and quality of vocational education programs. All of the school systems have career and technical training programs. Over three-quarters of the systems have received business or industry certification on all of their career/technical programs. Many of the school systems appear to do a good job of informing students about career and technical education classes and of helping students find jobs in related fields or schools at which to continue their education.

Although students may continue their education in other parts of the state and country, they also have opportunities to receive training in a specific career or to attend college closer to home. Trade schools and similar professional training programs are too numerous to list. There are six main campus colleges and universities and five associated satellite centers in the East Alabama region, which are shown on the map on the opposite page and described in the following section.

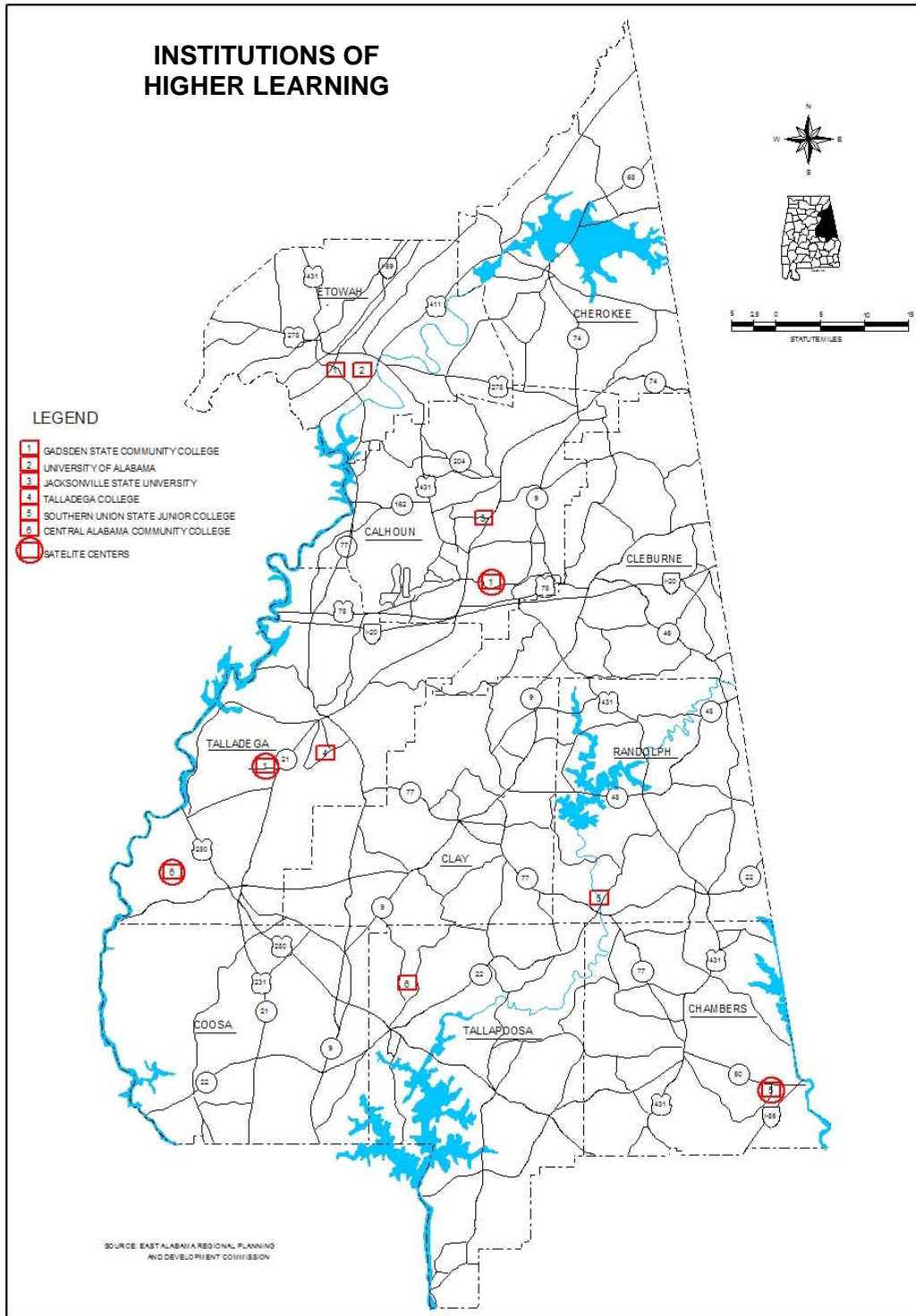
Jacksonville State University, located in Jacksonville, was founded in 1883 as a teacher's college. Since then, Jacksonville State (JSU) has grown to offer a wide range of majors within the Colleges of Arts and Sciences, Commerce and Business Administration, Education and Professional Studies, and Nursing and Health Sciences. JSU's programs in Art, Business, Communication, Computer Sciences and Computer Information Systems, Dietetics, Drama, Education, Music, Nursing, and Social Work are accredited by their professional associations. JSU offers seven bachelors degrees, six master's degrees, and an educational specialist degree. The Gadsden branch of Jacksonville State University (JSU-Gadsden) offers upper level (junior and senior) courses toward bachelor's degrees in business, education, and nursing.

The University of Alabama Gadsden Center offers masters and educational specialist degrees in the College of Education, the Master of Library and Information Studies, the Master of Arts in Management, and the Master of Social Work. The University has the only accredited library college in Alabama.

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

Central Alabama Community College (CACC) is a two-year institution with two main campuses—one in Alexander City and one in Childersburg. It serves Clay, Coosa, Talladega, and Tallapoosa Counties in East Alabama. CACC offers Associate degrees in Science, Applied Science, and Occupational Technology plus certificate programs. Degrees and certificates are offered in fifteen fields of study, including industrial engineering technology and manufacturing technology. Students can transfer core courses to four-year colleges and

universities, and CACC has partnered with Capstone School of Nursing at The University of Alabama and with Faulkner University to enable CACC students to obtain Bachelor and Master degrees primarily through distance learning. CACC has also developed a Skills Training program to offer employment training to students who not wishing to pursue a degree. CACC is fully accredited in its academic and technical programs of study.



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

Southern Union State Community College (SUSCC) serves Randolph and Chambers Counties within the region, with campuses in Wadley and Valley. The two Opelika campuses also are convenient to those counties. The Academic Division offers an Associate in Science degree, and academic courses are transferable to other colleges and universities. The Health Sciences Division offers programs leading to certificates, awards of achievement, occupational certificates, and Associate in Applied Science degrees. Some of the courses in this division may be transferable to a four-year college or university. The Associate Degree Nursing, Emergency Medical Services, Nursing Assistant, Practical Nursing, Radiography, and Surgical Technology programs are accredited/approved by their professional associations. The Technical Division offers Tech-Prep and Dual Enrollment programs for high school students, Business and Industry programs to meet area employers' training needs, and Associate degree and certificate programs. The Cosmetology, Therapeutic Massage, and Automotive Collision Repair programs are accredited/approved by their professional associations. The Adult Education and Skills Training Division assists non-traditional college students in obtaining the basic and/or occupational skills necessary to obtain a job in the shortest period possible. SUSCC is fully accredited in its academic and technical programs of study.

### **Professional Development Programs**

The community colleges and JSU provide training and services to those who need to increase or update their work skills and to area businesses and industries. JSU's Small Business Development Center provides counseling and training to small businesses free-of-charge. The Small Business Development Center is housed in the Center for Economic Development (CED), which provides applied research in economic development to state and local government agencies and conducts business research for private commercial enterprises on contractual bases. The CED has conducted economic impact studies, marketing research, and business research. JSU-Gadsden houses a satellite office for both programs.

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

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

The Alabama Department of Economic and Community Affairs' Office of Workforce Development has 30 One-Stop Centers and 31 satellites throughout the state to provide job-seekers with information on job development, occupational and educational training, vocational rehabilitation, veterans services, and unemployment insurance. Employers work with local centers to locate employees with specific skills. Many centers are electronically linked with partner agencies, such as the Alabama Departments of Industrial Relations, Human Resources, Rehabilitation Services and Education, two-year colleges, and others. The Alabama Career Center System sites in the East Alabama region are the Cheaha Career Center (Anniston), Gadsden Career Center, Roanoke Career Center, and Talladega Career Center. Career Center partners in the region are Alexander City CareerLink (satellite), Anniston CareerLink, Gadsden CareerLink, the Sylacauga Re-employment Center, and Talladega CareerLink.

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

The Senior Community Service Employment Program (SCSEP) is a source of employment training for job seekers who are at least 55 years old and who have a limited gross household income. The program prepares participants to re-enter the full- or part-time job market by providing paid, temporary part-time community service training in governmental or 501(c)(3) non-profit agencies. The East Alabama Regional Planning and Development Commission (EARPDC) administers the program, managing 98 authorized SCSEP slots. The EARPDC is a sub-grantee of Senior Service America, Inc. (a national contractor) and the Alabama Department of Senior Services. Many older workers have gained valuable on-the-job experience and self-sufficiency through this program.

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

## Programs for People with Special Training Needs

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

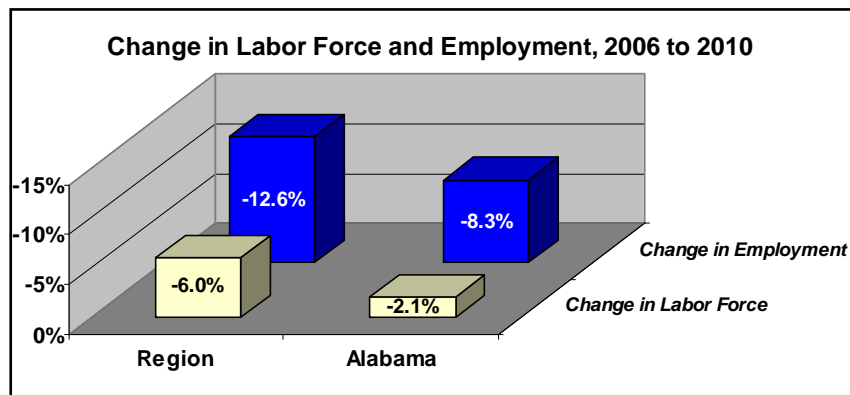
Probably the most well-known facility serving people with disabilities is the Alabama Institute for Deaf and Blind (AIDB) in Talladega, which was founded in 1858 by Dr. Joseph Henry Johnson as the Alabama School for the Deaf. Since then, AIDB has grown to become the world's most comprehensive education, rehabilitation, and service system, serving children and adults who are deaf, blind, and multi-disabled and their families. All AIDB services are available to Alabama residents at no charge. Out-of-state students are accepted in the residential programs when space is available. They pay tuition and room and board charges. In addition to providing services on campus, AIDB has eight Regional Centers that provide a wide range of services, from at-home visits for parents of infants who are sensory impaired to programs for seniors who may be experiencing hearing and/or vision loss late in life. AIDB's E.H. Gentry Technical Facility is an accredited two-year technical school which offers adults with sensory impairments aged 16 and up a program of evaluation, adjustment, and vocation training in thirteen different fields. Alabama Industries for the Blind is the state's largest employer of people who are blind or visually impaired, with two manufacturing plants, one retail store, and three stores on military bases in Alabama and Georgia. Employees at the Talladega facility and the Birmingham satellite make and distribute home and office products.

## The Present Workforce

According to the Alabama Department of Industrial Relations, East Alabama has a 2010 civilian labor force of over 201,000 persons, which is a 6.0 percent decrease since 2006. The labor force has declined by more than 12,500 people (net) during the past five years. Counties that lost the most people from the labor force were Talladega County, at a loss of 3,265 persons, and Etowah County, with a loss of 2,258 persons. Clay and Chambers Counties, however, lost the largest percentages of their labor force, at 13.5 percent (839 persons) in Clay County and 10.7 percent (1,691 persons) in Chambers County. During the same time period, the state suffered a loss of 46,606 persons from the labor force which equates to an overall decrease of 2.1 percent.

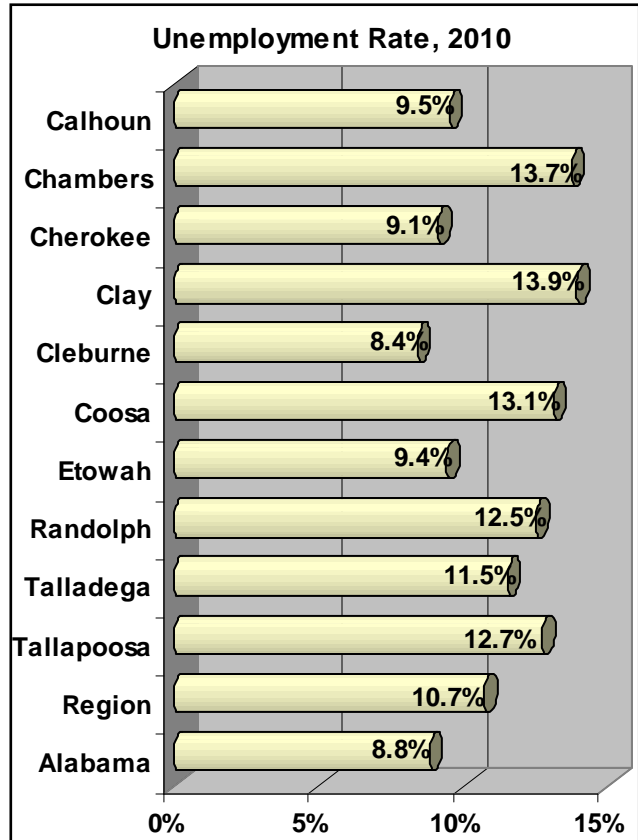
As the local and state labor force has decreased, the number of persons who are unemployed has increased. Between 2006

and 2010, the number of unemployed persons in the East Alabama has increased by more than 13,000 persons, or 153.4 percent. Likewise, the state saw an increase of 168.3 percent in unemployed persons. Even though the number of unemployed persons decreased slightly

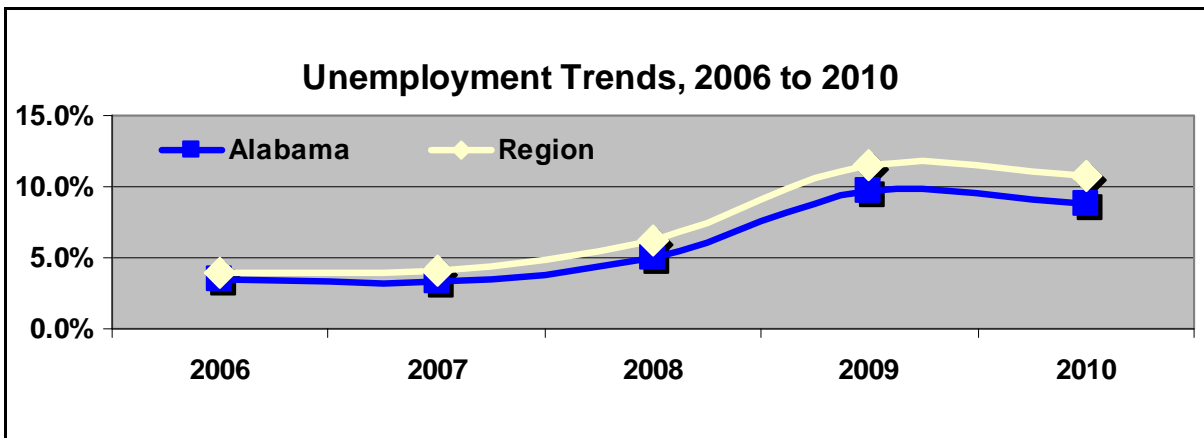


in each county of the East Alabama region between 2009 and 2010, most counties and the region still have double-digit unemployment rates.

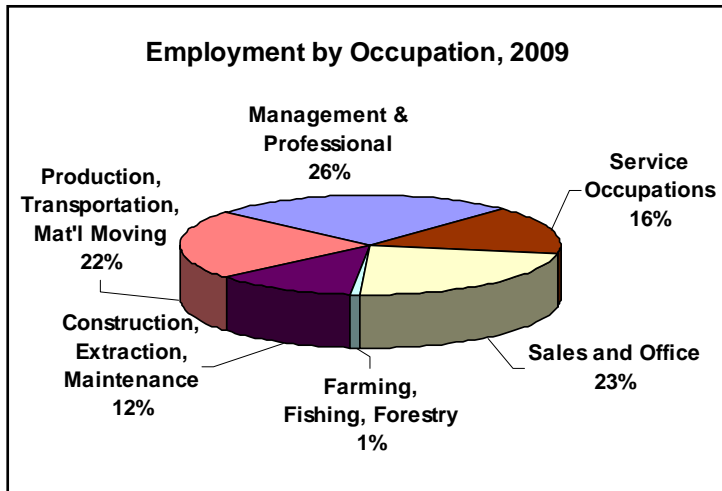
Only Cleburne County has a lower unemployment rate, at 8.4 percent, than the state, at 8.8 percent, as of 2010. Cleburne County is followed by Etowah County, at 9.4 percent, and Calhoun County, at 9.5 percent. The other seven counties have unemployment rates of greater than 10 percent. Unemployment rates are highest in Clay County, at 13.9 percent, Chambers County, at 13.7 percent, and Coosa County, at 13.1 percent. East Alabama's unemployment rates have been consistently higher than the statewide rate. Occasionally one or two counties would fare better than the state during the five-year period; however, the unemployment gap has been increasing steadily since 2005. All East Alabama counties saw unemployment levels decline between 2004 and 2005. By 2008, most had returned to their 2004 levels, except Chambers County, where unemployment nearly tripled when WestPoint Home moved the last of their Chambers County textile mills overseas.



The annual average unemployment rates for 2008, 2009 and 2010 do not adequately reflect what has occurred during the national economic crisis. Monthly unemployment figures more accurately display the effects of the Great Recession. East Alabama's regional unemployment rate reached double digits five months before the State's. State unemployment has been below 10 percent since July, 2010, but East Alabama's still exceeds 10 percent.



In the 2000 Census, most of East Alabama’s employed residents reported working in production, transportation, or material moving, in spite of the large reduction in textile jobs that was occurring around that time. The “sales and office” and “management, professional, and related” occupations ranked a close second and third respectively. The post-2000 introduction and subsequent expansion of companies such as Honda and Teksid appeared to have increased the number of people working in production significantly enough to have more than offset the continued exodus of textile jobs from the region. At the end of the decade, according to the 2005-2009 American Community Survey, a slight shift was recognized as management and professional jobs employed the largest sector of the East Alabama region, at 26.2 percent, followed closely by sales and office occupations, at 22.8 percent, and production, transportation and material moving jobs, at 22.4 percent. In comparison, the East Alabama region has a considerably larger percentage of the labor force in the production and transportation occupations than the State, at 16.4 percent. The economic downturn, however, has slowed automotive production, resulting in large layoffs.



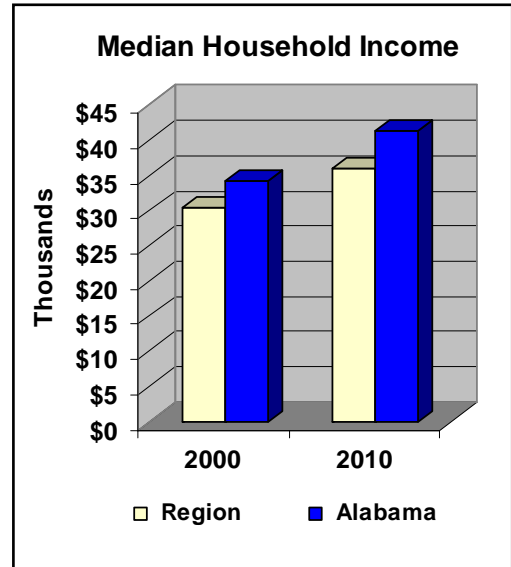
As with unemployment, underemployment is prevalent in the East Alabama region. A 2004 study of underemployment in Alabama (updated in 2006) produced by the University of Alabama's Center for Business and Economic Research found that just over one-quarter of East Alabama’s workers are underemployed. That study defines underemployed persons as “workers who believe that their education and training, skills, or experience (i) are not fully utilized in their current jobs and (ii) qualify them for higher paying or more satisfying jobs for which they could leave their current positions.”

Throughout the region, the vast majority of workers felt their current job fit well with their education and training, skills, and experience. However, well over half did believe that they were qualified for a better job. Most workers would leave their current job for a job that offered a better income, and just under one-fifth of workers had sought a better job within the three months prior to the study. However, just under 30 percent stated that they would not leave their current job. Most workers would prefer that a new job add no more than 20 miles or 20 minutes to their present commute, but over 40% would be willing to travel farther or longer than 20 miles or 20 minutes for a better job. Primary reasons cited for being underemployed were lack of job opportunities, low wages at available jobs, living too far from jobs, and child care or other family or personal responsibilities.

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

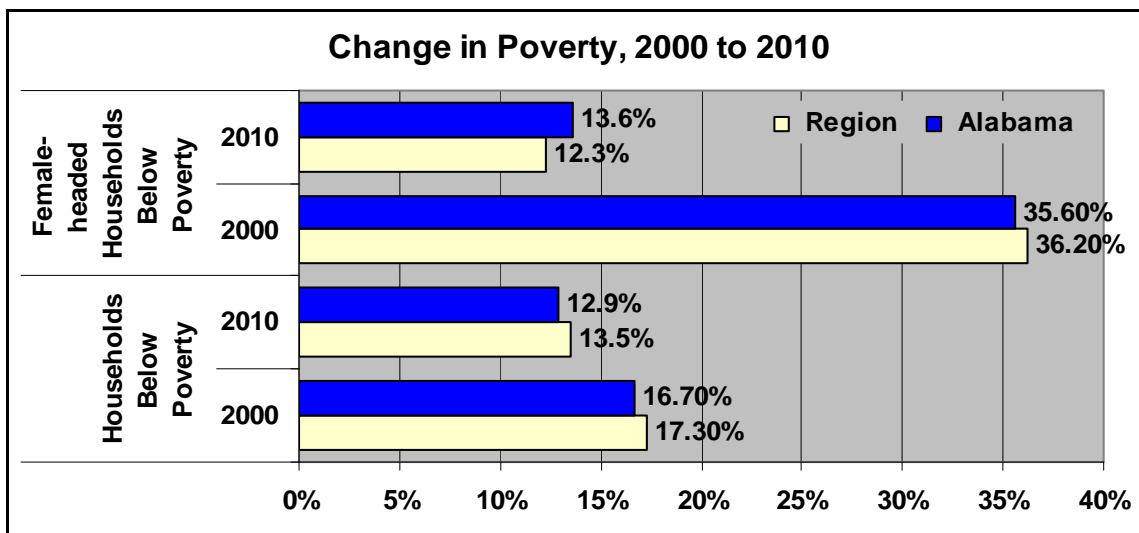


East Alabama experienced this phenomenon when Honda Manufacturing opened, and subsequently expanded, its plant in Talladega County. Median household incomes in many parts of the region have been below the State's median for quite some time, so the relatively high-paying jobs at Honda drew thousands of applicants. Hopefully these and other higher-tech jobs that have followed will help stem the erosion of household incomes in East Alabama. The median household income did increase by over \$9,000 between 1990 and 2000, and increased again by almost \$5,700 between 2000 and 2010; however, the regional median income slipped from 90.0 percent of the State's median to 88.8 percent in 2000 and to 87.4 percent of the State's median household income by 2010.



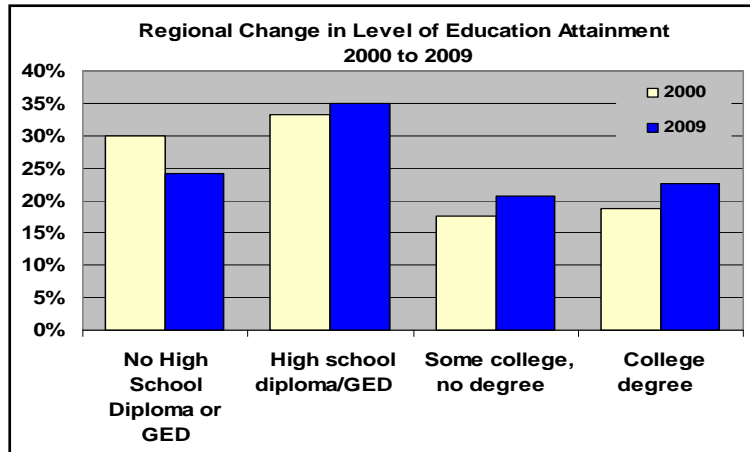
Another indicator of regional (and worker) prosperity is the poverty rate. Despite the discrepancy in median household incomes, and the fact that East Alabama has a higher proportion of people in the lower income ranges than the State, regional and statewide poverty rates do not differ greatly. All East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

While some improvement was made in poverty levels among female-headed households across the state between 1990 and 2000, there was drastic improvement between 2000 and 2010 according to the U.S. Census 2005-2009 American Community Survey. Even with a decrease of 5 percentage points in poverty rates between 1990 and 2000, the poverty rate for female-headed households in East Alabama remained at 36 percent. It is estimated that the poverty rate for this high-risk population segment dropped to 12.3 percent in the East Alabama Region -- a decrease of 23.9 percentage points! Likewise the State's poverty level rate for female-headed households dropped from 35.6 percent in 2000 to 13.6 percent in 2010, a decrease of 22.0 percentage points.

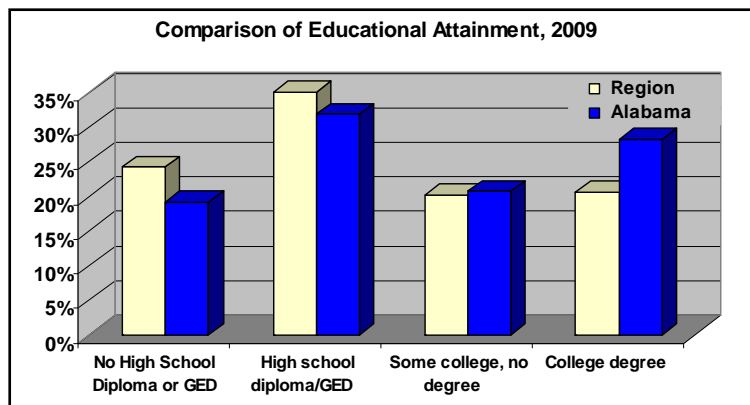


Income levels often correlate strongly with educational levels. Adult educational levels in East Alabama have been improving over time. More people age 25 and over had completed high school and received at least some college education in 2009 than in 2000. Many factors may have contributed to this change: the introduction of jobs requiring a better education; the infusion of Atlanta-area retirees and commuters, who tend to have relatively high incomes and high education levels; the loss of some older long-time residents, who had been more likely to drop out of school to work in area industries.

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



At this particular time, the automotive industry (plants and suppliers) and the redevelopment of Fort McClellan—which closed in 1999—are the two main determinants of East Alabama’s future workforce needs. The Honda plant dramatically increased its production and employment since it began operations in 2001. This industry not only has brought more jobs



to the area but also has supported many smaller specialized businesses and spin-off industries in the region. Although not in East Alabama, the Kia plant near West Point, Georgia, is expected to have a similar affect on the region. The redevelopment of Fort McClellan also could have a great impact on the region. The McClellan Joint Powers Authority envisions a mixed-use community, bringing high-tech jobs and recreational and residential uses to the site. The next chapter will discuss the region’s economy in more detail.

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

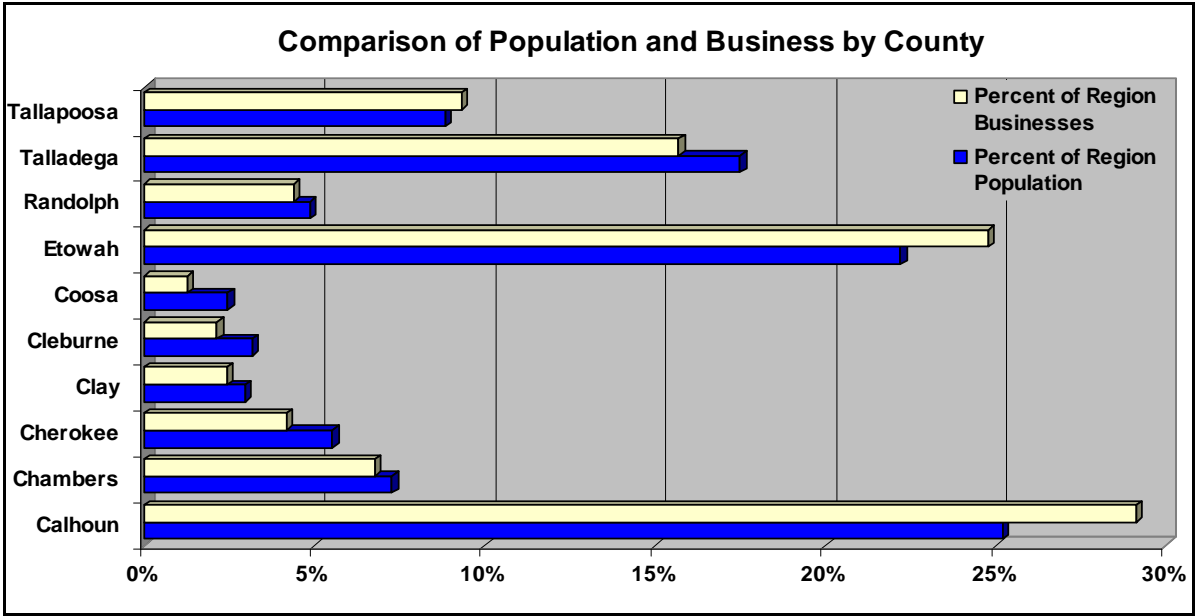
# Chapter 3

## The Regional Economy

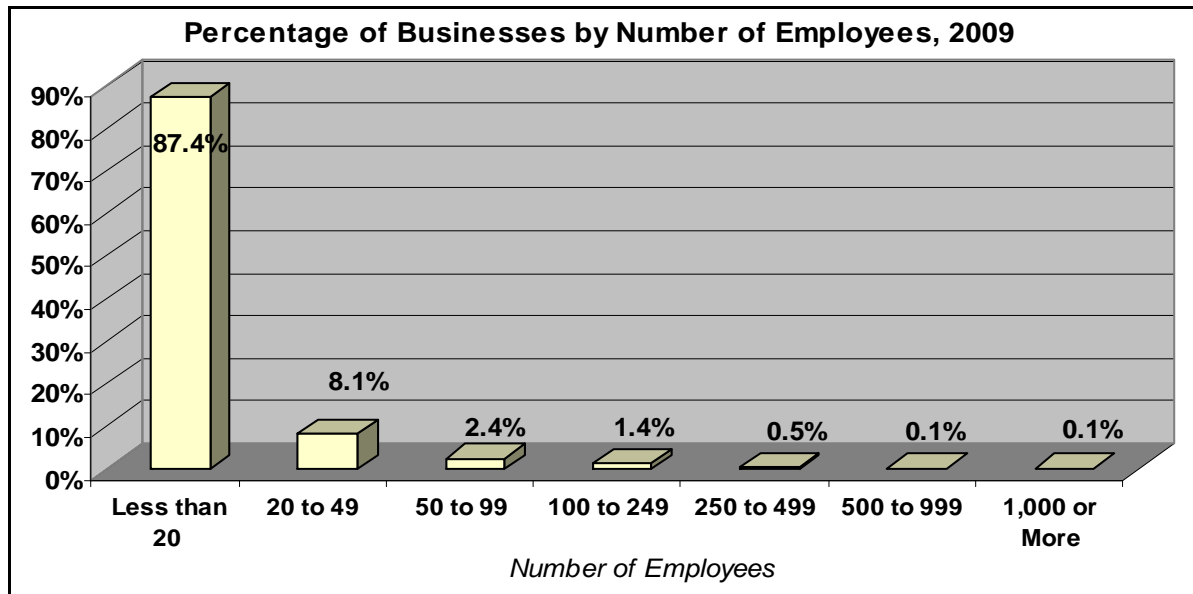
Economic developers have a complex task: bringing jobs into their communities and capitalizing on economic clusters while promoting economic diversity. Although they are discussed in more detail later in this chapter, in general, economic clusters are interrelated businesses that are located in close proximity to one another, such as automobile manufacturing plants, the companies that provide the plants with parts, and the companies that provide the parts plants with materials for their manufacturing processes. While communities should make efforts to create an economic synergy by bringing together interrelated businesses, they also need to foster multiple clusters of businesses that center around different types of industries. Doing so will help buffer the community from a potential downturn in one particular industry. The following sections examine the different components of East Alabama’s economy. Data tables supporting the discussion of this chapter are found in Appendix C, Table 13 through Table 24.

### Overview

The East Alabama region is home to an estimated 8,400 businesses, which employ over 121,000 people. As would be anticipated, most of these businesses are located in the three counties that have the most people: Calhoun, Etowah, and Talladega Counties. In fact, the distribution of business throughout the region strongly correlates with the distribution of people throughout the region. Nearly two-thirds of the region’s residents live in Calhoun, Etowah, and Talladega Counties, at 64.9 percent of the total region population, and just over two-thirds of the region’s businesses, at 69.5 percent, have located in these three counties.



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



East Alabama's 8,900 businesses pumped over \$3.6 million in pre-tax income into the area's economy in 2009. People who worked in the region averaged roughly \$29,691 in gross pay, which is 16 percent below the average pay statewide. It is important to note that not all of these people spent their money in East Alabama. Some workers commuted into the region, and some East Alabamians commuted to jobs outside the region. In 2009, the region's workforce consisted of roughly 179,610 employed people. In other words, there were about 57,962 more workers than there were jobs throughout the region. Therefore, many people had to leave the region to work. Commuting data from the 2000 Census supports these findings. In 2000, about one-fifth of East Alabama's workers commuted to jobs outside the region. Most people do remain within the region to work, however. Just over two-thirds of the region's employed residents lived and worked in the same county, while 11 percent commuted to jobs in another county within the region. The job "deficit" also does not prevent people from commuting into the region. Workers living outside East Alabama filled one of every thirteen jobs in the region in 2000. Workflow data is not available through the 2010 Census, however, data available through Alabama's Workforce Development Program supports that the commuting trend has continued throughout the East Alabama region.

In 2009, the American Community Survey estimates that commuting patterns varied greatly throughout the region, with 71.6 percent of Coosa County's workers driving to

another county to work and 83.2 percent of Calhoun County’s workers going to jobs within the county. Looking at who filled the jobs within each county, local residents held most of the jobs. In 2000, however, just as Coosa County had the largest percentage of people leaving the county to go to work, Coosa County had the largest percentage of people coming from other counties to work in its businesses. Chambers County businesses attracted the largest percentage of workers from outside the region (23 percent), mostly due to its historic economic ties with Troup County, Georgia.

Just under one-fourth (21.8 percent) of the people working in East Alabama work in manufacturing. Manufacturing is the top employer in the region and in at least six of the region’s ten counties. Health care and social assistance ranks first in Etowah County and is the second largest employment sector region-wide. At least 16 percent of all East Alabama employees work in medicine, social services, or a related field. Retail trade ranks a close third and is the largest employer in Calhoun County. Rounding out the top five employment sectors are “accommodation and food service” and “administrative and support and waste management and remediation”. The “administrative and support” portion of the latter category covers numerous occupations that would be considered as supportive or ancillary to operating a business, such as office administration, temporary help agencies, printing and copying businesses, telephone answering services, travel agencies, security services (but not law enforcement), and building and grounds maintenance. “Waste management and remediation” is fairly self-explanatory. This category and wholesale trade were the top employers in Tallapoosa County.

**Comparison of Employment by Major Industry Sectors, 2009**

	#1 Sector											
	#2 Sector											
	#3 Sector											
	#4 Sector											
	#5 Sector	Construction	Manufacturing	Wholesale Trade	Retail Trade	Transportation and Warehousing	Professional, Scientific, and Technical Services	Admin. & Support, Waste Mgmt & Remediation Services	Health Care and Social Assistance	Arts, Entertainment, and Recreation	Accommodation, Food Services	Other Services (except public administration)
Alabama		5.9%	15.3%	4.6%	14.2%	3.5%	5.8%	7.2%	14.9%	1.1%	9.4%	5.0%
Region		4.3%	21.8%	3.1%	15.4%	4.0%	2.6%	6.1%	17.9%	0.9%	9.6%	4.5%
Calhoun		3.0%	17.1%	4.4%	16.7%	5.4%	4.3%	6.6%	17.2%	0.6%	11.8%	4.6%
Chambers		5.2%	16.0%	1.5%	17.2%	0.6%	1.8%	5.5%	19.0%	1.5%	9.6%	5.1%
Cherokee		3.3%	31.0%	2.6%	22.6%	2.6%	1.3%	3.0%	9.0%	0.4%	7.2%	4.6%
Clay		5.5%	37.3%	1.6%	8.5%	3.5%	1.3%	0.5%	17.9%	0.0%	3.5%	6.9%
Cleburne		18.7%	30.7%	0.9%	16.0%	0.7%	1.8%	11.2%	4.2%	0.0%	4.5%	5.0%
Coosa		6.8%	47.5%	6.8%	6.1%	1.3%	1.0%	1.3%	6.8%	6.8%	1.3%	3.1%
Etowah		4.8%	15.4%	4.0%	15.8%	2.8%	2.6%	5.7%	23.1%	0.9%	11.5%	5.1%
Randolph		6.4%	22.5%	1.4%	18.5%	3.2%	1.5%	0.5%	19.3%	0.5%	8.5%	3.3%
Talladega		3.8%	38.4%	2.3%	12.6%	4.8%	1.1%	3.2%	13.1%	0.8%	7.2%	3.2%
Tallapoosa		4.2%	12.2%	0.0%	14.8%	4.6%	1.9%	16.3%	22.5%	1.5%	7.3%	4.4%

*Each industry sector shown employs 5 percent or more of the work force in at least one county.*

East Alabama is more reliant on manufacturing than the state as a whole. Statewide, manufacturing only employs 15.3 percent of workers, followed closely by health care and social assistance, at 14.9 percent, and retail trade at 14.2 percent. Likewise, the State of Alabama is more reliant on manufacturing than the country as a whole. Nationwide, manufacturing only employs 10.2 percent of workers, behind health care and social assistance, at 15.3 percent, and retail trade, at 12.9 percent; and just ahead of accommodation and food services, at 10.0 percent. As with the region, “accommodation and food service” and “administrative and support and waste management and remediation” round out the top five employment categories both statewide and nationally.

### **Economic Trends**

Although the State of Alabama fared well in the early part of the decade, the earlier economic gains were diminished by industry and business down-sizing, consolidations, and closings in the later part of the 1999 to 2009 decade. During the 10-year time period, Alabama saw a net increase of 298 businesses equaling a 0.3 percent growth rate, and a loss of 21,651 jobs equaling a 1.3 percent job loss. Average annual pay increased from \$25,983 in 1999 to \$35,337 in 2009 -- an increase of \$9,354 or 36 percent. Unfortunately, East Alabama did not share in the state’s success. The region also experienced the economic downturn with a net loss of over 27,000 jobs and about 600 businesses. This decline occurred in spite of the new jobs created by the Honda manufacturing plant in Lincoln and several automotive suppliers that located throughout the region. The average worker did receive an increase in annual pay, but that “raise” was about \$1,400 less than that of their counterparts across the state. In spite of the difference in pay increase, salaries in general rose at the same rate regionally and across the state. In both 1999 and 2005, the average East Alabama worker earned about 16 percent less than workers statewide. See Tables 16 and 17 in Appendix C.

East Alabama has lagged behind other areas of the state in attracting new residents, employers, and jobs for quite some time. The region contains 15 percent of Alabama’s counties (10 of 67) and 12 percent of the state’s land area. In 1980, 10.6 percent of Alabamians called East Alabama home, and the region claimed 9.9 percent of Alabama businesses and 10.4 percent of Alabama jobs. Those figures declined slowly but steadily over the next 25 years, to 9.4 percent of the State's population, 8.3 percent of the State's businesses and 9.1 percent of Alabama jobs by 2009. This trend should reverse as the Atlanta and Birmingham metropolitan areas continue to push outward, making East Alabama more attractive to metro-area workers who want a more rural lifestyle and, subsequently, to businesses. However, it would be prudent to determine which of East Alabama’s economic sectors have been strengthening and which have been weakening, so economic developers know how to target their efforts.

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

### **Manufacturing**

The Industrial Revolution occurred in the late 18th and early 19th centuries, around the time the United States won independence from Great Britain and was establishing itself as a nation. The Industrial Revolution greatly advanced agricultural, manufacturing, and

transportation technology, and innovation in those and other arenas has continued to this day. Particularly important to the Industrial Revolution were advancements in textiles, steam power, and iron founding. Eventually, agricultural innovations changed the United States from a predominantly agricultural economy to an economy driven by manufacturing. Although technological advancements also have reduced the number of people needed to manufacture goods, the proliferation of new products helped keep that sector robust. Much of the job loss that has occurred in manufacturing over the past decade or two has been the result of companies moving production to countries with lower operating costs.

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

Manufacturing was East Alabama's top employer in 2009, a position it also held in 1999. However, the region lost over 19,000 manufacturing jobs and 105 manufacturing plants during that 10-year period. Rather than providing nearly one-third of the jobs in the region, as in 1999, manufacturing now provides 21.8 percent of all jobs. About 80 percent of those jobs are in small plants that have fewer than 50 employees. Many of the jobs that remained in or have been attracted to the region appear to have higher pay than the jobs that have left. In 1999, workers in East Alabama's manufacturing plants earned an average annual pay that was 17% below the statewide average. By 2009, the pay gap had closed to around 6%. See Table 19 in Appendix C.

At the county level, manufacturing was the top employment sector in all counties but Tallapoosa—where it ranked second—in 1999. Manufacturing maintained its number one ranking in the two counties that gained employment in that sector between 1999 and 2009 (Cherokee and Talladega) and in four of the eight counties that lost jobs. In Calhoun and Etowah Counties, it slipped to second, and in Tallapoosa County it moved from second to third. Tallapoosa County was hit the hardest by recent manufacturing trends, losing nearly three-quarters of its manufacturing jobs in eight years and accounting for about 45 percent of the manufacturing jobs lost in the region. Major job losses also occurred in Calhoun, Chambers, and Etowah Counties. Although small numerically, Cleburne County lost a significant proportion of its manufacturing base. Talladega County's manufacturing sector showed robust growth by comparison, thanks to the automotive industry, which is dominated by Honda and Teksid. Job growth would have been stronger had other major manufacturing plants not closed.

Much of the region's job loss occurred in textiles. East Alabama's "southern tier" counties (Randolph, Clay, Talladega, Coosa, Tallapoosa, and Chambers) were very heavily reliant on the textile industry. Tallapoosa County was the home of Russell Corporation—which manufactured cloth, yarn, and clothing—from its founding in 1902 until 1999, when it established a "dual" headquarters in Alexander City and Atlanta and started opening mills in Mexico. Russell's restructuring had a profound impact on Tallapoosa County and on the four other East Alabama counties that had Russell mills. The City of Alexander City and the Coosa County Commission constructed the Lake Martin Regional Industrial Park in Coosa County to counter those losses. The Valley area (West Point, Georgia and Lanett and Valley, Alabama) was the birthplace of the West Point Manufacturing Company. All of those plants

have closed, including the plants West Point had sold to Johnston Industries. Again, operations have been moved to developing countries. Chambers County has been heavily recruiting new employers to offset those closings. Tallapoosa, Chambers, and Randolph Counties also have started reaping the benefits of the new Kia plant that is currently under construction near West Point, Georgia. Before Honda opened its plant in Lincoln, Avondale Mills was one of the largest employers in Talladega County. Now it is the second largest plant closing to occur in the region between 1999 and 2009, eliminating 1,100 jobs. Talladega County's economic development and educational organizations immediately coordinated job fairs and other services to help those displaced workers. In all, roughly 75 percent of jobs—and major industries—lost in the southern part of the region were in textiles. Plantation Patterns, in Randolph County, was the largest non-textile industrial plant closing in the southern counties.

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

Not all of the news in East Alabama is bleak. Between January 1 and December 31, 2010, four new industries announced that they intended to locate in the region, with an expected 425 new jobs and a capital investment of \$93.7 million. Additionally, 25 of the region's existing companies planned to expanding their operations, creating 1,009 new jobs and investing over \$1.7 billion in expanding their facilities and/or upgrading their equipment. Throughout the state, 46 new industries intended to employ over 4,300 people and to invest over \$435 million in new facilities and equipment, and 305 existing industries planned to create over 11,000 jobs and invest over \$1.7 billion in expanding their facilities and/or upgrading their equipment. See Table 22 in Appendix C.

### **Health Care and Social Assistance**

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

Health care and social assistance already has gained prominence in East Alabama, rising from being the third largest employment sector in 1999 to the second in 2009. It may be quite some time before it overtakes manufacturing, which has at least an 11,000 job lead; however, unlike manufacturing, this sector registered gains in the number of employers and employees. East Alabama attracted 12 percent of the state's new practitioners in these fields—good progress for a largely rural area. Small practices with fewer than 20 employees



predominate this sector. Jobs in these professions are not quite as lucrative in East Alabama as they are in other parts of the state, and pay increases in the region have not kept pace with the statewide average. In 1999, medical and social service workers earned 10.8 percent less than their counterparts throughout the state. By 2009, that gap increased to 14.3 percent.

All but one of East Alabama's counties gained employment in this sector between 1999 and 2009. Calhoun and Etowah Counties vie with each other for the title of "the" regional medical and social assistance center of East Alabama. Anniston and Gadsden are the two counties' respective central cities, and both draw clients from the largely rural counties that surround them. The hospitals and social service agencies in Sylacauga (southern Talladega County) and Alexander City (northeast Tallapoosa County) draw clients from neighboring Coosa and Clay Counties, making them the region's secondary medical and social assistance centers. Interestingly, Cleburne County experienced the largest rate of increase in medical and social service practitioners. This spike may have occurred because Cleburne County now adjoins the Atlanta metropolitan area. Although Coosa County appears to have lost a significant percentage of its medical and social service providers, the reporting methodology makes this result uncertain. Coosa County had 94 jobs in this sector in 1999 and 20-99 in 2009. The largest concentrations of this county's population live near Alexander City and Sylacauga, so residents with reliable transportation should not be underserved. The main concern in all rural counties, including Coosa, is quick access to emergency care who are elderly, who have a disability, and/or who have a low income. See Table 23 in Appendix C.

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

## **Retail Trade**

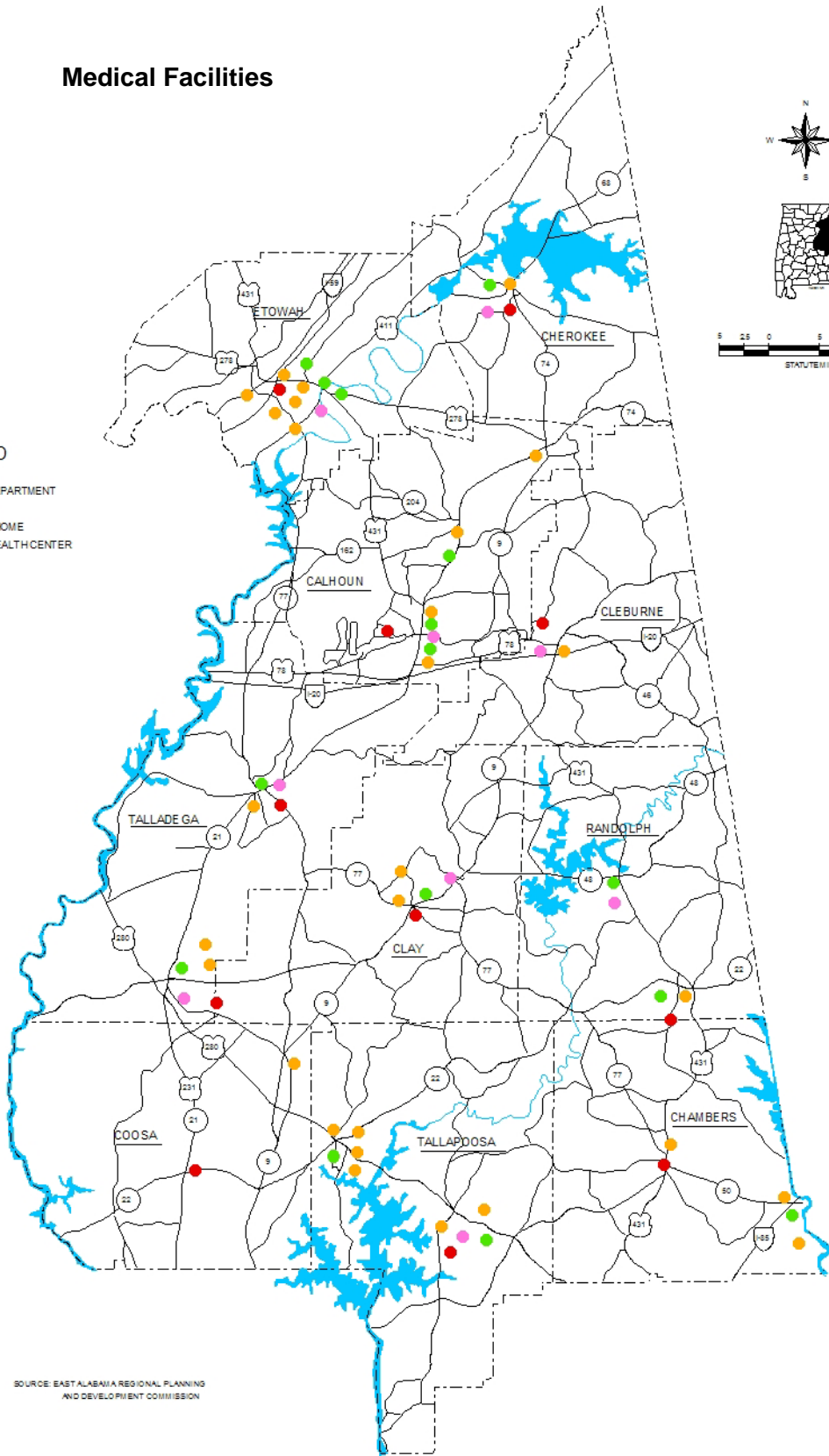
Retail trade is important to the economy on multiple fronts. Retail establishments sell people the goods the manufacturing sector produces. The two sectors rely upon each other for their well-being. And, retail establishments provide jobs. Many people gain their first employment experience in a retail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

At all geographic levels, retail employment grew much more slowly than employment in health care and social assistance. Across the nation, the number of health care and social assistance professionals grew at over twice the rate of jobs in retail trade between 1999 and 2007 (21 percent vs. 9 percent). This disparity, and the 20 percent drop in manufacturing, caused retail to remain the second largest employer in the nation. Interestingly, the number of

# Medical Facilities

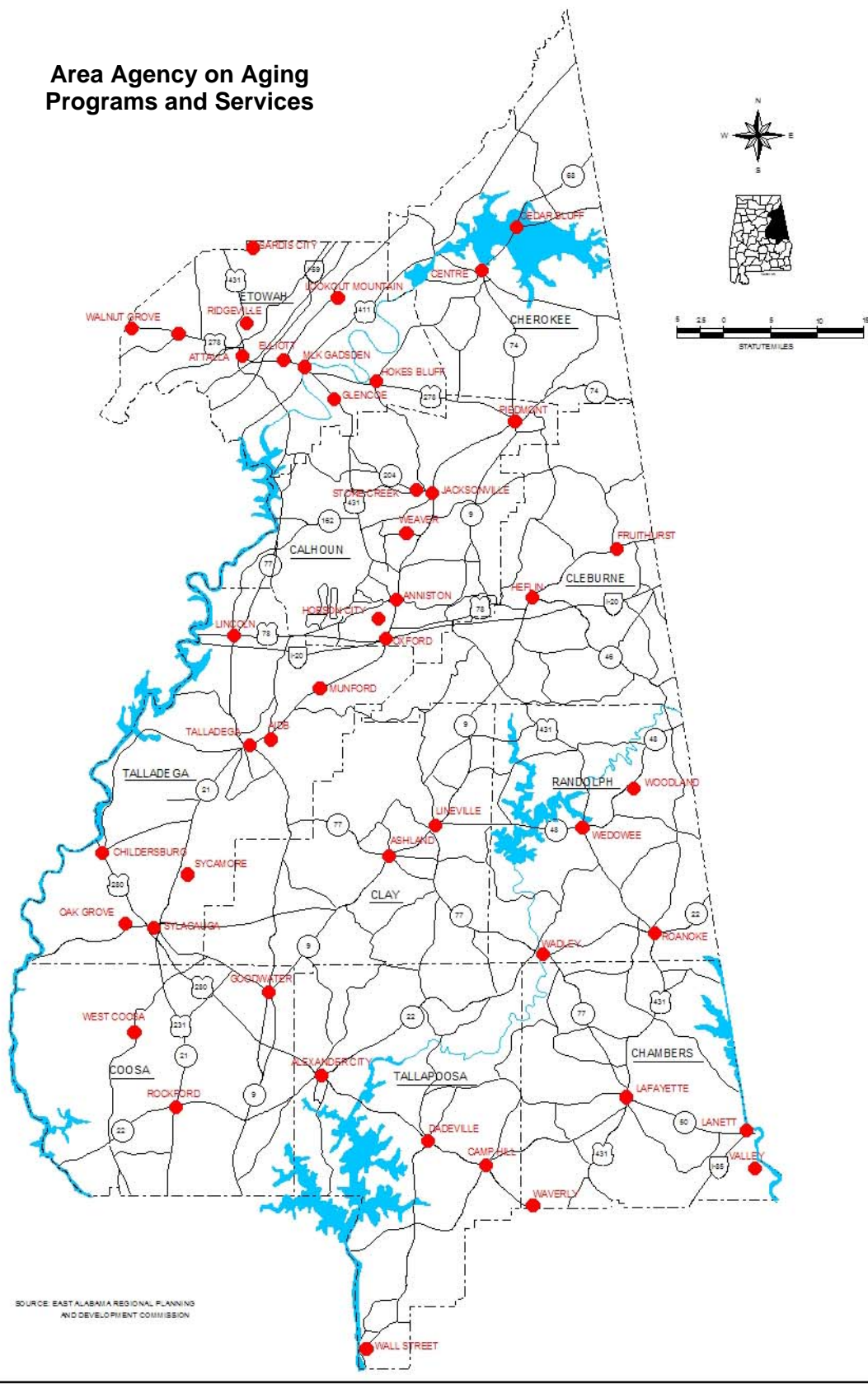
## LEGEND

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



SOURCE: EAST ALABAMA REGIONAL PLANNING AND DEVELOPMENT COMMISSION

# Area Agency on Aging Programs and Services



retail workers in Alabama also increased by 9 percent during that period, and manufacturing jobs decreased by 18 percent. Health care and social assistance rose by 16 percent. These changes closed the gap between Alabama's top three employment sectors but did not change their ranking (manufacturing, then retail, then health care and social assistance).

In East Alabama, retail trade slipped from second place in 1999 to third place in 2009 due to relatively stagnant employment figures. While the health care and social assistance field gained over 4,300 new employees region-wide, it lost almost 500 retail jobs between 1999 and 2009. Health care and social assistance now employs almost 3,000 more people than retail. People working in retail trade may work for a large national chain (45 establishments in the region have 100 or more employees), a mid-sized national or regional retailer (279 businesses employ between 20 and 100 people), or a small shop (of which there are 1,832). In other words, although large discount retailers have been replacing small main street shops, in East Alabama over 90 percent of retailers employ fewer than 20 people. These small businesses tend to be somewhat volatile, as they made up the preponderance of the region's net loss in retail establishments between 1999 and 2009. (See Table 24 in Appendix C.) The retail establishments that closed in the region equaled approximately 20 percent retail business losses throughout the state.

The average pay for retail employees in 2009 is just over \$20,000, \$14,000 to \$18,000 a year less than that of workers in health care and social assistance or manufacturing. One of the prevailing reasons for the lower annual pay is the higher percentage of part-time workers the retail establishments hire. Part-time workers tend to cycle through quickly, which helps keep payrolls low. Entry level retail jobs also tend to require fewer specialized job skills, prompting employers to pay minimum wage -- or slightly above in areas where there is a shortage of unskilled or semi-skilled workers.

When looking at the county figures, it appears that very little growth or loss has occurred in the retail sector. However, the rate of change in the number of employees and establishments tells a different story. Both Cherokee and Cleburne Counties experienced a large increase in retail jobs, at 32.8 percent and 51.5 percent respectively, relative to their existing retail base. Three additional counties had more modest gains, while five counties experienced a reduction in retail employment. The most notable losses occurred in Coosa County, which lost nearly 30 percent of its few retail jobs, and Clay County, which lost more than 20 percent of its retail jobs.

As for retail establishments, all counties but Cleburne County lost businesses, who experienced a 2.1 percent increase in the number of retail businesses. Again, Coosa County had the largest rate of loss, but that rural county had very few retail establishments, giving its loss of six businesses a greater impact than a similar loss would have on a county with more shopping opportunities.

## **Economic Clusters**

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

Many of the companies started moving production to countries that could offer lower production costs. Some of the companies that attempted to remain in East Alabama were driven out of business by low-cost competition. Although it is still one of the region's economic clusters, the once thriving textile industry has eroded precipitously over the past ten to 20 years.

According to a 2007 report produced by the Harvard Business School's Institute for Strategy and Competitiveness, *Clusters and Cluster Development*, clusters are geographic concentrations of interconnected companies, specialized suppliers, service providers, and associated institutions in a particular field that are present in a nation or region. Clusters arise because they increase the productivity with which companies can compete. The development and upgrading of clusters is an important agenda for governments, companies, and other institutions. Cluster development initiatives are an important new direction in economic policy, building on earlier efforts in macroeconomic stabilization, privatization, market opening, and reducing the costs of doing business.

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

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

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



## **Chapter 4**

### **Geography, Environment, Natural Resources**

The East Alabama region is the second largest of Alabama's 12 regional districts in terms of area with 6,164 square miles of land within its boundaries. The region encompasses ten counties and 59 incorporated cities, only 55 of which are members of the EARPDC. Two of the incorporated municipalities served by the EARPDC, Anniston and Gadsden, are central cities of county-wide metropolitan statistical areas. Anniston and Gadsden also are the only CDBG entitlement communities in the region. These counties generally form a triangular region extending along the Georgia/Alabama border from Little River Canyon National Preserve in the north to West Point Lake and the Chattahoochee River in the south. The region extends west to the Coosa River, including portions of Etowah and Cherokee Counties north and west of the Coosa River. The Coosa River is the major inland waterway running from the Alabama-Georgia state line, through Cherokee and Etowah Counties, and along the western boundary of Calhoun, Talladega, and Coosa Counties. Because of the region's location near large population centers, and its abundance of natural resources, it has great potential for expanding its economic base and realizing considerable economic growth.

#### **Climate Conditions**

The climate of East Alabama is temperate and rainfall is well distributed. Summers are long, warm, and very humid while nights are comfortable. Winters are short and mild without a significant amount of snowfall, even though there is a trace of it most winters. The average frost-free season of 229 days extends from March 26 to November 10, which is ample time for the maturation of crops. Since the rainfall is well distributed it is also sufficient for crop growth. The driest periods extend from October through September. During the winter months, soil is only frozen for brief periods and only to shallow depths, usually 1 or 2 inches. Rainfall is important in that it dissolves minerals, supports biological activity, and transports mineral and organic residues through the soil. It is also responsible for problems concerning erosion. Average rainfall varies from counties in the north to those located in southern portions of the region. Northern counties receive an average of more than 50 inches of precipitation a year, while those in the south receive slightly more, around 55 inches per year. Extreme heat is rare during the summer, but temperatures in the nineties are quite common, occurring about 64 days per year. The temperature only exceeds 100° Fahrenheit (F) on one or two days per year. During winter months, temperatures drop below freezing an average of 70 days. It drops to twenty or below only seven to nine days per year.

#### **Geographic Features**

Geographic features are major determinants of the physical potential of the area. These features determine opportunities and constraints that shape land use patterns. They may also facilitate or impose restrictions on the economic development of an area. The East Alabama Region is an area of distinct topographic contrast and is physically diverse and rich with

natural resources. The northern two-thirds of the region is characterized by the mountainous terrain of the southern Appalachians, interspersed with broad, low-lying river valleys. The Coosa and Tallapoosa Rivers flow southwest through this portion of the region, draining a large headwaters area in northwestern Georgia. The two rivers eventually converge in the Montgomery area to form the Alabama River. The main mountain ridges separating these two rivers possess the highest elevations in Alabama. The summits of Mount Cheaha, the State's highest point, Dugger Mountain, and Choccolocco Mountain are over 2,000 feet above mean sea level. The main mountainous ridges extending through Talladega, Calhoun, Cleburne, and Cherokee Counties constitute the heart of the Ridge and Valley geographic province. Small portions of Etowah and Cherokee Counties north and west of Lookout Mountain are located in the Cumberland Plateau geologic province. The remaining southeastern half of the region is characterized by the rolling plains of the Piedmont geologic province, which extends east into Georgia and south to the Fall Line, extending roughly from Columbus, Georgia, to Montgomery.

There are two major resource areas within the region which are shown on the map on the following page. These are the Southern Appalachian Ridges and Valleys area and the Southern Piedmont area. Each of these areas is characterized by similar topography, soils and land use. These characteristics have produced a distinct, recognizable land form, which has advantages and disadvantages for land utilization. The Southern Appalachian Ridges and Valleys land resource area, which is found in northern portions of the region, is also referred to as the Coosa Valley area. It is an area of small and medium sized farms and is covered by mixed hardwood forests. The landscape consists of wide, gently rolling valleys and steep, rough ridges, all extending in a northeast-southwesterly direction. Elevation in the Ridges and Valleys area ranges from 507 feet to over 2,400 feet above mean sea level. Long, straight valleys and ridges influence transportation, agriculture, streams and roads. Extensive cropping and high erosion potential make the area subject to severe erosion.

The Southern Piedmont Land Resource area comprises over 50 percent of the region's land area. The area is characterized by gently rolling topography interspersed with steep hilly areas. Toward the north, the topography becomes rougher with some mountainous portions of the area having local relief of about 1,000 feet. The Piedmont area was once general farmland used primarily for cotton production. During the past 40 years, because of erosion and economic factors, the area has become a producer of pine timber mixed with manufacturing and beef cattle raising. The Southern Piedmont is geologically very complex. The rocks are metamorphic, sedimentary igneous rock masses. Soils of this area have average erodibility, but erosion on the steep slopes and a long history of clean-tilled cropping have left the soils severely depleted. Most of the area has very little original topsoil, and the subsoil remaining is not as productive as the original soil.

### **Topographic Elements**

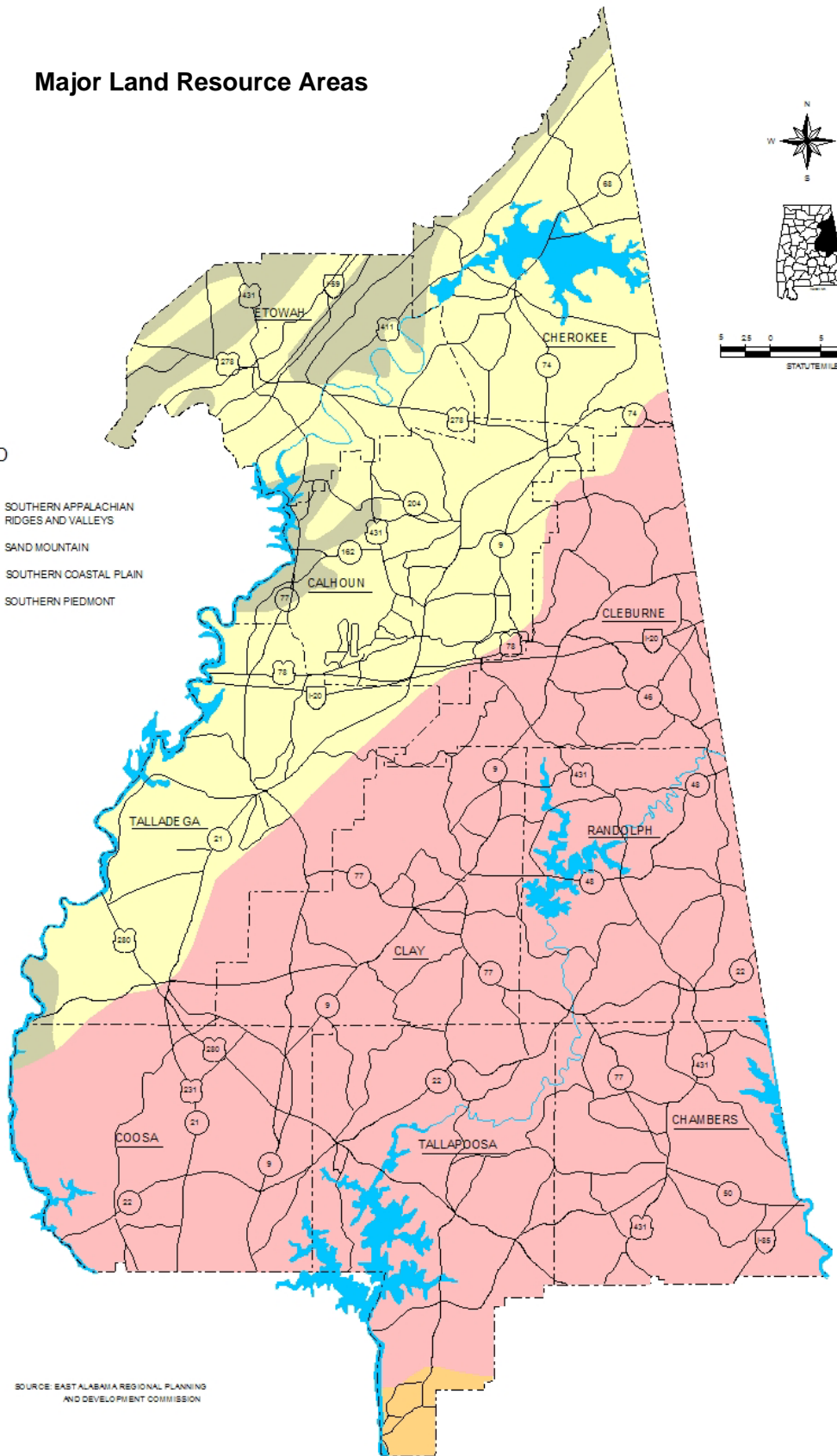
Topographic information provides a quick overview of the characteristics of an area, such as hilly or flat areas, soil conditions, vegetated areas, and mineral collection areas. This information on the land may suggest the best sites for buildings, transportation access, and activity areas. Alternatively, imposing conventional development patterns on variable topography may result in hazardous conditions. Geological features in the region that may present major barriers to economic development are soil limitations and severe slopes.



# Major Land Resource Areas

## LEGEND

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



SOURCE: EAST ALABAMA REGIONAL PLANNING AND DEVELOPMENT COMMISSION

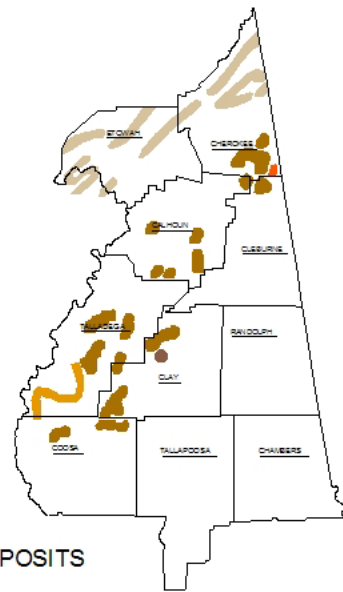
There are many soil types in the region that may pose problems for various land use development. The greatest limitations imposed by these soil types are soils subject to frequent flooding and soils having shrink-swell characteristics and low strength. The Soil Conservation Service publishes reports periodically which can be used in determining the suitability of soils for various urban uses. By determining the suitability of soil and identifying problem areas, development may proceed and provide a safe and healthy environment. Severe or steep slopes also present limitations to urban development in the region. Slopes in excess of 25 percent may cause severe limitations for all types of development. Land areas having severe slopes are generally located in the southern Appalachian Ridges and Valleys and the Southern Piedmont land area.

As shown on the map on the following page, various mineral collection areas are found in almost every county in the region. Only Chambers County in the southeastern corner of the region has virtually no mineral supply, with only a portion of a deposit of corundum/abestos that extends eastward from Tallapoosa County into Chambers County. Although the other nine counties in the region all have mineral deposits to some degree, the most abundant mineral resources are located in the northwestern half of the region. The most significant of these are iron ore deposits and dolomite, limestone and marble deposits. Red iron ore, generally more than two inches thick, is found in Etowah and Cherokee Counties. Other types of iron ore, such as brown iron ore, grey iron ore and pyrite, are found in a linear formation stretching from southeastern Cherokee County to northwestern Coosa County and includes Calhoun, Clay, Cleburne and Talladega Counties.

Dolomite, limestone and marble mineral deposits are similar to the iron ore deposits in formation and location. Dolomite deposits, which is the most significant of the three deposits, are primarily located in Calhoun, Cherokee, Etowah and Talladega Counties. Dolomite is used as an ornamental stone, a concrete aggregate, and as a source of magnesium oxide for the production of magnesium. Where calcite limestone is uncommon or too costly, dolomite is sometimes used in its place for the smelting of iron and steel. Limestone is found in the northern part of the region in Calhoun, Cherokee and Etowah Counties, and to a minimal degree, in Talladega County. At one time, limestone was commonly used as a building material due to its availability and ease of cutting into blocks or more elaborate carvings. Although it is long-lasting and stands up well to exposure, limestone is also a very heavy material, making it impractical for tall buildings, and a relatively expensive material. Today, limestone is commonly used in making cement and mortar, as a soil neutralizer, as aggregate for road base material, as a nutritional supplement and filler, in medicines and cosmetics, and for carved sculptures. Marble deposits are found in Coosa and Talladega Counties at the southern end of the dolomite, limestone and marble formations. Most commonly used for sculpture and as a building material, marble results from metamorphism of sedimentary carbonate rocks, most commonly limestone or dolomite rocks.

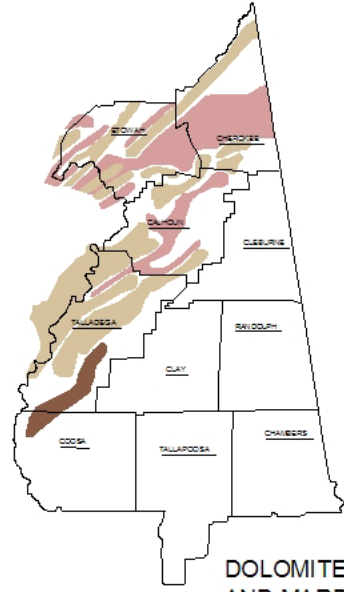
Other minerals found to a lesser degree in the region include barite, clay, copper, fluorite, glass sand and silica, gold and bauxite, graphite, kaolin, kyanite, lead and arsenic, mica, and tin. The most plentiful of these are bands of graphite and mica stretching southwesterly from Randolph County through Clay County and into Coosa County. Bauxite is found in small deposits in Calhoun, Cherokee and Talladega Counties; and small deposits of gold are found in Clay, Cleburne, Coosa, Talladega and Tallapoosa Counties.

# Mineral Deposits



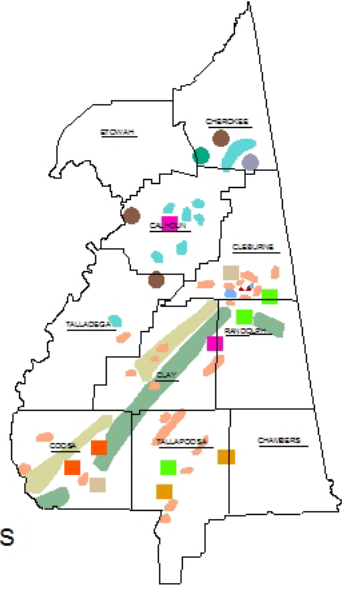
**IRON ORE DEPOSITS**

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



**DOLOMITE, LIMESTONE AND MARBLE DEPOSITS**

- DOLOMITE
- LIMESTONE
- MARBLE

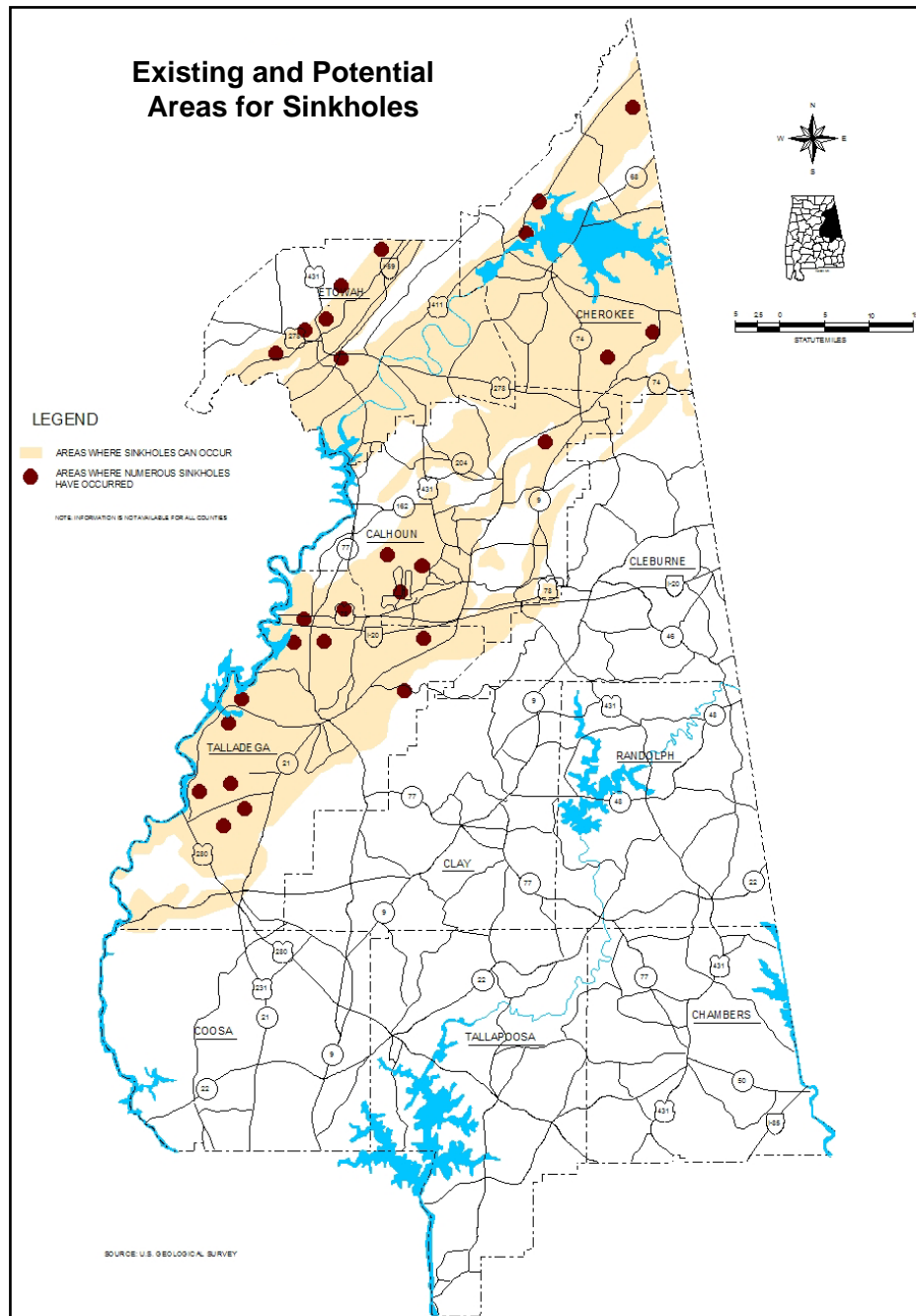


**MISCELLANEOUS MINERAL DEPOSITS**

- |   |   |
|---|---|
| <span style="display: inline-block; width: 10px; height: 10px; background-color: #90ee90; border: 1px solid black; margin-right: 5px;"></span> KAOLIN   | <span style="display: inline-block; width: 10px; height: 10px; background-color: #add8e6; border: 1px solid black; margin-right: 5px;"></span> BARITE   |
| <span style="display: inline-block; width: 10px; height: 10px; background-color: #d2b48c; border: 1px solid black; margin-right: 5px;"></span> KYANITE  | <span style="display: inline-block; width: 10px; height: 10px; background-color: #90ee90; border: 1px solid black; margin-right: 5px;"></span> MICA     |
| <span style="display: inline-block; width: 10px; height: 10px; background-color: #ffa500; border: 1px solid black; margin-right: 5px;"></span> CORUNDUM, ASBESTOS                                       | <span style="display: inline-block; width: 10px; height: 10px; background-color: #90ee90; border: 1px solid black; margin-right: 5px;"></span> GRAPHITE |
| <span style="display: inline-block; width: 10px; height: 10px; background-color: #ffa500; border: 1px solid black; margin-right: 5px;"></span> TIN  | <span style="display: inline-block; width: 10px; height: 10px; background-color: #ffa500; border: 1px solid black; margin-right: 5px;"></span> GOLD     |
| <span style="display: inline-block; width: 10px; height: 10px; background-color: #ff00ff; border: 1px solid black; margin-right: 5px;"></span> LEAD, ARSENIC  | <span style="display: inline-block; width: 10px; height: 10px; background-color: #add8e6; border: 1px solid black; margin-right: 5px;"></span> BAUXITE  |
| <span style="display: inline-block; width: 10px; height: 10px; background-color: #8b4513; border: 1px solid black; margin-right: 5px;"></span> GLASS SAND, SILICA                                       |   |
| <span style="display: inline-block; width: 10px; height: 10px; background-color: #9370db; border: 1px solid black; margin-right: 5px;"></span> CLAY   |   |
| <span style="display: inline-block; width: 10px; height: 10px; background-color: #00ced1; border: 1px solid black; margin-right: 5px;"></span> FLUORITE   |   |
| <span style="display: inline-block; width: 0; height: 0; border-left: 5px solid transparent; border-right: 5px solid transparent; border-bottom: 10px solid #8b4513; margin-right: 5px;"></span> COPPER |   |

SOURCE: GEOLOGICAL SURVEY OF ALABAMA

Subsidence and sinkholes are major topographic concerns in areas with karst geology, such as the limestone deposits found in the northwest part of the East Alabama region. Subsidence occurs when limestone is dissolved by the flow of fluid in the subsurface causing the creation of voids, or caves. If the roof of these voids becomes too weak, it can collapse and the overlying rock and earth will fall into the space, resulting in sinkholes that can be many hundreds of feet deep. Shown below are the locations of sinkholes or depressions taken from geological maps, indicating where sinkholes have occurred and where future sinkholes may occur due to the underlying geological strata. These areas are especially susceptible to urban development due to the extraction of groundwater resources which is a often use for drinking water resources.



## Hydrologic Resources

While the area's surface water system is the most obvious hydrologic feature, it is only one of the several hydrologic resources found in the East Alabama region. Other resources include groundwater resources, wetlands, flood plains and watershed protection. Since water is a basic requirement for all life, these hydrologic resources require special consideration and protection. The East Alabama region is home to an extensive surface water system that includes the main stems of three rivers: the Coosa River, the Tallapoosa River and a small portion of the Chattahoochee River. Flowing southwest from Georgia, the Coosa River flows through Cherokee and Etowah Counties before forming the western border of the region along Calhoun, Talladega and Coosa Counties. The Tallapoosa River also enters the state from Georgia and flows through Cleburne, Randolph, Chambers and Tallapoosa Counties before merging with the Coosa River to form the Alabama River in Elmore County south of the East Alabama region. Finally, the Chattahoochee River flows from Georgia into Alabama in Chambers County and travels south forming the border between the two states.

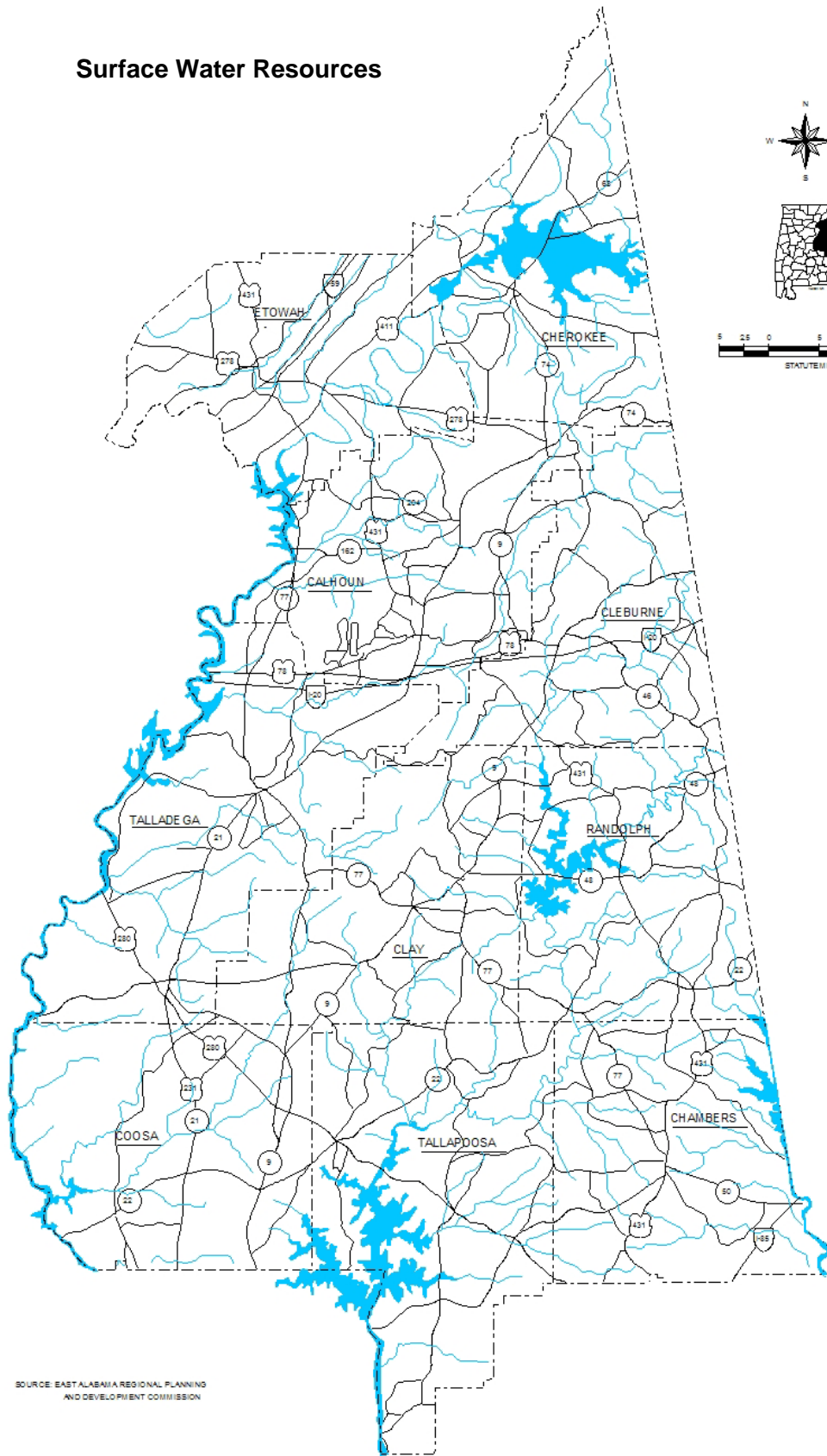
Each of these river systems includes hundreds of smaller streams and tributaries, as well as ten major impoundments, or reservoirs, that provide hydroelectric energy and tremendous recreational resources. The Coosa River system includes Weiss Lake in Cherokee County, Lake Neely-Henry in Etowah County, Logan Martin Lake in Talladega County, Lay Lake which borders both Talladega and Coosa Counties, and Lake Mitchell in Coosa County. Additionally, Hatchet Creek (including East Fork Hatchet Creek and West Fork Hatchet Creek) is one of seven water system segments in Alabama that have been named as an Outstanding Alabama Water. This amazing resource flows through Coosa County before joining the Coosa River.

The Tallapoosa River system includes Lake Wedowee (an impoundment of the R.L. Harris Dam) in Randolph County, Lake Martin in Tallapoosa County, and Yates Lake, also in Tallapoosa County. Lake Martin is the largest of the reservoirs that is wholly located within Alabama. The East Alabama Region also includes portions of two lakes on the Chattahoochee River system, both of which are partially located in Chambers County: West Point Lake and Lake Harding. The remainder of these lakes are in Georgia.

Public Reservoirs in Alabama					
Reservoir	East Alabama County	River Basin	Surface Acres	Elevation (feet above sea level)	Maintained By
Harding	Chambers	Chattahoochee	5,860	521.0	Georgia Power
West Point	Chambers	Chattahoochee	25,864	635.0	Army Corps of Engineers
Lay	Talladega, Coosa	Coosa	12,000	396.0	Alabama Power
Logan Martin	Talladega	Coosa	15,260	465.0	Alabama Power
Mitchell	Coosa	Coosa	5,850	312.0	Alabama Power
Neely-Henry	Etowah	Coosa	11,235	508.0	Alabama Power
Weiss	Cherokee	Coosa	30,200	564.0	Alabama Power
Martin	Tallapoosa	Tallapoosa	39,000	490.0	Alabama Power
Wedowee	Randolph	Tallapoosa	10,661	793.0	Alabama Power
Yates	Tallapoosa	Tallapoosa	1,980	344.0	Alabama Power

Source: Alabama Department of Conservation and Natural Resources, Outdoor Alabama, <http://www.outdooralabama.com/fishing/freshwater/where/reservoirs/>

# Surface Water Resources



SOURCE: EAST ALABAMA REGIONAL PLANNING AND DEVELOPMENT COMMISSION

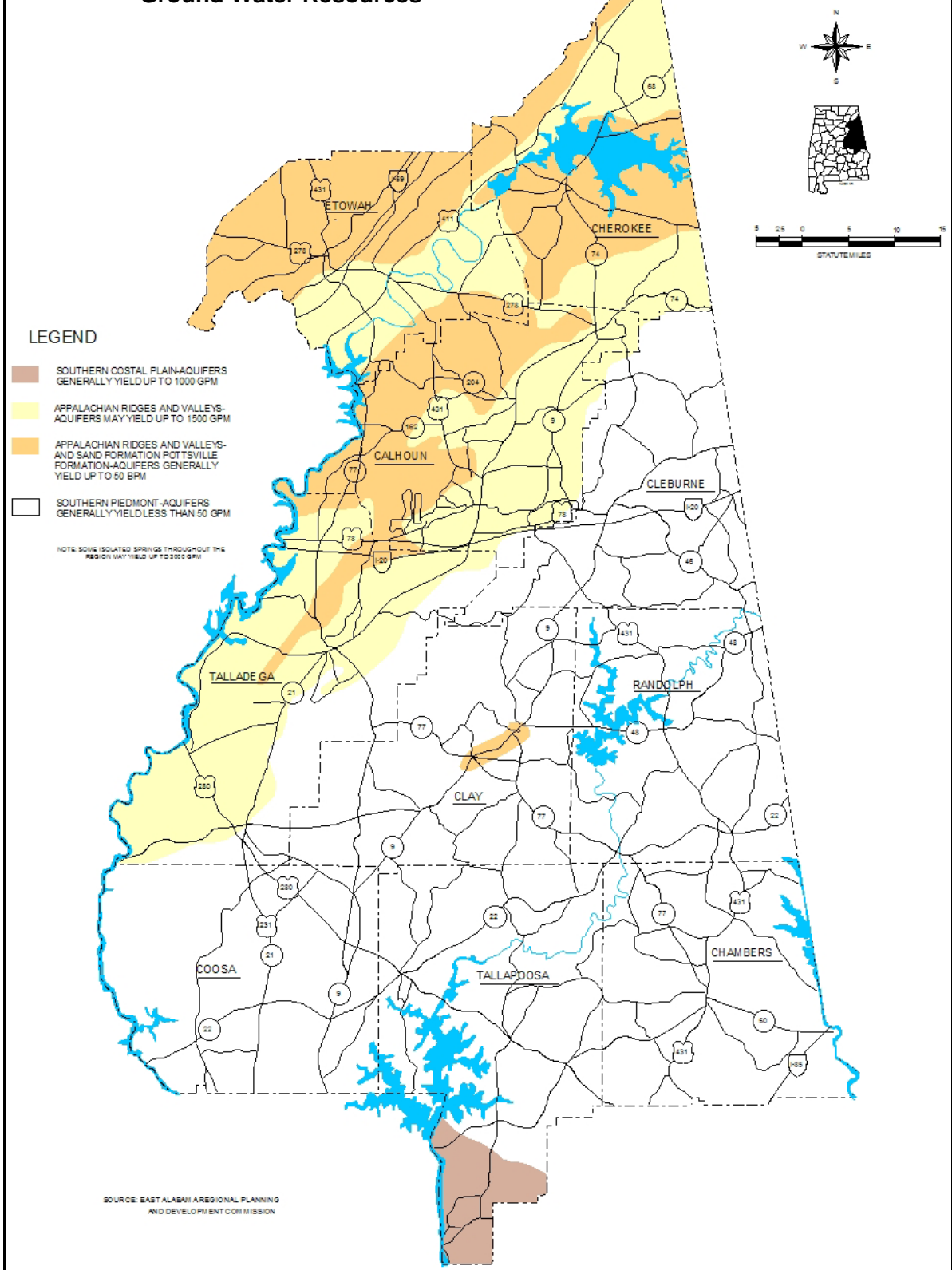
Equally as important as the surface water resources are the region's groundwater resources. Groundwater is water located beneath the ground surface where it occupies spaces in soils or in fractures of rock formations. Most groundwater comes from precipitation as it percolates into the Earth's surface. Typically 10 to 20 percent of the Earth's precipitation enters into the ground and is stored as groundwater in aquifers. An aquifer is an underground formation of permeable rock or loose material that can produce useful quantities of water when tapped by a well. Aquifers can vary in size from a few acres to thousands of square miles. The depth at which soil pore spaces or fractures and voids in rock become completely saturated with water is called the water table. Aquifers are replenished with water from the earth's surface through a process called recharge, which occurs naturally as part of the hydrologic cycle. The rate of recharge can be influenced by different factors, such as soil, plant cover, water content of surface materials, and rainfall intensity. Groundwater recharge may also occur from surface water bodies in arid areas.

Groundwater is often withdrawn for agricultural, municipal and industrial use by constructing and operating extraction wells. Approximately 44 percent of the population of Alabama uses ground water for domestic supplies. Most groundwater is free of pathogenic organisms, and purification for domestic or industrial use is not necessary. Furthermore, groundwater supplies are not seriously affected by short droughts and are available in many areas that do not have dependable surface water supplies. Overwithdrawal of groundwater occurs when the discharge of groundwater in an aquifer exceeds the recharge rate over a period of time. Groundwater can be polluted by landfills, septic tanks, leaky underground gas tanks, and from overuse of fertilizers and pesticides. This pollution poses a great risk to public health since the majority of the fresh water supply occurs as groundwater. Many of the groundwater pollutants are colorless, odorless, and tasteless. Degradation of groundwater supplies also occurs as a result of poor waste-disposal practices or poor land management.

Most of East Alabama's groundwater resources are located in the northwestern part of the region that lies in the Appalachian Ridges and Valleys Formation. All or most of Calhoun, Cherokee, Etowah, and Talladega Counties are located in this formation. This area generally has high yield wells, at 150 gallons per minute (GPM) or more. In addition, the southern part of Tallapoosa County, which lies in the Southern Coastal Plain Formation, also has high yield wells, at up to 1,000 gallons per minute. The remainder of the East Alabama region is located in the Southern Piedmont Formation, in which the aquifers generally yield less than 50 gallons per minute. These counties include Chambers, Clay, Cleburne, Coosa, Randolph, and Tallapoosa Counties.

There are number of watershed management efforts that are going in the East Alabama region, primarily through Clean Water Partnership organizations such as the Coosa River Clean Water Partnership and the Tallapoosa River Clean Water Partnership. These organizations work with local utilities, industries, timber companies, farmers and residents to implement best management practices that help protect water quality in both surface water and ground water resources. Water quality monitoring through the Alabama Department of Environmental Management and the clean water partnerships indicate that contamination by pathogens, nutrient enrichment, siltation, and illegal dumping are primary causes of water quality degradation in most of the water bodies in the East Alabama region. Ongoing remediation activities include septic tank replacements, filter strips for both agricultural and silviculture land uses, marina pump-out stations, annual lake cleanups, and education and awareness about household activities that can help maintain good water quality.

# Ground Water Resources





Floodplains and wetlands are found throughout the region. Many of the region's municipalities and counties participate in the National Flood Insurance Program. Flood insurance rate maps for the participating jurisdictions are available through the Federal Emergency Management Agency and the East Alabama Regional Planning and Development Commission. Several of the region's municipalities and counties have had special flood hazards identified by the Federal Emergency Management Agency (FEMA), yet are not in the National Flood Insurance Program. Wetlands, such as bogs, swamps, and marshes, are now recognized as prime environmental features. The State SCS has recently completed a statewide inventory of the wetland locations utilizing infrared photography. Additional information concerning wetland locations is available from the U.S. Fish and Wildlife Services (USFWS) and local SCS offices.

### **Endangered Species**

Endangered species are those in danger of extinction throughout all or a significant portion of their range. Their prospects for continued survival and propagation are in immediate jeopardy. A list of rare and endangered species is available through the U.S. Department of Interior, Bureau of Sport, Fisheries and Wildlife. The Alabama Department of Conservation and Natural Resources has also compiled a database indicating at least 414 known native plants and animals from around 20 or fewer sites in the state. In an effort to protect endangered species, the United States government prohibits any action, including the removal of advantageous habitat that would endanger any of their numbers. Most construction that is viable to economic development reduces habitat acreage. Not only are land type species subject to these effects, but birds and aquatic life as well. Fish populations, for example, are seriously affected by channel changes, construction-generated pollution, and point and non-point discharges of pollution.

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

### **Vegetation Resources**

The East Alabama region has abundant vegetation resources, including several federal and state forest and park areas. These areas include two districts of the Talladega National Forest -- the Shoal Creek District and the Talladega District, the Mountain Longleaf National Wildlife Refuge, Cheaha State Park, and Wind Creek State Park. These forest areas provide a variety of recreational opportunities, as well as functioning as a conservation tool for the forest resources. Three types of forests are dominant throughout the region. Oak-Pine forests are found in the northern part of the region, primarily in Calhoun, Cherokee, Cleburne and Randolph Counties. There are small forests of longleaf-slash pine in western Clay and Coosa Counties and eastern Talladega County. The predominant forest type is the loblolly-shortleaf pine forest which is found in Chambers, Cherokee, Clay, Cleburne, Coosa, Etowah, Randolph, Talladega, and Tallapoosa Counties. The region's forest resources are closely tied to its economic health, making it imperative that these resources be managed properly.



## Chapter 5

### Transportation Access and Other Development Resources

The previous chapters have discussed the demographic and economic characteristics of the East Alabama Region, along with the area's physical characteristics and resources. The region's infrastructure and other development resources is equally as important in retaining and attracting both a population base and business and industrial base. In this chapter, the region's existing infrastructure is reviewed, including transportation systems and utility systems, along with the financial resources available to improve that infrastructure.

#### Transportation Facilities

There are several means of transportation available in the ten county region, which maximize accessibility for the essential movement of people and goods between linked activities. Due to the low population density of most of the region, travel demand is primarily served by the highway network. The East Alabama Region has a good basic network of federal and state highways, and many miles of paved county roads, as shown on the map on the following page. Almost all of the region's population growth centers and major employment hubs are accessible by one of the interstates or federal highways; there are, however, a few municipalities that have experienced population growth that are only accessible by a state highway. The most heavily traveled highways include the following:

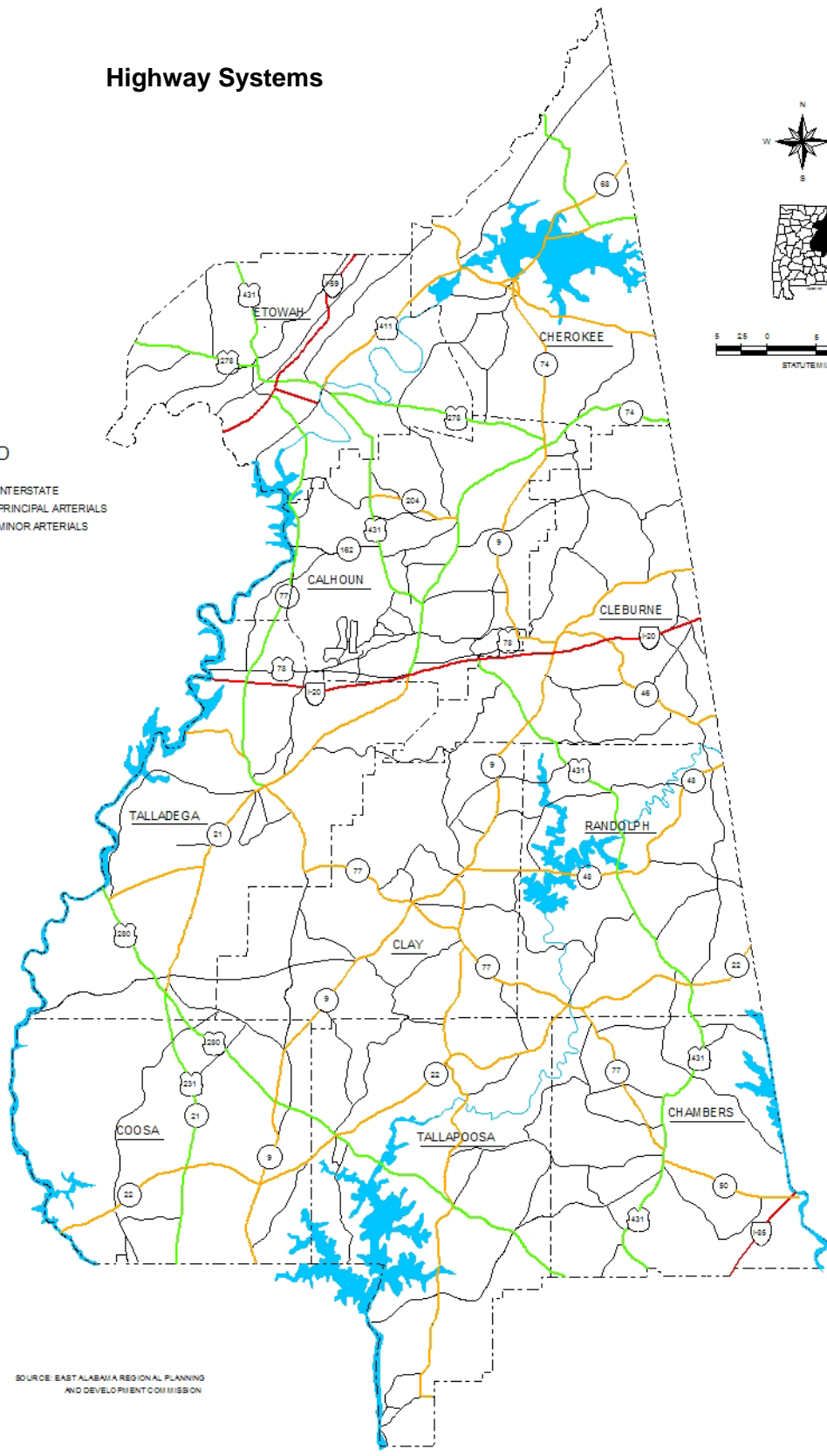
<u>Interstate System</u>	<u>Federal Highways</u>	<u>State Highways</u>
Interstate 59	US Highway 431	Alabama Highway 21
Interstate 20	US Highway 411	Alabama Highway 77
Interstate 85	US Highway 278	Alabama Highway 9
	US Highway 231	
	US Highway 280	
	US Highway 78	

According to the *State of the Workforce Report V: Region 5*, produced in June 2011 by the Center for Business and Economic Research at the University of Alabama, more residents commuted out of the region for work than nonresidents who commuted in 2000. Commuter outflow exceeded inflow by 10,941. By 2006, more people were commuting and the net commuter outflow had more than doubled to 24,217. Both commute time and commute distance decreased in 2010 from the previous year. The reduced commuting time and distance in the region lowered congestion in the area but the increasing in-and out-commuting is likely to worsen the problem. The region's transportation infrastructure and systems must therefore be properly maintained and developed to ensure that the flow of goods and movement of workers are not interrupted. Impeding the mobility of workers and goods can delay or slow economic development.

# Highway Systems

## LEGEND

- INTERSTATE
- PRINCIPAL ARTERIALS
- MINOR ARTERIALS



SOURCE: EAST ALABAMA REGIONAL PLANNING AND DEVELOPMENT COMMISSION

Other modes of transportation available are railroad services, motor freight lines, commercial bus, and airway services. Maps showing the region's existing airports and rail facilities are provided on the following two pages. The major railroads that operate through the East Alabama Region are Norfolk-Southern, CSX Transportation Incorporation, and the Chattahoochee Valley. The most heavily traveled lines in the region are Norfolk-Southern, connecting Birmingham and Chattanooga, and CSX Transportation Inc., connecting Birmingham to Gadsden and Anniston.

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

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

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

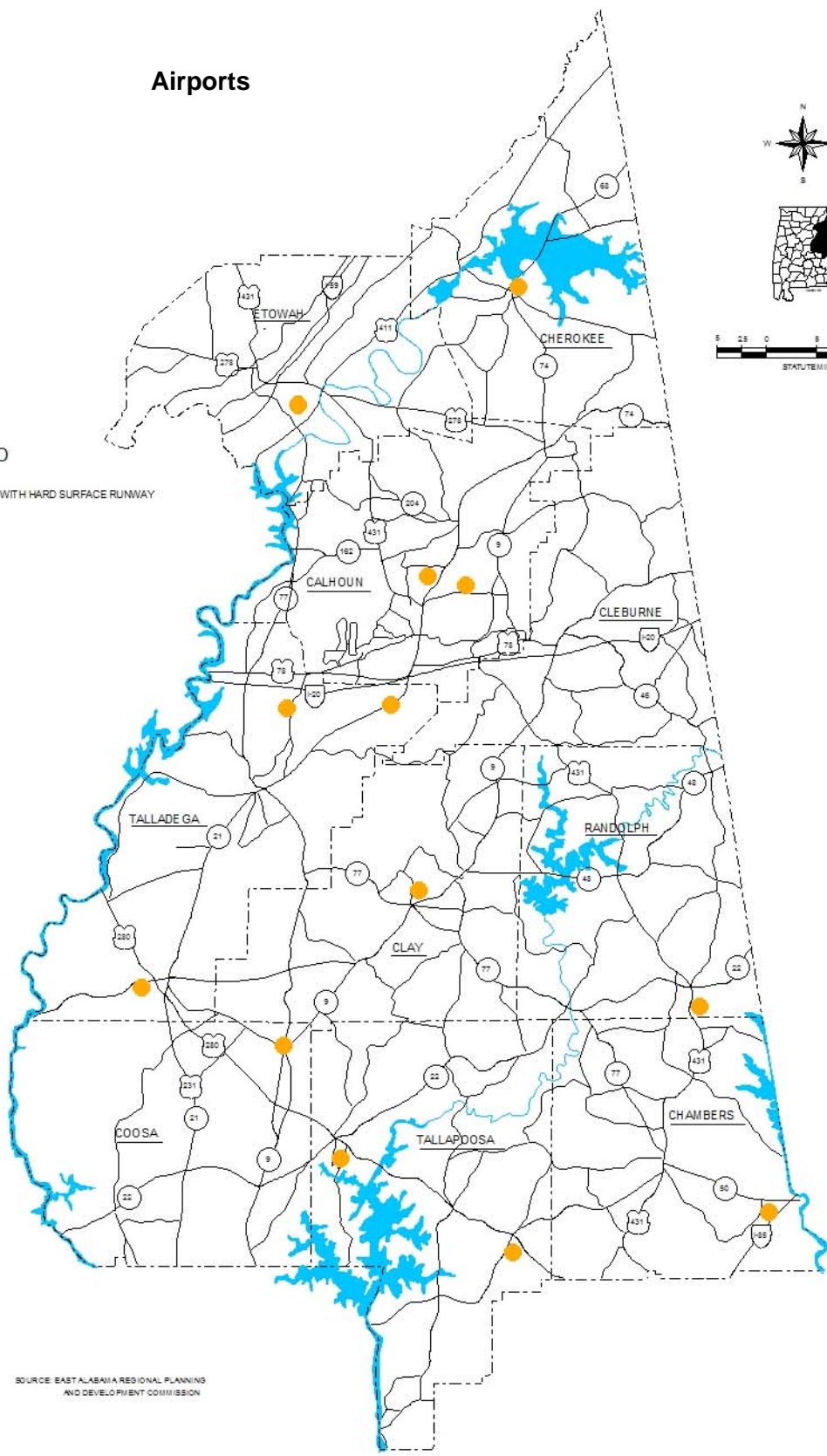
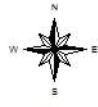
The transportation facilities within the region are a vital part of its economic potential. The availability of multi-modal transportation systems is one means of attracting industries to the area. Although various transportation facilities and services can be found throughout the district, they are not considered adequate and many are in need of improvement and expansion. A problem of particular concern to county officials is the deteriorating condition of the county highways. Lack of local and state revenue prevents the needed repair of many of the highways. Poor roads and bridges are caused by a number of factors, including weather, lack of maintenance due to cutbacks on county road crews, inflation, and lack of equipment.

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

# Airports

## LEGEND

● AIRPORTS WITH HARD SURFACE RUNWAY

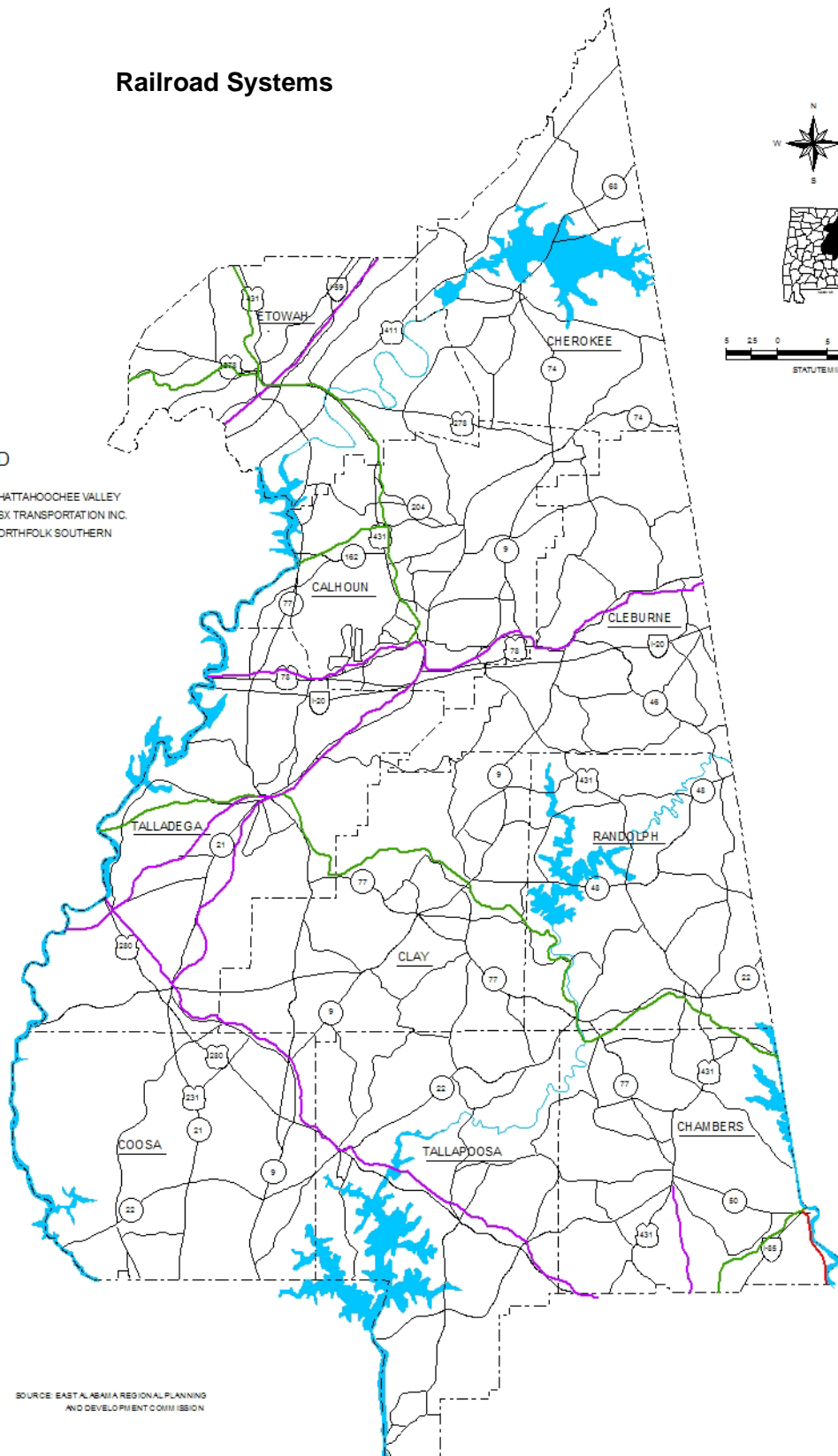


SOURCE: EAST ALABAMA REGIONAL PLANNING AND DEVELOPMENT COMMISSION

# Railroad Systems

## LEGEND

- CHATTAHOOCHEE VALLEY
- CSX TRANSPORTATION INC.
- NORTHFOLK SOUTHERN



SOURCE: EAST ALABAMA REGIONAL PLANNING AND DEVELOPMENT COMMISSION

## **Water and Sewer Facilities**

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

### **Calhoun County:**

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

### **Chambers County:**

Chambers County is served by water systems in Lafayette, Lanett, Lee-Chambers, Huguley, Waverly and West-Point Stevens. The West-Point Stevens plant provides water to most of the Valley area. The distribution system for Valley is operated by the East Alabama Water, Sewer, and Fire Protection Authority. Presently, there are sanitary sewer systems in LaFayette, Lanett, and Valley. Sections of the Little Shawmut and Huguley areas are also served by the Lanett system. There are no other areas of the county with sewer service.

### **Cherokee County:**

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

### **Clay County:**

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

### **Cleburne County:**

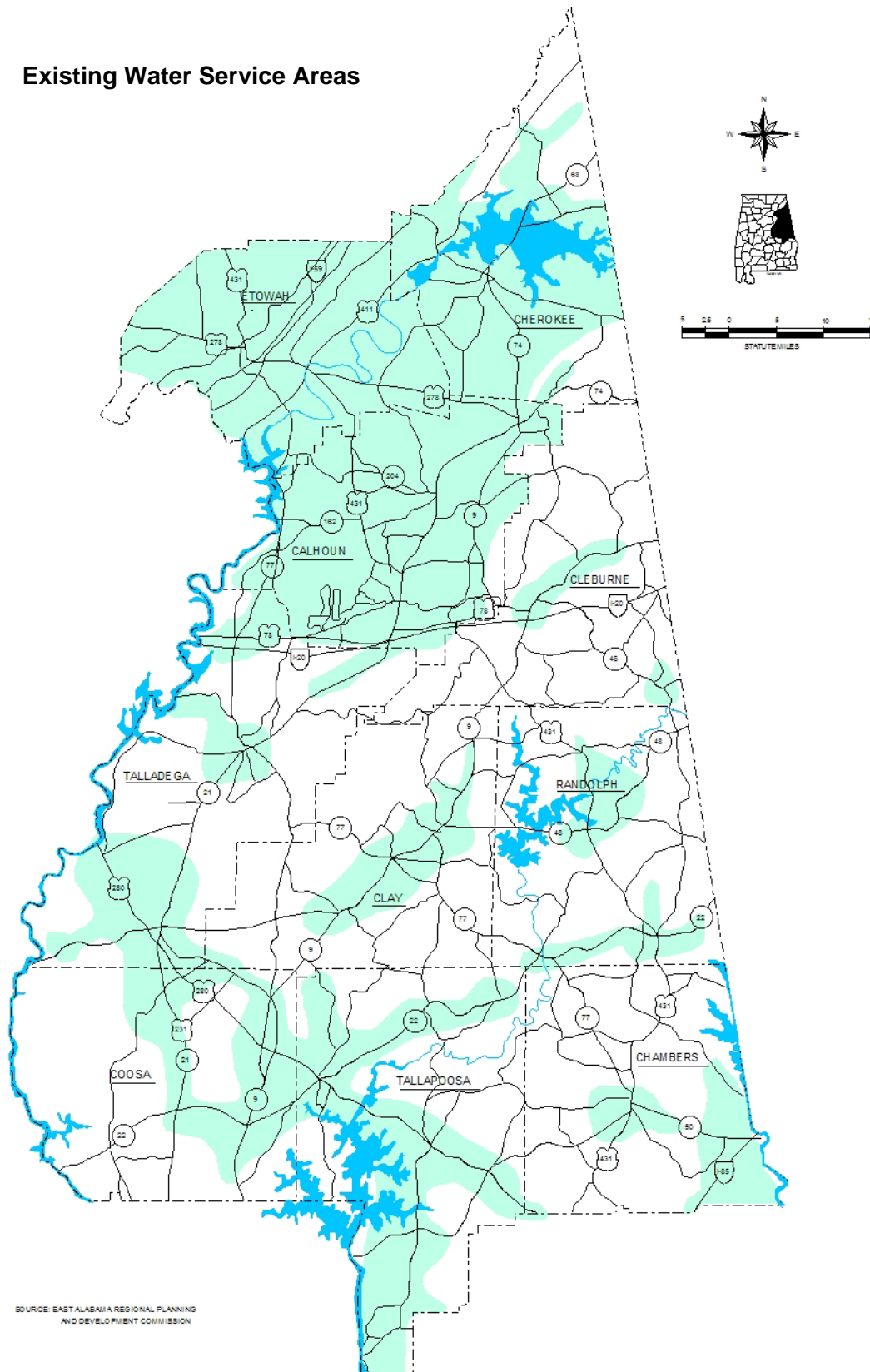
Cleburne County is served by water systems in Heflin, Fruithurst, and Ranburne. The City of Heflin provides treated water to the Town of Edwardsville. The only sewage treatment facility in the County is located at Heflin.

### **Coosa County:**

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

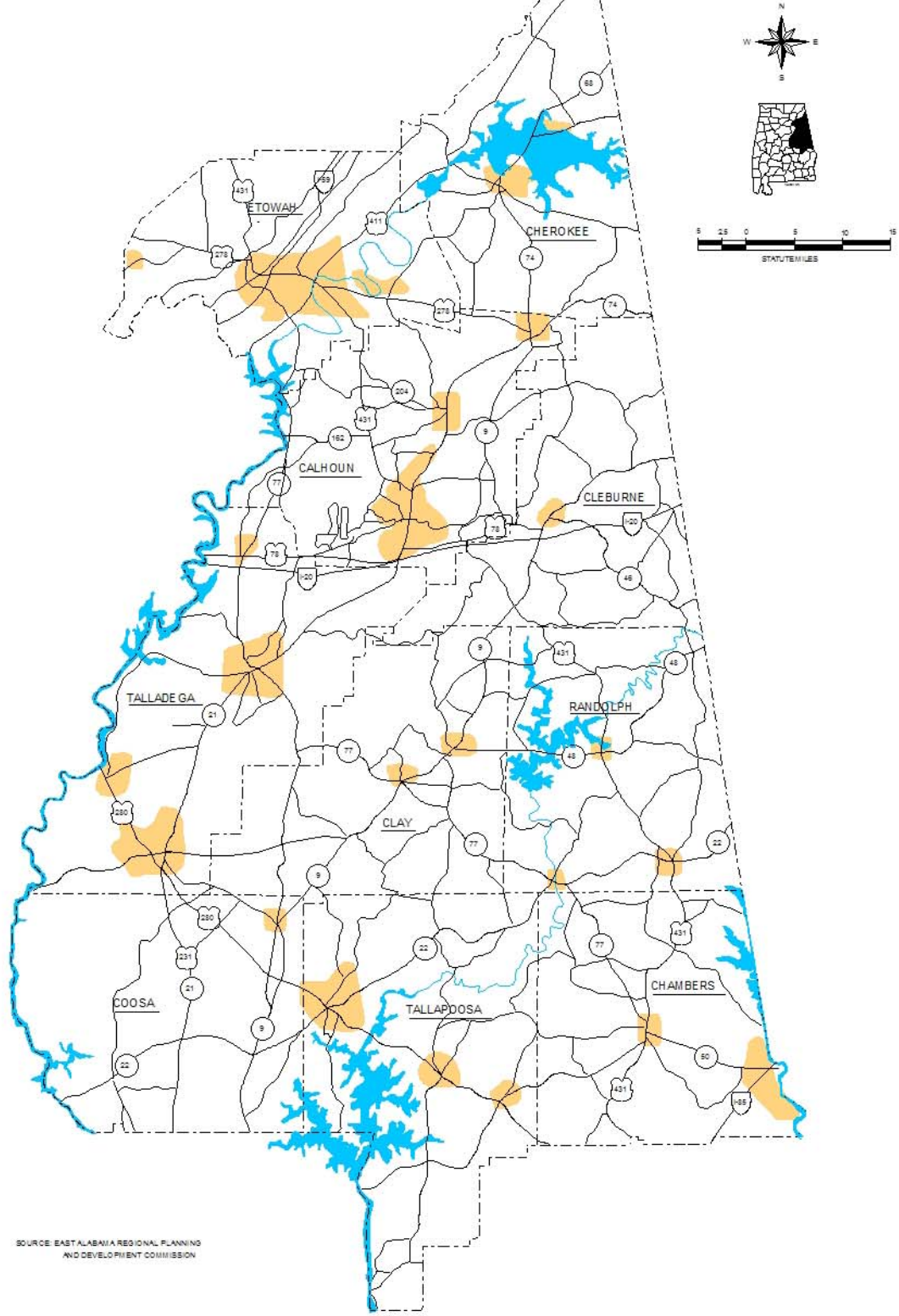


# Existing Water Service Areas



SOURCE: EAST ALABAMA REGIONAL PLANNING AND DEVELOPMENT COMMISSION

# Existing Sewer Service Areas



SOURCE: EAST ALABAMA REGIONAL PLANNING AND DEVELOPMENT COMMISSION

### **Etowah County:**

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

### **Randolph County:**

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

### **Talladega County:**

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

### **Tallapoosa County:**

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

Almost all of the incorporated municipalities in the region are now served by public water systems. The same situation does not prevail in regards to sewer service. The lack of sewer service in many municipalities has contributed to adverse and slow industrial growth. Apart from inadequate sewer service, many areas of the region have poor quality water supplies for public drinking purposes. The transport of water service through water lines is frequently the only solution, albeit a costly one. This also results in an increased need for local water storage tanks and reservoirs.

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

## **Public Utilities**

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

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

Natural gas is provided by Transcontinental Gas Pipe Line Company in the southern portion of the region and by Southern Natural Gas company in the northern portion of the region. Although natural gas facilities are not available for every municipality in the region, most areas are served by natural gas facilities. Transcontinental Gas Pipe Line Company purchases natural gas in Texas, Louisiana, and Mississippi and moves it across the continent, selling it principally to local utility companies and local gas distributing systems. Southern Natural Gas Company has transmission lines running through the northern portion of the East Alabama Region, with small lines to the individual cities. Alabama Gas Corporation serves as a natural gas distribution company and distributes the gas supplied by Southern Natural Gas Company to residential, commercial, and industrial customers in the area. In addition to Alabama Gas Corporation, there are many smaller municipal and private distribution systems serving various communities in our region. The natural gas transmission lines are located throughout the district so that natural gas facilities could be made available to nearby communities upon demand. Public utilities for the most part, are adequate for current needs and for foreseeable future demands of the district.

### **Industrial Sites**

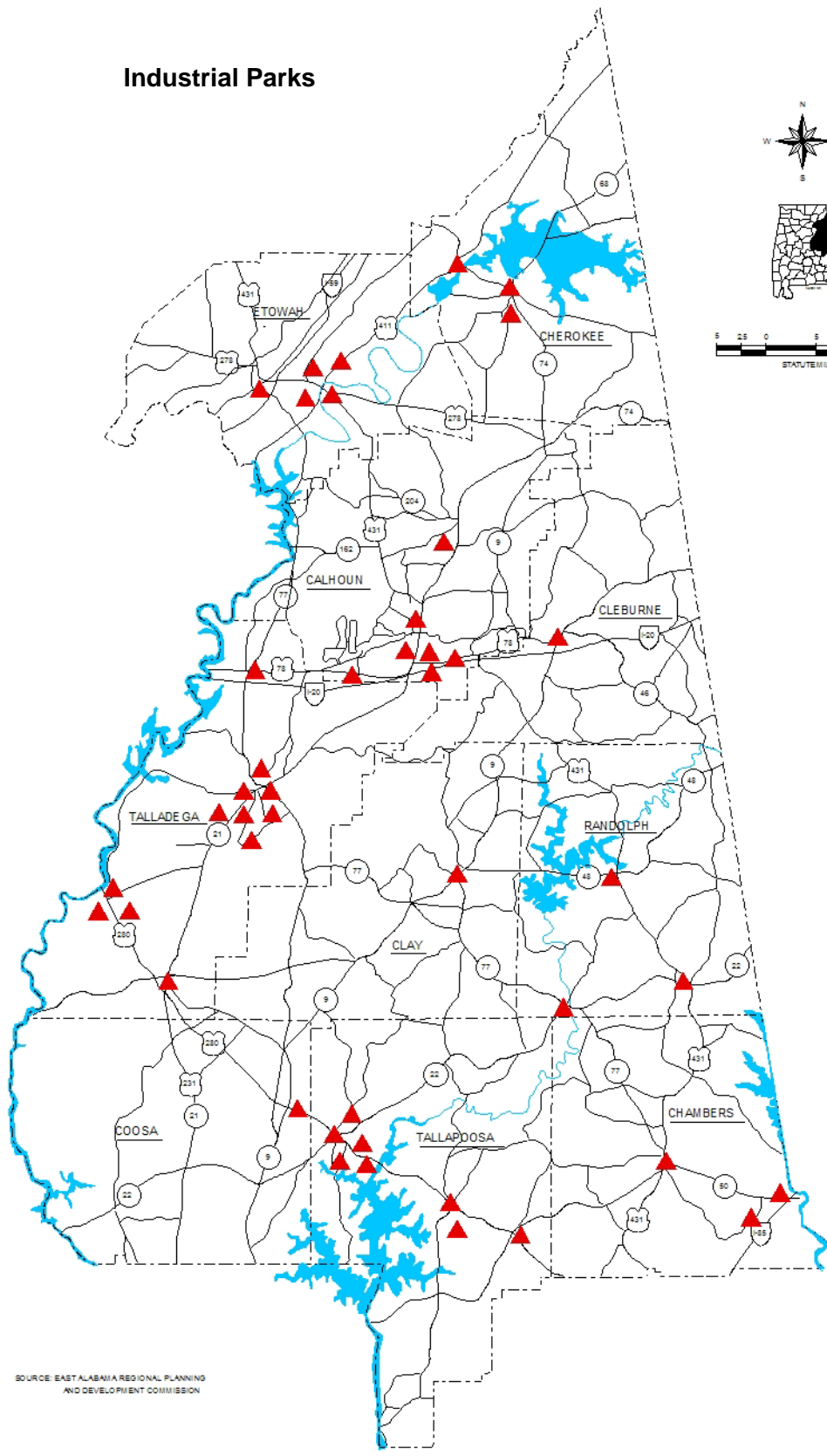
There are 44 industrial parks located throughout the region, which are publicly owned, or under option to a public entity. These parks have a wide range of services, which are available to local industries. Some of the parks have rail service, some do not; the majority have water service; most have electrical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

Calhoun, Etowah, Talladega and Tallapoosa Counties have more industrial parks per county than the remaining six counties, as shown on the map on the following page. The rural counties of the region have at least one industrial site located in their jurisdictions, with the exception of Coosa County, which has no site.

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

The industrial parks within the region are well located but many are undeveloped. Many have available acreage nearby which would be suitable for expansion. The primary problem with development and expansion is that many cities and counties look to the federal government for funds for industrial development. These funds require matching monies, which many localities do not have. Few communities in the region have adequate industrial parks; yet such industrial parks, complete with utilities and accessories, are an absolute necessity for the development of the region.

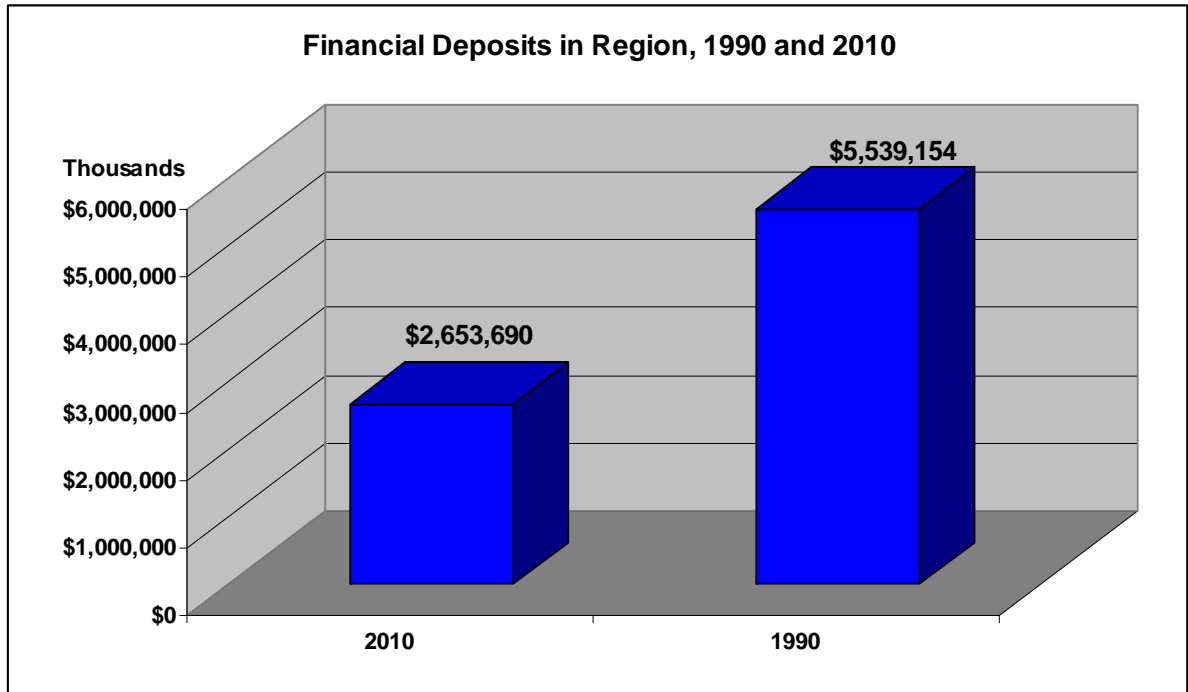
# Industrial Parks



SOURCE: EAST ALABAMA REGIONAL PLANNING AND DEVELOPMENT COMMISSION

## Financial Resources

The financial needs of the region are served by numerous commercial banks and savings institutions located throughout the region. According to the Data Book of the Federal Deposit Insurance Corporation (FDIC), total deposits of these institutions, as of June 30, 2010, were in excess of \$5.5 billion, an 108.7 percent increase over 20 years since 1990. As expected, Calhoun and Etowah Counties, have the most total deposits; and combined, these two counties have more than half of the total financial deposit resources in the region.



Source: Federal Deposit Insurance Corporation (FDIC), Summary of Deposits (by county).  
<http://www2.fdic.gov/sod/sodInstBranchRpt.asp?rState=Alabama&rCounty=>

## Financial Institution Deposits Per County, 2010

County	Commercial Banks		Savings Institutions		Total Deposits (\$000's) June 30, 2010
	Number of Institutions	Number of Branches	Number of Institutions	Number of Branches	
Calhoun	8	31	1	2	\$1,656,534
Chambers	4	8	1	2	\$316,486
Cherokee	5	8	1	1	\$262,325
Clay	4	5	0	0	\$194,775
Cleburne	4	6	0	0	\$189,009
Coosa	1	2	0	0	\$16,896
Etowah	12	26	1	3	\$1,140,811
Randolph	6	10	0	0	\$336,570
Talladega	7	13	2	4	\$852,558
Tallapoosa	6	9	0	0	\$573,190
Region		118		12	\$5,539,154

Source: Federal Deposit Insurance Corporation (FDIC), Summary of Deposits (by county).  
<http://www2.fdic.gov/sod/sodInstBranchRpt.asp?rState=Alabama&rCounty=>

In addition to the residential, commercial, and industrial financing that is available through the region's financial institutions, other financial resources are available for community development as well. These resources include Farmers Home Administration, Economic Development Administration, Small Business Administration, Appalachian Regional Commission, Urban Development Action Grant, Community Development Block Grant - Economic Development Funds, Industrial Development Financing, and many more.

When planning to build or expand a processing or manufacturing plant, distribution center, warehouse, or pollution abatement facility, Industrial Revenue Bonds should be considered as a means to pay for the cost of land, building equipment, and appurtenant professional fees. Under this concept, a local governmental body issues bonds to provide funds for the construction of a facility for lease to an industry. The lease covers a period of time sufficient for rental payments to amortize the principal and interest on the bonds, and provides for a purchase option at a nominal price after the bonds are paid. Industrial Revenue Bonds are marketed on the basis of the company's credit rating, general standing in its industry, and by the earnings of the firm, which is solely liable for the principal and interest payments. Benefits accruing from industrial revenue bonds include:

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

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

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

- Class I All property of utilities used in the business of such utilities. The tax is computed on an assessed value of 30 percent of market value, multiplied by the total district rate.
- Class II All property not classified Class I or III. The tax is computed on an assessed value of 20 percent of market value, multiplied by the total district rate.

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

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

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



## **PART II ECONOMIC DEVELOPMENT PROBLEMS AND OPPORTUNITIES**

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



## Chapter 6

### Economic Development Problems

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

#### Calhoun County

Economic Development	Infrastructure/Transportation
<ul style="list-style-type: none"> <li>• Development of the McClellan property has been hindered by continued need for environmental cleanup, delays in constructing the Anniston Eastern Bypass, the need to improve the existing roadway system, and insufficient sewer coverage and capacity.</li> <li>• Smaller communities, such as Weaver, are still trying to recover from the closing of Fort McClellan.</li> <li>• Until all the chemical weapons are destroyed at the Anniston Army Depot, the county may have difficulty recruiting new major employers.</li> <li>• Truck traffic does not have very good access to some of the industrial parks.</li> <li>• Although local governments rely heavily upon commercial development for revenue, the State does not provide incentives for recruiting commercial development.</li> </ul>	<ul style="list-style-type: none"> <li>• County and municipal road systems are underfunded and need further development.</li> <li>• Small communities cannot locally fund badly-needed infrastructure improvements, but they do not meet the low-to-moderate income requirements to qualify for most grant funds.</li> <li>• The county is urbanizing rapidly, but local governments do not have the resources to bring needed infrastructure into the areas that presently lack adequate infrastructure to accommodate the new residential, commercial, and industrial growth.</li> </ul>
Local Government	Workforce Development
<ul style="list-style-type: none"> <li>• Some feel that the state/local governments either are not obtaining or are ignoring the public’s opinion about important issues that impact the community.</li> <li>• The current tax structure makes it difficult for local governments to establish a steady revenue stream.</li> <li>• As Internet retail sales continue to grow, local sales tax revenues will decline.</li> </ul>	<ul style="list-style-type: none"> <li>• There is concern that a labor shortage may occur as Baby Boomers retire.</li> <li>• Technical education and workforce development programs need to be improved and modernized, to keep pace with changes occurring in the local economy and in the workplace.</li> </ul>
Quality of Life	
<ul style="list-style-type: none"> <li>• Some county residents feel that the state and local governments are pursuing economic development without taking measures to protect public health and the environment.</li> <li>• Counties in Alabama do not have home rule, so they cannot enact land use controls—such as zoning—without first obtaining special state legislation. That legislation is difficult to obtain because many people do not understand the benefits of zoning, and fear that granting counties authority to enact zoning eventually will lead to granting counties the authority to levy taxes.</li> <li>• The area needs better support services for senior citizens.</li> <li>• The State needs to enhance drug prevention and treatment programs and to strengthen laws and penalties for drug trafficking.</li> </ul>	

## Chambers County

Economic Development	Quality of Life
<ul style="list-style-type: none"> <li>• Small businesses have difficulty obtaining initial capital.</li> <li>• The county’s economy has been heavily dependent on the textile industry, and most of the textile plants have closed.</li> </ul>	<ul style="list-style-type: none"> <li>• The county needs a litter control program.</li> <li>• There are several poorly maintained properties, and they are having a negative impact on neighboring properties and on people’s perception of the area.</li> <li>• Low income residents need home repair assistance.</li> <li>• There is a shortage of recreational facilities and supervised activities for all age groups</li> </ul>
Workforce Development	Infrastructure/Transportation
<ul style="list-style-type: none"> <li>• The lack of affordable daycare may prevent some people from working.</li> <li>• Only one daycare facility is available to serve parents who work late shifts.</li> <li>• Public school students need tutoring programs, to help them succeed in school.</li> </ul>	<ul style="list-style-type: none"> <li>• The rural areas need major infrastructure improvements before they can attract industry.</li> <li>• Dirt roads are scattered throughout the county and need to be paved.</li> <li>• Several roads and highways need to be widened to accommodate commuter and truck traffic.</li> <li>• Bridges throughout the county need to be replaced.</li> <li>• The county does not have a public transportation system to transport workers to their jobs.</li> <li>• The airport needs to be expanded but is landlocked.</li> <li>• Rail service is limited to the southeast and northwest corners of the county.</li> </ul>
Health Care	Miscellaneous
<ul style="list-style-type: none"> <li>• The county has a shortage of dentists.</li> <li>• No dentists in the county accept Medicaid.</li> <li>• People living in the northwest portion of the county have poor access to medical facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• The courthouse needs to be upgraded and expanded.</li> <li>• The Apalachicola-Chattahoochee-Flint water compact negotiations continue to drag out and could have major ramifications on the area depending upon their outcome.</li> </ul>

## Cherokee County

<b>Economic Development</b>	<b>Workforce Development</b>
<ul style="list-style-type: none"> <li>• Speculative buildings have been difficult to sell.</li> <li>• Local governments have not identified potential industrial sites.</li> <li>• The county needs to develop an industrial park that can accommodate larger businesses.</li> <li>• The county is extremely rural.</li> </ul>	<ul style="list-style-type: none"> <li>• The schools are in poor conditions, with outdated buildings, equipment, technology, and programs.</li> <li>• Local citizens do not want to consolidate schools as a means to stretch school dollars, but they also oppose increasing taxes to provide added revenue for the existing schools.</li> <li>• Local schools are not producing a marketable workforce.</li> </ul>
<b>Infrastructure/Transportation</b>	<b>Local Government</b>
<ul style="list-style-type: none"> <li>• Public water needs to be extended throughout the county, as the water in many private wells has been declared unsafe to drink.</li> <li>• Sewer service is very limited.</li> <li>• The county does not have direct Interstate access.</li> <li>• The county needs improved highway access to surrounding areas, particularly expanding some roads from two lanes to four.</li> <li>• There are no active rail lines in the county.</li> <li>• Existing businesses have considered leaving the county due to poor Internet access.</li> </ul>	<ul style="list-style-type: none"> <li>• Due to rapid growth, local governments need to construct new public facilities, including a new Chamber of Commerce building, a new senior center, a civic center, an animal shelter, and new fire stations; however, some county residents are opposed to building a civic center.</li> <li>• The E-911 service needs to be upgraded and needs a formal fiscal review process.</li> <li>• The local governments have insufficient funds to make needed infrastructure and public facility and service improvements. They also lack funds to undertake aggressive tourism and industrial development efforts.</li> <li>• The State needs to equalize sales and ad valorem taxes to enable Cherokee County to compete with neighboring Georgia communities for retail sales.</li> </ul>
<b>Natural Resources</b>	<b>Quality of Life</b>
<ul style="list-style-type: none"> <li>• The Alabama-Coosa-Tallapoosa water compact negotiations continue to drag out and could have major ramifications on the area depending upon their outcome.</li> <li>• Weiss Lake has a pollution problem—especially untreated sewage being released upstream from Cherokee County and by some local residential, recreational, and campsite owners.</li> </ul>	<ul style="list-style-type: none"> <li>• Rapid population growth has caused a shortage of housing for people of all income ranges.</li> <li>• Rapid, uncontrolled, unregulated growth could harm property values.</li> <li>• One area of concern is substandard manufactured homes, which are being brought into the area from Georgia. The State has enacted a law banning older manufactured homes and has been aggressively enforcing that law.</li> <li>• Another area of concern is the potential for large-scale hog farming to initiate and to locate near residential developments.</li> <li>• The county government has not used its authority to undertake planning, to regulate subdivisions, and to enact and enforce building codes.</li> <li>• The county government does not have the authority to enact and enforce a zoning ordinance but needs that authority.</li> <li>• Participants felt that local governments need home rule in order to improve and/or protect the area's quality of life.</li> </ul>

## Clay County

Economic Development	Infrastructure/Transportation
<ul style="list-style-type: none"> <li>• Clay County has lost a large number of jobs due to textile plant closings.</li> <li>• The county’s local governments tend to compete with one another for business opportunities instead of pooling their resources and working together on recruitment.</li> </ul>	<ul style="list-style-type: none"> <li>• Local water systems need to extend service into the rural areas.</li> <li>• The existing public water system is operating at full capacity and needs major upgrades before the service area can be expanded.</li> <li>• Rural counties and cities lack funds to make the infrastructure improvements needed for business recruitment.</li> <li>• Industry will not commit to a community that lacks infrastructure, but grant programs funding infrastructure require a commitment of job creation before they will award funds to a community.</li> <li>• The County has no interstates or federal highways.</li> </ul>

## Cleburne County

Economic Development	Education
<ul style="list-style-type: none"> <li>• Local governments need funding to invest in eco-tourism development.</li> <li>• Some local leaders and residents believe that eco-tourism does not generate local revenue.</li> <li>• Local governments have felt for some time that there is little State support for rural economic development.</li> </ul>	<ul style="list-style-type: none"> <li>• Projected population growth indicates a future need to expand the school system.</li> </ul>
Infrastructure/Transportation	
<ul style="list-style-type: none"> <li>• Rural areas are having problems with water supply reliability and quality.</li> <li>• Rural areas need fire hydrants.</li> <li>• Although the county received grant and loan funds from the USDA to extend water service into the rural areas, many people would not commit to tapping onto system.</li> <li>• Heflin’s sewer system cannot support a large business.</li> <li>• The Interstate 20 corridor needs infrastructure expansion and upgrades.</li> <li>• Three local telephone carriers serve the county, which makes calling within the county difficult.</li> <li>• Internet service and access is marginal.</li> <li>• The county does not have an airport.</li> <li>• The county has several unsafe bridges.</li> </ul>	

**Coosa County**

<b>Economic Development</b>	<b>Infrastructure/Transportation</b>
<ul style="list-style-type: none"> <li>• The county needs more local conveniences for residents and employees to help attract industry.</li> <li>• The county has been losing population for a long time, which will make it difficult to attract new retail, services, and industry.</li> <li>• Low paying jobs and the exodus of local businesses have caused local residents to seek employment in other counties.</li> <li>• Small and new businesses face poor access to capital, difficulty in obtaining bank loans, and competition with big-box retailers.</li> <li>• Some large tracts of land are owned by families that do not want new business in the county.</li> <li>• Timber companies own most of the land in the county.</li> <li>• There has been a steady decline in small farm operations, and timber processing operations have relocated outside the county.</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure improvements are needed to accommodate new businesses.</li> <li>• The aforementioned loss of businesses and population has reduced local revenues, making it difficult to maintain existing or construct new infrastructure.</li> <li>• Areas not served by public water do not have an adequate supply to remain on wells.</li> <li>• The local governments lack funds for water system expansions, but some of the areas that need public water service do not qualify for Community Development Block Grant funds.</li> <li>• Fire department coverage, equipment, and staffing needs to be improved.</li> <li>• Local governments in Coosa County are utility service providers and need storage facilities for electricity and natural gas.</li> <li>• The county has poor highway access.</li> <li>• About half the county’s roads are unpaved.</li> <li>• Heavy trucks are damaging the roads.</li> </ul>
<b>Quality of Life</b>	<b>Workforce Development</b>
<ul style="list-style-type: none"> <li>• The county needs more facilities and services for senior citizens.</li> <li>• In some parts of the county, residents must drive at least twenty minutes to reach a hospital.</li> <li>• The county is experiencing residential growth.</li> <li>• The County and its municipalities have not worked together to develop a plan to counter the population and economic decline.</li> </ul>	<ul style="list-style-type: none"> <li>• The local workforce needs to learn new skills so economic developers can attract new industries to the county.</li> <li>• Training facilities and programs need to be expanded and updated to reflect the workforce needs of existing and desired future employers.</li> <li>• People do not realize the possibility of having their own money.</li> <li>• The public perceives that the county’s public schools are of poor quality.</li> <li>• Community schools have been consolidated into one centralized elementary, middle, and high school.</li> </ul>

## Etowah County

Economic Development	Quality of Life	
<ul style="list-style-type: none"> <li>• There are few industrial sites available that are close to Interstate 59 and have electricity, natural gas, water, sewer, high-speed telecommunication, and rail service.</li> <li>• There are no large (100+ acre) industrial sites ready for sale.</li> <li>• Mountainous terrain, flood plains, and wetlands inhibit the development of new industrial sites.</li> <li>• Existing industrial sites lack rail service.</li> <li>• Sewage treatment capacity is very limited outside the Cities of Gadsden and Hokes Bluff due to the proliferation of sewage treatment lagoons.</li> <li>• Low wages cause highly skilled workers to leave the county or to commute to jobs outside the county.</li> <li>• Statutory incentives are becoming increasingly non-competitive.</li> <li>• The State has not addressed tort reform.</li> <li>• Credit restrictions are affecting the availability of capital.</li> <li>• Companies are uncertain about the potential bottom-line impact of tax and regulatory reforms.</li> </ul>	<ul style="list-style-type: none"> <li>• Some areas do not have ready access to recreational facilities.</li> <li>• Need affordable housing.</li> <li>• Need home maintenance assistance programs.</li> </ul>	
	Workforce Development / Education	<ul style="list-style-type: none"> <li>• The county’s vocational schools are underutilized.</li> <li>• There is no nearby research university or university with a school of engineering.</li> <li>• The county has a shortage of skilled and semi-skilled labor available to work in new jobs.</li> <li>• The labor market has a comparatively high percentage of union members.</li> </ul>
	Natural Resources	<ul style="list-style-type: none"> <li>• Uncontrolled growth has been creating undesirable impacts, including increased flooding and potential threats to drinking water sources.</li> <li>• Increased flooding has been occurring along Big Wills and Little Wills Creeks.</li> <li>• Litter control is needed in the rural areas.</li> </ul>
	Infrastructure/Transportation	Local Government
<ul style="list-style-type: none"> <li>• The county has inconvenient access to a hub airport with international flights.</li> <li>• County and municipal roads need maintenance and improvements.</li> <li>• The county lacks easily accessible, countywide public transportation.</li> <li>• The existing sewer systems need improvements.</li> <li>• Rural areas need water and sewer extensions, medical services, and improved police and fire protection.</li> </ul>	<ul style="list-style-type: none"> <li>• Local governments lack funds to improve infrastructure, fire stations, and recreational facilities, to aid in affordable housing construction, and to engage in other activities to foster growth.</li> <li>• Grant programs do not fund a broad enough array of projects.</li> <li>• Some communities cannot meet the matching requirements for many grants.</li> <li>• Mid-sized cities feel they are at a disadvantage when competing against large cities for grant funds.</li> <li>• Citizen groups need professional assistance in making community improvements.</li> </ul>	



**Randolph County**

<b>Economic Development</b>	
<ul style="list-style-type: none"> <li>• Some industrial parks need infrastructure and/or other improvements.</li> <li>• There are no speculative buildings in the county.</li> <li>• Funding is needed to construct speculative building.</li> <li>• A shortage of local employers has caused many people in Randolph County to work in Georgia and students to move away from the county to seek employment.</li> </ul>	
<b>Education</b>	<b>Health Care</b>
<ul style="list-style-type: none"> <li>• Several schools are old and need to be repaired or renovated.</li> </ul>	<ul style="list-style-type: none"> <li>• The county hospital is substandard.</li> <li>• The nearest modern medical facilities are an hour's drive from county.</li> </ul>
<b>Infrastructure/Transportation</b>	<b>Natural Resources</b>
<ul style="list-style-type: none"> <li>• The county does not have a four-lane highway.</li> <li>• Rail service is limited to the southern portion of county.</li> <li>• Water sources are unreliable.</li> </ul>	<ul style="list-style-type: none"> <li>• The Alabama-Coosa-Tallapoosa water compact negotiations continue to drag out and could have major ramifications on the area depending upon their outcome.</li> <li>• Randolph County residents have the perception that fines on Georgia polluters of the Tallapoosa and Little Tallapoosa Rivers are ineffectual.</li> <li>• The county needs funding to develop a landfill.</li> </ul>

## Talladega County

<b>Economic Development</b>	
<ul style="list-style-type: none"> <li>• The county needs additional industrial parks.</li> <li>• Lack of usable property within Sylacauga and Talladega city limits.</li> <li>• Childersburg Industrial Park needs improvements:</li> <li>• Increased capacity at Childersburg sewage treatment plant;</li> <li>• Groundwater cleanup, to alleviate companies' fears of liability.</li> <li>• Some properties in the Childersburg Industrial Park are in the flood zone.</li> <li>• The county needs better paying jobs to retain or recapture its brightest students.</li> <li>• Federal policies on taxes, environmental regulation, and labor unions making it difficult for companies to determine the cost of being in business.</li> </ul>	
<b>Infrastructure / Transportation</b>	<b>Quality of Life</b>
<ul style="list-style-type: none"> <li>• Road improvements are needed, including road widening and improved access to Interstate 65 and industrial sites.</li> <li>• No Interstate highway in southern Talladega County.</li> <li>• Bottleneck on U.S. Highway 280 in Inverness impacts access to Birmingham metropolitan area from southern Talladega County.</li> <li>• Bridge improvements are needed throughout the county, including one bridge owned by a railroad.</li> <li>• Public water and sewer system improvements and expansions are needed.</li> <li>• Rural areas not served by public water have unreliable water supplies and poor water quality.</li> <li>• Fire hydrants are needed in the rural areas.</li> <li>• The county needs improved wireless telephone coverage.</li> <li>• The public transportation systems need more vans.</li> </ul>	<ul style="list-style-type: none"> <li>• Communities need recreational facilities and programs for people of all ages.</li> <li>• The area needs new affordable housing.</li> <li>• Existing housing stock needs to be repaired or renovated.</li> <li>• The county needs litter control measures.</li> </ul>
<b>Local Government</b>	<b>Workforce Development / Education</b>
<ul style="list-style-type: none"> <li>• Public buildings need to be upgraded.</li> <li>• Emergency warning systems are needed in rural areas.</li> <li>• The rural areas need emergency medical services.</li> <li>• The Hazmat unit needs increased funding.</li> <li>• Local governments lack funds to purchase fire department equipment.</li> <li>• The area needs improved law enforcement.</li> <li>• Local governments have difficulty providing matching funds for grants.</li> <li>• There is a general perception that without statewide planning, small towns and rural areas will be overlooked.</li> </ul>	<ul style="list-style-type: none"> <li>• Employers are having difficulty finding qualified employees.</li> <li>• Schools need to better prepare students for high paying jobs.</li> </ul>

**Tallapoosa County**

<b>Economic Development</b>	
<ul style="list-style-type: none"> <li>• The local economy has long been dependent on the Russell Corporation, which has been moving textile operations to other countries.</li> <li>• Local governments need to develop more industrial parks and a small business incubator.</li> <li>• The State’s incentive programs focus on manufacturing, which is declining, rather than on the other growing economic sectors.</li> <li>• The lack of incentives for existing industries that wish to expand makes it appealing for businesses to relocate to another community in order to receive incentives for new businesses.</li> <li>• Long waits for funding from State incentive and grant programs hinder the industrial recruitment process.</li> <li>• Many economic development grants are available only if a company is committed to locating in a community or if there is a severe economic downturn. Few grants are available for advance preparation for economic development.</li> <li>• The county is losing skilled white collar employees due to a lack of high paying jobs.</li> <li>• Economic developers need to attract jobs that will help reduce underemployment.</li> </ul>	
<b>Infrastructure/Transportation</b>	<b>Workforce Development / Education</b>
<ul style="list-style-type: none"> <li>• Public water expansions need to continue in the rural areas.</li> <li>• Bridges need to be replaced throughout the county.</li> </ul>	<ul style="list-style-type: none"> <li>• Local schools need additional classrooms and expanded technology.</li> <li>• Local schools need new programs and sufficient staffing to bring them off academic alert.</li> <li>• The public does not always understand why it is important to strengthen the education system.</li> <li>• People have been slow to recognize that higher education is necessary in today’s economy.</li> </ul>
<b>Health Care / Human Services</b>	<b>Quality of Life</b>
<ul style="list-style-type: none"> <li>• The county needs facilities and services for people with dementia and Alzheimer’s.</li> </ul>	<ul style="list-style-type: none"> <li>• Homeowners need assistance making home repairs.</li> </ul>



## Chapter 7

### Economic Development Opportunities

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

#### Calhoun County

Opportunities	
<ul style="list-style-type: none"> <li>• Calhoun County is located halfway between Birmingham and Atlanta.</li> <li>• The county has low property taxes.</li> <li>• The county has good transportation facilities—numerous four-lane highways, Interstate 20, the Anniston Municipal Airport.</li> <li>• The Anniston Eastern and Western Bypasses will further improve traffic movement throughout the county and access from interior parts of the county to Interstate 20.</li> <li>• There is potential for further development of the Anniston Municipal Airport.</li> <li>• There has been strong growth in new construction throughout the county.</li> <li>• McClellan, a former military installation closed under BRAC in 1999, presents opportunities for new development.</li> <li>• The McClellan staff recognize the need for well-planned, coordinated development.</li> <li>• The county has the potential to attract semi-conductor industries due to its location and to available industrial sites and workforce training programs.</li> <li>• The county has wonderful environmental assets that add to its attractiveness and that present an opportunity for increased eco-tourism.</li> <li>• The Chief Ladiga Trail is another eco-tourism attraction, especially since it connects to the Silver Comet Trail in Georgia and links Anniston to Atlanta.</li> </ul>	<ul style="list-style-type: none"> <li>• The county has two institutions of higher education—Jacksonville State University and Gadsden State Community College (Ayers campus).</li> <li>• The county has the potential to attract retirees.</li> <li>• Local leaders and residents see the need for a plan to identify what facilities, services, etc. are needed to attract retirees.</li> <li>• The county has very good medical facilities, and it is only a one hour drive from the University of Alabama-Birmingham’s state-of-the-art medical facilities.</li> <li>• Local governments have had a growing recognition of the need for cooperative efforts.</li> <li>• Local governments have had a growing recognition of the importance of planning.</li> <li>• Local leaders and residents have had a growing recognition that zoning protects property values.</li> <li>• The County Commission has made efforts to obtain state legislation which would give it authority to enact and enforce zoning in the unincorporated areas.</li> <li>• Local residents have begun to see a need for—at least limited—home rule.</li> <li>• Although there is a problem with drug use and trafficking in the area, some people who have substance abuse problems could become productive members of the workforce if they receive effective treatment.</li> </ul>

## Chambers County

Opportunities	
<ul style="list-style-type: none"> <li>• Chambers County has a trainable, skilled workforce.</li> <li>• The local community college has a workforce development program.</li> <li>• Educational institutions in the area have an opportunity to collaborate with each other to build programs that complement each other and to reduce program duplication.</li> <li>• The Chambers County Chamber of Commerce and the Small Business Development Centers in Columbus, GA and Auburn, AL offer classes about starting small businesses.</li> <li>• Local leaders also are interested in developing programs to teach small business owners how to obtain a loan.</li> <li>• The City of LaFayette could be a prime area for small business development.</li> <li>• The county has the potential to diversify its economy, branching out into auto parts manufacturing, high tech industries, electronics businesses, and the hospitality industry (restaurants, hotels, motels).</li> </ul>	<ul style="list-style-type: none"> <li>• The Lanett City and Chambers County school systems offer online classes and distance learning.</li> <li>• The county's environmental amenities, such as the Chattahoochee River and the County Lake, could foster tourism development.</li> <li>• The schools also could use the environmental amenities to create environmental education programs for children.</li> <li>• The county has a good roadway network, rail service, and an airport that can accommodate light aircraft.</li> <li>• The Lanett Municipal/Chambers County Airport has been expanded in order to accommodate larger aircraft and has direct Interstate access to Montgomery and Atlanta.</li> <li>• The area south of Cusseta has an Interstate 85 exit and will attract additional industry once public water and sewer extensions are complete.</li> <li>• The county's Public Building Authority could be expanded to perform additional functions in the future.</li> </ul>

## Cherokee County

Opportunities	
<ul style="list-style-type: none"> <li>• Cherokee County is growing rapidly.</li> <li>• The county is a prime area for eco-tourism development, if there is a strong marketing campaign.</li> <li>• The Appalachian Scenic Byway crosses the county and connects the county with Interstates 20 and 59.</li> <li>• Improvements are being made to Little River Canyon Rim Road, which traverses the Little River Canyon National Preserve.</li> <li>• Also in the county are Weiss Lake, Cherokee Rock Village, and other natural resources.</li> <li>• There is potential to develop a park with a water theme on Weiss Lake.</li> <li>• A Honda supplier located in Leesburg, bringing high wage jobs into the county.</li> <li>• The rural public transportation system serves the entire county.</li> <li>• The City of Centre has an industrial park that can accommodate smaller businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• The County Commission and the Cities of Centre and Piedmont have completed construction of the Centre-Piedmont-Cherokee County Regional Airport.</li> <li>• The airport has a 5,000 foot runway.</li> <li>• The County Commission is conducting a feasibility study for a countywide sewer system.</li> <li>• Private lakefront developments have begun to install their own sewer systems.</li> <li>• A satellite company is planning to expand the availability of cable modems.</li> <li>• The County has formed an Industrial Development Authority with a full-time director.</li> <li>• Gadsden State Community College has established a new Cherokee County campus.</li> <li>• Good communication and camaraderie amongst elected official countywide.</li> </ul>

## Clay County

Opportunities	
<ul style="list-style-type: none"> <li>• Clay County is strategically located between major population and economic hubs—Atlanta, Birmingham, Montgomery, Columbus.</li> <li>• The county has an unrivaled quality of life, with good schools, a good hospital, and a very low crime rate.</li> <li>• Real estate taxes are very low.</li> <li>• Historic preservation efforts are being initiated in downtown Lineville.</li> <li>• The county has excellent resources, with land available for development and a skilled labor force.</li> <li>• Employees work together well, are dedicated to their employer, and develop good relationships with management.</li> <li>• Clay County may experience residential and/or business growth resulting from the new Honda plant in neighboring Talladega County.</li> <li>• Major roadways are in good condition.</li> <li>• Cities and rural areas still have rail service.</li> </ul>	<ul style="list-style-type: none"> <li>• Most of the abandoned textile plants have been modernized and can be adapted to new use.</li> <li>• The railroad still owns and could re-open spurs into the Lineville Industrial Park and other areas.</li> <li>• The county has an airport that can land light aircraft, and it may be feasible to expand the airport.</li> <li>• The County Commission is seeking grants and public/private agreements to extend public water into rural areas.</li> <li>• Local leaders and residents have a growing awareness that countywide cooperation is needed to help Clay County compete with more urbanized counties.</li> <li>• There is interest in creating a countywide comprehensive plan, a countywide economic development plan, and a countywide infrastructure improvements plan and implementation schedule, to guide and support future growth.</li> </ul>

## Cleburne County

Opportunities	
<ul style="list-style-type: none"> <li>• Major roadways are in good condition.</li> <li>• Local governments need funding to invest in eco-tourism development.</li> <li>• Cleburne County has good market accessibility to Atlanta and Birmingham and good transportation connection through rail service and Interstate 20.</li> <li>• The county has three Interstate exits.</li> <li>• There is abundant developable land along the Interstate 20 corridor, and the County Commission and the City of Heflin could jointly pursue funding to expand the existing Interstate 20 Corridor Study into a Cleburne County Interstate 20 Development Plan.</li> <li>• There also has been interest in creating a countywide land use plan and pursuing the authority to enact and implement zoning in the county in order to protect property values.</li> <li>• The county can build on existing businesses and industries.</li> <li>• It also could recruit Honda suppliers and “clean” industries, such as warehousing and distribution centers.</li> <li>• The county has the potential to further develop eco-tourism, capitalizing on the beautiful scenery and the Chief Ladiga Trail, the canoe trail, and the Talladega National Forest and its network of trails—most notably the Pinhoti Trail.</li> </ul>	<ul style="list-style-type: none"> <li>• The Emerald Triangle has developed a web site for its three-county service area, which includes Cleburne, Clay, and Randolph Counties.</li> <li>• The county has abundant natural resources.</li> <li>• The county has a good school system and trade school.</li> <li>• Local governments should make optimal use of all methods available to inform the public of the benefits of projects they wish to undertake, to garner public support.</li> <li>• Local governments can pursue grant funds for infrastructure improvements and industrial park construction.</li> <li>• Heflin, which has two of the Interstate 20 exits, has a sewer system.</li> <li>• The County Commission has been expanding rural water system coverage and pursuing funds for additional water system extensions.</li> <li>• The local governments would like to create a countywide fire protection plan.</li> <li>• Rural water extension projects could include installation of fire hydrants.</li> <li>• Internet service and access has been improving.</li> <li>• Resources are available locally for assistance with grant writing, planning, and group facilitation.</li> </ul>



## Coosa County

Opportunities	
<ul style="list-style-type: none"> <li>• Coosa County has a good water delivery system: most of the county is served by a public water system; the county has several water treatment facilities; and water can be purchased from surrounding counties if supply becomes insufficient.</li> <li>• Sewer service is available in and near the municipalities.</li> <li>• Electrical and gas service is good.</li> <li>• Several large, vacated industrial plants are available for reuse.</li> <li>• Timber companies own most of the land in the county, meaning most of the land has been divided into large parcels and there are fewer property owners to approach should a local government or private business wish to acquire land for new development.</li> <li>• Coosa County would be a good location for Internet sales companies.</li> <li>• Economic development efforts should focus around entrepreneurship and locally owned small businesses that capitalize on items or services that are unique to the area.</li> <li>• The county has been experiencing residential growth.</li> </ul>	<ul style="list-style-type: none"> <li>• Rockford’s folk art community could be expanded to create an Arts and Crafts district.</li> <li>• The county has low property taxes, reasonable land values and housing costs, and a good school system.</li> <li>• The county is bordered by lakes, and national advertizing for Lake Martin should help spur new growth in Coosa County.</li> <li>• Coosa County residents have a strong sense of community and pride in where they live.</li> <li>• All of these amenities give the county good potential for becoming a retirement area.</li> <li>• The county’s natural amenities also make tourism and recreation prime economic development opportunities.</li> <li>• Local governments want to help spur individual investment and to garner public support for government investments by conducting meetings to inform the public of different grants that are available and how to go through the application process.</li> <li>• Local leaders recognize the need to create a plan that identifies existing resources and goals for the future.</li> </ul>

## Etowah County

Opportunities	
<ul style="list-style-type: none"> <li>• The Alabama Technology Network operates a center in Gadsden.</li> <li>• The Gadsden State Community College main campus is in Gadsden.</li> <li>• The county also has good vocational schools, which have been an underutilized resource.</li> <li>• The Workforce Development Partnership, a collaboration of governmental, business and industry and educational representatives, has established the Career Transition program to aid students in selecting and preparing for a future career.</li> <li>• Industrial Development Authority periodically surveys employers to determine local training needs.</li> <li>• There is a good network of industrial support services.</li> <li>• The county has excellent highway accessibility and a regional airport.</li> <li>• Utility systems have the capacity to support economic growth.</li> <li>• The City of Gadsden is expanding its sewage treatment capacity and could accept sewage from neighboring municipalities.</li> <li>• The cost of living is affordable.</li> </ul>	<ul style="list-style-type: none"> <li>• The local economy has become diversified.</li> <li>• The medical profession is a growing area of the local economy.</li> <li>• The county could recruit automotive suppliers, particularly Honda.</li> <li>• Further economic diversification could occur through small business and tourism development.</li> <li>• Heritage tourism is one economic opportunity. For instance, citizens in Attalla purchased an old high school to convert into a community development center. This school may have historical significance beyond Attalla, if it is one of the State's few remaining historically Black schools.</li> <li>• The county has a pleasant climate, beautiful landscape, and good people.</li> <li>• The county's amenities could make it attractive to retirees.</li> <li>• The abandoned rail line in Altoona could become a recreational trail.</li> <li>• Local leaders recognize a need for long range planning for economic development and to coordinate land development throughout the county.</li> </ul>

## Randolph County

Opportunities	
<ul style="list-style-type: none"> <li>• Randolph County has rail service and an airport, which has been recently expanded.</li> <li>• Roanoke, Wadley, and Wedowee—and the surrounding areas—have sewer service and industrial parks.</li> </ul>	<ul style="list-style-type: none"> <li>• Southern Union State Community College and the Randolph-Roanoke Career Technical Center provide workforce training that meets area employers' needs.</li> </ul>

## Talladega County

Opportunities	
<ul style="list-style-type: none"> <li>• Talladega County’s workforce has diverse skills.</li> <li>• Central Alabama Community College provides up-to-date workforce training at its Childersburg (Talladega County) campus.</li> <li>• The community college and the public high schools have developed a dual enrollment program, which allows students to earn college credit while in high school.</li> <li>• There has been increasing local recognition of the importance of higher education.</li> <li>• The county and city school systems have good schools that continuously improve in quality.</li> <li>• Schools are being encouraged to teach students critical thinking skills—the ability to make decisions, understand directions, and function independently.</li> <li>• The county has been attracting new industries, including Honda and Teksid.</li> <li>• Childersburg has an ideal site for a semiconductor facility, and the community college offers certification in the semiconductor field.</li> <li>• Economic developers should recruit mid-sized technology firms and support industries for the county’s two automotive industries (Honda and Teksid).</li> <li>• Economic developers particularly should focus on recruiting companies that provide a good working environment and job diversity.</li> <li>• There are plans for a new bridge across the Coosa River, which will connect southern</li> <li>• Talladega County with Interstate 65 and increase development opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• The county has excellent fire protection service, including a Hazmat unit.</li> <li>• The county has active committees that have been identifying improvements that are needed throughout the county.</li> <li>• In addition, an engineering study has been commissioned to determine countywide facility and service needs.</li> <li>• Local leaders and residents recognize the need for everyone to work together to help Talladega County reach its full potential.</li> <li>• Numerous buildings and warehouse space are available throughout the county.</li> <li>• The county has two available speculative buildings: 60,000 square foot building in Sylacauga; 100,000 square foot building in Talladega.</li> <li>• The county has four industrial parks: Childersburg Industrial Park; Lincoln Industrial Park; S.B. Pinkerton Industrial Park (Sylacauga); Coosa Valley Industrial Park (Talladega).</li> <li>• Childersburg Industrial Park has 2,010 acres and dual rail service.</li> <li>• Numerous sites in Talladega County have dual rail service.</li> <li>• Four automotive manufacturing sites are located within a 78 mile radius of Talladega County: Honda Manufacturing of Alabama in Lincoln; Hyundai in Montgomery; KIA in LaGrange (GA); Mercedes in Vance.</li> <li>• Interstate 20 and U.S. Highway 280 traverse the northern and southern portions of the county, respectively.</li> </ul>

## Tallapoosa County

Opportunities	
<ul style="list-style-type: none"> <li>• Tallapoosa County’s local leaders have made job creation a priority.</li> <li>• The northern part of the county has good infrastructure to support economic development—the recently four-laned U.S. Highway 280, rail service, the Alexander City Municipal Airport, fiberoptic cable.</li> <li>• There is a good roadway network throughout the county.</li> <li>• Public transportation is available.</li> <li>• The community college has a technical development center for workforce training, and the Alabama Industrial Development Training Institute provides excellent workforce training.</li> <li>• Local leaders see potential for the State government to develop programs to assist Alabama industries in becoming part of the global economy.</li> <li>• Public schools are developing high school technology programs, including computer programming certification, which will aid in the county’s efforts to attract technology industries and retain skilled workers.</li> </ul>	<ul style="list-style-type: none"> <li>• The school systems could partner with area businesses and pursue grants to nurture technological advances.</li> <li>• Local leaders wish to attract retirees who want to make an investment in the community.</li> <li>• Lake Martin has spurred large residential growth and should be more fully utilized to attract visitors/tourists.</li> <li>• Tallapoosa County wishes to undertake a countywide long range strategic planning effort.</li> <li>• Alexander City and residents in the Lake Martin area already have undertaken strategic planning efforts.</li> <li>• Local leaders have come to recognize the importance of public information and participation to successful plan implementation.</li> </ul>

## **PART III DEVELOPMENT STRATEGIES AND ACTION PLAN**

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



## **Chapter 8**

### **Goals, Objectives, Action Plans and Performance Measures**

The previous chapters present an inventory of current conditions in the East Alabama region. In order to address problems and capitalize on opportunities, the EARPDC needs to establish a vision for the entire region and long-range goals and short-range objectives to help achieve that vision. Performance measures help track the progress being made in implementing the action items listed under the objectives. Many of the action items are ongoing efforts, while some are still being conceptualized. In Chapter 9: Suggested Projects each action item is prioritized as urgent, high, or moderate. Action items that the CEDS Strategy Committee determined were of low priority are not included in this document.

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

#### **Goals, Objectives, and Performance Measures**

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

**Objective 1: Provide new and varied employment opportunities.**

##### **ACTION PLAN**

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

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

**PERFORMANCE MEASURES**

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

**Objective 2: Provide adequate education and training opportunities.**

**ACTION PLAN**

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

**PERFORMANCE MEASURES**

- Number of industries that have expanded, in either number of employees, increased productivity, or facility size.
- Percentage of those public educational facilities that have received funding for necessary physical improvements.
- Number of vocational education programs started or expanded.
- Number of adult education programs started or expanded.

**Objective 3: Provide and assist in the provision of human service programs targeted to the needs of the region.**

**ACTION PLAN**

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



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

#### **PERFORMANCE MEASURES**

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

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

#### **Objective 1: Develop adequate community facilities and services.**

##### **ACTION PLAN**

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

##### **PERFORMANCE MEASURES**

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

#### **Objective 2: Insure a safe, efficient and economic transportation system.**

##### **ACTION PLAN**

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

### **PERFORMANCE MEASURES**

- Number of industries that have expanded, in either number of employees, increased productivity, or facility size.
- Percentage of highway and street systems that need improvements or expansions.
- Percentage of the region served by public transportation systems.
- Percentage of Transportation Enhancement grants funded

### **Objective 3: Provide safe, decent, and sanitary housing in a suitable living environment for all residents of the region.**

#### **ACTION PLAN**

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

### **PERFORMANCE MEASURES**

- Number of housing improvement or assistance programs within the region.
- Number of senior centers or elderly housing units constructed.
- Regional ratio of homeowners to renters.
- Number of programs aimed at increasing the availability of financing for development of housing for low and moderate-income person.

### **Objective 4: Provide an adequate and accessible variety of recreational and cultural facilities for all citizens of the region.**

#### **ACTION PLAN**

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

### **PERFORMANCE MEASURES**

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

**Goal III. Develop and conserve the region's natural resources.**

**Objective 1:** Provide optimal development of communities' agriculture and timberland.

**ACTION PLAN**

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

**PERFORMANCE MEASURES**

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

**Objective 2:** Provide optimal development and control of water resources and address flood hazard issues in the region.

**ACTION PLAN**

1. Promote adequate surface drainage and flood control facilities.
2. Encourage initiation of National Flood Insurance Act within all communities in the region.
3. Encourage development in floodways to conform with FEMA guidelines.
4. Promote and provide technical assistance on the issue of well-head and aquifer protection in the region.

**PERFORMANCE MEASURES**

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

**Objective 3:** Protect and preserve valuable environmental and historic resources.

**ACTION PLAN**

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

**PERFORMANCE MEASURES**

- Number of regional resources listed on the National Register of Historic Places.
- Number of environmental preservation programs in the region.

- Number of acres in the region dedicated to recreation or National Forest holdings.

**Objective 4:** Promote the efficient use of energy.

**ACTION PLAN**

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

**PERFORMANCE MEASURES**

- Percentage of regional municipalities with land use and energy conservation policies.
- Number of programs aimed at implementing alternatives to single-occupant commuting.

## Chapter 9 Suggested Projects

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

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



## I. COMMUNITY FACILITIES

### 1. Objectives

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

### 2. Community Facilities Planning and Technical Assistance

<b>Description</b>	<b>Location</b>	<b>Objective References</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>Funding Source</b>
Intergovernmental coordination & communication	State Planning District 4	a-h	X	X	X	EDA/ARC/Local
Unstructured regional technical assistance	State Planning District 4	a-h	X	X	X	EDA/ARC/Local
Grant & loan application preparation	State Planning District 4	a-h	X	X	X	EDA/ARC/Local
Project management & monitoring assistance	State Planning District 4	a-h	X	X	X	EDA/CDBG/ARC/Local
Participate in citizen, council, committee, etc. deliberations	State Planning District 4	a-h	X	X	X	ARC/Local
ARC 302 (a) regional and local planning	State Planning District 4	a-h	X	X	X	ARC/Local
Water system map update	State Planning District 4	a	X	X	X	ARC/Local
Sewer system map update	State Planning District 4	a	X	X	X	ARC/Local

### 3. Community Facilities Development Projects

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
<b>October 1, 2011 through September 30, 2012</b>						
Waterline expansion	Coosa County	a	\$400,000	2013	Federal/State/Local	2014
Expand City Hall to include police department	Heflin	c	\$3,500,000	2013	USDA/ADECA/Local	2013-2014
Hire add'l part-time and full-time firefighters	Heflin	c	\$50,000	2013	SAFER grant	2013
Initiate recycling program	Heflin	g	\$20,000	2013	Local	2013
Purchase 2 new police cars and associated equip	Hokes Bluff	c	\$70,000	2013	State/Local	2013
Purchase truck for street department	Hokes Bluff	d	\$20,000	2013	Local	2013
Replace water lines	Jacksonville	a	\$5,000,000	2013	Federal/State/Local	2014
500,000 gallon ground level water tank	Jacksonville	a	\$4,000,000	2013	Federal/State/Local	2014
New water source	Jacksonville	a	\$4,000,000	2013	Federal/State/Local	2014
Replace sewer lines	Jacksonville	a	\$5,000,000	2013	Federal/State/Local	2014
Develop infiltration system plan	Jacksonville	a	\$5,000,000	2013	Federal/State/Local	2014
Replace gas lines	Jacksonville	d	\$5,000,000	2013	Federal/State/Local	2014
Complete construction of public library annex and elevator	Jacksonville	d, e		2013	State/Local	
Sewer system expansion	Leesburg	a	\$450,000	2013	Federal/State/Local	2013
Construct sewer system	Ohatchee	a	\$2,000,000	2013	Federal/State/Local	2013-2014
Extend water lines	Ohatchee	a	\$200,000	2013	Federal/State/Local	2014
Purchase new police cars	Ohatchee	c	\$60,000	2013	Federal/State/Local	2014
Purchase three police cars	Rainbow City	c	\$75,000	2013	Local	2013
Extend sewer lines	Rainbow City	a	\$350,000	2013	Local	2014
Sewage lagoon improvements	Rainbow City	a	\$650,000	2013	Local	2014
Replace water lines and meters	Wadley	a	\$365,000	2013	CDBG/local	2013
Randolph County jail	Wedowee	c		2013	Local	2013
Randolph County law enforcement center	Wedowee	c		2013	Local	2013
Construct new Talladega/Shelby County water treatment plant	Talladega County	a	\$2,500,000	2013	Federal/State/Local	2013
Install 12,200 linear feet of 6" water line to serve 29 homes along Cove Shocco & Shocco Springs Road	Talladega County	a	\$122,000	2013	Federal/State/Local	2013



Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
Install 9,500 linear feet of 6" water line to serve 30 homes along Plant Road	Talladega County	a	\$114,000	2012	Federal/State/Local	2012
Install 9,200 linear feet of 6" water line to serve 26 homes along Jones Road & Hill Top Lane	Talladega County	a	\$138,000	2012	Federal/State/Local	2012
Install 6,280 linear feet of 6" water line to serve 7 homes along Indian Valley Road & Blue Spring Circle	Talladega County	a	\$62,800	2012	Federal/State/Local	2012
Install 5,000 linear feet of 6" water line to serve 5 homes along Peach Blossom Road	Talladega County	a	\$50,000	2012	Federal/State/Local	2012
Install 1,480 linear feet of 3" water line to serve 7 homes along Katie Lane	Talladega County	a	\$11,840	2012	Federal/State/Local	2012
Install 1,200 linear feet of 6" water line to serve 8 homes along Bertha Lane	Talladega County	a	\$12,000	2012	Federal/State/Local	2012
Install 1,650 linear feet of 6" water line to serve 12 homes along Fairlane Drive	Talladega County	a	\$16,500	2012	Federal/State/Local	2012
Install 1,700 linear feet of 3" water line to serve 12 homes along Fulmer Drive	Talladega County	a	\$13,600	2012	Federal/State/Local	2012
Install 1,750 linear feet of 6" water line to serve 17 homes along Ridge Lane & Jordan Lane	Talladega County	a	\$17,500	2012	Federal/State/Local	2012
Install 1,140 linear feet of 3" water line to serve 11 homes along Bayou Ridge Road	Talladega County	a	\$9,120	2012	Federal/State/Local	2012
Install 1,420 linear feet of 3" water line to serve 11 homes along Dove Cove Road	Talladega County	a	\$11,360	2012	Federal/State/Local	2012
Install 3,920 linear feet of 6" water line to serve 19 homes along Jeter Road	Talladega County	a	\$39,200	2012	Federal/State/Local	2012
Install 940 linear feet of 3" water line to serve 3 homes along East Lee Lane	Talladega County	a	\$7,520	2012	Federal/State/Local	2012
Install 6,000 linear feet of 6" water line to serve 20 homes along Davis Acres Drive	Talladega County	a	\$54,000	2012	Federal/State/Local	2012
Install 6" water line and fire hydrant to serve 21 homes along Water Oak Lane & Logan Martin in the Woods	Talladega County	a	\$32,000	2012	Federal/State/Local	2012

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
<b>October 1, 2012 through September 30, 2013</b>						
Construct water transmission main	Alexander City	a	\$6,500,000	2013	EDA/Local	2013
Renovate the Bud Porch Center	Alexander City	d	\$700,000	2013	Federal/State/Local	2014
Gas system expansion	Alexander City	d	\$500,000	2013	EDA/Local	2013
Construct fire station #3	Alexander City	c	\$1,000,000	2013	Federal/Local	2013
Construct police training facility	Childersburg	c	\$500,000	2013	Homeland Sec/FEMA/Local	2014-2016
Construct new fire station in southwestern portion of city	Jacksonville	c	\$2,000,000	2013		2013
Construct new city government complex	Jacksonville	d	\$2,500,000	2013		2013
Purchase building and convert to City Hall Talladega Springs d \$70,000 2012 CDBG/Local 2012	Talladega Springs	D	\$70,000	2013	CDBG/Local	2013
<b>October 1, 2013 through September 30, 2014</b>						
Construct water transmission main	Alexander City	a	\$5,000,000	2014	EDA/Local	2014
Construct a new public works complex	Alexander City	d	\$3,000,000	2014	Federal/Local	2014
Construct new fire station in northeast portion of city	Jacksonville	c	\$2,000,000	2014		2014
Construct new police station and jail	Jacksonville	c	\$8,000,000	2014		2014

## II. TRANSPORTATION

### 1. Objectives

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

### 2. Transportation Planning and Technical Assistance

Description	Location	Objective References	FY 12	FY 13	FY 14	Funding Source
Calhoun Area Transportation Study	Calhoun Co. Urban Area	a, b, e	x	x	x	FHWA/Local
Urban public transportation projects	Calhoun Co. Urban Area	b, e	x	x	x	FTA/Local
Urban transportation, planning & technical assistance	Calhoun Co. Urban Area	a-e	x	x	x	FTA/FHWA/Local
East Alabama Rural Planning Organization	State Planning District 4	a-e	x	x	x	FHWA/Local
Rural public transportation projects	State Planning District 4	b, e	x	x	x	FTA/Local
Rural transportation, planning & technical assistance	State Planning District 4	a-e	x	x	x	FTA/FHWA/Local
Coordinate with the State Department of Transportation	State Planning District 4	a-e	x	x	x	FTA/FHWA/Local
Coordinate local/private transportation resources	State Planning District 4	a-e	x	x	x	FTA/FHWA/Local
Grant & loan application preparation assistance	State Planning District 4	a, b, e	x	x	x	FTA/FHWA/Local
Project management & monitoring assistance	State Planning District 4	e	x	x	x	FTA/FHWA/Local

### 3. Transportation Development Projects

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
<b>October 1, 2011 through September 30, 2012</b>						
Construct terminal ramp at T. C. Russell Municipal Airport	Alexander City	c	\$250,000	2012	FAA/ALDOT/Local	2013
Construct overlay ramp at T.C. Russell Municipal Airport	Alexander City	c	\$500,000	2012	FAA/ALDOT/Local	2012
Construct new terminal building at T.C. Russell Municipal Airport	Alexander City	c	\$500,000	2012	ALDOT/Local	2012
Transportation Enhancement - U.S. Highway 78/Ross Street, Phase III	Heflin	e	\$400,000	2012	SAFETEA-LU/Local	2012-2014
Walking trail connecting downtown and recreation center	Heflin	e	\$30,000	2012	ADECA/Local	2012-2014
Resurface nine streets	Hokes Bluff	a	\$389,525	2012	Federal/State/Local	2012
Construct sidewalks along county roads with the Town limits	Jackson's Gap	e	\$500,000	2012	Federal/State/Local	2012-2014
Landscaping at train depot and along Chief Ladiga Trail	Jacksonville	e	\$8,000	2012	Local	2012
U.S. Highway 431 expansion/improvement, Wedowee to Roanoke	Randolph County	a		2012	Federal/State	2012
Replace bridge over Carlisle Branch	Wadley	a	\$15,000	2012	Local	2012
Improve and re-pave city streets	Talladega Springs	a	\$200,000	2012	CDBG/Local	2012
<b>October 1, 2012 through September 30, 2013</b>						
Construct T-Hangar at T.C. Russell Municipal Airport	Alexander City	c	\$500,000	2013	FAA/ALDOT/Local	2014
Hangar area development at T.C. Russell Municipal Airport	Alexander City	c	\$500,000	2013	FAA/ALDOT/Local	2013
Downtown revitalization/streetscape	Childersburg	e	\$500,000	2013	ALDOT/CDBG/Local	2012-2020
Street resurfacing	Childersburg	a	\$2,000,000	2013	FEMA/CDBG/Local	2013-2015

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
<b>October 1, 2013 through September 30, 2014</b>						
Construct parallel taxiway at T. C. Russell Municipal Airport	Alexander City	c	\$2,000,000	2014	FAA/ALDOT/Local	2014
Runway realignment at T. C. Russell Municipal Airport	Alexander City	c	\$2,000,000	2014	FAA/ALDOT/Local	2014
Place overhead utility lines underground and improve five railroad crossings	Alexander City	a	\$1,000,000	2014	ALDOT/Local	2014
Develop Little Tallahassee Greenway to connect Chief Ladiga Trail to downtown	Jacksonville	e	\$125,000	2014		2014

### III. INDUSTRIAL DEVELOPMENT

#### 1. Objectives

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

#### 2. Industrial Development Planning and Technical Assistance

<b>Description</b>	<b>Location</b>	<b>Objective References</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>Funding Source</b>
Revolving Loan Fund Program	State Planning District 4	a-e, h, i	x	x	x	ARC/EDA/State/Local
Grant & loan application preparation	State Planning District 4	a-e, g, i-k	x	x	x	EDA/ARC/CDBG/Local
Project management & monitoring assistance	State Planning District 4	a-e, g, i-k	x	x	x	EDA/ARC/CDBG/Local
ARC 302 (a) regional and local planning	State Planning District 4	a-k	x	x	x	ARC/Local

Description	Location	Objective References	FY 12	FY 13	FY 14	Funding Source
Participate in Northeast AL Development Forum	State Planning District 4	a-k	x	x	x	ARC/EDA/Local
Participate in rural development councils	State Planning District 4	a-k	x	x	x	ARC/EDA/Local
Participate in citizen, council, committee, etc. deliberations	State Planning District 4	a-k	x	x	x	ARC/EDA/Local
Assist in organization of local boards and authorities	State Planning District 4	a-k	x	x	x	EDA/ARC/Local
Coordinate endeavors for small business & industrial development	State Planning District 4	a-k	x	x	x	EDA/ARC/Local
Provide EDA with information on plant closings	State Planning District 4	a, d-g	x	x	x	EDA/Local
Prepare data for industrial recruitment efforts	State Planning District 4	a-e	x	x	x	EDA/Local

### 3. Industrial Development Projects

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
<b>October 1, 2011 through September 30, 2012</b>						
Retain and expand industries in Kellyton Industrial Park	Kellyton	a	\$100,000	2012-2014	Federal/State/Local	2012-2016
Road resurfacing in Huguley Industrial Park North	Lanett	g	\$380,000	2012		2012
Sewer extension in Huguley Industrial Park North	Lanett	g	\$89,876	2012		2012
Construct business incubator	Valley	e	\$821,000	2012		2012
Construct road to industrial site	Heflin	g	\$1,000,000	2012	ADECA/Local	2012-2014
Industrial park site preparation - grading and speculative building	Heflin	g	\$5,000,000	2012	USDA/ADECA/Local	2012-2014
Construct small business incubator satellite	Heflin	e	\$500,000	2012	SBA/USDA/Local	2012-2014
Randolph County industrial park	Roanoke	g		2012	Local	2012

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
<b>October 1, 2011 through September 30, 2012</b>						
Industrial park improvements	Childersburg	g	\$2,000,000	2013	EDA/ARC/CDBG/AL DOT/ ADECA/Local	2013-2020
Water treatment and sewage expansion in Kellyton Industrial Park	Kellyton	g	\$600,000	2013	Federal/State/Local	2013-2017
Site preparation for undeveloped lots in Kellyton Industrial Park	Kellyton	g	\$300,000	2013	Federal/State/Local	2013-2014
Extend water lines into industrial park	Ohatchee	g	\$200,000	2013	Federal/State/Local	2013
Extend roads into industrial park	Ohatchee	g	\$750,000	2013	Federal/State/Local	2014
<b>October 1, 2011 through September 30, 2012</b>						
Construct new industrial park	Alexander City	g	\$3,000,000	2014	EDA/ALDOT/Local	2014
Construct road in Kellyton Industrial Park	Kellyton	g	\$600,000	2014	Federal/State/Local	2014



#### IV. EDUCATION AND WORKFORCE DEVELOPMENT

##### 1. Objectives

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

##### 2. Education and Workforce Development Planning and Technical Assistance

Description	Location	Objective References	FY 12	FY 13	FY 14	Funding Source
Senior Community Service Employment Program	State Planning District 4	e	x	x	x	Title V - SCSE
Subsidized & unsubsidized job placement & counseling	State Planning District 4	e	x	x	x	Title V - SCSE
Region 5 Workforce Development Council	State Planning District 4 (less Chambers County)	a-f	x	x	x	EDA/ARC/State/Local

### 3. Education and Workforce Development Projects

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
<b>October 1, 2011 through September 30, 2012</b>						
Update old band room for use by drafting program at Alexandria High School	Alexandria (Calhoun County)	a, c	\$25,000	2012	State/Local	2012
Re-roof main and Home Economics buildings at Alexandria High School	Alexandria (Calhoun County)	a	\$139,000	2012	Q-bond or State/Local	2012
Construct grades 7-12 consolidated high school	Ashland/Lineville (Clay County)	a	\$32,000,000	2012	State/Local	2012-2013
Remove asbestos from schools throughout the county school system	Calhoun County	a	\$40,000	2012	State/Local	2013
Lighting retrofit at Childersburg Elementary School	Childersburg (Talladega Co.)	a	\$50,000	2012	State/Local	2013
Retrain workforce and retain jobs	Coosa County	d	\$200,000	2012	Federal/State/Local	ongoing
Install HVAC in main gym at Fayetteville High School	Fayetteville (Talladega Co.)	a	\$150,000	2012	State/Local	2012
Renovate bathrooms at Cleburne County High School gymnasium	Heflin (Cleburne County)	a	\$250,000	2012	State/Local	2012
Make Cleburne County High School gymnasium handicapped accessible	Heflin (Cleburne County)	a	\$50,000	2012	State/Local	2012
Renovate bathrooms at Pleasant Grove Elementary School	Hollis Crossroads (Cleburne County)	a	\$200,000	2012	State/Local	2012
Replace HVAC in shops at Calhoun County Career Technical Center	Jacksonville (Calhoun County)	a	\$75,000	2012	Q-bond or State/Local	2012
Re-roof old elementary wing at Ohatchee High School	Ohatchee (Calhoun County)	a	\$125,000	2012	Q-bond	2012
Relocate main office to first floor and re-purpose former office space at Ohatchee High School	Ohatchee (Calhoun County)	a	\$250,000	2012	State/Local	2012
Re-pave parking lot at Saks Middle School	Saks (Calhoun County)	a	\$75,000	2012	State/Local	2012

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
Replace HVAC units at Sycamore Elementary School	Sycamore (Talladega Co.)	a	\$300,000	2012	State/Local	2012
Construct 16 classrooms and 6 science suites at Sylacauga High School	Sylacauga	a	\$6,077,600	2012	State/Local	2012
Construct new east canopy and walkway at Sylacauga High School	Sylacauga	a	\$84,000	2012	State/Local	2012
Demolish north classroom wing at Sylacauga High School	Sylacauga	a	\$225,000	2012	State/Local	2013
West gym renovation and addition at Sylacauga High School	Sylacauga	a	\$1,098,400	2012	State/Local	2013
Construct competition gym locker rooms at Sylacauga High School	Sylacauga	a	\$721,875	2012	State/Local	2013
Renovate computer lab at Sylacauga High School	Sylacauga	a	\$319,600	2012	State/Local	2013
Second floor business renovation at Sylacauga High School	Sylacauga	a	\$442,000	2012	State/Local	2013
Renovate media center at Sylacauga HS	Sylacauga	a	\$223,200	2012	State/Local	2013
Renovate east gym at Sylacauga High School	Sylacauga	a	\$1,755,000	2012	State/Local	2013
Re-roof Phase 1, 2 & 3 buildings and gym at Weaver High School	Weaver (Calhoun County)	a	\$285,000	2012	Q-bond	2012
Renovate science lab at Weaver High School	Weaver (Calhoun County)	a	\$75,000	2012	State/Local	2012
Randolph County Board of Education complex	Wedowee	a		2012	Local	2012
Replace ductless split system HVAC at Wellborn High School	Wellborn (Calhoun County)	a	\$350,000	2012	Q-bond or State/Local	2012
Repair and update bathrooms at football stadium at Wellborn High School	Wellborn (Calhoun County)	a	\$45,000	2012	State/Local	2012
Targeted roof repair on main building and old gym at White Plains High School	White Plains (Calhoun County)	a	\$35,000	2012	Q-bond or State/Local	2012
Re-roof band room, counselor's office, gymnasium, dressing rooms, lobby at Winterboro High School	Winterboro (Talladega Co.)	a	\$150,000	2012	State/Local	2012

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
<b>October 1, 2012 through September 30, 2013</b>						
Replace heaters in old gym at Alexandria High School	Alexandria (Calhoun County)	a	\$25,000	2013	State/Local	2013
Replace HVAC in "A" wing at Alexandria Elementary School	Alexandria (Calhoun County)	a	\$100,000	2013	State/Local	2013
Renovate and provide new entrance and parking at Calhoun County Board of Education Central Office	Anniston (Calhoun County)	a	\$100,000	2013	State/Local	2013
Remove asbestos from schools throughout the county school system	Calhoun County	a	\$40,000	2013	State/Local	2013
Replace exterior doors and windows at A.H. Watwood Elementary School	Childersburg (Talladega Co.)	a	\$100,000	2013	State/Local	2013
Re-roof four shops, Building 2 at Calhoun County Career Technical Center	Jacksonville (Calhoun County)	a	\$186,000	2013	State/Local	2013
Re-roof garage and parts areas at transportation facility	Jacksonville (Calhoun County)	a	\$85,000	2013	State/Local	2013
Renovate old elementary building and eliminate substandard classroom space at Ohatchee High School	Ohatchee (Calhoun County)	a	\$300,000	2013	State/Local	2013
Re-pave parking lot at Saks High School	Saks (Calhoun County)	a	\$90,000	2013	State/Local	2013
Relocate band practice field, new vocational center HVAC replacement at Sylacauga High School	Sylacauga	a	\$1,225,000	2013	State/Local	2014
Re-roof Phase I wing at Weaver Elementary School	Weaver (Calhoun County)	a	\$114,000	2013	State/Local	2013
Targeted roof repair and maintenance at White Plains High School	White Plains (Calhoun County)	a	\$20,000	2013	State/Local	2013

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
Replace exterior doors at White Plains High School	White Plains (Calhoun County)	a	\$35,000	2013	State/Local	2013
<b>October 1, 2013 through September 30, 2014</b>						
Pave parking lot at Alexandria High School	Alexandria (Calhoun Co)	a	\$85,000	2014	State/Local	2014
Remove asbestos from schools throughout the county school system	Calhoun County	a	\$40,000	2014	State/Local	2014
Replace HVAC equipment at transportation facility	Jacksonville (Calhoun Co)	a	\$50,000	2014	State/Local	2014
Re-pave parking lot at Calhoun County Career Technical Center	Jacksonville (Calhoun Co)	a	\$85,000	2014	State/Local	2014
Install awnings from school to buses at Pleasant Valley High School	Pleasant Valley (Calhoun Co)	a	\$35,000	2014	State/Local	2014
Install awning at bus loading area at Saks Middle School	Saks (Calhoun Co)	a	\$35,000	2014	State/Local	2014
New gym at Pinecrest Elementary School	Sylacauga	a	\$800,000	2014	State/Local	2015
Replace classroom floor at Pinecrest Elementary School	Sylacauga	a	\$100,000	2014	State/Local	2015
Replace HVAC in Pinecrest Elementary School annex	Sylacauga	a	\$32,000	2014	State/Local	2015
Painting at Pinecrest Elementary School	Sylacauga	a	\$100,000	2014	State/Local	2015
New gym at Indian Valley Elementary School	Sylacauga	a	\$800,000	2014	State/Local	2015
Replace classroom floor at Indian Valley Elementary School	Sylacauga	a	\$140,000	2014	State/Local	2015
Painting at Indian Valley Elementary School	Sylacauga	a	\$100,000	2014	State/Local	2015
New field house at Nichols-Lawson Middle School	Sylacauga	a	\$400,000	2014	State/Local	2015
New roof at Sylacauga Board of Education central office	Sylacauga	a	\$375,000	2014	State/Local	2015
Renovate stadium at Sylacauga High School	Sylacauga	a	\$4,231,325	2014	State/Local	2015

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
Re-pave parking lot at Weaver Elementary School	Weaver (Calhoun Co)	a	\$80,000	2014	State/Local	2014
Targeted roof repair and maintenance at White Plains High School	White Plains (Calhoun Co)	a	\$20,000	2014	State/Local	2014

**V. HUMAN SERVICES**

**1. Objectives**

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

**2. Human Services Planning and Technical Assistance**

<b>Description</b>	<b>Location</b>	<b>Objective References</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>Funding Source</b>
Administer Title III, Older Americans Act	State Planning District 4	b-c	x	x	x	ADSS
General technical assistance, health care	State Planning District 4	c	x	x	x	Local
Grant & loan application preparation assistance	State Planning District 4	a-c	x	x	x	ADSS
Project management & monitoring assistance	State Planning District 4	a-c	x	x	x	ADSS
Title III - Older Americans Act, planning projects	State Planning District 4	b-c	x	x	x	ADSS
Medicaid waiver, technical assistance	State Planning District 4	b-c	x	x	x	ADSS
Senior discount catalog/photo id	State Planning District 4	b-c	x	x	x	ADSS
Disaster readiness & resource development plan	State Planning District 4	b-c	x	x	x	ADSS
Annual operating element	State Planning District 4	b-c	x	x	x	ADSS
Multi-year area plan	State Planning District 4	b-c	x	x	x	ADSS
Talladega County RSVP	Talladega County	b-c	x	x	x	Corporation for National and Community Service

### 3. Human Services Development Projects

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
<b>October 1, 2011 through September 30, 2012</b>						
Construct senior center	Heflin	b	\$800,000	2012	ADECA/Local	2013
Install automatic door opener at senior center	Jacksonville	b	\$5,000	2012	Local	2012
Renovate senior center	Talladega Springs	b	\$30,000	2012	CDBG/Local	2012
<b>October 1, 2012 through September 30, 2013</b>						
Construct senior center	Rainbow City	b	\$500,000	2013	Local	2014
Construct new senior center	Rockford	b	\$400,000	2013	Federal/State/Local	2013-2014
<b>October 1, 2013 through September 30, 2014</b>						
Construct patio/deck at senior center	Jacksonville	b	\$15,000	2014		2014



## VI. HOUSING

### 1. Objectives

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

### 2. Housing Planning and Technical Assistance

<b>Description</b>	<b>Location</b>	<b>Objective References</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>Funding Source</b>
General housing technical assistance	State Planning District 4	a-h	x	x	x	CDBG/ARC/Local
Grant & loan application preparation assistance	State Planning District 4	a-e, h	x	x	x	CDBG/ARC/Local
Project management & monitoring assistance	State Planning District 4	a-e, h	x	x	x	ARC/CDBG/Local
Appalachian Regional Commission Housing Plan	State Planning District 4	a-h	x	x	x	ARC/Local
Land Use Regulations	Town of Oak Grove	c, g	x			Local
Land Use Regulations	City of Roanoke	c, g	x			Local
Land Use Regulations	City of Dadeville	c, g	x			Local
Comprehensive Plan, Land Use Regulations	City of Lanett	c, g	x			Local
Comprehensive Plan, Land Use Regulations	Town of Jackson's Gap	c, g	x			CDBG/Local
Comprehensive Plan, Land Use Regulations	City of Centre	c, g	x			Local
Comprehensive Plan, Land Use Regulations	Town of Sardis City	c, g	x	x		Local
Comprehensive Plan, Land Use Regulations	Town of Wadley	c, g	x	x	x	CDBG/Local

### 3. Housing Development Projects

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
<b>October 1, 2011 through September 30, 2012</b>						
Capital Fund Program	Alexander City	a	\$352,327	2012	HUD	2011-2013
ROSS Service Coordinator for the Elderly	Alexander City	c	\$240,000	2012	HUD	2011-2013
Family Self-Sufficiency/Public Housing	Alexander City	c	\$38,773	2012	HUD	2012
Family Self-Sufficiency/HCV	Alexander City	c	\$33,278	2012	HUD	2012
Modernize 12 units and demolish 30 units at Northside Homes	Gadsden	a	\$902,500	2012	HUD	2012
Replace water and sewer lines at Sylavon Court	Sylacauga	a	\$234,000	2012	HUD - CFRG & CFP	2012
Replace roofing at Sylavon Court	Sylacauga	a	\$80,000	2012	HUD - CFP	2012
Building improvements at Sylavon Court	Sylacauga	a	\$75,000	2012	HUD - CFP	2012
Building improvements/window replacement at Drew Court	Sylacauga	a	\$75,000	2012	HUD - CFP	2012
Site improvements/digital meters - utilities at Drew Court	Sylacauga	a	\$175,000	2012	HUD - CFP	2012
Comprehensive Plan	Wadley	c	\$45,000	2012	CDBG/Local	2012-2014
<b>October 1, 2012 through September 30, 2013</b>						
Capital Fund Program	Alexander City	a	\$892,280	2013	HUD	2013-2015
Modernize 20 units at Colley Homes Phase II	Gadsden	a	\$902,500	2013	HUD	2013
Replace roofing at Drew Court	Sylacauga	a	\$150,000	2013	HUD - CFP	2013
Replace roofing at Sylavon Towers	Sylacauga	a	\$400,000	2013	HUD - Energy Performance	2013
Building improvements at Sylavon Court	Sylacauga	a	\$100,000	2013	HUD - CFP	2013
Site improvements/digital meters - utilities at Sylavon Court	Sylacauga	a	\$60,000	2013	HUD - CFP	2013
Building improvements/window replacement at Drew Court	Sylacauga	a	\$150,000	2013	HUD - CFP	2013
Building improvements at Sylavon Towers	Sylacauga	a	\$75,000	2013	HUD - CFP	2013

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
<b>October 1, 2013 through September 30, 2014</b>						
Modernize 20 units at Colley Homes Phase II	Gadsden	a	\$902,500	2014	HUD	2014
Building improvements at Sylavon Court	Sylacauga	a	\$100,000	2014	HUD - CFP	2014
Building improvements at Drew Court	Sylacauga	a	\$150,000	2014	HUD - CFP	2014
Building improvements at Sylavon Towers	Sylacauga	a	\$75,000	2014	HUD - CFP	2014
Site improvements/drainage at Drew Court	Sylacauga	a	\$20,000	2014	HUD - CFP	2014
Site improvements/drainage at Sylavon Court	Sylacauga	a	\$20,000	2014	HUD - CFP	2014

## VII. RECREATION AND CULTURE

### 1. Objectives

	<u>Priority</u>	<u>Objective</u>
a.	High	Provide and encourage adequate day care facilities and services.
b.	High	Provide and expand services for the aged.
c.	High	Promote the provision of adequate services to relieve physical and economic distress.
d.	High	Provide assistance in the area of compliance with the Americans with Disabilities (ADA).
a.	Moderate	Improve and expand recreation and cultural facilities and services.
b.	High	Insure the accessibility of recreation areas to the disabled, physically challenged, and the very young.
c.	High	Encourage the provision of special facilities to serve particular needs of community residents, such as boating, bikeway paths, etc.
d.	Moderate	Promote the conversion of abandoned rail corridors into multi-use recreational facilities.

### 2. Recreation and Culture Planning and Technical Assistance

Description	Location	Objective References	FY 12	FY 13	FY 14	Funding Source
Grant & loan application preparation assistance	State Planning District 4	a-d	x	x	x	ARC/State/Local
Project management & monitoring assistance	State Planning District 4	a-d	x	x	x	ARC/State/Local

### 3. Recreation and Culture Development Projects

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
<b>October 1, 2011 through September 30, 2012</b>						
Major repairs to City swimming pool	Alexander City	a	\$15,926	2012	Local	2012
Kymulga Grist Mill renovations	Childersburg	a	\$300,000	2012	Federal/State/Local	2012-2016
Improvements to playgrounds and ballparks	Childersburg	a	\$500,000	2012	CDBG/LWCF/Local	2012-2016
Increase public access points along Lake Martin	Coosa County	a, c	\$60,000	2012	State/Local/Utility	2013
Convert former landfill to amphitheater and horse park	Heflin	a	\$1,500,000	2012	EPA Brownfields/Local	2012-2014
Construct archery range	Heflin	a	\$15,000	2012	Local	2013
Construct skate park	Heflin	a	\$50,000	2012	State/Local	2013
Construct handicapped-accessible playground	Heflin	a, b	\$250,000	2012	ADECA/Local	2012-2014
Resurface parking lot at community center	Hokes Bluff	a	\$48,000	2012	State/Local	2012
Drainage improvements on all-purpose field	Hokes Bluff	a	\$25,000	2012	State/Local	2012
Pave parking lot at softball field	Hokes Bluff	a	\$35,000	2012	State/Local	2013
Fence and light all-purpose field	Hokes Bluff	a	\$75,000	2012	State/Local	2013
Upgrade baseball fields	Jacksonville	a	\$200,000	2012	Local	2012
Improve sports complex	Wadley	a	\$300,000	2012	Federal	2013
<b>October 1, 2012 through September 30, 2013</b>						
Museum improvements	Childersburg	a	\$500,000	2013	State/Local	2013-2016
Increase public access points along Lake Mitchell	Coosa County	a, c	\$90,000	2013	State/Local/Utility	2014
18 hole disc golf course	Jacksonville	a	\$22,000	2013		2013
Purchase and install new playground equipment	Jacksonville	a	\$30,000	2013		2013
Convert former town hall to civic/meeting center	Ohatchee	a	\$500,000	2013	Federal/State/Local	2014
<b>October 1, 2013 through September 30, 2014</b>						
Soccer complex at Sportsplex	Alexander City	a	\$1,000,000	2014	Federal/State/Local	2014
Increase public access points along Hatchett Creek	Coosa County	a, c	undetermined	2014	State/Local	2015

## VIII. NATURAL RESOURCES AND CONSERVATION

### 1. Objectives

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

### 2. Natural Resources and Conservation Planning and Technical Assistance

<b>Description</b>	<b>Location</b>	<b>Objective References</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>Funding Source</b>
Local planning assistance	State Planning District 4	a-o	x	x	x	ARC/EDA/Local
Participate in Coosa Valley RC&D undertakings	State Planning District 4	a-o	x	x	x	EDA/ARC/Local

*Natural Resources and Conservation Planning and Technical Assistance, continued*

Description	Location	Objective References	FY 12	FY 13	FY 14	Funding Source
Participate in rural development council	State Planning District 4	a-o	x	x	x	EDA/ARC/Local
Grant & loan application preparation assistance	State Planning District 4	a-o	x	x	x	EDA/ARC/CDBG/ FmHA
Project management & monitoring assistance	State Planning District 4	a-o	x	x	x	ARC/CDBG/Local
Historic site inventory & application preparation assistance	State Planning District 4	f	x	x	x	Alabama Historic Commission/Local

**3. Natural Resources and Conservation Development Projects**

Description	Location	Objective References	Est. Cost	Funding FY	Funding Source	Development FY
<b>October 1, 2011 through September 30, 2012</b>						
Conduct a study of the Cahaba Lilly on Hatchett Creek and implement measures to preserve Cahaba Lilly habitat	Coosa County	h, i, l	\$100,000	2012	Federal/State/Local	2013
<b>October 1, 2012 through September 30, 2013</b>						
Restore Sulphur Springs - renovate shelter, remove blockage from spring	Talladega Springs	h	\$60,000	2013	CDBG/Local	2013
<b>October 1, 2013 through September 30, 2014</b>						





## Chapter 10

### Vital Projects

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

#### **Regional initiatives (*in no particular order*)**

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

#### **Local initiatives (*in no particular order*)**

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



## Projects Vital To Economic Development in East Alabama

Project or Program	Location	Cost	Responsibility	Benchmarks	Priority
Four lane U.S. Highway 431 from I-85 to I-20	Lee, Chambers, Calhoun, Randolph, & Cleburne Counties	Unknown, but ALDOT has begun project planning	ALDOT	<ul style="list-style-type: none"> <li>• Number of highway miles widened</li> </ul>	I-1
Upgrade and extend supporting infrastructure as needed to facilitate continued expansion of the Honda plant in Lincoln	Talladega County	Unknown	ADO, ADECA, ALDOT, EDA, ARC, Talladega County, Local Governments, & Utility providers	<ul style="list-style-type: none"> <li>• Completion of utility improvements</li> <li>• Number of jobs created</li> </ul>	
Expand the Wedowee Water System service area	Randolph County	\$3,500,000	Wedowee Water Board	<ul style="list-style-type: none"> <li>• Number of miles of water lines</li> <li>• Number of customers served</li> </ul>	I-2
Expand sewer service within the Cusseta Industrial Park and to roughly 1,300 residents in the Cusseta area	Chambers County	\$880,000 - \$1,200,000	Chambers County Industrial Authority	<ul style="list-style-type: none"> <li>• Construction of sewer line</li> </ul>	I-3
Fund the Alabama Pre-Kindergarten & Reading Initiative Programs in Cleburne County Schools as a regional pilot program	Cleburne County	\$520,000/year	Cleburne County Board of Education	<ul style="list-style-type: none"> <li>• Number of programs funded</li> <li>• Number of students participating</li> <li>• Verbal Achievement Test Scores</li> </ul>	I-3
Review and reform Medicaid reimbursement policies as they apply to rural areas to eliminate reimbursement disparities	Statewide	Unknown	Alabama Medicaid Agency	<ul style="list-style-type: none"> <li>• Initiation of reform</li> </ul>	I-5
Establish an advanced technology research transfer center at the former Fort McClellan	Calhoun County	Unknown	Joint Powers Authority and Jacksonville State University	<ul style="list-style-type: none"> <li>• Development of facility plan</li> <li>• Construction of facility</li> </ul>	I-6
Reform the 1901 Alabama Constitution	Statewide	Unknown	Alabama State Legislature	<ul style="list-style-type: none"> <li>• Adoption of new Constitution</li> </ul>	I-6
Extend I-759 to U.S. Highway 431 in both Attalla and Gadsden	Etowah County	Unknown	ALDOT	<ul style="list-style-type: none"> <li>• Completion of projects</li> </ul>	I-8

Project or Program	Location	Cost	Responsibility	Benchmarks	Priority
Develop a Health & Safety Welfare Plan for Cleburne County as a regional pilot project	Cleburne County	\$300,000	Cleburne County Health Department & Cleburne County LEMA	<ul style="list-style-type: none"> <li>• Completion of study</li> <li>• Number of Health Inspectors on staff</li> </ul>	I-9
Continue and expand established process to develop detailed plans that define and address the basic needs of senior citizens throughout the region	Region-wide	Unknown	East Alabama Commission's Department of Senior Services	<ul style="list-style-type: none"> <li>• Completion of plan</li> </ul>	I-9
Expand water and sewer infrastructure for the Lake Martin Regional Industrial Park	Coosa and Tallapoosa Counties	\$1,700,000	Alexander City, Coosa County Commission, Lake Martin Alliance, EDA	<ul style="list-style-type: none"> <li>• Completion of Phase I infrastructure improvements</li> </ul>	
Recapitalize regional revolving loan funds	Statewide	Unknown	Alabama Legislature	<ul style="list-style-type: none"> <li>• Number of loans awarded</li> <li>• Amount of funds leveraged</li> <li>• Number of jobs created</li> </ul>	
Finance and prepare countywide comprehensive plans for all counties in the region	Region-wide	Unknown	County Commissions, EARPCDC	<ul style="list-style-type: none"> <li>• Number of plans completed</li> </ul>	I-9
Extend College Parkway in Gadsden to I-759	Etowah County	Unknown	ALDOT & The Etowah County MPO	<ul style="list-style-type: none"> <li>• Completion of highway extension</li> </ul>	II
Develop a countywide water delivery system for Clay County to serve the unincorporated areas	Clay County	Unknown	Clay County Commission, local water boards & authorities, USDA Rural Development, & ADECA	<ul style="list-style-type: none"> <li>• Miles of distribution lines installed</li> <li>• Number of customers served</li> </ul>	II
Add a third lane to I-20 in each direction between the Coosa River and Exit 188 in Golden Springs	Talladega and Calhoun Counties	Unknown	ALDOT	<ul style="list-style-type: none"> <li>• Number of highway miles widened</li> </ul>	II

Project or Program	Location	Cost	Responsibility	Benchmarks	Priority
Construct the Phase II expansion of the Gadsden Airport Industrial Park	Etowah County	\$8,000,000 - \$10,000,000	Etowah County Industrial Development Authority	<ul style="list-style-type: none"> <li>• Completion of expansion</li> <li>• Number of industrial sites created</li> </ul>	II
Redevelopment of the Gulf States Steel property as a regional Brownfield Pilot Project	Etowah County	\$5,000,000 +/-	City of Gadsden & Etowah County Industrial Development Authority	<ul style="list-style-type: none"> <li>• Completion of site remediation</li> <li>• Number of prospects solicited</li> </ul>	II
Develop a regional work force training/retraining program to make use of local higher education and career technical training resources	Region-wide	Unknown	Local colleges and Career Technical Centers	<ul style="list-style-type: none"> <li>• Number of programs established</li> <li>• Program enrollment</li> <li>• Number of students trained/retrained</li> <li>• Number of graduates hired</li> </ul>	II
Fund and prepare a downtown revitalization plan for the Town of Rockford	Coosa County	\$20,000 - \$50,000	City of Rockford, East Alabama Regional Planning and Development Commission, EDA, ADECA, and ARC	<ul style="list-style-type: none"> <li>• Completion of plan</li> </ul>	II
Revitalization of Noccalula Falls Park in Gadsden	Etowah County	\$25,000,000 +/-	City of Gadsden	<ul style="list-style-type: none"> <li>• Completion of renovation project</li> </ul>	II
Extend high speed Internet service & facilities to all rural schools in the Region	Region-wide	Unknown	Local Boards of Education	<ul style="list-style-type: none"> <li>• Number of schools served</li> <li>• Number of classrooms with Internet access</li> <li>• Number of students served</li> </ul>	II
Secure continued funding support for the Cleburne County Technology Project (school students build/repair computers) as a regional pilot project	Cleburne County	Unknown	Cleburne County School Foundation	<ul style="list-style-type: none"> <li>• Number of students participating in program</li> <li>• Number of computers built/rehabilitated</li> </ul>	II

Project or Program	Location	Cost	Responsibility	Benchmarks	Priority
Expand access to basic health care and hospital facilities in rural areas through expanded transit services	Region-wide	Unknown	Local Governments, East Alabama Regional Planning & Development Commission, ARISE, & Etowah County MPO	<ul style="list-style-type: none"> <li>• Number of passenger trips provided</li> <li>• Number of Medicaid transportation clients served</li> </ul>	II
Four-lane Alabama Highway 77 from the existing four-lane segment in Rainbow City north to U.S. Highway 431	Etowah County	Unknown	ALDOT	<ul style="list-style-type: none"> <li>• Completion of project</li> </ul>	II
Create a regional task force to develop a Strategic Tourism Development and Marketing Plan for the Region	Region-wide	Unknown	Chambers of Commerce and Tourism Organizations throughout the Region	<ul style="list-style-type: none"> <li>• Completion of plan</li> </ul>	II
Create a regional task force to develop a Strategic Plan to promote and develop the Region's retirement sector and facilities	Region-wide	Unknown	JSU's Center for Economic Development, East Alabama Commission's Department of Senior Services, & Chambers of Commerce	<ul style="list-style-type: none"> <li>• Completion of plan</li> </ul>	II
Establish an initiative and program to develop a network of small business incubators in throughout the Region	Region-wide	\$1.5 to \$2 million per satellite facility	Northeast Alabama Business Incubator Services & local Industrial Development Authorities	<ul style="list-style-type: none"> <li>• Number of incubator facilities established</li> <li>• Number of jobs created</li> </ul>	II

Project or Program	Location	Cost	Responsibility	Benchmarks	Priority
Construct a new convention center in Etowah County	Etowah County	\$5,000,000 +/-	Etowah County Chamber of Commerce and City of Gadsden	<ul style="list-style-type: none"> <li>• Construction of facility</li> </ul>	II
Establish a program to define and address the basic health needs of children and infants throughout the region	Region-wide	Unknown	Alabama Department of Public Health, Region 6 & local health care providers	<ul style="list-style-type: none"> <li>• Completion of study</li> </ul>	II
Four-lane Alabama Highway 77 from current four-lane section in Southside south to I-20	Etowah, Calhoun, & Talladega	Unknown	ALDOT	<ul style="list-style-type: none"> <li>• Completion of widening project</li> </ul>	II
Create a small business incubator in Etowah County	Etowah County	\$1.5 - \$2 million +/-	Etowah County Industrial Development Authority, NABIS, & Etowah County Chamber of Commerce	<ul style="list-style-type: none"> <li>• Completion of project</li> </ul>	II
Construct new access from Alabama Highway 21 into McClellan and construct an access road to the industrial areas within McClellan	Calhoun County	\$4,000,000	City of Anniston, Joint Powers Authority, & Calhoun County MPO	<ul style="list-style-type: none"> <li>• Construction of access road</li> <li>• Completion of street improvements</li> </ul>	II
Support efforts of Clean Water Partnership to develop management plans for the surface waters within the region	Region-wide	Unknown	East Alabama Regional Planning and Development Commission, local governments, area businesses, & other affected partners	<ul style="list-style-type: none"> <li>• Completion of surface water resource management and protection plans for each watershed in the Region</li> </ul>	II

Project or Program	Location	Cost	Responsibility	Benchmarks	Priority
Develop new and more flexible road construction and design standards for roads that will be used to access parks and other tourism resources	Region-wide	Unknown	ALDOT, MPOs, RPO, and local governments	<ul style="list-style-type: none"> <li>Development of new road design and construction standards</li> </ul>	II
Develop a recreational touring trail system in Clay County to link major tourism attractions	Clay	\$50,000 +/-	Clay County Chamber of Commerce	<ul style="list-style-type: none"> <li>Number of miles of trail established</li> </ul>	II
Develop tourism plan centered around Talladega National Forest and other natural and cultural amenities	Clay & Cleburne Counties	Unknown	Chambers of Commerce and local governments	<ul style="list-style-type: none"> <li>Creation of a tourism plan</li> <li>Number of promotional materials produced Increase in tourism-related revenues</li> </ul>	II
Explore the establishment of a Regional Economic Development Association	Region-wide	Unknown	Jacksonville State University Center for Economic Dev., East Alabama Regional Planning and Development Comm., & Local Economic Development Organizations	<ul style="list-style-type: none"> <li>Creation of Regional Economic Development Association</li> <li>Number of meetings conducted</li> </ul>	II
Explore the establishment of community-based Retirement Development Councils throughout the region	Region-wide	Unknown	Jacksonville State University Center for Economic Dev., East Alabama Commission's Department of Senior Services, Local Chambers of Commerce	<ul style="list-style-type: none"> <li>Number of Councils established</li> </ul>	II



Project or Program	Location	Cost	Responsibility	Benchmarks	Priority
Promote public education of the benefits of and need for planning within the region	Region-wide	Unknown	AL Chapter of American Planning Association & EARPDC	<ul style="list-style-type: none"> <li>Number of outreach forums conducted</li> <li>Completion of educational materials</li> <li>Number of education materials disseminated</li> </ul>	II
Expand emergency response services in Coosa County	Coosa County	Unknown	Coosa County Health Department and local health care providers	<ul style="list-style-type: none"> <li>Completion of plan or study</li> </ul>	III
Develop and implement a region-wide distance learning network	Region-wide	Unknown	Local Boards of Education, colleges, and universities	<ul style="list-style-type: none"> <li>Number of schools served</li> </ul>	III
Provide funding to support the community and economic development initiatives of the Horizons 2012 program in Etowah County	Etowah County	Unknown	Local governments and Etowah County Chamber of Commerce	<ul style="list-style-type: none"> <li>Number of programs funded</li> </ul>	III
Establish a Welcome Center	Cleburne County	\$50,000	Cleburne County Chamber of Commerce	<ul style="list-style-type: none"> <li>Welcome Center established</li> <li>Number of visitors</li> </ul>	III
Hire a full-time health inspector for the Coosa County Health Department	Coosa County	\$25,000 - \$35,000/yr	Coosa County Health Department	<ul style="list-style-type: none"> <li>Number of health inspectors hired</li> </ul>	III
Extend a sewer line to serve the proposed new retirement village site in Rockford	Coosa County	Unknown	Rockford Water and Sewer Authority	<ul style="list-style-type: none"> <li>Completion of project</li> </ul>	III
Construct a new Exit on I-59 at Pleasant Valley Road in Rainbow City	Etowah County	Unknown	ALDOT	<ul style="list-style-type: none"> <li>Completion of project</li> </ul>	III
Replace Fox Creek Bridge on AL Highway 48	Clay & Randolph Counties	Unknown	ALDOT	<ul style="list-style-type: none"> <li>Completion of project</li> </ul>	III
Conduct study on and add turn lanes to U.S. Highway 431	Randolph County	\$1,500,000	ALDOT	<ul style="list-style-type: none"> <li>Completion of project</li> </ul>	II



## **PART IV APPENDICES**

Appendix A	Additional Information about the EARPDC
Appendix B	Adoption Process
Appendix C	Detailed Background Data



## **Appendix A**

### **Additional Information about the East Alabama Regional Planning and Development Commission**

#### **History of the EARPDC**

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

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

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

#### **Participating Governments**

The East Alabama region consists of ten east central Alabama counties and 59 municipalities. This figure does not include portions of four cities (Tallahassee, Boaz, Vincent, and Collinsville) that extend into East Alabama from adjoining counties. Other regional councils serve those communities. Five changes have been made to the roster of East Alabama's municipalities this decade. In 2001, the Town of Blue Mountain de-incorporated and was subsequently annexed into the City of Anniston, and the Town of Kellyton, located in Coosa County, re-incorporated. The Town of Munford, in Talladega County, incorporated in 2002, and the Town of Cusseta, in Chambers County, re-incorporated in 2007. The Etowah County Town of Mountainboro de-incorporated and was subsequently annexed into

the City of Boaz in 2009. The Economic Development Administration has designated all ten counties and their municipalities as redevelopment areas.

All ten counties and 55 municipalities are active participants in the EARPDC's organization and program. Active participants are those jurisdictions which elect to participate in the EARPDC and whose per capita contributions or dues are not in arrears. Non-participating municipalities are Five Points in Chambers County, Bon Air and Gantts Quarry in Talladega County, and Goldville in Tallapoosa County. The EARPDC will be approaching the Town of Cusseta about membership.

### **History of the CEDS**

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

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

With the publication of the 2003 CEDS, conversion from the OEDP process to the CEDS process was complete. Three Annual Reports were written in accordance with the new format. The EDA Reauthorization Act of 2004 and the implementation regulations published

on September 27, 2006 further refined the CEDS document and process. All Economic Development Districts were to bring their CEDS into full compliance with the new regulations in 2007. Per the EDA regulations, the 2007 document is to be comprehensively updated once every five years, or more frequently if significant changes occur within the region. Annual Reports are to be prepared in the interim years to summarize and assess the past year's activities and present new or modified program strategies for the next three years. The Annual Reports serve as part of an ongoing development program for continuing appraisal of the district's needs, resources, and economic development potential. The Annual Reports are to be structured to review only those components of the CEDS that have shown significant changes affecting development within the region.

### **The CEDS Strategy Committee**

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

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

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

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

The EARPDC established the CEDS Strategy Committee in 2006 but has had difficulty securing private sector membership. Therefore, the Committee is fairly small and not truly representative of the entire region. To ensure that representatives from all areas of the region

are able to participate in the CEDS adoption process, the EARPDC has elected to retain its Board of Directors as the formal adopting body. In accordance with the new federal regulations governing Economic Development Districts, the Board of Directors consists of the chief elected official of each of the 64 member governments plus 35 representatives of various businesses and economic development related organizations.

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

### **CEDS STRATEGY COMMITTEE MEMBERSHIP**

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

Total membership: 10  
 Private sector: 6 (60%)  
 Other categories: 4 (40%)



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

**October 1, 2011 - September 30, 2012**

*(Approved by Resolution on September 28, 2011)*

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Name	EDA Category*	Representing	Date of Appointment
Barbara H. Young	Mayor	Alexander City	Oct 2004
Richard Nash	Mayor	Altoona	Oct 2004
Gene Robinson	Mayor	Anniston	Oct 2008
Larry Fetner	Mayor	Ashland	Oct 2008
Jane Phillips	Mayor	Attalla	Oct 2008
Samuel Ellis	Mayor	Camp Hill	Jun 2007
Ethel Sprouse	Mayor	Cedar Bluff	Jan 2010
Tony Wilkie	Mayor	Centre	Oct 2008
B.J. Meeks	Mayor	Childersburg	Oct 2000
Mike Ingram	Mayor	Dadeville	Oct 2008
Tim East	Mayor	Daviston	Oct 2008
Billy Joe Driggers	Mayor	Edwardsville	Oct 2009
James Owens	Mayor	Fruithurst	Oct 2008
Sherman Guyton	Mayor	Gadsden	Oct 2006
Elizabeth Stafford	Mayor	Gaylesville	Oct 2009
Charles Gilchrist	Mayor	Glencoe	Oct 2004
Lonnie W. Caldwell	Mayor	Goodwater	Oct 1988
Anna L. Berry	Mayor	Heflin	Oct 2004
Alberta McCrory	Mayor	Hobson City	Oct 2008
Gary W. Reeves	Mayor	Hokes Bluff	Oct 2008
J.D. Ayers	Mayor	Jackson's Gap	Oct 2004
Johnny L. Smith	Mayor	Jacksonville	Oct 2004
Jane Harris	Mayor	Kellyton	Oct 2004
Matthew Hurst	Mayor	LaFayette	Oct 2008
Oscar Crawley	Mayor	Lanett	Oct 2004

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

Name	EDA Category*	Representing	Date of Appointment
James A. Dunn	Commissioner	Calhoun County	Apr 1997
Jack Bunn	Commissioner	Chambers County	Nov 2008
Melvyn Salter	Probate Judge	Cherokee County	Jan 2007
Ricky Burney	Commissioner	Clay County	Jun 2010
Ryan Robertson	Probate Judge	Cleburne County	Oct 2000
Todd J. Adams	Commissioner	Coosa County	Dec 2006
Perry Gwinn	Commissioner	Etowah County	Jan 2010
Lathonia J. Wright	Commissioner	Randolph County	Nov 2004
Kelvin Cunningham	Commissioner	Talladega County	Nov 2009
Emma Jean Thweatt	Commissioner	Tallapoosa County	Jan 2010
James L. Friend	Private Sector	Calhoun County	May 2010
Donnie Free	Private Sector	Cherokee County	Jun 2007
Billy Robertson	Private Sector	Clay County	Jan 2009
Stephen Lines	Private Sector	Cleburne County	Sep 2009
Michael Harris	Private Sector	Etowah County	Jul 2007
Tim McCartney	Private Sector	Etowah County	Jul 2007
Cotina Terry	Private Sector	Randolph County	Sep 2010
Walter Jacobson	Private Sector	Talladega County	Jan 2008
Sandra Stephens	Private Sector	Talladega County	Jun 2007
Mildred Trammell	Private Sector	Talladega County	Jun 2007
vacant	Private Sector	Tallapoosa County	
Marvin Wagoner	Chamber of Commerce Executive Director	Alexander City Chamber of Commerce	Jul 2007
Sherri Sumners	Chamber of Commerce Executive Director	Calhoun County Chamber of Commerce	May 2007
Thereasa Hulgan	Chamber of Commerce Executive Director	Cherokee County Chamber of Commerce	Jun 2007
Pete Storey	Chamber of Commerce Executive Director	Childersburg Chamber of Commerce	Jun 2007

Name	EDA Category*	Representing	Date of Appointment
Mary Patchunka-Smith	Chamber of Commerce Executive Director	Clay County Chamber of Commerce	Jan 2009
Emily Brown	Chamber of Commerce Executive Director	Cleburne County Chamber of Commerce	Jul 2010
Mack Ferguson	Chamber of Commerce Executive Director	Greater Talladega Area Chamber of Commerce	May 2009
Dorothy Tidwell	Chamber of Commerce Executive Director	Randolph County Chamber of Commerce	Jun 2007
Carol Emlich-Bates	Chamber of Commerce Executive Director	Sylacauga Chamber of Commerce	Sep 2009
Bert Sims	Post-secondary Education	Central Alabama Community College	Jul 2010
Michael Lovett	Post-secondary Education	Central Alabama Community College	May 2007
Bridget Burney	Post-secondary Education	Gadsden State Community College	May 2007
Luanne Hayes	Post-secondary Education	Gadsden State Community College	Jan 2009
Eric Stinger	Post-secondary Education	Gadsden State Community College	May 2007
Pat Shaddix	Post-secondary Education	Jacksonville State University	Jan 2009
William A. Meehan	Post-secondary Education	Jacksonville State University	May 2007
Amelia Reid Pearson	Post-secondary Education	Southern Union Community College	Feb 2009
Steve Spratlin	Post-secondary Education	Southern Union Community College	Feb 2009
Ruby Beezley	Workforce Development Group	Region 5 Workforce Development Council	Jun 2007
Margaret Higgins	Workforce Development Group	Region 5 Workforce Development Council	Jan 2009
Don Hopper	Workforce Development Group	Region 5 Workforce Development Council	May 2007

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Name	EDA Category*	Representing	Date of Appointment
Gwen Taylor	Workforce Development Group	Region 5 Workforce Development Council	Jun 20007
Jerry Burgess	Labor Group	AFGE Local 1945	Jun 2007

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

EARPDC is currently working with the Chamber of Commerce in Tallapoosa County to fill the two private sector vacancies.

\* EDA Categories - under the new EDA regulations:

At least 35% of the governing body must be

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

At least a simple majority must be

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

Total membership: 97

Elected officials: 64 (66.0%)

Private sector, et al: 33 (34.0%)



## **Appendix B**

### **Adoption Process**

The adoption process includes a resolution of the East Alabama Regional Planning and Development Commission, letters of endorsement from member county governments, a concurrence letter from the Alabama Department of Economic and Community Affairs, and a letter of transmittal to the Appalachian Regional Commission. The following are included in this appendix:

- Resolution of the East Alabama Regional Planning and Development Commission adopting the Comprehensive Economic Development Strategy,
- Letter of Endorsement from the Calhoun County Commission,
- Letter of Endorsement from Chambers County Commission,
- Letter of Endorsement from the Cherokee County Commission,
- Letter of Endorsement from the Clay County Commission,
- Letter of Endorsement from the Cleburne County Commission,
- Letter of Endorsement from the Coosa County Commission,
- Letter of Endorsement from the Etowah County Commission,
- Letter of Endorsement from the Randolph County Commission,
- Letter of Endorsement from the Talladega County Commission,
- Letter of Endorsement from the Tallapoosa County Commission,
- Concurrence Letter from the Alabama Department of Economic and Community Affairs, and
- Letter of Transmittal to the Appalachian Regional Commission.





EARPDC Resolution adopting the CEDS

Calhoun County Commission letter of endorsement

Chambers County Commission letter of endorsement

Cherokee County Commission letter of endorsement

Clay County Commission letter of endorsement

Cleburne County Commission letter of endorsement

Coosa County Commission letter of endorsement

Etowah County Commission letter of endorsement



Randolph County Commission letter of endorsement

Talladega County Commission letter of endorsement

Tallapoosa County Commission letter of endorsement

ADECA concurrence letter

ARC transmittal letter



## Appendix C

### Detailed Background Data

The following tables and charts are provided to outline the existing demographics and economic conditions of the East Alabama Region:

<b>Table #</b>	<b>Title</b>
1	Population of East Alabama Counties
2	Population of East Alabama Municipalities
3	Population in Municipalities and Defines as Urban
4	Population of East Alabama Counties by Age, 2000 and 2010
5	Percent Change by Age Group, 2000 to 2010
6	Population of East Alabama Counties by Race, 2000 and 2010
7	School Systems in East Alabama
8	Annual Average Labor Force Estimates, 2006-2010
8A	Monthly Unemployment Statistics, 2008 to 2011
9	Employment by Occupation, 2009
10	Underemployment in Alabama, 2006
11	Income and Poverty, 2000 and 2009
12	Educational Attainment in East Alabama Counties
13	Overview of Business in East Alabama, 2009
14	Commuting Patterns in East Alabama,
15	Employment by Industrial Sector in East Alabama, 2009
16	Business Trends in East Alabama, 1999 to 2009
17	General Economic Trends in East Alabama, 1980 to 2009
18	Employment by Industrial Sector in East Alabama, 1999
19	The Manufacturing Sector in East Alabama, 1999 to 2009
20	Changes in East Alabama's Textile Industry, 1999 to 2009
21	Major Plant Closings in East Alabama, 1999 to 2010
22	New and Expanding Industries in East Alabama, 2010
23	The Health Care and Social Assistance Sector in East Alabama, 1999 to 2009
24	The Retail Trade Sector in East Alabama, 1999 to 2009





**Table 1:  
Population of East Alabama Counties**

Area	Population						% Change	
	1960	1970	1980	1990	2000	2010	1960-2010	2000-2010
Calhoun	95,878	103,092	119,761	116,034	112,249	118,572	23.7%	5.6%
Chambers	37,828	36,356	39,191	36,876	36,583	34,215	-9.6%	-6.5%
Cherokee	16,303	15,606	18,760	19,543	23,988	25,989	59.4%	8.3%
Clay	12,400	12,636	13,703	13,252	14,254	13,932	12.4%	-2.3%
Cleburne	10,911	10,996	12,595	12,730	14,123	14,972	37.2%	6.0%
Coosa	10,726	10,662	11,377	11,063	12,202	11,539	7.6%	-5.4%
Etowah	96,980	94,144	103,057	99,840	103,459	104,430	7.7%	0.9%
Randolph	19,477	18,331	20,075	19,881	22,380	22,913	17.6%	2.4%
Talladega	65,495	65,280	73,826	74,107	80,321	82,291	25.6%	2.5%
Tallapoosa	35,007	33,840	38,766	38,826	41,475	41,616	18.9%	0.3%
Region	401,005	400,943	451,111	442,152	461,034	470,469	17.3%	2.0%
Alabama	3,266,740	3,444,354	3,894,025	4,040,587	4,447,100	4,779,736	46.3%	7.5%
United States	179,323,175	203,302,037	226,542,250	248,709,873	281,421,906	308,745,538	72.2%	9.7%

Source: U.S. Department of Commerce, Bureau of the Census, 1960-2010 Censuses of Population.  
Special tabulation by the Alabama State Data Center, The University of Alabama.

**Table 2:  
Population of East Alabama Municipalities**

Municipality	1980 Population	1990 Population	% Change 1980-1990	2000 Population	% Change 1990-2000	2010 Population	% Change 2000-2010	% Change 1980-2010
Alabama	3,894,025	4,040,587	3.8%	4,447,100	10.1%	4,779,736	7.5%	22.7%
Alexander City	13,807	14,917	8.0%	15,008	0.6%	14,875	-0.9%	7.7%
Altoona	928	960	3.4%	984	2.5%	933	-5.2%	0.5%
Anniston	29,135	26,623	-8.6%	24,276	-8.8%	23,106	-4.8%	-20.7%
Ashland	2,052	2,034	-0.9%	1,965	-3.4%	2,037	3.7%	-0.7%
Attalla	7,737	6,859	-11.3%	6,592	-3.9%	6,048	-8.3%	-21.8%
Blue Mountain*	284	221	-22.2%	233	5.4%	--	-100.0%	-100.0%
Bon Air	118	91	-22.9%	96	5.5%	116	20.8%	-1.7%
Camp Hill	1,628	1,415	-13.1%	1,273	-10.0%	1,014	-20.3%	-37.7%
Cedar Bluff	1,129	1,174	4.0%	1,467	25.0%	1,820	24.1%	61.2%
Centre	2,351	2,893	23.1%	3,216	11.2%	3,489	8.5%	48.4%
Childersburg	5,084	4,579	-9.9%	4,927	7.6%	5,175	5.0%	1.8%
Cusseta**	--	--	--	--	--	123	100.0%	100.0%
Dadeville	3,263	3,276	0.4%	3,212	-2.0%	3,230	0.6%	-1.0%
Daviston	334	261	-21.9%	267	2.3%	214	-19.9%	-35.9%
Edwardsville	207	118	-43.0%	186	57.6%	202	8.6%	-2.4%
Five Points	197	200	1.5%	146	-27.0%	141	-3.4%	-28.4%
Fruithurst	239	177	-25.9%	270	52.5%	284	5.2%	18.8%
Gadsden	47,565	42,523	-10.6%	38,978	-8.3%	36,856	-5.4%	-22.5%
Gantts Quarry*	71	7	-90.1%	0	-100.0%	--	--	-100.0%
Gaylesville	192	149	-22.4%	140	-6.0%	144	2.9%	-25.0%
Glencoe	4,648	4,670	0.5%	5,152	10.3%	5,160	0.2%	11.0%
Goldville	89	61	-31.5%	37	-39.3%	55	48.6%	-38.2%
Goodwater	1,895	1,840	-2.9%	1,633	-11.3%	1,475	-9.7%	-22.2%
Heflin	3,014	2,906	-3.6%	3,002	3.3%	3,480	15.9%	15.5%
Hobson City	1,268	794	-37.4%	878	10.6%	771	-12.2%	-39.2%
Hokes Bluff	3,216	3,739	16.3%	4,149	11.0%	4,286	3.3%	33.3%
Jackson's Gap	--	789	100.0%	761	-3.5%	828	8.8%	--
Jacksonville	9,735	10,283	5.6%	8,404	-18.3%	12,548	49.3%	28.9%
Kellyton**	--	--	--	--	--	217	100.0%	--
LaFayette	3,647	3,151	-13.6%	3,234	2.6%	3,003	-7.1%	-17.7%

Municipality	1980 Population	1990 Population	% Change 1980-1990	2000 Population	% Change 1990-2000	2010 Population	% Change 2000-2010	% Change 1980-2010
Lanett	6,897	8,985	30.3%	7,897	-12.1%	6,468	-18.1%	-6.2%
Leesburg	116	218	87.9%	799	266.5%	1,027	28.5%	785.3%
Lincoln	2,081	2,941	41.3%	4,577	55.6%	6,266	36.9%	201.1%
Lineville	2,257	2,394	6.1%	2,401	0.3%	2,395	-0.2%	6.1%
Mountainboro*	266	261	-1.9%	338	29.5%	--	-100.0%	-100.0%
Munford**	--	--	--	2,446	--	1,292	-47.2%	--
New Site	340	669	96.8%	848	26.8%	773	-8.8%	127.4%
Oak Grove	638	436	-31.7%	457	4.8%	528	15.5%	-17.2%
Ohatchee	860	1,042	21.2%	1,215	16.6%	1,170	-3.7%	36.0%
Oxford	8,939	9,362	4.7%	14,592	55.9%	21,348	46.3%	138.8%
Piedmont city	5,544	5,288	-4.6%	5,120	-3.2%	4,878	-4.7%	-12.0%
Rainbow City	6,299	7,673	21.8%	8,428	9.8%	9,602	13.9%	52.4%
Ranburne	417	447	7.2%	459	2.7%	409	-10.9%	-1.9%
Reece City	718	657	-8.5%	634	-3.5%	653	3.0%	-9.1%
Ridgeville	182	178	-2.2%	158	-11.2%	112	-29.1%	-38.5%
Roanoke	5,896	6,362	7.9%	6,563	3.2%	6,074	-7.5%	3.0%
Rockford	494	461	-6.7%	428	-7.2%	477	11.4%	-3.4%
Sand Rock	--	438	100.0%	509	16.2%	560	10.0%	--
Sardis City	883	1,301	47.3%	1,438	10.5%	1,704	18.5%	93.0%
Southside	4,848	5,580	15.1%	7,036	26.1%	8,412	19.6%	73.5%
Sylacauga	12,708	12,520	-1.5%	12,616	0.8%	12,749	1.1%	0.3%
Talladega	19,128	18,175	-5.0%	15,143	-16.7%	15,676	3.5%	-18.0%
Talladega Springs	196	148	-24.5%	124	-16.2%	166	33.9%	-15.3%
Valley	--	8,173	100.0%	9,198	12.5%	9,524	3.5%	--
Wadley	532	517	-2.8%	640	23.8%	751	17.3%	41.2%
Waldo	231	309	33.8%	281	-9.1%	283	0.7%	22.5%
Walnut Grove	510	717	40.6%	710	-1.0%	698	-1.7%	36.9%
Waverly	228	152	-33.3%	184	21.1%	145	-21.2%	-36.4%
Weaver	2,765	2,715	-1.8%	2,619	-3.5%	3,038	16.0%	9.9%
Wedowee	908	796	-12.3%	818	2.8%	823	0.6%	-9.4%
Woodland	192	189	-1.6%	192	1.6%	184	-4.2%	-4.2%

Source: U.S. Department of Commerce, Bureau of the Census, 1960-2010 Censuses of Population.

\*Blue Mountain annexed into the City of Anniston and Mountainboro annexed into the City of Boaz after the 2000 Census. Gauntt's Quarry ceased to exist by 2000 -- annexed into Sylacauga? \*\*Cusseta, Kellyton and Munford incorporated after the 2000 Census.

**Table 3:  
Population in Municipalities and Defined as Urban**

Geography	% Change	2010		2000		2010 Percent Urban and Rural			
	2000 - 2010	Number	% of Total	Number	% of Total	# Urban	% Urban	# Rural	% Rural
Alabama		4,779,736		4,447,100		2,650,101	55.4%	2,129,635	44.6%
<b>Calhoun County</b>	5.6%	118,572		112,249		81,840	69.0%	36,732	31.0%
In Municipalities	13.9%	62,901	53.0%	55,241	49.2%				
Unincorporated	-2.3%	55,671	47.0%	57,008	50.8%				
<b>Chambers County</b>	-6.5%	34,215		36,583		17,185	50.2%	17,030	49.8%
In Municipalities	-6.1%	19,357	56.6%	20,612	56.3%				
Unincorporated	-7.0%	14,858	43.4%	15,971	43.7%				
<b>Cherokee County</b>	8.3%	25,989		23,988		-	0.0%	25,989	100.0%
In Municipalities	15.2%	7,038	27.1%	6,107	25.5%				
Unincorporated	6.0%	18,951	72.9%	17,881	74.5%				
<b>Clay County</b>	-2.3%	13,932		14,254		-	0.0%	13,932	100.0%
In Municipalities	1.5%	4,432	31.8%	4,366	30.6%				
Unincorporated	-3.9%	9,500	68.2%	9,888	69.4%				
<b>Cleburne County</b>	6.0%	14,972		14,123		-	0.0%	14,972	100.0%
In Municipalities	11.7%	4,375	29.2%	3,917	27.7%				
Unincorporated	3.8%	10,597	70.8%	10,206	72.3%				
<b>Coosa County</b>	-5.4%	11,539		12,202		300	2.6%	11,239	97.4%
In Municipalities	5.2%	2,169	18.8%	2,061	16.9%				
Unincorporated	-7.6%	9,370	81.2%	10,141	83.1%				
<b>Etowah County</b>	0.9%	104,430		103,459		62,868	60.2%	41,562	39.8%
In Municipalities	0.3%	75,344	72.1%	75,089	72.6%				
Unincorporated	2.5%	29,086	27.9%	28,370	27.4%				
<b>Randolph County</b>	2.4%	22,913		22,380		4,989	21.8%	17,924	78.2%
In Municipalities	-4.6%	7,832	34.2%	8,213	36.7%				
Unincorporated	6.5%	15,081	65.8%	14,167	63.3%				
<b>Talladega County</b>	2.5%	82,291		80,321		36,629	44.5%	45,662	55.5%
In Municipalities	8.2%	46,402	56.4%	42,902	53.4%				
Unincorporated	-4.1%	35,889	43.6%	37,419	46.6%				
<b>Tallapoosa County</b>	0.3%	41,616		41,475		10,300	24.7%	31,316	75.3%
In Municipalities	-1.6%	22,698	54.5%	23,069	55.6%				
Unincorporated	2.8%	18,918	45.5%	18,406	44.4%				

Sources: Center for Business and Economic Research, the University of Alabama and the U.S. Census, 1980, 1990, 2000 and 2010 Census

**Table 4:  
Population of East Alabama Counties by Age, 2000 and 2010**

County	Under 5		5 to 17		18 to 24		25 to 44		45 to 64		65 and Older	
	2000	2010	2000	2010	2000	2010	2000	2010	2000	2010	2000	2010
Calhoun	6,926	7,204	19,530	19,922	11,568	12,947	31,256	29,414	27,007	32,095	15,872	16,990
Chambers	2,430	1,953	6,587	5,750	3,160	2,755	9,869	8,233	8,609	9,818	5,928	5,706
Cherokee	1,433	1,390	3,887	4,176	1,834	1,906	6,623	5,923	6,393	7,943	3,818	4,651
Clay	877	801	2,520	2,343	1,147	1,089	3,901	3,310	3,450	3,940	2,359	2,449
Cleburne	867	938	2,568	2,613	1,157	1,175	4,025	3,685	3,573	4,200	1,933	2,361
Coosa	759	561	2,132	1,809	1,047	852	3,544	2,682	2,959	3,665	1,761	1,970
Etowah	6,611	6,140	18,043	17,846	8,988	8,893	28,311	26,002	24,946	29,041	16,560	16,508
Randolph	1,480	1,385	4,140	4,088	1,951	1,879	5,988	5,246	5,257	6,427	3,564	3,888
Talladega	5,091	4,941	14,975	14,344	7,286	7,104	23,135	21,216	19,179	23,095	10,655	11,591
Tallapoosa	2,562	2,410	7,475	6,809	3,133	3,339	11,089	9,694	10,344	12,171	6,872	7,193
<b>Region</b>	<b>29,036</b>	<b>27,723</b>	<b>81,857</b>	<b>79,700</b>	<b>41,361</b>	<b>41,939</b>	<b>127,741</b>	<b>115,405</b>	<b>111,717</b>	<b>132,395</b>	<b>69,322</b>	<b>73,307</b>
<b>% of Total</b>	<b>6.3%</b>	<b>5.9%</b>	<b>17.8%</b>	<b>16.9%</b>	<b>9.0%</b>	<b>8.9%</b>	<b>27.7%</b>	<b>24.5%</b>	<b>24.2%</b>	<b>28.1%</b>	<b>15.0%</b>	<b>15.6%</b>
<b>Alabama</b>	<b>6.7%</b>	<b>6.4%</b>	<b>18.6%</b>	<b>17.3%</b>	<b>9.9%</b>	<b>10.0%</b>	<b>29.0%</b>	<b>25.7%</b>	<b>22.8%</b>	<b>26.8%</b>	<b>13.0%</b>	<b>13.8%</b>
<b>United States</b>	<b>6.8%</b>	<b>6.5%</b>	<b>18.9%</b>	<b>17.5%</b>	<b>9.6%</b>	<b>10.0%</b>	<b>30.2%</b>	<b>26.6%</b>	<b>22.0%</b>	<b>26.4%</b>	<b>12.4%</b>	<b>13.0%</b>
<i>Source: U.S. Department of Commerce, Bureau of Census, 2000 and 2010 Census of Population.</i>												

**Table 5:  
Percent Change by Age Group, 2000 and 2010**

County	Age Group					
	Under 5	5 to 17	18 to 24	25 to 44	45 to 64	65 and Older
Calhoun	4.0%	2.0%	11.9%	-5.9%	18.8%	7.0%
Chambers	-19.6%	-12.7%	-12.8%	-16.6%	14.0%	-3.7%
Cherokee	-3.0%	7.4%	3.9%	-10.6%	24.2%	21.8%
Clay	-8.7%	-7.0%	-5.1%	-15.1%	14.2%	3.8%
Cleburne	8.2%	1.8%	1.6%	-8.4%	17.5%	22.1%
Coosa	-26.1%	-15.2%	-18.6%	-24.3%	23.9%	11.9%
Etowah	-7.1%	-1.1%	-1.1%	-8.2%	16.4%	-0.3%
Randolph	-6.4%	-1.3%	-3.7%	-12.4%	22.3%	9.1%
Talladega	-2.9%	-4.2%	-2.5%	-8.3%	20.4%	8.8%
Tallapoosa	-5.9%	-8.9%	6.6%	-12.6%	17.7%	4.7%
Region	-4.5%	-2.6%	1.4%	-9.7%	18.5%	5.7%
Alabama	2.4%	0.0%	8.6%	-4.7%	26.3%	14.1%
United States	5.5%	1.5%	13.1%	-3.4%	31.6%	15.0%

Source: U.S. Department of Commerce, Bureau of Census, 2000 and 2010 Census of Population.

**Table 6:  
Percent of East Alabama Counties by Race, 2000 and 2010**

County	Total Population		White		Black		Other		Hispanic	
	2000	2010	2000	2010	2000	2010	2000	2010	2000	2010
Calhoun	112,249	118,572	88,537	88,840	20,810	24,382	2,902	5,350	1,753	3,893
Chambers	36,583	34,215	22,271	20,112	13,943	13,257	369	846	280	536
Cherokee	23,988	25,989	22,268	24,081	1,330	1,208	390	700	204	320
Clay	14,254	13,932	11,776	11,380	2,238	2,066	240	486	253	399
Cleburne	14,123	14,972	13,380	14,079	523	498	220	395	198	307
Coosa	12,202	11,539	7,802	7,648	4,172	3,582	228	309	158	230
Etowah	103,459	104,430	85,737	83,823	15,191	15,796	2,531	4,811	1,763	3,447
Randolph	22,380	22,913	17,094	17,532	4,977	4,607	309	774	272	649
Talladega	80,321	82,291	53,830	53,739	25,339	26,055	1,152	2,497	812	1,671
Tallapoosa	41,475	41,616	30,474	29,087	10,518	11,083	483	1,446	242	1,042
Region	461,034	470,469	353,169	350,321	99,041	102,534	8,824	17,614	5,935	12,494
% of Total			76.6%	74.5%	21.5%	21.8%	1.9%	3.7%	1.3%	2.7%

Source: U.S. Bureau of the Census 2010 Census of Population, P.L. File.

Note 1: The OTHER population category includes persons of two or more races as well as persons who are American Indian or Alaska Native, Asian, Hawaiian or Pacific Islander or "Some Other Race".

Note 2: People of Hispanic or Latino origin may be of any race.

**Table 7:  
School Systems in East Alabama**

School System	General School Information							High School Completion				Career/Tech Classes		
	Number of Schools	Average Daily Membership	% Average Daily Attendance	% Eligible for Free or Reduced Meals	Students Per Computer with Internet Access	Students Per Computer in Classroom	Projected 4-Year Dropout Rate (%)	Graduates	Completers	Dropouts	Graduation Rate	% Programs with Business/Industry Certification	% Student Participation	% Positive Placements
Calhoun County	19	9,299.1	93.7	54.9	3.2	3.2	6.8	536	31	60	85.5	93.3	65.3	68.0
Anniston City	8	2,322.2	92.9	88.2	4.1	4.1	12.9	105	11	31	71.4	90.0	83.6	50.0
Jacksonville City	2	1,693.3	91.2	44.7	5.1	5.1	1.7	115	--	--	98.3	100.0	70.3	100.0
Oxford City	7	4,042.8	93.9	49.9	1.8	1.8	2.3	74	--	12	83.1	87.5	59.4	90.6
Piedmont City	3	1,057.1	94.4	62.3	1.2	1.2	1.5	71	--	--	94.7	100.0	50.6	88.9
Chambers County	11	4,002.7	94.6	70.2	2.9	2.9	3.2	239	--	36	84.5	100.0	67.6	84.7
Lanett City	3	849.9	94.8	89.9	3.2	3.2	15.4	62	--	11	82.7	100.0	60.0	88.9
Cherokee County	9	4,089.5	93.9	59.3	2.0	2.0	6.3	260	21	27	84.4	100.0	80.4	86.8
Clay County	4	2,099.4	92.9	64.7	4.1	3.9	2.1	110	--	--	94.0	85.7	77.9	86.5
Cleburne County	8	2,584.3	93.9	59.8	3.3	3.3	2.8	168	--	--	91.3	100.0	67.1	93.5
Coosa County	4	1,311.3	93.3	74.9	3.4	3.4	13.5	63	16	36	54.8	100.0	82.1	85.5
Etowah County	23	9,251.4	93.2	47.0	5.2	4.6	5.4	504	19	43	89.0	100.0	66.2	90.4
Attalla City	3	1,758.3	88.3	68.4	4.8	4.8	9.1	107	--	30	73.3	100.0	53.2	98.2
Gadsden City	15	5,566.8	92.7	73.2	3.3	3.3	10.4	307	26	--	90.3	94.1	68.9	89.3
Randolph County	7	2,281.5	94.7	62.5	3.0	3.0	11.1	135	--	12	88.8	100.0	84.0	100.0
Roanoke City	4	1,526.1	96.4	63.2	1.3	1.3	1.2	93	--	--	93.0	100.0	52.0	N/A
Talladega County	18	7,748.1	93.7	71.7	2.7	2.7	6.0	473	28	62	84.0	95.2	61.4	86.8
Sylacauga City	4	2,398.9	94.8	53.8	2.5	2.5	13.2	154	--	19	77.0	100.0	73.2	97.9
Talladega City	7	2,457.6	91.7	74.0	2.1	2.1	5.7	148	--	35	76.7	100.0	89.9	90.4
Tallapoosa County	6	2,977.8	93.4	66.2	2.8	2.8	4.3	171	19	11	85.1	100.0	67.5	96.0
Alexander City	5	3,399.8	94.1	53.1	3.4	3.3	11.5	235	--	40	82.5	100.0	53.0	N/A
Region Average	170	72717.4	93.4	64.4	3.1	3.1	7.0	3500	171	371	86.6	97.4	68.3	79.6
State Average		745,047.0	95.8	55.8	3.1	3.1	7.8	43408	2185	3934	87.7	N/A	N/A	N/A

Source: Alabama Department of Education, Alabama's Education Report Card, 2009-2010, April 2011 and 2009-2010 Graduation Rate-AYP2011.  
-- indicates less than 10 students



**Table 8:  
Annual Average Labor Force Estimates, 2006-2010**

County	Civilian Labor Force					Change 2006-2010	
	2006	2007	2008	2009	2010	Number	Percent
Calhoun	54,213	55,078	54,400	54,113	52,565	-1,648	-3.0%
Chambers	15,751	15,479	14,804	14,535	14,060	-1,691	-10.7%
Cherokee	11,883	12,027	11,958	11,790	11,355	-528	-4.4%
Clay	6,195	6,124	5,700	5,620	5,356	-839	-13.5%
Cleburne	6,663	6,511	6,543	6,544	6,292	-371	-5.6%
Coosa	4,797	4,691	4,629	4,579	4,328	-469	-9.8%
Etowah	46,635	45,605	45,571	45,129	44,377	-2,258	-4.8%
Randolph	9,766	9,509	9,561	9,400	9,050	-716	-7.3%
Talladega	39,497	39,005	38,092	37,753	36,232	-3,265	-8.3%
Tallapoosa	18,557	18,348	18,090	18,154	17,535	-1,022	-5.5%
Region	213,957	212,377	209,348	207,617	201,150	-12,807	-6.0%
Alabama	2,173,817	2,182,189	2,169,967	2,170,887	2,127,211	-46,606	-2.1%

County	Employment					Change 2006-2010	
	2006	2007	2008	2009	2010	Number	Percent
Calhoun	52,327	53,207	51,672	48,802	47,548	-4,779	-9.1%
Chambers	14,958	14,606	12,898	11,993	12,129	-2,829	-18.9%
Cherokee	11,451	11,592	11,352	10,574	10,319	-1,132	-9.9%
Clay	5,954	5,830	5,300	4,788	4,612	-1,342	-22.5%
Cleburne	6,462	6,305	6,250	5,957	5,762	-700	-10.8%
Coosa	4,565	4,456	4,290	3,926	3,763	-802	-17.6%
Etowah	44,936	43,842	43,165	40,564	40,186	-4,750	-10.6%
Randolph	9,317	9,090	8,940	8,159	7,916	-1,401	-15.0%
Talladega	37,739	37,246	35,660	32,937	32,067	-5,672	-15.0%
Tallapoosa	17,748	17,504	16,942	15,973	15,308	-2,440	-13.7%
Region	205,457	203,678	196,469	183,673	179,610	-25,847	-12.6%
Alabama	2,098,462	2,099,777	2,061,601	1,959,849	1,925,064	-173,398	-8.3%

**Table 8, continued:  
Annual Average Labor Force Estimates, 2006-2010**

County	Unemployment					Change 2006-2010	
	2006	2007	2008	2009	2010	Number	Percent
Calhoun	1,886	1,871	2,728	5,311	5,017	3,131	166.0%
Chambers	793	873	1,906	2,542	1,931	1,138	143.5%
Cherokee	432	435	606	1,216	1,036	604	139.8%
Clay	241	294	400	832	744	503	208.7%
Cleburne	201	206	293	587	530	329	163.7%
Coosa	232	235	339	653	565	333	143.5%
Etowah	1,699	1,763	2,406	4,565	4,191	2,492	146.7%
Randolph	449	419	621	1,241	1,134	685	152.6%
Talladega	1,758	1,759	2,432	4,816	4,165	2,407	136.9%
Tallapoosa	809	844	1,148	2,181	2,227	1,418	175.3%
Region	8,500	8,699	12,879	23,944	21,540	13,040	153.4%
Alabama	75,355	75,201	108,366	211,038	202,147	126,792	168.3%

County	Unemployment Rate - %					Change 2006-2010
	2006	2007	2008	2009	2010	
Calhoun	3.5%	3.4%	5.0%	9.8%	9.5%	6.0%
Chambers	5.0%	5.6%	12.9%	17.5%	13.7%	8.7%
Cherokee	3.6%	3.6%	5.1%	10.3%	9.1%	5.5%
Clay	3.9%	4.8%	7.0%	14.8%	13.9%	10.0%
Cleburne	3.0%	3.2%	4.5%	9.0%	8.4%	5.4%
Coosa	4.8%	5.0%	7.3%	14.3%	13.1%	8.3%
Etowah	3.6%	3.9%	5.3%	10.1%	9.4%	5.8%
Randolph	4.6%	4.4%	6.5%	13.2%	12.5%	7.9%
Talladega	4.5%	4.5%	6.4%	12.8%	11.5%	7.0%
Tallapoosa	4.4%	4.6%	6.3%	12.0%	12.7%	8.3%
Region	4.0%	4.1%	6.2%	11.5%	10.7%	6.7%
Alabama	3.5%	3.4%	5.0%	9.7%	8.8%	5.3%

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

**Table 8A:  
Monthly Unemployment Statistics, 2008 to 2011**

County	Year	Unemployment Rate %												
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
Calhoun	2008	4.0	4.0	4.0	3.4	4.1	5.2	5.5	5.4	5.4	6.1	6.2	6.9	5.0%
	2009	8.1	8.9	9.2	9.2	9.4	10.5	10.5	10.6	10.4	10.8	10.1	10.2	9.8%
	2010	10.9	10.6	10.3	9.5	9.2	9.6	9.5	9.4	9.0	8.9	8.9	8.7	9.5%
	2011	9.6	9.6	8.8	9.1	9.6	10.4	10.0						
Chambers	2008	8.2	9.1	11.1	11.2	12.8	13.9	13.8	14.8	14.9	14.9	15.1	14.9	12.9%
	2009	18.3	19.0	17.5	17.1	16.9	18.1	17.8	17.9	17.1	18.1	16.3	15.8	17.5%
	2010	16.5	16.4	15.3	14.3	13.7	13.8	13.5	13.3	12.2	12.0	12.0	11.6	13.7%
	2011	12.7	12.6	11.7	11.8	12.0	13.5	13.4						
Cherokee	2008	4.1	4.3	4.1	3.5	4.0	5.2	5.8	5.3	5.3	5.7	6.6	6.9	5.1%
	2009	9.0	11.8	10.2	11.1	9.2	10.3	10.5	10.5	11.4	10.5	9.4	9.7	10.3%
	2010	10.7	10.6	10.5	8.7	8.4	9.0	8.8	9.1	8.5	8.4	8.5	8.3	9.1%
	2011	10.1	9.5*	8.3	8.4	8.8	10.0	9.6						
Clay	2008	5.7	6.2	5.8	4.7	5.1	6.4	6.8	7.1	8.3	8.7	9.3	10.4	7.0%
	2009	13.7	14.8	15.2	13.7	13.8	14.8	15.3	15.4	15.3	15.8	15.2	14.8	14.8%
	2010	18.4	16.4	14.8	13.7	13.1	13.1	13.7	13.4	12.5	12.1	12.6	12.5	13.9%
	2011	13.3	13.5	12.0	12.1	12.4	13.2	12.9						
Cleburne	2008	3.8	3.8	3.8	2.9	3.7	4.6	4.9	4.9	4.7	4.8	5.2	6.5	4.5%
	2009	7.2	8.0	8.3	8.2	8.5	9.5	10.2	10.0	10.2	9.5	8.8	9.2	9.0%
	2010	9.6	9.3	9.1	7.6	7.7	8.3	8.1	8.6	8.4	8.3	8.3	7.9	8.4%
	2011	9.7	9.2	8.4	8.6	8.8	10.0	9.2						
Coosa	2008	5.2	6.3	6.3	5.1	6.1	7.6	7.5	7.1	7.3	8.1	10.4	10.6	7.3%
	2009	13.2	15.2	14.5	13.7	14.8	15.6	14.7	14.3	13.7	13.9	13.4	13.9	14.3%
	2010	15.3	15.0	13.9	12.8	12.7	12.3	14.0	12.8	12.1	12.0	12.3	11.4	13.1%
	2011	12.7	12.2	10.9	10.6	10.8	12.6	11.7						
Etowah	2008	4.5	4.6	4.4	3.7	4.4	5.5	5.7	5.7	5.7	5.8	6.2	7.1	5.3%
	2009	9.4	10.2	9.8	9.1	9.6	11.1	10.6	10.6	10.5	10.3	9.9	10.3	10.1%
	2010	11.2	10.8	10.3	9.2	9.0	9.5	9.3	9.2	9.0	8.7	8.7	8.6	9.4%
	2011	9.9	9.8	9.1	9.0	9.6	10.8	10.5						
Randolph	2008	5.0	4.8	4.6	4.4	4.7	5.8	6.6	7.1	7.4	8.0	10.5	8.9	6.5%
	2009	12.2	12.3	11.6	10.4	11.0	13.0	14.6	14.8	14.3	15.4	14.5	14.6	13.2%
	2010	15.0	15.2	13.8	12.5	12.0	12.7	12.4	12.3	11.5	11.2	11.4	10.5	12.5%
	2011	11.4	11.3	10.3	11.2	11.6	13.0	12.4						
Talladega	2008	5.1	5.1	5.0	4.4	5.0	6.5	6.8	6.8	6.7	7.6	8.4	9.0	6.4%
	2009	10.5	12.4	12.2	12.1	12.8	13.6	13.6	13.8	13.2	13.6	12.7	12.7	12.8%
	2010	13.5	13.0	12.3	11.4	11.1	11.5	11.7	11.1	10.7	10.6	10.6	10.3	11.5%
	2011	11.4	11.1	10.3	10.6	11.0	11.9	12.0						
Tallapoosa	2008	5.7	5.6	5.2	4.7	5.5	6.4	6.4	6.6	6.6	7.1	7.8	8.5	6.3%
	2009	10.9	11.3	10.6	9.7	10.3	11.9	12.8	13.1	13.0	14.2	13.1	13.2	12.0%
	2010	14.6	14.7	13.6	12.6	12.1	12.7	12.3	12.4	12.0	11.9	11.7	11.7	12.7%
	2011	13.0	12.6	12.0	11.8	11.9	12.9	12.4						

Note: Rate in italic type (12.6) indicates that the rate has been corrected.

Source: Bureau of Labor Statistics, Local Area Unemployment Statistics.



**Table 9:  
Employment by Occupation, 2009**

County	Management, Professional, and Related Occupations	Service Occupations	Sales and Office Occupations	Farming, Fishing, and Forestry Occupations	Construction, Extraction, Maintenance Occupations:	Production, Transportation, Material Moving Occupations	Total Occupations
Calhoun	13,764	7,353	11,159	202	5,663	9,512	47,653
Chambers	3,014	2,075	3,764	43	1,668	3,579	14,143
Cherokee	2,415	1,602	2,041	195	1,350	2,467	10,070
Clay	1,283	698	955	190	1,007	1,586	5,719
Cleburne	1,310	931	1,216	142	947	1,277	5,823
Coosa	749	776	1,011	69	565	1,136	4,306
Etowah	12,377	6,764	9,627	247	4,539	8,208	41,762
Randolph	1,889	1,274	1,994	177	924	2,534	8,792
Talladega	7,785	5,190	7,045	114	3,683	8,184	32,001
Tallapoosa	4,424	2,796	3,809	95	2,383	3,524	17,031
Region	49,010	29,459	42,621	1,474	22,729	42,007	187,300
% of Total	26.2%	15.7%	22.8%	0.8%	12.1%	22.4%	100.0%
Alabama	622,980	311,135	515,001	13,621	220,860	330,158	2,013,755
% of Total	30.9%	15.5%	25.6%	0.7%	11.0%	16.4%	100.0%

Source: U.S. Census Bureau, 2005-2009 American Community Survey, Table B24030: Sex by Occupation by Civilian Employed 16 and Over

**Table 10:  
Underemployment in East Alabama, 2006**

County	Labor Force	Employed	Underemployment Rate	Underemployed Workers	Unemployed	Available Labor Pool
Calhoun	54,213	52,327	20.3%	10,622	1,886	14,394
Chambers	15,751	14,958	24.1%	3,605	793	5,191
Cherokee	11,883	11,451	27.1%	3,103	432	3,967
Clay	6,195	5,954	19.0%	1,131	241	1,613
Cleburne	6,663	6,462	27.1%	1,751	201	2,153
Coosa	4,797	4,565	25.5%	1,164	232	1,628
Etowah	46,635	44,936	21.4%	9,616	1,699	13,014
Randolph	9,766	9,317	35.2%	3,280	449	4,178
Talladega	39,497	37,739	32.8%	12,378	1,758	15,894
Tallapoosa	18,557	17,748	17.2%	3,053	809	4,671
East Alabama Region	213,957	205,457	24.2%	49,704	8,500	66,704
Region 5 WIAA*	183,380	176,285	25.7%	45,305	7,095	52,400
Alabama*	2,223,774	2,151,381	25.2%	542,148	72,393	614,541

Note: Based on 2006 labor force data.

\* The University of Alabama study reported results by Workforce Investment Advisory Areas. The WIAA Region 5 consists of 8 of the 10 East Alabama counties; therefore, this table includes data for WIAA for reference and slightly modifies how the data were presented in the original study to include all ten counties in the East Alabama Region.

Source: Center for Business and Economic Research, The University of Alabama; Alabama Department of Industrial Relations; and U.S. Bureau of Labor Statistics.

**Table 10:**  
**Underemployment Survey Results in East Alabama, 2004**

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

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

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

**Table 11:  
Income and Poverty, 2000 and 2009**

County	Household Income				Median Household Income		% Households below poverty				Total Households
	<\$25,000	\$25,000- \$49,999	\$50,000- \$74,999	\$75,000 +	Income		All households		Female-head		2009
					2000	2009	2000	2009	2000	2009	
Calhoun	15,784	12,969	8,536	9,757	\$31,768	38,382	16.90%	14.0%	36.50%	13.4%	47,046
Chambers	5,280	4,025	2,465	1,902	\$29,667	32,433	18.70%	12.3%	34.70%	15.4%	13,672
Cherokee	3,398	2,925	1,834	2,104	\$30,874	40,240	16.40%	10.7%	32.00%	7.4%	10,261
Clay	1,940	1,846	1,103	885	\$27,885	37,652	18.90%	14.6%	35.40%	8.3%	5,774
Cleburne	1,917	1,524	896	942	\$30,820	33,742	16.40%	11.9%	32.40%	11.2%	5,279
Coosa	1,666	1,425	598	839	\$29,873	33,595	16.60%	14.9%	34.60%	10.1%	4,528
Etowah	14,563	12,929	6,722	8,473	\$31,170	36,378	16.20%	12.8%	34.00%	12.1%	42,687
Randolph	2,745	2,312	1,470	1,307	\$28,675	35,137	17.80%	13.7%	33.10%	9.7%	7,834
Talladega	11,478	8,178	5,402	5,657	\$31,628	35,865	18.50%	15.3%	42.00%	13.9%	30,715
Tallapoosa	5,644	4,439	2,720	3,180	\$30,745	36,637	17.10%	12.7%	36.10%	11.6%	15,983
Region	64,415	52,572	31,746	35,046	\$30,311	\$36,006					183,779
% of total	35.05%	28.61%	17.27%	19.07%			17.30%	13.5%	36.20%	12.3%	
Alabama	573,681	484,325	320,052	441,383	\$34,135	41,216					1,819,441
% of total	31.5%	26.6%	17.6%	24.3%			16.70%	12.9%	35.60%	13.6%	

Source: US Bureau of Census, 2000 Census and American Community Survey, 2005-2009. ACS Tables B19001, B19013, and B17010.



**Table 12:  
Educational Attainment in East Alabama Counties  
(Highest Level of Education Attained)**

County	Total Persons Age 25+		No High School Diploma or GED				High school diploma/GED			
	2000	2009	2000		2009		2000		2009	
			#	%	#	%	#	%	#	%
Calhoun	74,015	75,911	19,318	26.10%	16,379	21.58%	23,856	32.20%	25,844	34.05%
Chambers	24,497	23,901	8,778	35.80%	6,688	27.98%	7,863	32.10%	8,533	35.70%
Cherokee	16,825	17,756	6,138	36.50%	5,319	29.96%	5,865	34.90%	6,313	35.55%
Clay	9,767	9,878	3,322	34.00%	2,889	29.25%	3,690	37.80%	3,793	38.40%
Cleburne	9,533	10,068	3,536	37.10%	3,056	30.35%	3,417	35.80%	4,005	39.78%
Coosa	8,255	7,740	2,831	34.30%	2,172	28.06%	3,164	38.30%	3,496	45.17%
Etowah	69,829	70,407	18,115	25.90%	13,730	19.50%	22,531	32.30%	23,112	32.83%
Randolph	14,762	15,292	5,618	38.10%	4,430	28.97%	4,723	32.00%	5,401	35.32%
Talladega	53,060	53,902	16,102	30.30%	13,954	25.89%	18,270	34.40%	19,633	36.42%
Tallapoosa	28,373	28,238	8,489	29.90%	7,245	25.66%	9,348	32.90%	9,381	33.22%
Region	308,916	313,093	92,247	29.90%	75,862	24.23%	102,727	33.30%	109,511	34.98%
Alabama	2,887,400	3,049,663	714,081	24.70%	584,208	19.16%	877,216	30.40%	971,298	31.85%

County	Total Persons Age 25+		Some college, no degree				College degree			
	2000	2009	2000		2009		2000		2009	
			#	%	#	%	#	%	#	%
Calhoun	74,015	75,911	15,811	21.40%	15,531	20.46%	15,030	20.30%	18,157	23.92%
Chambers	24,497	23,901	4,403	18.00%	4,566	19.10%	3,453	14.10%	4,114	17.21%
Cherokee	16,825	17,756	2,477	14.70%	3,419	19.26%	2,345	13.90%	2,705	15.23%
Clay	9,767	9,878	1,521	15.60%	1,598	16.18%	1,234	12.60%	1,598	16.18%
Cleburne	9,533	10,068	1,376	14.40%	1,471	14.61%	1,204	12.60%	1,536	15.26%
Coosa	8,255	7,740	1,235	15.00%	1,097	14.17%	1,025	12.40%	975	12.60%
Etowah	69,829	70,407	15,137	21.70%	17,103	24.29%	14,046	20.10%	16,462	23.38%
Randolph	14,762	15,292	2,336	15.80%	2,554	16.70%	2,085	14.10%	2,907	19.01%
Talladega	53,060	53,902	10,383	19.60%	10,623	19.71%	8,305	15.70%	9,692	17.98%
Tallapoosa	28,373	28,238	5,235	18.50%	5,224	18.50%	5,301	18.70%	6,388	22.62%
Region	308,916	313,093	59,914	19.40%	63,186	20.18%	54,028	17.50%	64,534	20.61%
Alabama	2,887,400	3,049,663	591,055	20.50%	631,854	20.72%	705,048	24.40%	862,303	28.28%

Source: U.S. Bureau of Census, 2000 Census and American Community Survey, 2005-2009. ACS Table B15002.

**Table 13:  
Overview of Businesses in East Alabama, 2009**

County	Number of Paid Employees	Annual Payroll	Average Annual Pay	Total Establishments	Number of Establishments by Employee-Size Class						
					Less than 20	20 to 49	50 to 99	100 to 249	250 to 499	500 to 999	1,000 or More
Calhoun	38,324	\$1,155,476,000	\$30,150	2,444	2,086	223	80	37	12	5	1
Chambers	6,241	\$172,580,000	\$27,653	568	510	41	10	4	3	0	0
Cherokee	3,600	\$93,283,000	\$25,912	350	323	19	2	4	2	0	0
Clay	3,253	\$82,050,000	\$25,223	204	186	8	5	1	3	1	0
Cleburne	2,071	\$59,480,000	\$28,720	180	166	9	0	4	1	0	0
Coosa	1,050	\$29,391,000	\$27,991	106	100	4	0	1	1	0	0
Etowah	29,773	\$865,122,000	\$29,057	2,079	1,776	206	56	31	6	2	2
Randolph	3,610	\$87,441,000	\$24,222	367	342	15	3	6	1	0	0
Talladega	21,858	\$752,326,000	\$34,419	1,317	1,151	105	35	14	9	2	1
Tallapoosa	11,868	\$314,664,000	\$26,514	782	696	53	13	14	3	2	1
Region	121,648	\$3,611,813,000	\$29,691	8,397	7,336	683	204	116	41	12	5
% of Total					87.4%	8.1%	2.4%	1.4%	0.5%	0.1%	0.1%
Alabama	1,612,258	\$56,972,095,000	\$35,337	100,805	86,087	9,389	2,934	1,682	433	191	89
% of Total					85.4%	9.3%	2.9%	1.7%	0.4%	0.2%	0.1%

Source: U.S. Bureau of Census, 2009 County Business Patterns

**Table 14:  
Place of Work for East Alabama Workers, 2009**

Place of Work	Alabama	County										Region
		Calhoun	Chambers	Cherokee	Clay	Cleburne	Coosa	Etowah	Randolph	Talladega	Tallapoosa	
<b>Total Workers</b>	1,977,518	46,261	13,441	9,727	5,458	5,685	4,109	40,631	8,401	31,185	16,542	181,440
<b>Worked In State of Residence</b>	1,893,879	45,061	9,951	6,699	5,414	3,676	4,042	40,092	6,438	30,625	16,165	168,163
	95.8%	97.4%	74.0%	68.9%	99.2%	64.7%	98.4%	98.7%	76.6%	98.2%	97.7%	92.7%
<b>Worked In County of Residence</b>	1,453,006	38,473	6,034	4,254	3,202	2,216	1,098	28,952	4,871	20,211	11,343	120,654
	73.5%	83.2%	44.9%	43.7%	58.7%	39.0%	26.7%	71.3%	58.0%	64.8%	68.6%	66.5%
<b>Worked Outside County of Residence</b>	440,873	6,588	3,917	2,445	2,212	1,460	2,944	11,140	1,567	10,414	4,822	47,509
	22.3%	14.2%	29.1%	25.1%	40.5%	25.7%	71.6%	27.4%	18.7%	33.4%	29.2%	26.2%
<b>Worked Outside State of Residence</b>	83,639	1,200	3,490	3,028	44	2,009	67	539	1,963	560	377	13,277
	4.2%	2.6%	26.0%	31.1%	0.8%	35.3%	1.6%	1.3%	23.4%	1.8%	2.3%	7.3%

Source: U.S. Bureau of Census, American Community Survey, 2005-2009. Table B08007: Workers by Place of Work, State and County Level

**Table 15:**  
**Employment by Industrial Sector in East Alabama, 2009**

	Alabama	Calhoun	Chambers	Cherokee	Clay	Cleburne	Coosa	Etowah	Randolph	Talladega	Tallapoosa	Region
Total for all sectors	1,612,258	38,324	6,241	3,600	3,253	2,071	1,050	29,773	3,610	21,858	11,868	121,648
Forestry, Fishing, Hunting, Agri. Support	0.4%	0.3%	2.2%	1.4%	2.3%	1.4%	6.8%	0.3%	1.8%	0.1%	0.4%	0.6%
Mining	0.5%	0.0%	0.0%	0.0%	0.0%	0.9%	0.0%	0.1%	0.5%	1.7%	0.2%	0.4%
Utilities	1.0%	0.6%	1.2%	2.6%	2.7%	0.9%	1.3%	0.8%	2.5%	1.1%	0.9%	1.0%
Construction	5.9%	3.0%	5.2%	3.3%	5.5%	18.7%	6.8%	4.8%	6.4%	3.8%	4.2%	4.3%
Manufacturing	15.3%	17.1%	16.0%	31.0%	37.3%	30.7%	47.5%	15.4%	22.5%	38.4%	12.2%	21.8%
Wholesale Trade	4.6%	4.4%	1.5%	2.6%	1.6%	0.9%	6.8%	4.0%	1.4%	2.3%	0.0%	3.1%
Retail Trade	14.2%	16.7%	17.2%	22.6%	8.5%	16.0%	6.1%	15.8%	18.5%	12.6%	14.8%	15.4%
Transportation and Warehousing	3.5%	5.4%	0.6%	2.6%	3.5%	0.7%	1.3%	2.8%	3.2%	4.8%	4.6%	4.0%
Information	2.4%	2.2%	1.9%	2.6%	0.5%	0.0%	1.3%	1.3%	1.6%	0.8%	1.7%	1.6%
Finance and Insurance	4.4%	2.4%	3.7%	3.0%	2.6%	2.7%	1.3%	3.4%	3.9%	2.5%	3.1%	2.9%
Real Estate and Rental and Leasing	1.6%	1.0%	0.9%	2.6%	2.7%	0.5%	0.8%	1.4%	1.0%	1.3%	2.3%	1.3%
Professional, Scientific, and Technical services	5.8%	4.3%	1.8%	1.3%	1.3%	1.8%	1.0%	2.6%	1.5%	1.1%	1.9%	2.6%
Mgmt of Companies and Enterprises	1.1%	0.3%	5.5%	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%	0.3%	0.9%	0.6%
Admin & Support, Waste Mgmt & Remediation Svc	7.2%	6.6%	5.5%	3.0%	0.5%	11.2%	1.3%	5.7%	0.5%	3.2%	16.3%	6.1%
Educational Services	1.8%	1.2%	1.3%	0.0%	2.7%	0.0%	0.0%	0.7%	2.5%	1.7%	0.9%	1.2%
Health Care and Social Assistance	14.9%	17.2%	19.0%	9.0%	17.9%	4.2%	6.8%	23.1%	19.3%	13.1%	22.5%	17.9%
Arts, Entertainment, and Recreation	1.1%	0.6%	1.5%	0.4%	0.0%	0.0%	6.8%	0.9%	0.5%	0.8%	1.5%	0.9%
Accommodation and Food Services	9.4%	11.8%	9.6%	7.2%	3.5%	4.5%	1.3%	11.5%	8.5%	7.2%	7.3%	9.6%
Other Services (except public administration)	5.0%	4.6%	5.1%	4.6%	6.9%	5.0%	3.1%	5.1%	3.3%	3.2%	4.4%	4.5%
Unclassified	0.0%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	0.1%	0.5%	0.0%	0.0%	0.1%

Source: U.S. Census Bureau, 2009 County Business Patterns.

**Table 16:  
Business Trends in East Alabama, 1999 to 2009**

County	Number of employees				Average annual pay				Number of establishments			
	1999	2009	# Change	% Change	1999	2009	# Change	% Change	1999	2009	# Change	% Change
Calhoun	40,241	38,324	(1,917)	-4.8%	\$21,459	\$30,150	8,691	40.5%	2,568	2,444	(124)	-4.8%
Chambers	11,619	6,241	(5,378)	-46.3%	\$23,390	\$27,653	4,263	18.2%	657	568	(89)	-13.5%
Cherokee	2,985	3,600	615	20.6%	\$2,084	\$25,912	23,828	29.0%	365	350	(15)	-4.1%
Clay	4,390	3,253	(1,137)	-25.9%	\$20,095	\$25,223	5,128	25.5%	228	204	(24)	-10.5%
Cleburne	2,121	2,071	(50)	-2.4%	\$24,000	\$28,720	4,720	19.7%	188	180	(8)	-4.3%
Coosa	1,495	1,050	(445)	-29.8%	\$22,138	\$27,991	5,853	26.4%	128	106	(22)	-17.2%
Etowah	33,152	29,773	(3,379)	-10.2%	\$23,095	\$29,057	5,962	25.8%	2,198	2,079	(119)	-5.4%
Randolph	5,009	3,610	(1,399)	-27.9%	\$17,661	\$24,222	6,561	37.1%	401	367	(34)	-8.5%
Talladega	20,589	21,858	1,269	6.2%	\$23,885	\$24,419	534	2.2%	1,401	1,317	(84)	-6.0%
Tallapoosa	27,935	11,868	(16,067)	-57.5%	\$19,622	\$26,514	6,892	35.1%	833	782	(51)	-6.1%
<b>Region</b>	149,536	121,648	(27,888)	-18.6%	\$21,810	\$29,691	7,881	36.1%	8,967	8,367	(600)	-6.7%
<b>Alabama</b>	1,633,909	1,612,258	(21,651)	-1.3%	\$25,983	\$35,337	9,354	36.0%	100,507	100,805	298	0.3%
<b>Region as % of state</b>	9.2%	7.5%			83.9%	84.0%			8.9%	8.3%		

Source: U.S. Bureau of Census, 1999 and 2009 County Business Patterns

**Table 17:**  
**General Economic Trends in East Alabama, 1980 to 2009**

County	Population				Number of employees				Number of establishments			
	1980	1990	2000	2010	1980	1990	2000	2009	1980	1990	2000	2009
Calhoun	119,761	116,034	112,249	118,572	27,308	33,433	40,614	38,324	1,785	2,299	2,566	2,444
Chambers	39,191	36,876	36,583	34,215	11,766	11,815	11,520	6,241	479	531	645	568
Cherokee	18,760	19,543	23,988	25,989	2,949	3,500	3,414	3,600	241	288	356	350
Clay	13,703	13,252	14,254	13,932	2,929	3,342	4,556	3,253	189	221	229	204
Cleburne	12,595	12,730	14,123	14,972	1,694	1,887	2,255	2,071	126	157	195	180
Coosa	11,377	11,063	12,202	11,539	1,318	1,346	1,430	1,050	105	126	128	106
Etowah	103,057	99,840	103,459	104,430	29,245	31,219	34,345	29,773	1,648	1,948	2,155	2,079
Randolph	20,075	19,881	22,380	22,913	3,551	3,906	5,105	3,610	275	338	387	367
Talladega	73,826	74,107	80,321	82,291	17,269	17,793	21,017	21,858	1,018	1,187	1,381	1,317
Tallapoosa	38,766	38,826	41,475	41,616	13,630	16,432	25,370	11,868	637	702	823	782
Region	412,345	403,326	419,559	430,863	111,659	124,673	149,626	121,648	6,503	7,797	8,865	8,367
Growth		-2.2%	4.0%	2.7%		11.7%	20.0%	-18.7%		19.9%	13.7%	-5.6%
Alabama	3,894,025	4,040,587	4,447,100	4,779,736	1,073,006	1,342,993	1,653,074	1,633,909	65,880	86,537	99,817	100,805
Growth		3.8%	10.1%	7.5%		25.2%	23.1%	-1.2%		31.4%	15.3%	1.0%
Region as % of state	10.6%	10.0%	9.4%	9.0%	10.4%	9.3%	9.1%	7.4%	9.9%	9.0%	8.9%	8.3%

Source: U.S. Bureau of Census, 1980, 1990, 2000 and 2010 Censuses of Population; and 1980, 1990, 2000 and 2009 County Business Patterns

**Table 18:  
Employment by Industrial Sector in East Alabama, 1999**

	Alabama	Calhoun	Chambers	Cherokee	Clay	Cleburne	Coosa	Etowah	Randolph	Talladega	Tallapoosa	Region
Total Employees, All Sectors	1,633,909	40,241	11,619	2,985	4,390	2,121	1,495	33,152	5,009	20,589	27,935	149,536 - 149,536
Forestry, fishing, hunting, and agriculture support	9,641	20-99	222	40	100-249	20-99	20-99	20-99	100-249	20-99	110	672 - 1,365
Mining	7,947	85						20-99	0-19	250-499	0-19	355 - 721
Utilities	15,094	250-499	100	20-99	20-99	0-19	0-19	250-499	20-99	117	58	835 - 1,608
Construction	105,939	1,782	368	95	100-249	393	20-99	1,392	98	1,275	528	6,051 - 6,279
Manufacturing	341,940	11,024	5,596	891	2,517	882	927	8,066	2,263	7,017	7,198	46,381 - 46,381
Wholesale trade	82,147	1,817	232	191	0-19	44	76	1,469	82	608	1,155	5,674 - 5,693
Retail trade	224,493	6,392	1,357	638	394	235	127	4,783	685	3,049	1,828	19,488 - 19,488
Transportation & warehousing	47,054	753	250-499	67	157	0-19	0-19	923	143	383	94	2,770 - 3,057
Information	38,279	803	98	70	0-19	0-19	0-19	514	62	220	88	1,855 - 1,912
Finance & insurance	72,609	1,026	190	150	78	20-99	0-19	955	145	598	384	3,546 - 3,644
Real estate & rental & leasing	22,593	419	70	34	0-19	0-19	0-19	286	43	239	297	1,388 - 1,445
Professional, scientific & technical services	69,448	889	107	33	20-99	20-99	0-19	643	81	285	182	2,260 - 2,437
Management of companies & enterprises	20,598	64	250-499					126		138	75	653 - 902
Admin, support, waste mgt, remediation services	111,948	2,291	110	38	0-19	0-19	0-19	2,393	31	603	10,000-24,999	15,466 - 30,522

**Table 18, continued:  
Employment by Industrial Sector in East Alabama, 1999**

	Alabama	Calhoun	Chambers	Cherokee	Clay	Cleburne	Coosa	Etowah	Randolph	Talladega	Tallapoosa	Region
Educational services	19,599	292	97		0-19	0-19	0-19	399	57	293	20-99	1,158 - 1,294
Health care and social assistance	203,808	5,080	1,140	243	577	65	94	5,181	638	2,360	2,242	17,620 - 17,620
Arts, entertainment & recreation	14,069	230	20-99	0-19		0-19	20-99	292	0-19	142	76	780 - 995
Accommodation & food services	133,248	4,306	705	237	148	166	0-19	3,355	339	1,545	773	11,574 - 11,593
Other services (except public administration)	81,411	2,018	446	178	101	109	39	1,681	130	941	427	6,070 - 6,070
Auxiliaries (exc corporate, subsidiary & regional mgt)	10,821	576	20-99					317		233	1,000- 2,499	2,146 - 3,724
Unclassified establishments	1,223	25	7	0-19	0-19	3	0-19	20-99	3	0-19	0-19	58 - 232

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



**Table 19:**  
**The Manufacturing Sector in East Alabama, 1999 to 2009**

County	Number of Employees			Average Annual Pay			Total Establishments		
	1999	2009	# Change	1999	2009	# Change	1999	2009	# Change
Calhoun	11,024	6,581	-4,443	\$26,217	\$40,973	\$14,756	137	126	-11
Chambers	5,596	1,088	-4,508	\$26,744	\$37,156	\$10,412	42	23	-19
Cherokee	891	1,160	269	\$21,976	\$26,803	\$4,826	24	23	-1
Clay	2,517	1,354	-1,163	\$22,774	\$29,920	\$7,147	16	10	-6
Cleburne	882	681	-201	\$25,431	\$26,470	\$1,039	11	10	-1
Coosa	927	695	-232	\$24,633	\$28,304	\$3,670	11	8	-3
Etowah	8,066	4,611	-3,455	\$32,034	\$37,293	\$5,259	135	108	-27
Randolph	2,263	876	-1,387	\$18,687	\$23,186	\$4,499	25	23	-2
Talladega	7,017	8,459	1,442	\$29,877	\$46,732	\$16,855	104	87	-17
Tallapoosa	7,198	1,325	-5,873	\$17,756	\$26,618	\$8,862	55	37	-18
Region	46,381	26,830	-19,551	\$25,850	\$38,845	\$12,994	560	455	-105
Alabama	341,940	246,259	-95,681	\$31,090	\$41,215	\$10,125	5,336	4,597	-739

Source: U.S. Census Bureau, 1999 and 2009 County Business Patterns

**Table 19, continued:**  
**The Manufacturing Sector in East Alabama, 1999 to 2009**

County	Number of establishments by employment-size class													
	Less than 20 Employees		20 to 49 Employees		50 to 99 Employees		100 to 249 Employees		250 to 499 Employees		500 to 999 Employees		1,000 or More Employees	
	1999	2009	1999	2009	1999	2009	1999	2009	1999	2009	1999	2009	1999	2009
Calhoun	72	79	21	18	14	10	14	14	14	3	2	2	0	0
Chambers	19	13	4	4	6	2	6	4	4	0	2	0	1	0
Cherokee	18	18	3	1	1	0	0	2	2	2	0	0	0	0
Clay	10	5	1	2	0	0	2	0	1	2	2	1	0	0
Cleburne	6	7	0	0	1	0	3	3	1	0	0	0	0	0
Coosa	7	3	1	3	1	0	0	1	2	1	0	0	0	0
Etowah	88	77	27	19	9	3	4	6	3	1	1	1	3	1
Randolph	17	18	1	1	2	1	2	2	1	1	2	0	0	0
Talladega	53	51	23	16	11	6	13	9	2	3	1	1	1	1
Tallapoosa	22	24	10	7	7	1	10	4	4	1	1	0	1	0
Region	312	295	91	71	52	23	54	45	34	14	11	5	6	2
% of Total	55.7%	64.8%	16.3%	15.6%	9.3%	5.1%	9.6%	9.9%	6.1%	3.1%	2.0%	1.1%	1.1%	0.4%
Alabama	3277	2973	852	716	434	372	441	333	191	112	100	65	41	26
% of Total	61.4%	64.7%	16.0%	15.6%	8.1%	8.1%	8.3%	7.2%	3.6%	2.4%	1.9%	1.4%	0.8%	0.6%

*Source: U.S. Census Bureau, 1999 and 2009 County Business Patterns*

**Table 20:**  
**Changes in East Alabama's Textile Industry, 1999 to 2009**

County	Number of Employees						Number of Establishments					
	Code 313		Code 314		Code 315		Code 313		Code 314		Code 315	
	1999	2009	1999	2009	1999	2009	1999	2009	1999	2009	1999	2009
Calhoun	748	--	1299	100-249	748	100-249	4	--	6	4	8	1
Chambers	2,500-4,999	100-249	250-499	20-99	250-499	--	9	2	3	2	2	--
Cherokee	250-499	250-499	--	0-19	383	250-499	2	2	--	1	8	4
Clay	--	--	0-19	20-99	100-249	--	--	--	1	1	1	--
Cleburne	--	--	--	--	250-499	100-249	--	--	--	--	2	1
Coosa	250-499	--	--	--	--	--	1	--	--	--	--	--
Etowah	--	--	0-19	0-19	65	--	--	--	1	1	3	--
Randolph	795	500-999	---	--	500-999	--	3	2	--	--	2	--
Talladega	1,652	234	20-99	0-19	167	--	11	5	3	2	3	--
Tallapoosa	1,000-2,499	385	--	0-19	2,500-4,999	0-19	16	5	--	1	8	1
Region	7,195-11,691	1.469-2.366	1,569-1,935	140-523	4,963-8,608	450-1,016	46	16	14	8	37	6

Source: U.S. Bureau of Census, 1999 and 2009 County Business Patterns

**NAICS (North American Industrial Classification System) Code:**

- 313 - Textile mills (make fabric, thread, yarn, etc.);
- 314 - Textile product mills (make finished products other than apparel);
- 315 - Apparel manufacturing.

**Table 21:  
Major Plant Closings in East Alabama, 1999 to 2010**

**Calhoun County Plant Closings**

<b>Location</b>	<b>Firm Name</b>	<b>Product</b>	<b>Date closed</b>	<b>Jobs lost</b>
Unincorporated area	Coats American	thread	Apr 2000	200
Anniston	McConway & Torley Foundry	mining equipment	Jan 2001	40-50
Jacksonville	Union Yarn	cotton yarn	May 2001	197
Anniston	Dana Corporation	brake shoes	Dec 2001	25-50
Anniston	U.S. Castings	ductile & gray iron castings	May 2003	80
Anniston	Designer Checks	blank checks & checkbook covers	Oct 2004	211
Anniston	Werner Company	ladders	Dec 2004	550
Anniston	Anniston Sportswear Corp.	men's pants	Aug 2009	200

**Chambers County Plant Closings**

<b>Location</b>	<b>Firm Name</b>	<b>Product</b>	<b>Date closed</b>	<b>Jobs lost</b>
Lanett	Twin Rivers Industries	knit and woven goods	Nov 1999	41-50
LaFayette	Russell Corporation	apparel	Jun 2000	220
LaFayette	Meritas Yarn	yarn preparation	Aug 2001	42
LaFayette	Russell Sewing	cotton fabric	Nov 2001	220
Valley	WestPoint Stevens - Lanier Plant	bed linens	Nov 2003	300
Valley	Johnston Industries	textile recycling unit	Dec 2003	51-75
Valley	Johnston Industries - Langdale Plant	cut & sew textiles	Dec 2003	51-75
Lanett	Johnston Industries - Lantuck Plant	mattress pads	Dec 2003	51-75
Valley	WestPoint Stevens - Fairfax Greige Plant	towels	Jul 2004	300
Valley	WestPoint Home -Fairview Plant	terrycloth towels	Dec 2005	285
Lanett	WestPoint Home - Lanett Plant	woven fabrics	Nov 2006	370
Valley	WestPoint Home - Fairfax Mill	broadwoven fabrics	Jun 2007	30

**Chambers County, continued**

<b>Location</b>	<b>Firm Name</b>	<b>Product</b>	<b>Date closed</b>	<b>Jobs lost</b>
Valley	WestPoint Home - Carter Plant	sheeting	Sep 2007	267
Valley	WestPoint Home - Lanier Plant	bedding	Sep 2007	300
Valley	WestPoint Home - Fairfax Fabrication Plant	broadwoven fabrics	Feb 2008	650
Valley	WestPoint Home - Fairfax Finishing Plant	broadwoven fabrics	Feb 2008	200
LaFayette	Frontier Yarns	spun yarns	Jun 2008	129
Lanett	Norbord	wood panels for homes	Mar 2009	127

Note: Closing of WestPoint Home in Valley & Lanett (& West Point, GA) also resulted in loss of 422 jobs in company's retail store and distribution center.

**Cherokee County Plant Closings**

<b>Location</b>	<b>Firm Name</b>	<b>Product</b>	<b>Date closed</b>	<b>Jobs lost</b>
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No plant closings during this period.

**Clay County Plant Closings**

<b>Location</b>	<b>Firm Name</b>	<b>Product</b>	<b>Date closed</b>	<b>Jobs lost</b>
Lineville	Robinson Manufacturing Company	men's and boys' clothing	Apr 1999	98
Ashland	Russell Manufacturing	t-shirts and shorts	Mar 2000 2	50
Ashland	Southland Manufacturing	apparel	Mar 2000	100-125

**Cleburne County Plant Closings**

<b>Location</b>	<b>Firm Name</b>	<b>Product</b>	<b>Date closed</b>	<b>Jobs lost</b>
Heflin	Crowntuft	clothing	Dec 2002	147
Heflin	Kellwood	textiles	2002	200
Hollis Crossroads	Tyson Foods	chicken processing	Sep 2006	267

### Coosa County Plant Closings

Location	Firm Name	Product	Date closed	Jobs lost
Alexander City	Russell Corporation	clothing	Oct 2000	90
Unincorporated area	Russell Corporation, Coosa Ring	ring-spun yarn	Jul 2001	117
Unincorporated area	Russell Corporation, Coosa #1 s	specialty yarns	Nov 2001	57

### Etowah County Plant Closings

Location	Firm Name	Product	Date closed	Jobs lost
Gadsden	Gulf States Steel	structural beams	Aug 2000	1,700
Gadsden	Cleaners Hanger Company	wire coat hangers	Nov 2003	45
Attalla	AAA Plumbing Pottery Co.	vitreous china bathroom fixtures	Feb 2004	226
Gadsden & Rainbow City	Packaging Integrity	packing materials	Apr 2005	50
Gadsden	Dixie-Pacific Manufacturing Company	wood & fiberglass architectural columns, posts, & railings	Feb 2008	172
Gadsden	Custom Panels/Expressions Cabinets	cabinet components	Sep 2008	40
Gadsden N	SS Industries	bolts, heat treating & plating	Jan 2009	45
Gadsden	Rigid Building Systems	pre-engineered metal buildings	Aug 2009	73

### Randolph County Plant Closings

Location	Firm Name	Product	Date closed	Jobs lost
Roanoke	Snyder Industries, Inc.	plastics	Oct 2001	30-40
Roanoke	Terry Manufacturing Co., Inc.	textiles	Jul 2003	300
Rock Mills	Wehadkee Yarn Mill	cotton yarn	May 2004	45
Roanoke	Jeld-wen Millwork Manufacturing	cabinetry	Nov 2004	56
Roanoke	American Apparel	clothing	Oct 2005	110
Wadley	Plantation Patterns	wrought iron furniture	Aug 2009	560
Wedowee	Fashion Star	clothing	Jan 2010	40

### Talladega County Plant Closings

Location	Firm Name	Product	Date closed	Jobs lost
Eastaboga	Redman Homes	manufactured homes	May 2000	168
Sylacauga	Russell Corporation	t-shirt material	Jun 2001	265
Talladega	American Nonwoven Corporation	unwoven fabric	Jul 2001	40
Talladega	Wehadkee Yarn - Chinabee	yarn	Apr 2002	90
Talladega	Georgia Pacific	plywood products	Dec 2002	430
Bon Air	Avondale Mills	yarn	May 2003	114
Talladega	Mohawk Industries, Inc.	carpet yarn	Jan 2004	126
Sylacauga	Avondale Mills	yarn, denim cloth	Jul 2006	1,100
Childersburg	Marathon Apparel	screen printing/embroidery	Jan 2007	36
Lincoln	Nordson Corp.	industrial application equipment	Sep 2007	43
Talladega	Wehadkee Yarn Mills	yarn	Jun 2007	85
Sylacauga	Koch Foods of Alabama–Sylacauga	poultry processing	Jun 2007	243
Talladega	Georgia Pacific Wood Products–Talladega	plywood	May 2008	380
Sylacauga	United Industrial (Spectrum Brands)	fertilizer	Jan 2009	107
Sylacauga	Vertis Communications Inc.	commercial printing	Feb 2009	283

Note: Georgia Pacific re-opened after its 2002 closing, recalled its employees, then closed again in 2008.

### Tallapoosa County Plant Closings

Location	Firm Name	Product	Date closed	Jobs lost
Alexander City	Russell Corporation	ring-spun yarn	Jul 2001	145
Alexander City	Russell Corporation	athletic wear	Jul 2001	140
Alexander City	Russell Corp., Alex City # 2 & 3	various yarns	Dec 2001	182
Alexander City	Internet Corporation	automobile industry parts	Dec 2001	117
Alexander City	Russell Corporation	textile cutting & finishing	Oct 2007	425

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

Notes: (1) A “major plant” is one that employed 25 or more people; (2) Not all counties record plant closings, so an undercount is possible.

**Table 22:  
Summary of New and Expanding Industries in East Alabama, 2010**

County	NEW			EXPANDING			TOTAL		
	Projects	Jobs	Investment	Projects	Jobs	Investment	Projects	Jobs	Investment
Calhoun				7	280	\$12,627,000.00	7	280	\$12,627,000.00
Chambers	2	270	\$30,700,000.00	4	235	\$64,500,000.00	6	505	\$95,200,000.00
Cherokee				1		\$16,000,000.00	1	0	\$16,000,000.00
Clay				1	17	\$42,000.00	1	17	\$42,000.00
Etowah	1	80		4	40	\$25,050,000.00	5	120	\$25,050,000.00
Talladega	1	75	\$63,000,000.00	11	440	\$36,417,101.00	12	515	\$99,417,101.00
Tallapoosa				4	277	\$7,200,000.00	4	277	\$7,200,000.00
East Alabama Region	4	425	\$93,700,000	25	1,009	\$149,209,101	29	1,434	\$242,909,101
Alabama	46	4,383	\$435,709,861.00	305	11,396	\$1,739,469,889.00	351	15,779	\$2,175,179,750.00
Region as % of State	8.7%	9.7%	21.5%	8.2%	8.9%	8.6%	8.3%	9.1%	11.2%

Source: Alabama Development Office, 2010 Alabama New & Expanding Industry Report



**Table 22:  
New and Expanding Industries in East Alabama, 2010**

**Calhoun County**

Company	City	NAICS	Product	Number of Jobs	Investment
<i>Expanding Companies</i>					
Burns Timber Company	Piedmont	113310	Pulpwood Contractor Local Hauler	3	\$500,000
Garcy Corporation	Piedmont	337127	Display Equipment Retail Department	30	\$500,000
General Dynamics/Land Systems	Anniston	333319	Tank Gunner Sights, Stryker Combat Vehicle, Abr	150	\$25,000
Industry Products Company	Anniston	336399	Water-shields, Protective Coverings, Trunk & Carg	30	\$1,852,000
Multimetco Inc	Anniston	331314	Reclaim Automotive Catalysts	12	\$7,500,000
Oxford Lumber Company Inc	Oxford	423310	Building Lumber, Hardware, Building Materials Dis	5	\$650,000
Union Foundry Company	Anniston	331511	Ductile Iron Pressure Fittings	50	\$1,600,000
New Companies (0 Projects)					
Expanding Companies (7 Projects)				280	\$12,627,000
<b>Totals for Calhoun (7 projects)</b>				<b>280</b>	<b>\$12,627,000</b>

**Chambers County**

Company	City	NAICS	Product	Number of Jobs	Investment
<i>NEW COMPANIES</i>					
Daeil USA Corporation (Daeil)	Lanett	336330	Struts & Parts for Automotive Industry	70	\$10,700,000
Glovis of Georgia	Valley	541614	Automotive Warehousing & Logistics Sequencing	200	\$20,000,000
<i>Expanding Companies</i>					
AJIN USA (Joon LLC)	Lanett	336370	Automotive Metal Stamping & Robotic Welding	150	\$50,000,000
DaeDong Hi-Lex America Inc (DDHLA)	Cusseta	336332	Automotive Window & Door Regulator Systems	30	\$6,500,000
Industrial Service Group, Inc (ISG)	Lafayette	332710	Custom Machine Shop/Turned Product	30	\$2,000,000
MeadWestvaco Packaging Systems	Lanett	322212	Paperboard Packaging	25	\$6,000,000
New Companies (2 Projects)				270	\$30,700,000
Expanding Companies (4 Projects)				235	\$64,500,000
<b>Totals for Chambers County (6 projects)</b>				<b>505</b>	<b>\$95,200,000</b>

**Cherokee County**

Company	City	NAICS	Product	Number of Jobs	Investment
<i>EXPANDING COMPANIES</i>					
KTH Leesburg Products LLC	Leesburg	336211	Metal Frame Components		\$16,000,000
New Companies (0 Projects)					
Expanding Companies (1 Project)					\$16,000,000
<b>Totals for Cherokee County (1 project)</b>					<b>\$16,000,000</b>

**Clay County**

Company	City	NAICS	Product	Number of Jobs	Investment
<i>Expanding Companies</i>					
Higgins Sewing and Manufacturing Inc	Lineville	315999	Contract Cut & Sew	17	\$42,000
New Companies (0 Projects)					
Expanding Companies (1 Project)				17	\$42,000
<b>Totals for Clay County (1 project)</b>				<b>17</b>	<b>\$42,000</b>

**Etowah County**

Company	City	NAICS	Product	Number of Jobs	Investment
<i>NEW COMPANIES</i>					
United Casework Inc	Gadsden	337211	Commercial Wood Flat-panel Cabinetry	80	
<i>Expanding Companies</i>					
International Jets	Gadsden	332912	Aircraft Re-assembly	5	
Praxair Inc	Gadsden	325120	Oxygen, Nitrogen & Argon	2	
Prince Metal Stampings USA	Gadsden	336370	Automotive Metal Stampings	30	\$25,000,000
R C Mold and Machine	Rainbow City	333514	Manufacture, Repair and Modify Tire Molds	3	\$50,000
New Companies (1 Project)				80	
Expanding Companies (4 Projects)				40	\$25,050,000
<b>Totals for Etowah County (5 projects)</b>				<b>120</b>	<b>\$25,050,000</b>

### Talladega County

Company	City	NAICS	Product	Number of Jobs	Investment
<i>NEW COMPANIES</i>					
IKO Industries	Sylacauga	324122	Commercial & Residential Asphalt Roofing Material	75	\$63,000,000
<i>Expanding Companies</i>					
Alabama Specialty Products Inc	Munford	332117	Fabricated Metal Products	37	\$2,025,000
Blue Bell Creameries Inc	Sylacauga	311520	Ice Cream & Desserts	10	\$100,000
Heritage Plastics Inc	Sylacauga	325998	Nonmetallic Mineral Products	9	\$10,000,000
MasterBrand Cabinets Inc	Talladega	337110	Cabinets (FA)	120	
Nemak USA Inc	Sylacauga	336211	Engine Blocks	100	\$14,500,000
New South Express LLC	Talladega	541614	Automotive Parts Consolidator/Just-in-Time Supplier	120	
Nippon Oil Lubricants (America) LLC	Childersburg	324191	Automotive Lubricants		\$466,000
Precision Strip	Talladega	331314	Primary Metal Products	10	\$9,000,000
Scot Industries Inc	Talladega	336399	Industrial Equipment NEC	10	\$1,101
Superior Machine & Pattern Inc	Munford	332710	Machine & Job Shop	4	\$225,000
Talladega Casting & Machine Company	Talladega	331521	Aluminum, Steel, Iron Castings	20	\$100,000
New Companies (1 Project)				75	\$63,000,000
Expanding Companies (11 Projects)				440	\$36,417,101
<b>Totals for Talladega County (12 projects)</b>				<b>515</b>	<b>\$99,417,101</b>

### Tallapoosa County

Company	City	NAICS	Product	Number of Jobs	Investment
<i>Expanding Companies</i>					
Lee Apparel	Alexander City	323110	Screen Printing; Embroidery	4	\$100,000
S J A Inc	Dadeville	336399	Plastic Injection Molded Automotive Parts	70	\$7,000,000
SL Alabama LLC	Alexander City	336321	Auto Lighting Parts & Systems	200	
THY Enterprises	Alexander City	315191	Specialty Fabric Clothing	3	\$100,000
New Companies (0 Projects)					
Expanding Companies (4 Projects)				277	\$7,200,000
<b>Totals for Tallapoosa County (4 projects)</b>				<b>277</b>	<b>\$7,200,000</b>

Source: Alabama Development Office, 2010 Alabama New & Expanding Industry Report

**Table 23:**  
**The Health Care and Social Assistance Sector in East Alabama, 1999 to 2009**

County	Number of Employees			Average Annual Pay			Total Establishments		
	1999	2009	# Change	1999	2009	# Change	1999	2009	# Change
Calhoun	5,080	6,617	1,537	\$26,459	\$35,078	\$8,618	259	292	33
Chambers	1,140	1,288	148	\$24,368	\$31,582	\$7,215	66	68	2
Cherokee	243	339	96	\$24,675	\$38,322	\$13,647	16	27	11
Clay	577	650	73	\$18,277	\$24,312	\$6,035	21	23	2
Cleburne	65	94	29	\$17,231	\$36,000	\$18,769	11	11	0
Coosa	94	20 to 99	-74 to 5	\$17,926	D	-\$17,926	8	6	-2
Etowah	5,181	6,907	1,726	\$29,073	\$37,375	\$8,302	247	302	55
Randolph	638	753	115	\$20,060	\$29,530	\$9,470	41	41	0
Talladega	2,360	2,887	527	\$22,831	\$30,231	\$7,400	124	156	32
Tallapoosa	2,242	2,449	207	\$22,334	\$30,441	\$8,108	87	90	3
Region	17,620	21,984	4,364	\$25,478	\$33,987	\$8,509	880	1,016	136
Alabama	203,808	239,953	36,145	\$28,582	\$39,676	\$11,094	8,522	10,311	1,789

Source: U.S. Census Bureau, 1999 and 2009 County Business Patterns

**Table 23, continued:**  
**The Health Care and Social Assistance Sector in East Alabama, 1999 to 2009**

County	Number of Establishments by Employment Class Size													
	Less than 20 Employees		20 to 49 Employees		50 to 99 Employees		100 to 249 Employees		250 to 499 Employees		500 to 999 Employees		1,000 or More Employees	
	1999	2009	1999	2009	1999	2009	1999	2009	1999	2009	1999	2009	1999	2009
Calhoun	222	238	24	28	5	16	5	7	2	2	0	0	1	1
Chambers	58	60	4	4	3	3	0	0	1	1	0	0	0	0
Cherokee	15	24	0	2	0	0	1	1	0	0	0	0	0	0
Clay	19	19	0	1	0	1	1	1	1	1	0	0	0	0
Cleburne	11	11	0	0	0	0	0	0	0	0	0	0	0	0
Coosa	7	6	0	0	1	0	0	0	0	0	0	0	0	0
Etowah	211	247	21	33	6	9	7	9	0	2	1	1	1	1
Randolph	37	36	0	1	2	1	2	3	0	0	0	0	0	0
Talladega	107	136	9	12	4	5	1	0	2	2	1	1	0	0
Tallapoosa	73	74	5	8	2	2	5	5	2	0	0	1	0	0
Region	760	851	63	89	23	37	22	26	8	8	2	3	2	2
% of Total	55.7%	16.3%	16.3%	15.6%	9.3%	5.1%	9.6%	9.9%	6.1%	3.1%	2.0%	1.1%	1.1%	0.4%
Alabama	7,212	8,533	751	1,081	215	308	240	286	55	50	23	23	26	30
% of Total	61.4%	64.7%	16.0%	15.6%	8.1%	8.1%	8.3%	7.2%	3.6%	2.4%	1.9%	1.4%	0.8%	0.6%

Source: U.S. Census Bureau, 1999 and 2009 County Business Patterns

**Table 24:**  
**The Retail Trade Sector in East Alabama, 1999 to 2009**

County	Number of Employees			Average Annual Pay			Total Establishments		
	1999	2009	# Change	1999	2009	# Change	1999	2009	# Change
Calhoun	6,392	6,406	14	\$16,086	\$21,011	\$4,925	571	512	-59
Chambers	1,357	1,164	-193	\$16,416	\$20,991	\$4,575	143	117	-26
Cherokee	638	847	209	\$15,834	\$21,144	\$5,310	94	84	-10
Clay	394	307	-87	\$12,990	\$18,218	\$5,228	51	41	-10
Cleburne	235	356	121	\$20,038	\$25,233	\$5,195	47	48	1
Coosa	127	90	-74 to 5	\$13,433	\$16,900	\$3,467	27	21	-6
Etowah	4,783	4,725	-58	\$15,789	\$20,009	\$4,220	463	412	-51
Randolph	685	721	36	\$15,280	\$21,189	\$5,908	86	75	-11
Talladega	3,049	2,786	-263	\$17,088	\$21,568	\$4,480	329	299	-30
Tallapoosa	1,828	1,605	-223	\$14,632	\$21,413	\$6,781	189	154	-35
Region	19,488	19,007	-481	\$15,988	\$20,903	\$4,916	2,000	1,763	-237
Alabama	224,493	228,682	4,189	\$17,548	\$22,107	\$4,559	19,867	18,649	-1,218

Source: U.S. Census Bureau, 1999 and 2009 County Business Patterns

**Table 24, continued:**  
**The Retail Trade Sector in East Alabama, 1999 to 2009**

County	Number of Establishments by Employment Class Size													
	Less than 20 Employees		20 to 49 Employees		50 to 99 Employees		100 to 249 Employees		250 to 499 Employees		500 to 999 Employees		1,000 or More Employees	
	1999	2009	1999	2009	1999	2009	1999	2009	1999	2009	1999	2009	1999	2009
Calhoun	513	454	34	36	14	14	8	5	1	3	1	0	0	0
Chambers	133	109	6	5	2	2	1	0	1	1	0	0	0	0
Cherokee	87	78	5	4	2	1	0	1	0	0	0	0	0	0
Clay	47	39	2	0	2	2	0	0	0	0	0	0	0	0
Cleburne	44	44	3	4	0	0	0	0	0	0	0	0	0	0
Coosa	26	21	1	0	0	0	0	0	0	0	0	0	0	0
Etowah	419	371	25	22	11	15	7	2	1	2	0	0	0	0
Randolph	81	71	3	2	1	1	1	1	0	0	0	0	0	0
Talladega	305	281	13	11	9	5	1	0	1	2	0	0	0	0
Tallapoosa	177	139	8	12	0	2	3	0	1	1	0	0	0	0
Region	1,832	1,607	100	96	41	42	21	9	5	9	1	0	0	0
% of Total	91.6%	91.2%	5.0%	5.4%	2.1%	2.4%	1.1%	0.5%	0.3%	0.5%	0.1%	0.0%	0.0%	0.0%
Alabama	17,782	16,537	1304	1,361	444	453	276	207	49	86	12	5	0	0
% of Total	89.5%	88.7%	6.6%	7.3%	2.2%	2.4%	1.4%	1.1%	0.2%	0.5%	0.1%	0.0%	0.0%	0.0%

Source: U.S. Census Bureau, 1999 and 2009 County Business Patterns





