

# **Comprehensive Economic Development Strategy (CEDS)**



*Regional Planning Commission of Greater Birmingham  
Center for Regional Planning and Design  
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# 2006 Comprehensive Economic Development Strategy (CEDS)

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## INTRODUCTION

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

# I. ORGANIZING AND STAFFING FOR ECONOMIC DEVELOPMENT

The Regional Planning Commission of Greater Birmingham (RPC), founded in 1964, serves a six-county region consisting of Blount, Chilton, Jefferson, St. Clair, Shelby and Walker counties and approximately 80 municipalities. The mission of the RPC is to promote regional excellence and community development. Goals include service to local governments and citizens by coordinating region-wide projects and services, promotion of cooperation among local governments and implementation of state and federal programs on a regional basis. Planning services are advisory in nature, providing technical assistance and recommendations to local governments for future growth plans.

RPC continues to provide leadership for the preparation of the region's annual Community and Economic Development Strategy (CEDS) as required by the Economic Development Administration (EDA) to qualify its assistance programs.

In June 2006, the first of three meetings of the CEDS Strategy Committee was held; the final meeting was held on July 25. The purpose of these meetings was to provide guidance, oversight and input into the CEDS planning process and final report. The substance of these meetings included a visioning process, goal setting, a SWOT (strengths, weaknesses, opportunities and threats) analysis, and a project review and update. Input from these meetings was included in this 2006 CEDS document which was then submitted for a 30-day public review and comment period.

This document represents RPC's effort to provide a Comprehensive Economic Development Strategy for the Birmingham six-county region.

## CEDS Strategy Committee

A list follows those individuals who served on the 2006 CEDS Strategy Committee which is established to oversee the CEDS process. The Strategy Committee, the entity identified by the RPC as responsible for developing, updating, or replacing a strategy, is the principal facilitator of the economic development planning and implementation process. Its members should represent all major interests of the community to ensure that viewpoints of all components of the community are considered and to take advantage of local skills and resources in program formulation and implementation. Additional information on the CEDS Committee is located in Appendix B.

- **Dean Barber** - Director, Jefferson County Office of Economic Development
- **Lynn Bateman** - Executive Director, Greater Pell City Chamber of Commerce
- **Stan Batemon** - Chairman, St. Clair County Commission
- **Chris Bell** - VP Economic & Community Development, Alabama Power Company
- **Lajuana Bradford** - Senior Vice President, Wachovia
- **Joyce E. Brooks** - Assistant to the Vice President of Public Relations, Alabama Power Company

- **Pennie Broussard** - Executive Director, Chilton County Chamber of Commerce
- **Harry Brown** - Senior VP, Planning & Community Initiatives, United Way of Central Alabama
- **Lewis Burks** - Central Community Development Manager, Regions Financial Corp.
- **Jim Byram** - Partner, Development Solutions LLC
- **Mike Calvert** - President, Operation New Birmingham
- **Charles Carr** - Executive Director, Blount County-Oneonta Chamber of Commerce
- **Carol Clarke** - Director of Economic Development, City of Birmingham
- **Kenny Clemons** - Mayor, City of Gardendale
- **Sallie Creel** - Owner, Thrifty Car Rental
- **Cathy Crenshaw** - President, Sloss Real Estate
- **Russell Cunningham** - CEO, President, Birmingham Regional Chamber of Commerce
- **James Dedes** - Executive Director, Shelby County Economic & Industrial Development Authority
- **Robert Dickerson Jr.** - Executive Director, Birmingham Business Resource Center
- **Scott Douglas** - Director, Greater Birmingham Ministries
- **Don Erwin** - Vice President of Corporate Development, Barber Companies
- **Jim Fenstermaker** - Director of Community Development, City of Birmingham
- **Ed Gardner Jr.** - Director, St. Clair County Economic Development
- **Carol Garrison** - President, University of Alabama at Birmingham
- **Mike Graham** - President, Graham & Company Inc.
- **Randy Haines** - President, Compass Bank
- **Tom Hamby** - CEO, Bellsouth
- **Bruce Hamrick** - Chairman, Walker County Commission
- **Mickey Harbin** - Director of External Affairs, Bellsouth
- **Jim Hayes** - President, Economic Development Partnership of Alabama
- **Robert E. Holmes** - Dean, School of Business, University of Alabama at Birmingham
- **Larry Holt** - Director of Research, Birmingham Regional Chamber of Commerce
- **Bob Howard** - Manager of Community Development, Alabama Power Company
- **Preston Huddleston** - Director of Community Development, Metropolitan Development Board
- **Willie Huff** - President, ABI Capital Management
- **Michelle Jenkins-Utomi** - Executive Director, Housing Enterprise of Central Alabama
- **Paul Kennedy** - Project Coordinator, USDA - NRCS
- **Royce King** - Chair, Blount County Commission
- **David Knight** - Executive Director, Walker County Economic & Industrial Development Authority
- **Griffin Lassiter** - Corporate & Economic Development Liaison, Mayor's Office, City of Birmingham
- **Linda Lewis** - Executive Director, Chamber of Commerce of Walker County
- **Tim Lewis** - President & CEO, T.A. Lewis & Associates, Inc
- **Joy Littleton** - Coordinator, Chilton County Industrial Development Board
- **Susan Matlock** - President, Entrepreneurial Center
- **Deborah J. McGill** - Executive Director, Jefferson County Economic & Industrial Development Authority
- **George Munchus** - Vice President, Project Results
- **Curtis Palmer** - President / CEO, TechBirmingham
- **Karen Ream** - President, Greater Shelby County Chamber of Commerce
- **Nigel Roberts** - Economic Development Director, City of Fairfield
- **John Rogers** - State Representative
- **Frazer Rolan** - Vice President, Alabama Hospital Association
- **Jim Rotch** - Attorney, Bradley, Arant, Rose & White
- **David Silverstein** - Principal, Bayer Properties
- **Dalton Smith** - Executive Director, Region 2020
- **Lamar Smith** - Director Economic & New Business Development, Alagasco
- **Robert Smith** - HUD Director, Lawson State Community College
- **James H. Smither** - President, Greater Birmingham Convention & Visitors Bureau
- **Carole Smitherman** - President, City Council, City of Birmingham
- **Shelia Smoot** - Commissioner, Jefferson County Commission
- **Stockdale, Ephraim** - Community Development Project Manager, Alabama Power Company
- **David Thomas** - Industrial Development Manager, Norfolk Southern Railroad
- **Ted von Cannon** - President, Metropolitan Development Board

- **Aubrey Wallace** - Commissioner, Chilton County Commission
- **Michael Ward** - Urban Development Specialist, Operation New Birmingham
- **Perry Ward** - President, Lawson State Community College
- **Phillip Wiedmeyer** - Executive Director, Applied Research Center of Alabama
- **Virginia Williams** - Director of Development, City of Hoover
- **Cecil Woodham** - Manager, Alabama Power Company

## **Working Partnerships**

The RPC and CEDS Strategy Committee recognizes the importance of defining its role and relationships with existing local, regional and state institutions for the enhancement of local and regional economic development planning efforts and implementation. Individuals representing some of these institutions have provided leadership and guidance in the early development of this year's CEDS process. These institutions include the Economic Development Partnership of Alabama, the Metropolitan Development Board, the Birmingham Regional Chamber of Commerce, Alabama Power Company, and Region 2020.

## **Staff Support**

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

- **Kay Argo** - Principal Planner & CEDS Project Manager
- **Brett Isom** - Senior GIS Analyst
- **Jack Wright** - Director of Economic & Community Development

## **Committee Work Program**

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

## II. ANALYSIS: WHERE ARE WE?

### Background Information

#### *Demographic & Socioeconomic Characteristics*

##### Population

The population of the region grew 8.73 percent from 2000 to 2005 from 1,031,412 to 1,079,107. Jefferson County had the lowest population increase during the same period (0.08 percent) and Shelby County had the highest population increase (16.6 percent). In 2004, 12.7 percent of the region's population was 65 years of age and over. Shelby County had the lowest percent of population 65 years of age and over (8.7 percent); Jefferson County had the highest (13.4 percent). Also in 2005, the region's racial mix was 69.9 percent white and 28.2 percent black.

	Population			% change	
	1990	2000	2005	1990-2000	2000-2005
<b>Blount</b>	39,248	51,024	55,725	30%	9%
<b>Chilton</b>	32,458	39,593	41,744	22%	5%
<b>Jefferson</b>	651,525	662,047	657,229	2%	-1%
<b>St. Clair</b>	50,009	64,742	72,330	29%	12%
<b>Shelby</b>	99,358	143,293	171,465	44%	20%
<b>Walker</b>	67,670	70,713	70,117	4%	-1%
<b>Total</b>	940,268	1,031,412	1,068,610	10%	4%

Source: US Census Bureau

##### Households and Families

The number of households in the region increased from 404,955 in 2000 to 420,791 in 2005. Family households with no husband present declined by nearly 1 percent from 2000 to 2005, reversing the trend. From 1990 to 2000, the number of family households with no husband present increased by 24 percent from 47,360 in 1990 to 58,506 in 2000.

##### Poverty

There were an estimated 136,646 people in poverty in the region in 2003, a negligible increase from 135,750 in 2000. In 2003, 12.7 percent of the region's population was in poverty. The range throughout the region was a low of 6.9 percent in Shelby County and a high of 14.9

percent for Chilton County. This compares to 12.5 percent for the United States and 15.2 percent for the State of Alabama.

There were 18.1 percent of children under the age of 17 living in poverty in the region. Chilton County had the highest number (22.3 percent) and Shelby County had the lowest (7.8 percent). This compares to the national rate of 17.6 percent and the state's rate of 22.3 percent.

	All Ages		Ages 0-17		Ages 5-17		Median Household Income
	Poverty Estimate	Percent	Poverty Estimate	Percent	Poverty Estimate	Percent	
	<i>United States</i>	35,861,170	12.5	12,865,806	17.6	8,399,573	
<i>Alabama</i>	676,417	15.2	243,154	22.3	165,225	21.0	\$ 36,131
<b>Blount</b>	6,511	11.9	2,265	17.3	1,590	16.5	\$ 37,659
<b>Chilton</b>	6,138	14.9	2,240	22.3	1,559	21.2	\$ 34,109
<b>Jefferson</b>	93,507	14.4	31,981	20.3	21,051	18.7	\$ 38,230
<b>St. Clair</b>	8,981	13.1	3,201	19.3	2,234	18.2	\$ 38,640
<b>Shelby</b>	11,282	6.9	3,292	7.8	2,272	7.6	\$ 60,753
<b>Walker</b>	10,227	14.8	3,460	21.8	2,318	20.3	\$ 31,201
<b>Total/Average</b>	136,646	17.3	46,439	24.8	31,024	23.3	\$ 40,099

Source: CBER

### **Educational Attainment**

Of the region's population aged 25 and older, 79.4 percent were high school graduates in 2005, up 0.5 percent over 2000. Approximately 6.5 percent had less than a ninth-grade education and 14.2 percent finished over 9<sup>th</sup> grade but did not have a high school diploma. Both figures represent a slight decrease from 2000 of less than a fraction of a percent.

Nearly 22 percent have had some college but no degree and nearly 6 percent have an associate degree, both about the same as 2000. Those with a bachelor degree were up 0.26 percent over 2000 to 15.3 percent; those with a master's degree increased to 8.1 percent which is an increase of 0.12 percent over 2000.

	HS Graduates			Less than 9th Grade			9th - 12th Grade		
	1990	2000	2005	1990	2000	2005	1990	2000	2005
	<b>Blount</b>	60.54%	70.45%	70.36%	17.15%	11.06%	11.03%	22.30%	18.50%
<b>Chilton</b>	56.58%	66.19%	66.09%	19.14%	12.14%	12.14%	24.28%	21.67%	21.77%
<b>Jefferson</b>	73.85%	80.89%	81.25%	9.10%	5.60%	5.49%	17.05%	13.51%	13.26%
<b>Shelby</b>	78.19%	86.85%	86.78%	8.10%	4.11%	4.16%	13.71%	9.04%	9.06%
<b>St. Clair</b>	61.00%	71.34%	71.57%	16.50%	9.29%	9.17%	22.51%	19.37%	19.26%
<b>Walker</b>	56.04%	67.21%	67.34%	19.43%	11.69%	11.65%	24.52%	21.10%	21.01%
<b>Average</b>	71.19%	79.07%	79.35%	10.81%	6.58	6.49	18.00%	14.36%	14.15%

	Some college			Bachelor Degree			Masters Degree & Higher		
	1990	2000	2005	1990	2000	2005	1990	2000	2005
	<b>Blount</b>	14.46%	18.62%	18.62%	4.56%	5.85%	5.83%	2.46%	3.75%
<b>Chilton</b>	13.12%	16.38%	16.37%	4.16%	5.91%	5.80%	3.30%	4.03%	3.96%
<b>Jefferson</b>	20.13%	22.70%	22.81%	13.05%	15.86%	16.07%	6.85%	8.74%	8.90%
<b>Shelby</b>	18.89%	22.08%	22.10%	20.28%	25.57%	25.59%	8.75%	11.22%	11.18%
<b>St. Clair</b>	15.39%	20.31%	20.47%	5.37%	7.54%	7.69%	3.11%	3.57%	3.55%
<b>Walker</b>	12.44%	17.74%	17.72%	4.10%	5.35%	5.34%	3.07%	3.78%	3.79%
<b>Average</b>	18.72%	21.67%	21.72%	12.08%	15.06%	15.32%	6.27%	7.98%	8.10%

Source: US Census / Claritas

### **Public School Enrollment and Dropout Rate**

Enrollment in the region's city and county school systems (K-12) was 0.3 percent lower in the 2003-2004 school year than in the 1999-2000 school year. Total enrollment was 166,803 in 2003-2004. Dropout rates in the region's school systems declined 27.8 percent from 16.2 in 2000 to 11.86 in 2004. Chilton County experienced the greatest decline (65.8 percent) in dropout rates during the same period; Walker County experienced a significant increase in dropout rates (55.1 percent).

	2000	2004	Change	% Change
<b>Blount</b>	8,499	9,006	507	6.0%
<b>Chilton</b>	6,804	7,096	292	4.3%
<b>Jefferson</b>	109,851	105,687	(4,164)	-3.8%
<b>Shelby</b>	20,243	22,697	2,454	12.1%
<b>St. Clair</b>	10,975	11,370	395	3.6%
<b>Walker</b>	10,870	10,947	77	0.7%
<b>Total</b>	167,242	166,803	(439)	-0.3%

Source: Alabama State Department of Education

### **Vital Statistics**

Birth and death rates shown below are per thousand of population. Average death rate in 2001 for the region was 9.42; in 2004 it increased to 10.48. Death rates in the region in 2004 ranged from a low of 6.3 in Shelby County to 14.0 in Walker County. Each county experienced an increase in death rates from 2001 to 2004 except Jefferson County which remained level at 10.9.

Birth rates averaged for the region in 2001 were 13.48; in 2004 it decreased to 13.22. Birth rates in the region in 2004 ranged from a low of 12.00 in Blount County to a high of 15.5 for Shelby County.

	Death Rate			Birth Rate		
	2001	2003	2004	2001	2003	2004
	<b>Blount</b>	8.9	10.3	9.6	12.7	12.8
<b>Chilton</b>	9.5	11.0	11.7	12.5	13.7	13.1
<b>Jefferson</b>	10.9	11.1	10.9	13.8	13.0	13.9
<b>Shelby</b>	6.1	6.7	6.3	16.5	15.7	15.5
<b>St. Clair</b>	9.0	10.6	10.4	12.6	12.1	12.2
<b>Walker</b>	12.1	14.1	14.0	12.8	12.1	12.6
<b>Average</b>	9.4	10.6	10.5	13.5	13.2	13.2

Source: Alabama Department of Public Health

## Crime

Of the 52,798 crimes reported the regions in 2004, 11,507 cases (21.8 percent) were burglary, 30,593 cases (57.9 percent) were theft (larceny), and 4,571 cases (8.6 percent) were auto theft. Violent crimes (11.7 percent) were 84 homicides, 481 rapes, 2,271 robberies, and 3,291 assaults. The 52,798 crimes reported in 2004 represent an increase of 21.8 percent over crimes reported in 2001. However, when compared to 1995 statistics, it represents a decrease of 11 percent.

## Labor Force and Unemployment

	Population	Index (Total)	Homicide	Rape	Robbery	Assault	Burglary	Theft	Auto
<b>Jefferson</b>	658,669	42,643	72	373	2,124	2,412	9,217	24,543	3,902
	<i>Per 100,000</i>	<i>6,474.12</i>	<i>10.93</i>	<i>56.63</i>	<i>322.47</i>	<i>366.19</i>	<i>1,399.34</i>	<i>3,726.15</i>	<i>592.41</i>
<b>Blount</b>	54,057	1,560	2	13	6	99	434	868	138
	<i>Per 100,000</i>	<i>2,885.84</i>	<i>3.70</i>	<i>24.05</i>	<i>11.10</i>	<i>183.14</i>	<i>802.86</i>	<i>1,605.71</i>	<i>255.29</i>
<b>Chilton</b>	38,671	1,273	1	12	8	411	247	555	39
	<i>Per 100,000</i>	<i>3,291.87</i>	<i>2.59</i>	<i>31.03</i>	<i>20.69</i>	<i>1,062.81</i>	<i>638.72</i>	<i>1,435.18</i>	<i>100.85</i>
<b>St. Clair</b>	66,468	1,829	2	29	17	142	348	1,187	104
	<i>Per 100,000</i>	<i>2,751.70</i>	<i>3.01</i>	<i>43.63</i>	<i>25.58</i>	<i>213.64</i>	<i>523.56</i>	<i>1,785.82</i>	<i>156.47</i>
<b>Shelby</b>	141,908	2,766	6	38	65	152	651	1,698	156
	<i>Per 100,000</i>	<i>1,949.15</i>	<i>4.23</i>	<i>26.78</i>	<i>45.80</i>	<i>107.11</i>	<i>458.75</i>	<i>1,196.55</i>	<i>109.93</i>
<b>Walker</b>	68,853	2,727	1	16	51	75	610	1,742	232
	<i>Per 100,000</i>	<i>3,960.61</i>	<i>1.45</i>	<i>23.24</i>	<i>74.07</i>	<i>108.93</i>	<i>885.95</i>	<i>2,530.03</i>	<i>336.95</i>
<b>Totals</b>	1,028,626	52,798	84	481	2,271	3,291	11,507	30,593	4,571
	<i>Per 100,000</i>	<i>5,132.87</i>	<i>8.17</i>	<i>46.76</i>	<i>220.78</i>	<i>319.94</i>	<i>1,118.68</i>	<i>2,974.16</i>	<i>444.38</i>

Source: Alabama Criminal Justice Information Center

The region's labor force was 524,640 strong in 2005, increasing by 6 percent from 496,265 in 2000. Unemployment was at 3.4 percent in 2005, up from 2.9 in 2000. Jefferson and Walker Counties have the highest unemployment (4.0 percent); Shelby County has the lowest (2.6 percent).

## **Employment**

Total employment in 2004 (full-time and part-time) stood at 630,031, up by 1.4 percent from the 2000 level of 621,380. Those private sectors showing a decline in employment include: agriculture services, forestry, fishing; manufacturing; transportation and public utilities; wholesale trade; and retail trade. The region's employment by economic sector continues to shift towards service producing sectors, with significant increases in services sector (25 percent) and finance, insurance and real estate sector (10 percent).

<b>Table 8: Total Regional Full-Time &amp; Part-Time Employment</b>			
	<b>1990</b>	<b>2000</b>	<b>2004</b>
<b>Total full-time and part-time employment</b>	<b>516,499</b>	<b>621,380</b>	<b>630,031</b>
Wage and salary employment	451,608	535,721	528,210
Proprietors' employment	64,891	85,659	101,821
Farm proprietors' employment	4,539	4,183	3,985
Non-farm proprietors' employment	60,352	81,476	97,836
Farm employment	5,501	4,797	4,691
<b>Non-farm employment</b>	<b>510,998</b>	<b>616,583</b>	<b>625,340</b>
Private employment	435,443	536,140	542,009
Ag. Services, forestry, fishing, & other	3,700	5,582	1,862
Mining	6,432	3,369	3,794
Construction	32,526	43,717	47,239
Manufacturing	61,532	57,067	43,764
Transportation and public utilities	35,831	37,310	23,492
Information	N/A	N/A	14968
Wholesale trade	34,237	39,673	32,318
Retail trade	81,111	102,599	75,423
Finance, insurance, and real estate	41,810	55,608	60,948
Services	137,943	190,716	238,201
Government and government enterprises	75,555	80,443	83,331
Federal, civilian	9,751	9,737	8,821
Military	8,349	6,625	7,103
State and local	57,455	64,081	67,407
State	20,806	22,790	24,518
Local	36,649	41,291	42,889

Source: US Department of Commerce, Bureau of Economic Analysis, 2004

## Law Enforcement Employment

There were a total of 2,808 sworn police and county law enforcement personnel in 2004 of which 2,512 were male and 296 were female. City police departments had 1,989 officers, sheriffs' departments had 734 officers, and colleges and universities had 85. The percentage of female sworn personnel was highest among college and university police departments (13 percent); region wide, the percent female was 11 percent. Not included in these law enforcement personnel tabulations are other state and federal law enforcement personnel (Alabama Beverage Control, Capitol Police, Alabama state troopers, Conservation & Marine police, and other special agencies).

## Average Wage per Job

Average wage per job in the region was up 12 percent to \$30,203 in 2004 from \$26,929 in 2001. The 2004 average was 77 percent of the national average and 91 percent of the state's average.

<b>Table 9: Average Wage per Job</b>					
	<b>2001</b>	<b>2003</b>	<b>2004</b>	<b>% National Average 2004</b>	<b>% State Average 2004</b>
<b>Blount</b>	22,418	23,964	24,907	64%	76%
<b>Chilton</b>	22,662	24,668	25,516	66%	78%
<b>Jefferson</b>	35,129	37,548	39,361	101%	120%
<b>Shelby</b>	31,880	25,387	26,138	67%	80%
<b>St. Clair</b>	23,791	36,114	37,062	96%	113%
<b>Walker</b>	23,750	25,404	26,232	68%	80%
<b>Average</b>	26,939	29,181	30,203	77%	91%

Source: CBER

## Income

Per capita income (PCI) for the region was \$19,200 in 2000 and \$22,255 in 2005, an increase of 16 percent. Chilton County had the lowest PCI in 2005 (\$17,793) and Shelby County had the highest (\$31,581).

<b>Table 10: Per Capita Income</b>					
	<b>1990</b>	<b>2000</b>	<b>2005</b>	<b>Change '00 - '05</b>	<b>% Change '00-'05</b>
<b>Blount</b>	10,168	16,325	18,824	2,944	15%
<b>Chilton</b>	9,826	15,303	17,793	2,490	16%
<b>Jefferson</b>	13,277	20,892	24,425	3,533	17%
<b>Shelby</b>	16,237	27,176	31,581	4,405	16%
<b>St. Clair</b>	10,596	17,960	21,036	3,076	17%
<b>Walker</b>	10,105	15,546	17,863	2,317	15%
<b>Average</b>	12,033	19,200	22,255	3,054	16%

Source: CBER

## ***Geographic, Environmental & Natural Resources***

### **Topography**

The region has four major geographical areas characterized by similar topography, soils, and land use. The *Cumberland Plateau*'s topography varies from mountainous in the north to moderately broken with little variation in the west. Wide, gently rolling valleys and steep, rough ridges characterize the topography of the *Southern Appalachian Ridge and Valley*. Rolling hills, swamps and wetlands make up the *Upper Coastal Plain*. The *Ashland Plateau of the Piedmont Upland* consists of various metamorphic rocks such as slate, phyllite and marble.

### **Natural Resources**

Alabama is known for its large forests, with over 22 million acres scattered throughout the state. These forests are valuable resources that provide wildlife habitats, recreation and outdoor opportunities and raw materials for industry. Ownership of the region's forest is primarily private landholders (81.8 percent) and private industry (14.2 percent); the remainder (4 percent) is public land. The region's forest base includes yellow pine (41.2 percent) and over 200 native species of hardwoods (58.7 percent).

The region contains an abundance of minerals including coal, limestone, sand, shale, and clay. Most of the coal reserves are concentrated in Jefferson and Walker but coal deposits are also found in Blount, St. Clair and Shelby Counties. In Jefferson County, commercially extracted coal is mined from the Warrior and Cahaba Coalfields which produce high-grade bituminous coal for coke, gas, steam and domestic uses. Coal along the eastern side of the Warrior Field is superb coking coal. In Walker County, coal is found in the Warrior and Plateau Coal Basins.

Clay and shale, suitable for the manufacture of brick and tile, are present and mined throughout the region. Fire clay, which is mined in Blount and Walker Counties, lies beneath coal seams and can be mined in conjunction with coal.

Sand and gravel deposits which are ideal for construction and industrial use occur in Blount, Chilton and Jefferson Counties. Limestone is used in construction aggregates, in the manufacture of Portland cement, and for the production of agricultural limestone. There are also many stone quarries located near the fringe of urban areas to minimize the distance required for hauling quarried materials to construction and other sites.

### **Water Resources**

The region has abundant surface water and ground water resources. Water in area streams and groundwater reservoirs is derived primarily from precipitation, which averages from 52 to 57 inches per year. Much of the water either evaporates, enters the soil zone where it is retained as soil moisture, is taken up and transpired by plants, or enters the groundwater system.

The greatest supply of surface water for the region comes from the Coosa, Warrior and Cahaba Rivers. The Cahaba River watershed, which drains an area of approximately 1,825 square miles in central Alabama, is the primary water source for Birmingham. Wastewater discharges, siltation (dirt), pesticides, and herbicide residues have degraded water quality in this river. Many of the region's highly developed areas are located in areas containing low yielding aquifers. The Pottsville Aquifer, which forms a part of the Cumberland Plateau and the Alabama Valley and Ridge ground water provinces, is a low-yielding aquifer that underlies all of Walker and part of Blount, Jefferson, St. Clair and Shelby counties. A higher yielding aquifer, the Valley and Ridge Aquifer, is found in parts of the same counties, excluding Walker. Gordo and Coker Aquifers, located in Chilton County, are in the Coastal Plain groundwater province and are moderate to high yielding.

**Climate**

The region's climate is humid and subtropical with mild winters and long, hot summers. The annual average mean temperature for the region is around 64 degrees Fahrenheit. Rainfall is usually abundant and distributed throughout the year. The annual rainfall in Birmingham is 52 inches. Mild winters rarely produce temperatures low enough to cause freeze penetrations to depths greater than six inches. This makes subsurface construction for foundations, roadways, and underground utilities more practical and affordable than in harsher climates. Primary tornado season is in March, April and with a secondary tornado season in November and December.

**Pollutant Standards Index**

The region is currently attainment for ozone and all other measures. Jefferson, Shelby and the southern part of Walker Counties are non-attainment for PM<sub>2.5</sub>.

<b>Table 11: Air Quality Index (AQI) Criteria Pollutants</b>				
	<b>2004</b>		<b>2005</b>	
<b>Category</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
<b>Good</b>	100	27.3%	69	18.9%
<b>Moderate</b>	247	67.5%	260	71.2%
<b>USG</b>	18	4.9%	35	9.6%
<b>Unhealthy</b>	1	0.3%	1	0.3%
<b>Total</b>	366	100.0%	365	100.0%
<b>Source: Alabama Department of Public Health</b>				

## *Infrastructure of the Region*

### **Roads and Highways**

There were 1,235 miles of state system roads and 6,931 miles of county system roads in 2000, down from 1,238 miles and 6,984 miles in 1992, respectively. However, vehicles per road mile increased from 536 to 636. The state system road mileage includes 273 miles of built interstate and 914 miles of state highway. Highways may sometimes share the same roadbed resulting in a double-count of road mileage. For example I-20 and I-59 overlap west of Birmingham. There were 7,700 highway road miles in 2003, down from 8,169 in 2000 (6 percent) and 8,164 in 1993.

	<b>Interstate</b>	<b>State Roads</b>	<b>County Roads</b>
<b>Blount</b>	6.9	164.9	900.7
<b>Chilton</b>	27.9	133.5	500.2
<b>Jefferson</b>	157.9	244.3	1416.2
<b>Shelby</b>	22.6	189.5	619.1
<b>St. Clair</b>	49.3	179.4	705.3
<b>Walker</b>	0	198.3	1059.3
<b>Total</b>	264.6	1109.9	5200.8

Source: ADECA

### **Transportation Systems**

The region is served by three Class 1 railroads (Burlington Northern, CSX and Norfolk Southern), over 100 trucking companies, over fifteen air cargo shippers and seven barge lines. Two of the railroad carriers offer Intermodal services. There are 7 airports throughout the region including the Birmingham International Airport, Bessemer Airport, Walker County Airport, Robbins Airport (Oneonta), Shelby County Airport, St. Clair County Airport (Pell City) and Gragg-Wade Airport (Clanton).

### **Water & Sewer**

The six counties are located within four drainage basins - the Black Warrior, Coosa, Cahaba and Alabama rivers – that provide an average stream flow of 6,980 MGD. Of the 52 to 57 inches of annual rainfall, 5 inches contribute to groundwater recharge and over half becomes surface runoff entering streams and rivers. Alabama Power Company is a major controlling force over the region's water resources. It controls the water on the Black Warrior River with a hydropower dam on the Sipsev Fork. It also owns four major reservoirs on the Coosa River.

The Cahaba River originates in western St. Clair County and extends through the region to Dallas County. The river, along with the reservoir Lake Purdy, provides raw water to the Shades Mountain filter plant.

There are over 70 water systems in the six-county region ranging from 32 systems using groundwater to 6 systems using surface water. These systems have a total water treatment capacity of 305 MGD; the Water Works and Sewer Board for the City of Birmingham is the largest area provider with a treatment capacity of 188 MGD (62 percent). Expansion plans exist for facilities in several counties including St. Clair and Shelby.

There are numerous public and private sewer collection and treatment systems. Jefferson County has over 2,600 miles of sewer lines and 140 pumping stations. There is increasing demand in the five remaining counties for expanded sewage collection and treatment systems to accommodate growth and system maintenance requirements.

### **Energy distribution**

Electric power is provided throughout the region predominately by Alabama Power Company. Other providers include the Tennessee Valley Authority and the Central Alabama Electric Cooperative. Natural gas can be provided in firm or interruptible service in large quantities. Alabama Gas Corporation is the region's largest natural gas distribution company and supplies most of the region; however, there are also municipal and private gas distribution systems serving communities throughout the region.

## *Economic Characteristics*

### **Housing: Age, Occupancy, Ownership, and Telephone Penetration**

The total number of housing units in the region increased by 4.4 percent to 463,256 units from the year 2000 to 2005. The increase from 1990 to 2005 for the region was 18.5 percent. Shelby County had the largest increase (27.7 percent) in housing units from 2000 to 2005 followed by St. Clair with a 14.3 percent increase in the same time period. Jefferson County experienced the smallest increase (0.1 percent) from 2000 to 2005 followed by Walker County with a 0.7 percent increase in the same time period. The median housing age in the region in 2005 was 24 years with houses in Shelby County having the lowest median age (14 years) to Jefferson County having the highest median age (35 years). The average owner-occupancy rate for the region in 2005 was 80 percent with Jefferson County having the lowest owner-occupancy rate (67 percent) and St. Clair County having the highest owner-occupancy rate (84 percent).

Of the total occupied housing units in the region, 98.4 percent had landline telephone connections in 2005.

	2000	2001	2002	2003	2004	2005
<b>Blount</b>	71	44	48	63	78	49
<b>Chilton</b>	45	90	36	29	96	141
<b>Jefferson</b>	3,057	2,507	2,823	3,949	4,269	3,862
<b>Shelby</b>	1,798	2,028	2,076	2,228	2,688	2,734
<b>St. Clair</b>	207	503	238	351	546	810
<b>Walker</b>	32	20	94	51	119	70
<b>Total</b>	5,210	5,192	5,315	6,671	7,796	7,666

Source: US Census

### **Industrial Activity: International Trade and Foreign Ownership**

In 2000, there were 1,373 manufacturing firms in the region with foreign ownership of 38. Those involved in international trade totaled 537, importers made up 184 and 353 were mainly exporters. High technology firms numbered 130.

### **Economic Output**

Regional economic output - the value of goods and services produced in the region - rose from \$14.4 billion in 1990 to \$19.8 billion in 2000 when expressed in constant 1996 dollars. This is a very remarkable 37.1 percent increase. Output rose in all sectors except mining which decreased over 33 percent. Of the major economic sectors, financial services experienced the largest increase (68.5 percent) followed by agriculture services, service, construction, and retail trade.

<b>Blount, Chilton, Jefferson, St. Clair, Shelby and Walker Counties</b>	<b>1990</b>	<b>2000</b>	<b>Change 1990 - 2000</b>	<b>% Change 1990 - 2000</b>
<b>Ag. services, forestry, fishing, &amp; other</b>	62,093	99,948	37,855	61.0%
<b>Mining</b>	347,745	232,635	(115,110)	-33.1%
<b>Construction</b>	1,040,910	1,579,024	538,114	51.7%
<b>Manufacturing</b>	1,973,986	2,113,127	139,141	7.0%
<b>Durable goods</b>	1,372,026	1,471,704	99,678	7.3%
<b>Nondurable goods</b>	601,960	641,423	39,463	6.6%
<b>Transportation and public utilities</b>	1,611,142	1,835,798	224,656	13.9%
<b>Communications</b>	619,229	640,732	21,502	3.5%
<b>Wholesale trade</b>	1,292,754	1,723,401	430,647	33.3%
<b>Retail trade</b>	1,241,163	1,771,468	530,305	42.7%
<b>Finance, insurance, and real estate</b>	1,137,448	1,916,857	779,409	68.5%
<b>Services</b>	3,546,865	5,679,226	2,132,361	60.1%
<b>Government and government enterprises</b>	2,152,230	2,799,967	647,738	30.1%

Source: CBER

## **Business Growth**

Business growth, measured by the total number of business establishments, grew throughout the region by 1.71 percent from 2000 to 2004. According to the Birmingham Regional Chamber of Commerce, Shelby County experienced the largest increase in its rate of business growth during the same period (16.46 percent) followed by St. Clair County at 2.05 percent. The four remaining counties each experienced a decline in its rate of business growth from 2000 to 2004: Jefferson County decreased by 0.30 percent, Chilton County by 0.39 percent, Walker County by 5.41 percent and Blount County by 5.93 percent.

**Table 15: Business Growth - Number of Establishments**

	2000	2001	2002	2003	2004	Growth
<b>Blount</b>	742	720	696	692	698	<b>-5.93%</b>
<b>Chilton</b>	775	745	779	758	772	<b>-0.39%</b>
<b>Jefferson</b>	17,466	17,397	17,516	17,361	17,413	<b>-0.30%</b>
<b>St. Clair</b>	1,122	1,128	1,139	1,155	1,145	<b>2.05%</b>
<b>Shelby</b>	3,755	3,815	4,055	4,184	4,373	<b>16.46%</b>
<b>Walker</b>	1,443	1,392	1,367	1,358	1,365	<b>-5.41%</b>
<b>Total</b>	27,303	27,198	27,554	27,511	27,770	<b>1.71%</b>

Source: US Census

## **Tax Liability**

The region's state income tax, sales tax, fuel tax, and lodgings tax totaled \$594.3 million in 1990 and \$944.3 million in 2000. The income tax component is the largest and grew by 86 percent to \$502.7 million. The sales tax contribution was \$252 million in 1990, just \$18.6 million less than the income tax, and increased by 26 percent to \$317.8 million. Fuel tax at \$117.6 million was 70 percent more than in 1990. Lodging tax is the smallest component but it more than doubled from \$2.7 million to \$6.2 million.

## **Taxable Retail Sales**

Taxable retail sales totaled \$10.2 billion in 2001 which translates into \$8,195 per person. The top categories of sales include automotive (\$2.3 billion), food (\$1.3 billion), eating places (\$1.1 billion) and general merchandise (\$1.3 billion).

## **Medicaid & Medicare**

Medicare enrollment in the region totaled 159,698 in 2003. Of these, 127,110 were aged and 32,795 were disabled. The regional aged enrollment showed a slight decline from 2000 to 2003 (0.2 percent); however, the regional disabled enrollment increased from 2000 to 2003 by nearly 17 percent. Blount, St. Clair and Shelby Counties each experienced nearly a 25 percent

increase Medicare disabled enrollment between 2000 and 2003. Shelby County experienced the highest increase (10.6 percent) in Medicare aged enrollment between 2000 and 2003.

Medicaid benefit payments totaled \$403.7 million for 121,388 eligible. This translates into an average of \$3,326 per eligible or \$391 per capita.

### **Licensed Physicians, Nurses, and Dentists**

The availability of health professionals in an area is often quoted as a rate, which is the number of said professionals per ten thousand of population. In 2000, there were 6,835 physicians for a rate of 66 in this region and 682 dentists for a rate of 6.6. A little less than 12,500 registered nurses gave a rate of 121 and there were 3,219 licensed practical nurses for a rate of 31.

### **Hospital Beds & Nursing Homes**

There were 52 nursing homes in 2001 with 5,573 beds. The number of beds is equivalent to 41 beds per thousand of the 65 years and older population in the region. Admissions and discharges for the year were 10,259 and 12,244, respectively. Patient days totaled 1,785,171 for an average daily count of 4,878 and an 88 percent occupancy rate. The region had 20 hospitals with a total of 6,073 beds in 2000. There were almost 200,000 admissions for 1.1 million patient days at an average expenditure of \$1980 per patient day.

## Issues Covered

### *State of the Regional Economy*

#### *Demographic & Socioeconomic Characteristics*

**Hispanic Population Growth:** Increases in Hispanic population will increase the demand for bilingual employees in the workplace, schools, businesses, and services. Estimates of the Hispanic population for the region were about 24,730 in the year 2004, an increase of 39 percent from 2000. However, some local estimates place that number as high as 40,000.

**Migration Trends:** In-migration from outside the region is occurring primarily in Shelby County and suburban Jefferson County. More significantly are the in-migration changes within the region, particularly movement from the city of Birmingham to suburban Jefferson County and from existing suburban areas in Jefferson to surrounding counties such as southern Blount, all of Shelby County, and western St. Clair. According to the 2005 Census Bureau's 2005 Population Estimates, the population of the City of Birmingham has declined by nearly 15 percent from 265,968 in 1990 to 231,483 in 2005. Walker County is expected to experience growth along the new I-22 (Corridor X) corridor. Factors that influence migration the most include perceptions of local public school systems, rising median household and disposable income, and the increased availability of retail conveniences. The implications of these migration trends include continued sprawl, the rising need of urban redevelopment, and the much-needed improvement - both real and perceived - of urban public school systems,

**Population Increases:** All counties except Jefferson and Walker experienced an increase in population from 2000 to 2005. These increases have all occurred along major interstate and highway corridors. Shelby County's population increased by 20 percent in the same time period; it also was the fastest growing county in the state since 2000. St. Clair County's population increased by 12 percent, Blount County increased by 9 percent and Chilton County increased by 5 percent. The implications and complications that arise from these population increases include strains and demands on city services; additional and improved infrastructure needs (water and sewer); additional public school facilities, space and teachers; demands for similar retail conveniences and municipal amenities (parks, trails); increased demands on public safety services. The increase in population also provides an increase in the county and municipal tax bases and the potential for a more vibrant local economy.

**Median Age:** The fastest growing age group in the region is 45 to 64 years of age, more than triple any other age group. This age group has increased 23 percent from 1990 to 2000. The population is growing older, household size continues to decrease, families are having fewer children, the baby boomer population (born between 1946 to 1964) is beginning to turn 60 years of age. The consequences of the region's aging population include demands on the Medicare system and Social Security; demands on health care systems and providers, nursing homes and assisted living facilities. It will also increase the demand for retirement recreational and activities, and, potentially tourism.

**Employment:** Employment opportunities are on the increase in the region while the unemployment rate has been relatively stable over the past several years. Major regional employers include UAB, Baptist Health System, Bellsouth, Jefferson County and Birmingham Boards of Education, and municipal and county governments. Major employment sectors include healthcare, education, utilities, government, financial services and manufacturing.

### *Geographic, Climatic, Environmental & Natural Resources*

**Air Quality:** In May 2006, the U.S. Environmental Protection Agency officially acknowledged that Jefferson and Shelby counties had met the national air quality standard for ozone, based on monitored data from the period 2003-2005. The area met the stringent 8-hour standard just two years after achieving compliance with the old 1-hour standard. This was a major milestone for the Birmingham area, which was originally classified as “non-attainment” for ozone in the 1970s; however, based on data from June 2006 the region has again violated the ozone standard. The Alabama Department of Environmental Management (ADEM) has 18 months to bring the region back into compliance; otherwise, the non-attainment designation will be reinstated.

The region was classified in December 2004 as non-attainment for fine particle pollution, abbreviated PM<sub>2.5</sub>. It remains a major challenge for Jefferson and Shelby counties; a small part of southern Walker County is included in the PM<sub>2.5</sub> non-attainment area. A plan to address particle pollution is under development by ADEM and is due to EPA by 2008.

**Greenspace:** The Birmingham area is currently positioned to have the largest urban public Greenspace and parks in the country. There are numerous efforts and initiatives throughout the region to address the potential and opportunities for expansion and linking new and existing Greenspace. Much of this effort is being organized through the development of a regional greenspace master plan initiative.

### *Infrastructure of the Region*

**Northern Beltline:** The region’s existing interstate transportation system centers on the City of Birmingham which is the economic center of the region. The interstate system is being expanded to accommodate increased vehicular and truck traffic. The Northern Beltline which is the northern segment of I-459 is scheduled for construction in the 2030 Projections. The segment from I-59 near St. Clair County to I-65 in Gardendale will be completed first; however, right-of-way acquisition and preliminary engineering is underway for the entire project.

**Corridor X (I-22):** The long-awaited completion of Corridor X is scheduled to be completed in the next three years. Designated to become I-22, this interstate will connect Birmingham to Memphis.

**Highway 280:** This is the major connector between Jefferson and Shelby Counties and is one of the highest capacity transportation corridors in the state. Highway 280 is a constant and chronic issue in terms of congestion, and mitigation efforts are continuous in addressing this problem.

The RPC region is within the Appalachian Regional Commission which was established to provide transportation construction priorities and federal funding for those projects for local communities and jurisdictions within ARC.

**Sewer:** Aging infrastructure and expanding infrastructure continue to challenge the sewer capacity of the region leading to rapidly increasing sewer rates and a significant number of houses on septic tanks.

### *Economic Characteristic*

**Manufacturing:** The manufacturing sector has been declining in the region for decades which is also reflects the national trend. The region continues to experience a countering shift to a service and retail-based economy.

**Business Incubators:** The Office for the Advancement of Developing Industries (OADI) is the University of Alabama at Birmingham's high-tech business incubator which exists to provide Birmingham-based, technology-oriented entrepreneurs with an environment that will increase their company's chances for success. The Entrepreneurial Center is affiliated with OADI and is sponsored by the City of Birmingham, Jefferson County and the private business community. The Bessemer Business Incubation System (BBIS) is a full service business development and incubation organization for service, light industrial, manufacturing and information technology industries.

**Economic Clusters:** *Automotive* industry is expected to continue its growth as a result of the recent Honda, Mercedes and Hyundai successes. *Biotechnology and medical research* industries are primarily linked to UAB which is the largest employer in the region. According to the National Institute for Health (NIH), Birmingham ranks fourth in the Southeast and 25<sup>th</sup> in the nation for medical and behavioral research allocations. Biomedical and health care research includes AIDS, cancer and heart research. Southern Research Institute, a center for scientific discovery and technology development, is a leading research leader for pharmaceutical, engineering, environmental and energy industries. *Technology* is a rapidly growing industry sector. There are over 400 technology companies in the Birmingham area alone. TechBirmingham works with existing economic development and business retention organizations to attract new technology companies and to grow existing technology businesses. As a current and prospective location for technology-based business and investment, the Birmingham area provides resources for the industry including proximity to leading-edge technology and generators of leading-edge technology, well-managed and successful incubators, a well-trained technology workforce, low operating costs, geography, and community culture.

**Education & Research:** UAB has been and continues to have a powerful impact on the City of Birmingham, the region and state. UAB is a top nationally recognized research university, ranking among the top 20 in funding from the National Institutes of Health and earning more than \$470 million per year in contract and grant support. It is a world-renowned academic health center with 80 interdisciplinary research centers. Its research dollars stimulate econometric local

spending of about \$12 to \$13 dollars per every \$1 brought in. UAB is also the region's largest employer. The region's increase in the number of adults with bachelors and graduate degrees and can be attributable to UAB graduates, faculty and research staff.

**Tourism, Culture & Arts:** The region is experience rapid growth in tourism and is benefiting from efforts to establish the area as a destination. There are abundant hospitality, cultural, historical, sports and recreational attractions including world-class Robert Trent Jones golf courses, NASCAR, Barber Motorsports Park, the Birmingham Museum of Art (the largest publicly owned museum in the Southeast), Birmingham Civil Rights Institute, American Village, McWane Center, Oak Mountain State Park, Ruffner Mountain Nature Preserve, Sloss Furnaces, Rickwood Field Park (the oldest baseball park in the nation), Vulcan Park, fishing and birding sites, and the Cahaba River which has more species of fish per mile than any river in North America and is one of eight significant "hotspots of freshwater biodiversity" in the continental U.S. according to the Nature Conservancy.

## ***Partners & Resources for Economic Development***

There are a host of federal, state, regional and local government, nonprofit and private organizations that provide resources, support and partnerships for economic development. For potential funding information and funding availability, contact the economic development partners: RPC, MDB, Birmingham Chamber and respective economic development organizations within each community and county. The following lists provide ***examples of these invaluable resources and relationships.***

### **Economic Development Organizations & Chambers of Commerce, including:**

- Birmingham Regional Chamber of Commerce
- Blount County Chamber of Commerce
- Chilton County Chamber of Commerce
- Shelby County Chamber of Commerce
- St. Clair County Chamber of Commerce
- Walker County Chamber of Commerce
- Local and regional chambers of commerce
- Metropolitan Development Board (MDB)
- Operation New Birmingham (ONB)
- Economic Development Partnership of Alabama (EDPA)
- Jefferson County Economic and Industrial Development Authority
- Blount County Industrial Development Board
- Chilton County Industrial Development Board
- Shelby County Economic and Industrial Development Authority
- St. Clair County Economic Development Council
- Walker County Economic and Industrial Development Authority
- Local and regional economic and industrial development organizations and authorities

**Regional Partners & Resources, including:**

- Region 2020
- Alabama Power Company
- Alagasco
- TechBirmingham
- Biotechnology Association of Alabama
- Alabama Automotive Manufacturers Association
- Alabama Information Technology Association
- Alabama Association of Regional Councils
- Economic Development Association of Alabama
- University of Alabama Center for Business and Economic Research (CBER)

**State & Federal Agencies, including:**

- Alabama Department of Economic and Community Development (ADECA)
- Alabama Development Office (ADO)
- Economic Development Administration (EDA)
- Alabama Bureau of Tourism and Travel
- Office of the Governor

### III. VISION: WHERE DO WE WANT TO BE?

#### Vision Statement

The CEDS vision for the Greater Birmingham Region is to work in a *transparent, cooperative* effort to establish and sustain programs and initiatives to increase *economic opportunities* and enhance *quality of life*.

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

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

- A vibrant, healthy, sustaining community
- Economic growth in terms of jobs and capital investment
- Environmental issues are solved
- Great air quality
- New multi-modal transit systems serve all the people efficiently throughout the entire region
- Quality education and educational systems
- Leadership values and embraces collaboration, communication, cooperation and compromise
- Creative entrepreneurship
- Poverty and unemployment eliminated
- Great infrastructure including improved Interstates, adequate and well-planned sewer systems, adequate and well-planned transportation systems, ample water and marketable industrial sites
- A destination region for tourism and recreation
- A fully utilized international airport
- Wireless and cutting-edge Internet access and communication systems
- Reclaimed and redeveloped brownfield sites
- The largest urban park system in the country
- Ten Fortune 500 companies call Birmingham home

## Goals & Strategies

Many of the ideals identified above are reflected in the recommended *goals and strategies* for economic development of the region and its communities. These goals and the strategies for achieving them are identified below.

### **GOAL 1: EDUCATION**

*Develop a seamless educational program that encompasses K-12 and post-secondary education, including workforce development and training, and that fosters lifelong learning to provide an educated workforce that is attractive to existing and potential business and industry.*

#### **Challenges:**

- Workforce education and training development
- Access to jobs
- Access to job training
- Improvements to K-12 and post-secondary education systems

#### **Strategies:**

- Implement a regional workforce investment program. Coordinate with a more effective state program and expand to all counties.
- Develop transportation alternatives for access to jobs, education and training.
- Support tax reform as a solution to the education funding challenge.
- Increase the participation of the region's colleges, universities and vocational schools in the cultural, educational, and technological life of the region. Build direct links to communities through sustained fieldwork and career-building summer camps for low-to-moderate-income youth that feature technology, health care, manufacturing and other careers. Promote and foster cooperation and collaboration among higher education entities.
- Improve educational facilities and programs for K-12, colleges, universities, and workforce development.
- Coordinate vocational and technical training curricula with the needs of business and industry.
- Adopt rigorous internationally benchmarked academic standards and assessments for all schools.
- Development public awareness programs that educate and inform the public about the need for additional revenues necessary to make the region's educational system competitive on an international basis.
- Develop parent education programs that encourage parents to keep their children in school.
- Formulate integrated strategies to attract, retain, support teachers, administrators and other education personnel. Support and promote the professional development of teachers,

administrators and others to ensure the existence of highly skilled, educated and trained educators.

- Provide top-of-the-line technology for education.
- Support the efforts and initiatives of Region 2020.

## **GOAL 2: ENVIRONMENT**

*Attain and maintain environmental quality and the conservation of natural resources while recognizing that the quality of life in the region is vital to retention and attraction of business and industry.*

### **Challenges:**

- Clean Air and Clean Water Standards including Partners for Clean Air Standards and the Clean Water Partnership
- Natural resources, land, forestry and wildlife conservation and preservation
- Public open spaces preservation and access
- Town center models, community revitalization, redevelopment, re-use and in-fill development
- Brownfield and Grayfield redevelopment

### **Strategies:**

- Develop and implement an ozone-attainment plan for Jefferson and Shelby Counties that meets air quality standards.
- Develop a regional Natural Resources Master Plan to serve as a regional framework for growth that preserves, protects, and enhances the environment and quality of life.
- Protect and preserve region's natural beauty and resources. Support the implementation of a Watershed Management Plan for river basins in the region. Support, encourage and promote the efforts and programs of the Clean Water Partnership.
- Promote and support the Bicycle, Pedestrian, and Greenways Plans for the counties and municipalities of the region.
- Preserve and protect the historic sites and cultural heritage of the region.
- Promote redevelopment of brownfields and greyfields including tax abatements and other incentives intended to encourage property owners to return blighted and abandoned properties to productive reuse while improving aesthetic and environmental conditions.

## **GOAL 3: INFRASTRUCTURE**

*Provide a cost-effective, state-of-the-art multi-modal transportation system and public infrastructure system that support smart growth and sustainability while supplying the critical infrastructure necessary to promote quality economic development for the region.*

## **Challenges:**

- Multi-modal transportation systems for urban and non-urban areas
- Improved highway access and reduced congestion
- Public transportation in urban and non-urban areas
- Efficient inter-modal including rail and high-speed rail
- Birmingham and regional airport development
- Alternative modes of transportation including bike, pedestrian and greenways
- Cost-effective, consistent and appropriate water and sewer systems that meet development and conservation needs
- Regional telecommunications systems and access including support of the technology industry

## **Strategies:**

- Conduct a regional water study and that includes provisions to assure the water supply will meet the demands of the region.
- Develop a regional transportation plan that identifies and prioritizes transportation needs and potential funding sources.
- Provide transportation planning for the region's urbanized areas that include transit, light rail, multi-modal options and a long-range transportation plan.
- Provide transportation planning for the region's non-urban areas.
- Develop and implement a regional public transit plan.
- Complete major transportation projects including the Northern Beltline, Corridor X, US Highway 280 and I-20.
- Provide job access and job training transportation.
- Provide adequate sewer services to the region.
- Implement regional telecommunication plans.
- Provide adequate water supply in the region by planning for additional surface-water treatment plants, developing water system interconnections, enhancing water storage capacity and coordinating planning efforts to gauge future water capacity needs.
- Maintain existing sanitary sewer facilities, provide sanitary sewer to rural areas when feasible to eliminate problems with failing septic tanks. Develop sanitary sewer facility plans to determine future needs and capacity approach.
- Provide fiber-optic services capable of providing low cost video, high-speed data, e-government, e-business and Internet service to urban and rural areas.

## **GOAL 4: ECONOMIC DEVELOPMENT**

***Create strong regional economic development markets and diverse regional economy that fosters job creation, increases prosperity, entrepreneurship, tourism, knowledge-based industries, industrial development recruitment, international trade, and business retention, expansion and recruitment.***

## **Challenges:**

- New industry and business recruitment and site development
- Technology, knowledge-based industry, research and development, University of Alabama Birmingham (UAB)
- Emerging business and entrepreneurial incubation and development
- Existing business retention and expansion
- Minority and women-owned business support, development and expansion
- Tourism, retiree attraction and retail development
- Headquarters and corporate office development
- Increased international trade
- City center, community business district, community and neighborhood
- Redevelopment and re-use of abandoned sites
- Market region for film opportunities through the Birmingham-Jefferson Film Office

## **Strategies:**

- Capitalize on automotive-related businesses. The Alabama Automotive Corridor Alliance is already in place to promote to I-20/59, I-20, I-59, I-65 corridor as prime locations for the automotive industry.
- Support the work of the Entrepreneurial Center to incubate technology, emerging service and light manufacturing business development.
- Identify and develop sources of funds for emerging businesses, including a source of seed monies that focus on information technology and biotechnology businesses. Promote a network of regional incubators.
- Support the retention and expansion of existing business and industry. Support the preservation of manufacturing jobs.
- Identify, target and secure new industry. Support the planning and development of new industrial and commercial parks and sites in the region.
- Promote the development of water-based industrial sites along the Black Warrior River including the installation of containerized trans-shipment facilities.
- Conduct skills training and professional development programs for public officials and economic development personnel.
- Promote and support the efforts of the Regional Brownfield Redevelopment Task Force.
- Market the region as a destination for businesses, visitors, and new residents, including:
  - Inventory potential visitor destinations and events in the region with the assistance of the Birmingham Convention and Visitor's Bureau and the Alabama Department of Tourism;
  - Use this information to design and implement a marketing program for the region, including opportunities for the film industry;
  - Inventory existing job training and education capabilities and match needs to available programs or design needed programs;
  - Focus on retention and growth of existing businesses throughout the region; and
  - Conduct a strategic development assessment of existing infrastructure.
- Provide additional exhibition space and a sports facility at Birmingham Jefferson Convention Center.

- Support development of racing and sports facilities that can enhance region's the quality of life and promote the area a destination.
- Support opportunities for continued growth in biotechnology at UAB and throughout the region.
- Expand outreach and coordination of the area's existing technology assistance and advancement programs.
- Continue to support UAB, medical research and development. Identify and support other recession proof businesses and industry. Assist UAB in reaching the "Top 10 by 2010" goal.
- Foster access to technology and develop and provide technology training.
- Develop a regional GIS council to coordinate with state, regional and local governments and quasi-public organizations.
- Create and implement a regional information technology plan that includes fiber optics, wireless, GIS and other established and emerging technologies.

## **GOAL 5: QUALITY OF LIFE**

*Promote a high quality of life and supporting community resources to the residents of the region.*

### **Challenges:**

- Affordable housing in multi-purpose neighborhoods and communities
- Accessible health care and healthy communities
- Safe communities including police, fire, homeland security, hazard mitigation
- Access to art, culture, and recreational opportunities, services and facilities
- Support for families, seniors and children
- Development of and access to greenspace including the addition of designated parks, greenways, preserves, trails and recreational amenities in communities across the region

### **Strategies:**

- Assist local governments in acquiring state and federal funds for recreational expansion and improvements in region.
- Acquire additional open space and recreation sites that accommodate the region's passive recreation needs.
- Support the initiatives and efforts of the Housing Enterprise of Central Alabama (HECA) to significantly increase the availability of quality housing for low- and moderate-income families in the region.
- Work with public health agencies, hospitals and others to provide access to health care.
- Implement safe community and healthy community programs.

## **GOAL 6: FUNDING AND LEADERSHIP**

*Identify and provide funding resources and opportunities for the region and municipalities. Promote and develop community and regional leadership programs.*

### **Challenges:**

- Financing for business and industrial development
- Funding for technology industry
- Funding and capital for emerging businesses
- Entrepreneurial support
- Small business financing
- Tax and other incentives
- Federal and state funding sources
- Community leadership development and promotion
- Collaboration, communication and compromise valued by community and regional leadership

### **Strategies:**

- Increase industrial access funding.
- Create pool of funds for competitive economic development projects.
- Expand the Revolving Loan Fund and similar financing programs for small and growing businesses.
- Attract greater venture capital sources.
- Continue the Leadership Summit and other leadership programs.

## **GOAL 7: LAND USE PLANNING**

Continue regional planning activities and initiatives that guide future growth and economic development efforts.

### **Challenges:**

- Regional planning and economic development strategies and partnerships
- Consistent community and land use planning
- Greater involvement with federal and state legislative initiatives
- Effective and efficient business licensing and permitting
- Comprehensive information for regional planning and development
- Training and preparedness of communities for economic development

### **Strategies:**

- Implement CEDS action plan and projects.

- Use the Regional Growth Alliance as a model and methodology for making regional decisions. The Regional Growth Alliance, created in 2001 as a partnership between the Birmingham Regional Chamber of Commerce, Region 2020, and RPC, provides an effective model for convening business, government, and citizen interests to collaborate and address regional issues.
- Develop a regional land-use plan that aligns land-use decisions with transportation plans.
- Develop a plan for growth that will result from the completion of Corridor X, the Northern Beltline, and other major regional corridors.
- Continue transportation planning for the Birmingham urbanized area that includes transit, light rail, multi-modal alternatives and a long-range transportation plan.
- Promote and adopt Alabama Communities of Excellence and Regional Main Street programs.
- Promote and provide comprehensive planning services including community special needs plans, capital improvements plans, policy development plans, zoning and subdivision regulations. Assist local governments and regional initiatives in identifying and acquiring available funding for these services.

## IV. ACTION PLAN: HOW DO WE GET THERE?

### Project Identification and Implementation Plan

Listed below are the economic development programs and construction projects for the region and local areas. Local projects are broken out by county. The CEDS Strategy Committee reviewed and updated these projects in July 2006. Projects are presented as economic development goals throughout the region and individual counties.

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#### Key to Abbreviations

**AAST** – Surface Transportation Any Area  
**ADECA** – AL Dept. of Economic and Community Affairs  
**ADEM** – Alabama Dept of Environmental Management  
**ADO** – Alabama Development Office  
**AFO** – Alabama Film Office  
**AHC** – Alabama Historical Commission  
**ALDOT** – Alabama Department of Transportation  
**ARC** – Appalachian Regional Commission  
**BAA** – Biotechnology Association of Alabama  
**BCVB** – Birmingham Convention & Visitors Bureau  
**BHST** – Surface Transportation Urban Area Birmingham  
**BJFO** – Birmingham-Jefferson Film Office  
**CBER** – Center for Business and Economic Research, University of Alabama  
**CAWACO** – Cahaba, Warrior, Coosa Resource Conservation and Development  
**CCAA** – Chamber of Commerce Association of Alabama  
**DCNR** – Alabama Department of Conservation and Natural Resources  
**CDBG** – Community Development Block Grant  
**EBT** – Existing Business Team (Birmingham Chamber)  
**EDA** – Economic Development Administration

**EDPA** – Economic Development Partnership of Alabama  
**EIDA** – Economic & Industrial Development Authority  
**ENC** – Entrepreneurial Center  
**FAA** – Federal Aviation Administration  
**FEMA** – Federal Emergency Management Authority  
**FHWA** – Federal Highway Administration  
**HPPP** – High Priority Project Program  
**IMDIS** – Interstate Maintenance Discretionary  
**IM98** – Surface Transportation Interstate Maintenance  
**MDB** – Metropolitan Development Board  
**MPO** – Metropolitan Planning Organization  
**NH04** – National Highway System  
**OADI** – Office for the Advancement of Developing Industries  
**ONB** – Operation New Birmingham  
**OCS** – Office of Community Services  
**RPC** – Regional Planning Commission of Greater Birmingham  
**RSA** – Retirement Systems of Alabama  
**Seedco** – Structured Employment Economic Development Corporation  
**STAAH** – Surface Transportation Any Area  
**USDA** – U.S. Department of Agriculture  
**USDL** – U.S. Department of Labor  
**UWCA** – United Way of Central Alabama  
**WIB** – Jefferson County Workforce Investment Board

## PROJECTS

### REGIONAL INITIATIVES

PROJECTS/PROGRAMS	COST	FUNDING SOURCE (Cash/In-Kind)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
1. Comprehensive Regional Transportation Plan	\$500,000	ALDOT, ADO, ADECA, ARC	RPC, MPO, Region 2020	1) Transportation Plan and components 2) Implement recommendations from existing plans	1) ST 2) ST
2. Regional Economic Development Recruitment Initiative	\$1 million Annual	ADO, MDB, EDA, EDPA	MDB, RPC, ONB	1) Inventory of available buildings and developable properties 2) Redevelopment of brownfield sites 3) New businesses 4) Quality of Life Report Card	1) ST 2) MT 3) ST
3. Regional Existing Business Assistance Program	\$25,000	ADO, MDB, EDA, EDPA, CCAA	EBT, ONB	1) Improved retention rates of existing businesses 2) Regional chamber association 3) Chamber's EBT! program 3) Survey business needs	1) ST 2) ST 3) ST
4. Regional Water and Sewer Plan	\$150,000	ADECA, USDA Rural Development, ARC, ADEM	RPC, Region 2020	1) Regional water resource assessment 2) Long-range regional growth plan for water	1) ST 2) MT
5. Technology Entrepreneurial Center Expansion and Program Enhancement	\$7 million	ADECA, EDA, Regional universities	ENC, OADI	1) Regional technology asset inventory and program promotion 2) Increase support for OADI 3) Review or develop Business Development Plan 4) Support Center Expansion Plan	1) ST 2) ST 3) ST 4) ST
6. Regional Tourism Plan	\$75,000	Alabama Bureau of Tourism & Travel, ADECA, RSA, AHC	BCVB, Region 2020, Birmingham Chamber, RPC	1) Inventory regional tourism resources 2) Tourism economic impact analysis 3) Develop regional tourism marketing plan. 4) Develop retiree attraction plan 5) Expand GBTB 6) Implement tourism marketing plan. 7) Develop sports facilities that enhance regional economic prosperity	1) ST 2) ST 3) ST 4) ST 5) MT 6) MT

<b>PROJECTS/PROGRAMS</b>	<b>COST</b>	<b>FUNDING SOURCE (Cash/In-Kind)</b>	<b>RESPONSIBILITY</b>	<b>PERFORMANCE MEASURES</b>	<b>TIME FRAME*</b>
7. ERISS Job System (US Works)	\$100,000	USDL	WIB, UW	1) Survey Industry Training needs 2) Programs linking universities & vocational schools 3) Expand Job Access	1) ST 2) MT 3) ST
8. Regional Framework For Growth Project		Region 2020, RPC			MT
9. I-65 Lighting					LT
10. Regional Technology Initiatives	\$2.5 million	Private, ADO, ADECA, EDA, ENC, MDB	Tech Birmingham, MDB, ENC, RPC, BAA	1) GIS infrastructure & coordination 2) Regional Technology Industry Alliance 3) Biotechnology Association of Alabama	1) ST 2) ST 3) ST
11. Northern Beltline	\$1 Billion	Federal, State	ALDOT, MPO, FHWA	1) Design, Engineering 2) ROW Acquisition 3) Construction	1) ST 2) MT 3) LT
12. Birmingham Airport Improvements (Runway)		FAA, Birmingham	City, County, State	Development, improvement and funding schedule	LT
13. Fiber Optic Cable Loop	\$7 million	Local. USDA, ARC	Counties		MT
14. Hwy 280 Improvements	\$10 million	ALDOT, FHWA, MPO	Counties, MPO, State	Add lanes with access management	LT
15. Improvements & Preservation Planning of Park Space	\$250,000	ADECA, DCNR	Counties, State, RPC, CAWACO, User Groups	Update & revise park master plan for Oak Mountain State Park	ST
16. Fund Resource Implementation Strategy					
17. Birmingham-Jefferson Film Office		BJFO, AFC, Birmingham, Jefferson County	MDB, BJFO	Develop strategy for marketing region	LT

## LOCAL INITIATIVES

### *BLOUNT COUNTY*

PROJECTS/PROGRAMS	COST	FUNDING SOURCE (Cash/In-Kind)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
1. Oneonta Industrial Park - Utility extensions (Oneonta)	\$800,000				
2. Blount County Sewer (US Hwy 31, I-65, & Smoke Rise (Phase II))	\$500,000				
3. Sanitary Sewer System (Locust Fork)	\$1 million				
4. 4 Lane Hwy 79 from Cleveland to Jefferson Co.	\$42 million	ALDOT, FHWA			
5. Surface Water Filtration Plant and Transmission Main	\$5 million	USDA, ARC, ADECA, EPA	County, Cities, Water Boards	Grant submittal	LT
6. Sanitary Sewer @ US 75, I-65	\$1 million	ARC, EDA, USDA, ADECA	County	Grant submittal	ST
7. County Sewer Improvement-Rehabilitation of Sewer Lines (Infiltration of Storm Water)	\$500,000		County		
8. County Sewer Improvement-Line Extension	\$1.2 million		County		
9. County Sewer Improvement-Upgrade Machinery and Equipment	\$250,000				
10. County Sewer Improvement-Replacement of Old Lines	\$1 million				
11. County Sewer Improvement-Sewer Needed Around Main Well on Septic Tanks	\$250,000				
12. New Water Line Installation and Refurbish Mount High Tank	\$301,550		County		
13. New Water Tank (Allgood)	\$500,000	ADECA, ARC, USDA	City, RPC	Grant submittal	ST
14. Replacement of Water Line (Allgood)	\$12,000		City		
15. Replace Water System Computer (Allgood)			City		
16. New Town Hall (Allgood)		ADECA	City, RPC	Grant submittal	ST
17. Park (Allgood)		ADECA	City, RPC	Grant submittal	ST
18. Sewer System (Allgood)	\$750,000	ADECA, ARC, USDA	City, RPC	Grant submittal	ST
19. New Storage Tank (Blountsville)	\$600,000		City		
20. Additional Water Source (Blountsville)	\$500,000				
21. A Telemetry System (Blountsville)	\$125,000				
22. Water Line Replacement (Blountsville)	\$1.2 million				
23. Community Center (Cleveland)					
24. Interconnection of Water with Oneonta (Cleveland)	\$100,000				

PROJECTS/PROGRAMS	COST	FUNDING SOURCE (Cash/In-Kind)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
25. Sanitary Sewer System (Hayden)	\$1 million	USDA, ARC, ADECA, EPA	City	Grant submittal	MT
26. Fire Station (Locust Fork)		ADECA, USDA	City, RPC	Grant submittal	ST
27. Sanitary Sewer System (Locust Fork)	\$1 million	USDA, ARC, ADECA, EPA, EDA	City, County	Grant submittal	MT
28. Locust Fork Water System Improvements (Locust Fork)	1) \$500,000 2) \$150,000 3) \$50,000			1) New Water Tank 2) Permanent Office and Shop Yard Facilities 3) Additional Water Supply Source	
29. VFD Fire Truck and Equipment (Nectar)		ADECA, USDA	City, RPC	Grant submittal	ST
30. Water Improvements-Lines and Storage (Nectar)	\$600,000	ADECA, ARC, USDA	City, RPC	Grant submittal	ST
31. Oneonta Airport (Oneonta)	\$600,000	FAA	City, County	Grant submittal	MT
32. Oneonta Industrial Park Improvements (Oneonta)	\$2.6 million	ARC, EDA	City	1) Grant submittal 2) Construction	1) ST 2) ST
33. Recreational Park Development (Oneonta)				1) Obtain Land 2) Development	
34. Fire Department Equipment (Oneonta)					
35. New Raw Water Intake (Oneonta)	\$1 million				
36. Oneonta Sewer Improvement- Infiltration Corrections (Oneonta)	\$2 million				
37. Oneonta Sewer Expansion	\$800,000				
38. Build new Oneonta City Complex (City Hall, Fire Station, Police, Civic Center) (Oneonta)					
39. West Blount County Industrial Park (Smoke Rise)		USDA, ARC, EPA, EDA	County	Grant submittal	ST
40. Water System Improvements (Snead)				1) Additional Water Storage 2) Increase Water Supply	
41. Distance Learning System (Blount & Oneonta)	\$500,000	ARC, USDA	Boards of Education		

### CHILTON COUNTY

PROJECTS/PROGRAMS	COST	FUNDING SOURCE (Cash/In-Kind)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
1. Industrial Park - Water and sewer (Clanton)	\$1 million				
2. Chilton County Civic Center		Bond Issue	City, County		
3. Chilton County Land, Resource Inventory	\$20,000	ADO, County	County, RPC	1) Completion of inventory 2) Develop Infrastructure Plan	

PROJECTS/PROGRAMS	COST	FUNDING SOURCE (Cash/In-Kind)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
4. Industrial Park Development w/access roads and utilities (Clanton)		ARC, EDA, USDA, EPA, ADECA	City, County	Grant submittal	
5. Industrial Park Development w/access roads and utilities (Jemison)		ARC, EDA, USDA, EPA, ADECA	City, County	Grant submittal	
6. Distance Learning System (Chilton County)	\$500,000	ARC, USDA	County Board of Education		
7. Maplesville Sewer US 82 (Maplesville)	\$900,000	EDA, ARC	City		
8. County Internet access					
9. I-65 Improvements - add lighting @ Exits 212 & 219					
10. I-65 Improvements - add 3 <sup>rd</sup> lane North & South from Clanton to Birmingham					
11. I-65 Improvements - add lanes to Exit 205 overpass					
12. US 31 improvements - 4 lane from I-65 Exit 212 to east of Exit 205					

### JEFFERSON COUNTY

PROJECTS/PROGRAMS	COST	FUNDING SOURCE (Cash/In-Kind)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
1. Railroad Reservation Park	\$50 million	Birmingham, Jefferson County, private and federal	Birmingham	1) Design 2) Phase I construction 3) Vertical structures 4) Venues & retail development	1) ST 2) ST 3) MT 4) MT
2. Red Mountain Park	\$7 million	Federal, local, private	Fresh Water Partnership, private	1) Land acquisition 2) Master planning 3) Plan	1) ST 2) ST
3. Birmingham Comprehensive Plan Update & Focus Area Plans	\$500,000	Federal, City of Birmingham	City of Birmingham, consultants	1) Consultant selection 2) Contract negotiations 3) Plan	1) ST 2) ST 3) ST
4. I-65 & Lakeshore Drive Interchange Improvements		ALDOT, FHWA, MPO, local	Homewood, ALDOT		
5. Crestwood/Oporto Redevelopment District Project & Infrastructure Upgrades		Local, private	Local, private	1) Master Plan 2) Eastwood Redevelopment	1) ST 2) ST
6. Birmingham Jefferson Civic Center expansion					
7. Stockham Property redevelopment - sewer & roads (Birmingham)					
8. Trinity Site redevelopment (Birmingham)					
9. Entrepreneurial District (Birmingham)					

PROJECTS/PROGRAMS	COST	FUNDING SOURCE (Cash/In-Kind)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
10. Birmingham Downtown revitalization & infrastructure upgrades (Birmingham)	\$2 million	Local, state, federal	ONB, City of Birmingham	1) Program development for streetscape assistance 2) Program development for pedestrian oriented signage	1) ST 2) ST
11. Bass Pro Shop - water and sewer (Leeds)	\$2 million		ONB, Birmingham, RPC		
12. Park Place Culinary Incubator	\$500,000	EDA, OCS, Private foundation, Community foundation	Carraway In-Town Community Development Corporation		
13. Hope VI Redevelopment Project (Birmingham)					
14. Regional Fiber Optic Network Feasibility Study	\$200,000	Private, Corporate, Foundation	County, RPC		
15. Regional Fiber Optic Network	\$1.5 million				
16. I-59 Improvements	\$220 million	ALDOT	MPO, ALDOT	1) Study 2) Design, Prelim. Engineering 3) ROW Acquisition 4) Construction	1) MT 2) MT 3) MT 4) MT
17. New Water Filtration Plant and Transmission Main		Local, County	Birmingham Water Works Board		ST
18. Water and sewer @ Corridor X interchanges (Adamsville, Graysville, Brookside)		ARC, EDA, EPA	County, Cities	Feasibility Study	MT
19. Bessemer Lending Program (Bessemer)					
20. Bessemer Incubator (Bessemer)				Additional Funding	ST
21. Bessemer Airport Runway Extension (Bessemer)		FAA		1) Land Acquisition 2) Funding	
22. Bessemer Utilities Board Fiber Optic Network (Bessemer)	\$750,000				
23. Redevelopment of Brownfield Sites					
24. Interstate Industrial Park- Water for Fire Protection (Bessemer)	\$500,000				
25. Water-Loop Liner on Cardiff Road (Brookside)	\$95,000				
26. Relocate Water Line on Bivens Road (Brookside)	\$120,000				
27. Downtown Water Line Replacement (Brookside)	\$150,000				
28. Water-New Liner - Coalburg Rd and Powder Mill Road (Brookside)	\$400,000				
29. Resurface US 75 from north of Five Mile Creek to County Courthouse (Centerpoint)		City, ALDOT	City, MPO, ALDOT	Inclusion in LRTP and TIP	ST

PROJECTS/PROGRAMS	COST	FUNDING SOURCE (Cash/In-Kind)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
30. Fairfield Kitchen Incubator	\$2 million	City, County, ADECA, EDA, Private Sector	City	1) Funding 2) Property acquisition & renovation 3) Machinery & equipment purchase	ST
31. Fairfield New Sidewalks (Citywide)		City, County	City	Grants Submittal	ST
32. Fairfield Civic Center Expansion	\$2 million	Civic Center Authority	Civic Center Authority	Funding, Plans	ST
33. Valley Road, Aaron Aronov Flyover	\$10-30 million	City, County, State, Private	City, Private	1) Funding 2) Study, Plan	
34. Fairfield Downtown Revitalization (Main Street Program)	\$500,000	City, County, Private	City, Private	Funding	ST
35. Fairfield Fiber Optics					ST
36. I-59, 20 improvements		State	City, County, State	1) Study 2) Design, Prelim Engineering 3) Construction	ST
37. Fairfield Small Business Lending Program	\$500,000	City, Seedco, County		Funding (Grants & Loans)	ST
38. Fairfield Senior Citizen Center		City		1) Funding (Grants) 2) Site location	ST
39. Fairfield Industrial Park Development & Improvements and Expansion	\$5 million	General Fund, ADECA, County	City, County	Funding (Grants)	ST
40. Fairfield Historic, Tourism Plan			City, Public, Private	1) Inventory local tourism resources 2) Implement tourism marketing plan	ST
41. Fairfield Economic Dev Recruitment Initiative		City	City, County, MDB		ST
42. Housing Development and Redevelopment Initiatives	\$20 million	City, Non-Profits, Other	City, County, Private, Non-Profits, Other	1) 100 rehabs homes over 2) 15 loft in downtown 3) 50 new single family homes	ST
43. Fairfield Technology Initiative	\$2.5 million		City, College, Private		ST
44. Community Center Expansion and Improvement	\$1 million		City, County, Private, Other		ST
45. Brownfield Initiative (Assessment and Clean up Program)	\$500,000	City	EPA, County, City, Private	Request for funding	ST
46. Land Use Management and Development Plan	\$30,000		City, RPC	Study	ST
47. Downtown Historic Designations	\$30,000		City, Private	Funding	ST
48. Needs Second Connection to Birmingham Water Works Board (Graysville)					
49. Sewer Installation in North Graysville (Graysville)					
50. Development of Five Mile Creek Riverwalk (Graysville)					
51. Acquisition of land in wetlands, floodplains, floodways to protect Cahaba River and Shades Creek for parks to protect ridges (Hoover)			City		

PROJECTS/PROGRAMS	COST	FUNDING SOURCE (Cash/In-Kind)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
52. Develop trails, including canoe trails, along streams and in parks as connections to destinations and as educational and recreational opportunities (Hoover)			City		
53. Construction of sidewalks along all US and State routes (Hoover)			City		
54. Road and site development for economic development projects (Hoover)			City		
55. Indoor Track Multi-use Facility (Hoover)	\$25 million	City, state, private			
56. Senior Center Phase II (Hoover)					
57. Hueytown Park Improvements (Hueytown)		ADECA, AHC, General Fund	City, RPC	Grant Submittal	ST
58. Forest Road Widening (Hueytown)		ALDOT, City	City, MPO, ALDOT	Inclusion in TIP	ST
59. Water System Improvements in Old Irondale North and South Sides (Irondale)	\$1.4 million				
60. Highland Water Tank (Irondale)	\$1 million				
61. Repair Clear Well Along 108 North and 22 <sup>nd</sup> Street (Irondale)	\$400,000				
62. Jefferson Co. Middle School (Kimberly)		Board of Education	County		
63. Senior Citizen Community Center (Kimberly)	\$200,000	Grant	Jefferson County Commission		ST
64. Leeds Flood Mitigation (Leeds)		FEMA, General Fund	City	1) Apply for hazard mitigation funds 2) Complete existing plans	1) ST 2) ST
65. Expansion Study for Leeds Water Works Board (Leeds)					
66. Upgrade Water System (Mulga)					
67. Water Tank at Hawk Ridge Road (Trussville)	\$1 million				
68. New Well (Trussville)	\$500,000			Site Determination	
69. New Booster Pump Station on Hwy 11 (Trussville)	\$150,000				
70. Mid-way Tank Reinforcements (Trussville)	\$475,000				
71. Relocate Water Line on Flat Top Road (West Jefferson)					
72. Lakeshore, I-459 improvements		ALDOT, County			
73. Tarrant City Fiber Optic Network (Tarrant)	\$500,00	ARC	City		

**ST. CLAIR COUNTY**

<b>PROJECTS/PROGRAMS</b>	<b>COST</b>	<b>FUNDING SOURCE (Cash/In-Kind)</b>	<b>RESPONSIBILITY</b>	<b>PERFORMANCE MEASURES</b>	<b>TIME FRAME*</b>
1. Pell City Industrial Park (Iceman Project) - Sewer extension (Pell City)	\$800,000				
2. Hospital, Business Incubator, Jefferson State College Complex - Sewer extension (Pell City)	\$3 million				
Business Incubator (Pell City)	\$250,000				
3. I-59 Improvements	\$100,000 (Study)	ALDOT, FHWA	MPO, ALDOT	1) Study 2) Design, Prelim. Engineering 3) ROW Acquisition 4) Construction	1) ST 2) MT 3) MT 4) MT
4. I-20 Widening	\$140 million	ALDOT, FHWA	City, County, ALDOT	Decreased number of traffic fatalities	MT
5. State Highway Improvements	\$23 million	ALDOT	ALDOT	1) Study 2) Design, Prelim. Engineering 3) ROW Acquisition 4) Construction	1) ST 2) MT 3) MT 4) MT
6. Water Treatment Plant		General Fund, ADECA, ARC	County	1) Study, location 2) Design, bids 3) Construction	1) ST 2) MT 3) MT
7. Distance Learning and County Data Network	\$400,000	County, Board of Education	County		
8. Ashville Industrial Park (Ashville)		ADECA, EDA, ARC, USDA, General Fund	City, County, EIDA, RPC	1) Grant Submittal 2) Marketing Plan	1) ST 2) ST
9. Pell City Business Incubator (Pell City)		ADECA, ARC, EDA, General Fund	City, County, RPC	1) Funding (Grants) 2) Building, Construction	1) ST 2) MT
10. Pell City Industrial Park Infrastructure Improvements (Pell City)		ADECA, ARC, EDA, General Fund, USDA	City, RPC	1) Grant submittal 2) Complete water, sewer, rail, & drainage improvements	1) ST 2) MT
11. Pell City Convention Center (Pell City)		ADECA, ARC, EDA, City, County	City, County	Implement Marketing Plan	MT
12. New Sidewalks (Ragland)	\$250,000	ALDOT, FHWA, City, State			
13. Senior Citizen and Town Hall Building (Ragland)	\$800,000				
14. New Tank and Water Line Repair (Ragland)		County	County		ST
15. Adequate Sewer Service on Hwy 78 (Riverside)					
16. Library, Community Center, Town Hall (Steele)	\$1.2 million	ARC			
17. Pell City Sewer Repair , New Sewer (Pell City)	\$25 million	ARC, EDA, USDA, CDBG	City		

**SHELBY COUNTY**

PROJECTS/PROGRAMS	COST	FUNDING SOURCE (Cash/In-Kind)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
1. Shelby County Airport Improvement					
2. CR 11 Widening (Alabaster)	\$2.9 million	BHST	County		MT
3. CR 52 Widening (east Pelham)	\$7.2 million	BHST	County		ST
4. I-65, CR 17 Interchange Reconfiguration	\$8 million	IMDIS	ALDOT		ST
5. I-65 Widening	\$76 million	NHO4, IM98, IMDIS	ALDOT		ST, MT
6. CR 17 Widening (Pelham, Hoover)	\$1,5 million	IMDIS	ALDOT		ST
7. SR 261 Widening	\$11.5 million	AAST	ALDOT		ST
8. Helena By-Pass	\$18 million	HPPP, Local	ALDOT, Helena		MT
9. Calera By-Pass	\$13.8 million	HPPP, Local	ALDOT, Calera		MT
10. SR 119 Widening (North Shelby)	\$18 million	AAST	ALDOT		MT
11. US 31 Widening (Alabaster to Hoover)	\$8.6 million	AAST	ALDOT		MT
12. SR 145 Re-Route (south of Wilsonville)	\$3 million	STAAH	ALDOT		ST
13. CR 17 Widening (east of CR 29)	\$10.9 million	BHST	Hoover		MT
14. CR 29 Widening (Cahaba River area)	\$1.6 million	BHST	Jefferson County		ST
15. I-65 Interchange Improvements (Exits 242, 234, 238)	\$75 million				
16. Shelby West Corporate Park Development	\$5 million				
17. New Water Filtration Plant and Transmission Main	\$80 million	Local	County	Scheduled Completion January 2008	ST
18. Sewer Treatment Plant Upgrade (Columbiana)		General Fund, ADECA, ARC	City, Consultants	Study, Eng.	ST
19. Extend Sewer System (Columbiana)		General Fund, ADECA, ARC	City, RPC	Study, Eng	ST
20. Proposed Small Business Incubator	\$1 million	Grant, Private Funds	Chamber of Commerce	Study	MT

**WALKER COUNTY**

PROJECTS/PROGRAMS	COST	FUNDING SOURCE (Cash/In-Kind)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
1. Tom Bevill Industrial Park - Sewer, water & road (Jasper)	\$600,000				
2. Land Use Management and Development Plan Corridor X	\$425,000		RPC	Study	ST
3. Water and sewer @ Corridor		ARC, EDA,	County, Cities	Grant submittal	MT

PROJECTS/PROGRAMS	COST	FUNDING SOURCE (Cash/In-Kind)	RESPONSIBILITY	PERFORMANCE MEASURES	TIME FRAME*
X interchanges (Carbon Hill, Cordova, Dora, Jasper)		USDA, EPA, ADECA			
4. Wastewater Treatment Capacity (Dora, Sipsey, Sumiton)		ARC, EDA, USDA, ADECA	City, County, East Walker Sanitary Sewer Authority	Grant submittal	ST
5. Tom Bevill Industrial Park Improvements (Jasper)	\$600,000	ARC, EDA	City	1) Grant submittal 2) Construction	1) ST 2) ST
6. Oakman Senior Center (Oakman)	\$75,000				
7. Distance Learning System	\$500,000	ARC, USDA	Board of Education		

\* **Time Frame**

ST (Short Term) = 0 - 2 years

MT (Mid Term) = 3 - 5 years

LT (Long Term) = Ongoing, annual

## V. EVALUATION: HOW ARE WE DOING?

### *Evaluation Process and Schedule*

In order to determine if these efforts are producing the expected results, we must constantly evaluate, measuring our progress against our stated goals and objectives. The RPC and the CEDS Strategy Committee will develop and utilize an evaluation and planning process to measure annual progress.

At the end of each year, the RPC staff and CEDS Strategy Committee will evaluate progress made on each task, and will remove completed tasks, revise ongoing tasks, and add new tasks. Progress will be reported each year in the Annual Plan of Work and reflected in the annual CEDS update.

Performance measures for each project are included in the projects listing.

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

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

Other criteria to consider for each project include:

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

## APPENDIX A: References

Alabama State Department of Education, *Annual Report, 2000*

Alabama Criminal Justice Information Center, *2004 Crime in Alabama*

Alabama Department of Public Health

Alabama Department of Revenue, *2004 Annual Report*

Alabama Department of Revenue, *Current Tax Rates for the Month of April 2006*

Alabama Department of Revenue, *Distribution of Taxes/Fees Collected by the Alabama Department of Revenue, 2004*

Alabama Department of Revenue, *General Summary of State Taxes, 2004*

Alabama Power Company

Center for Business and Economic Research (CBER), University of Alabama

Economic Development Partnership of Alabama

Greater Birmingham Chamber of Commerce

Metropolitan Development Board

Unified Judicial System of Alabama, *2004 Annual Report & Statistics*

U.S. Census Bureau

U.S. Department of Commerce, Economic Development Administration,  
*Comprehensive Economic Development Strategy (CEDS) Guidelines, November 2002*

## APPENDIX B: The CEDS Strategy Committee

The following chart identifies selected and relevant characteristics of the 2006 Regional CEDS Strategy Committee as required by the Economic Development Administration guidelines. The committee has the following composition:

<b>Economic Sector Representation</b>		
<b>Business</b>	35	51%
<b>Public / Government</b>	25	37%
<b>Nonprofit</b>	8	12%
<b>Total</b>	68	100%

<b>Race &amp; Gender</b>						
	<b>Female</b>		<b>Male</b>		<b>Total</b>	
<b>Caucasian</b>	11	16%	39	57%	50	74%
<b>Minority</b>	6	9%	12	18%	18	26%
<b>Total</b>	17	25%	51	75%	68	100%

### CEDS Strategy Committee Members

<b>Member</b>	<b>Representing</b>	<b>Position</b>	<b>Economic Interest</b>	<b>Race</b>	<b>Gender</b>	<b>Elected Official</b>
Dean Barber	Jefferson County	Director, Office of Economic Development	Public Sector	Caucasian	M	No
Lynn Batemon	Pell City Chamber of Commerce	Executive Director	Business	Caucasian	F	No
Stan Batemon	St. Clair County Commission	Commission Chair	Public Sector	Caucasian	M	Yes
Chris Bell	Alabama Power Company	VP Economic & Community Development	Business	Caucasian	M	No
Lajuana Bradford	Wachovia	Senior VP	Business	Minority	F	No
Joyce Brooks	Alabama Power Company	Assistant to the VP of Public Relations	Business	Minority	F	No
Pennie Broussard	Chilton County Chamber of Commerce	Executive Director	Business	Caucasian	F	No
Harry Brown	United Way of Central Alabama	Senior VP, Planning & Community Initiatives	Nonprofit	Caucasian	M	No
Lewis Burks	Regions Financial Corporation	VP Business Relations	Business	Minority	M	No
Jim Byrum	Development Solutions	Partner	Business	Caucasian	M	No

<b>Member</b>	<b>Representing</b>	<b>Position</b>	<b>Economic Interest</b>	<b>Race</b>	<b>Gender</b>	<b>Elected Official</b>
Mike Calvert	Operation New Birmingham	Executive Director	Nonprofit	Caucasian	M	No
Charles Carr	Blount County-Oneonta Chamber of Commerce	Executive Director	Business	Caucasian	M	No
Carol Clarke	City of Birmingham	Director, Economic Development	Public Sector	Minority	F	No
Kenny Clemons	City of Gardendale	Mayor	Public Sector	Caucasian	M	Yes
Sallie Creel	Thrifty Car Rental	Owner	Business	Caucasian	F	No
Cathy Crenshaw	Sloss Real Estate	President	Business	Caucasian	F	No
Russell Cunningham	Birmingham Regional Chamber of Commerce	Executive Director	Business	Caucasian	M	No
James Dedes	Shelby County Economic & Industrial Development Authority	Executive Director	Public Sector	Caucasian	M	No
Robert Dickerson Jr.	Birmingham Business Resource Center	Executive Director	Nonprofit	Minority	M	No
Scott Douglas	Greater Birmingham Ministries	Director	Nonprofit	Minority	M	No
Don Erwin	Barber Companies	Vice President, Corporate Development	Business	Caucasian	M	No
James Fenstermaker	City of Birmingham	Director, Community Development	Public Sector	Caucasian	M	No
Ed Gardner Jr.	St. Clair County Economic Development	Director	Public Sector	Caucasian	M	No
Carol Garrison	University of Alabama at Birmingham	President	Public Sector	Caucasian	F	No
Mike Graham	Graham & Company	President	Business	Caucasian	M	No
Randy Haines	Compass Bank	President	Business	Caucasian	M	No
Tom Hamby	Bellsouth	President	Business	Caucasian	M	No
Bruce Hamrick	Walker County	Commission Chair	Public Sector	Caucasian	M	Yes
Mickey Harbin	Bellsouth	Director, External Affairs	Business	Caucasian	M	No
Jim Hayes	Economic Development Partnership of Alabama	President	Business	Caucasian	M	No
Robert Holmes	University of Alabama at Birmingham	Dean, School of Business	Public Sector	Caucasian	M	No
Larry Holt	Birmingham Regional Chamber of Commerce	Director of Research	Business	Caucasian	M	No
Bob Howard	Alabama Power Company	Manager of Community Development	Business	Caucasian	M	No
Preston Huddleston	Metropolitan Development Board	Director of Community Development	Business	Caucasian	M	No
Willie Huff	ABI Capital Management	President	Business	Minority	M	No
Michelle Jenkins-Utomi	Housing Enterprise of Central Alabama	Executive Director	Nonprofit	Minority	F	No
Paul Kennedy	USDA - NRCS	Project Coordinator	Public Sector	Caucasian	M	No
Royce King	Blount County Commission	Chair	Public Sector	Caucasian	M	Yes
David Knight	Walker County Economic & Industrial Development Authority	Executive Director	Public Sector	Caucasian	M	No
Griffin Lassiter	City of Birmingham	Corporate & Economic Development Liaison	Public Sector	Caucasian	M	No

<b>Member</b>	<b>Representing</b>	<b>Position</b>	<b>Economic Interest</b>	<b>Race</b>	<b>Gender</b>	<b>Elected Official</b>
Linda Lewis	Chamber of Commerce of Walker County	Executive Director	Business	Caucasian	F	No
Tim Lewis	T.A. Lewis & Associates	President & CEO	Business	Minority	M	No
Joy Littleton	Chilton County Industrial Development Board	Coordinator	Public Sector	Caucasian	F	No
Susan Matlock	Entrepreneurial Center	President	Business	Caucasian	F	No
Deborah McGill	Jefferson County Economic & Industrial Development Authority	Executive Director	Public Sector	Caucasian	F	No
George Munchus	Project Results	Vice President	Public Sector	Minority	M	No
Curtis Palmer	TechBirmingham	President, CEO	Business	Caucasian	M	No
Karen Ream	Shelby County Chamber of Commerce	President	Business	Caucasian	F	No
Nigel Roberts	City of Fairfield	Economic Development Director	Public Sector	Minority	M	No
John Rogers	Alabama Legislature	State Representative	Public Sector	Minority	M	Yes
Frazer Rolan	Alabama Hospital Association	Vice President	Business	Caucasian	M	No
Jim Rotch	Bradley, Arant, Rose & White	Attorney	Business	Caucasian	M	No
David Silverstein	Bayer Properties	Principal	Business	Caucasian	M	No
Dalton Smith	Region 2020	Executive Director	Nonprofit	Caucasian	M	No
Lamar Smith	Energen	Director, Economic & New Business Development	Business	Caucasian	M	No
Robert Smith	Lawson State Community College	HUD Director	Public Sector	Minority	M	No
James Smither	Birmingham Convention & Visitors Bureau	President	Nonprofit	Caucasian	M	No
Carole Smitherman	City of Birmingham	City Council President	Public Sector	Minority	F	Yes
Shelia Smoot	Jefferson County	County Commission	Public Sector	Minority	F	Yes
Ephraim Stockdale	Alabama Power Company	Community Development Project Manager	Business	Minority	M	No
David Thomas	Norfolk Southern Railroad	Industrial Development Manager	Business	Caucasian	M	No
Ted von Cannon	Metropolitan Development Board	President	Business	Caucasian	M	No
Aubry Wallace	Commissioner	Chilton County Commission	Public Sector	Caucasian	M	Yes
Michael Ward	Operation New Birmingham	Urban Development Specialist	Business	Minority	M	No
Perry Ward	Lawson State Community College	President	Public Sector	Minority	M	No
Phillip Wiedmeyer	Applied Research Center of Alabama	Executive Director	Nonprofit	Caucasian	M	No
Virginia Williams	City of Hoover	Development Director	Public Sector	Caucasian	F	No
Cecil Woodham	Alabama Power Company	Manager, Clanton Business Office	Business	Caucasian	M	No