Economic Development Strategic Plan for Chilton County, Alabama

April 2019

Executive Summary

The Next Move Group (NMG) was commissioned by Chilton County Industrial Development Board to conduct a quality of life study in Chilton County in August 2018. The purpose of the study was twofold. One, to develop a plan to attract outside dollars into the County to generate additional tax revenues. Two, to generate a plan to give local citizens a better quality of life. By doing both, increased revenue from both local and outside dollars will flow into the County.

After 3 different meetings/surveys of the community, we recommend the following strategic plan to attract outside dollars and increase the quality of life assets for local citizens. Note, we placed every item which scored at least a 4 out of 5 importance from the stakeholders' online survey into this plan.

1. ***Chilton County should consider the following items to attract outside dollars into the community:***

   - Leverage the recent announcement of the Alabama Farm Center to generate an inflow of dollars
   - Support/recruit agritourism with geofence marketing
   - Inventory all the interstate exits and create aerials and promotional materials for each one showing where infrastructure at each exit lies
   - Recruit high paying ($20/hour +) companies
     - Get the industrial park "certified deal ready" to attract high paying industry
     - Starting in year 2, conduct 25 lead generation meetings per year to companies which pay more than $20/hour to recruit to Chilton County (Over 3 years this is 120 companies you will have met)
       - First create marketing materials and a website with the following:
         - A menu of incentives for such a company before pursuing the 25 potential prospects
         - "Certified Site"
         - Documented available labor
     - Seek to identify all parks or potential property for industrial development
   - Promote the local parks, lakes and other recreational tourism for fishing and recreational revenue.
   - Develop a small committee to meet quarterly to build a plan for creating the following in each part of the County:
     - East- Road Improvements, improved lake access
     - South- Expansion of utilities, develop public area at lake with boat ramp
     - West- Events to capture dollars from Alabama game traffic, develop Highway 82 with more commercial establishments
     - North- Expand water and sewer, spur additional restaurants
   - Add more wayfinding signs to get people off the interstate to spend money
     - "First Impressions" committee to address cleanup and beautification off the exits and as one enters Chilton County on I-65

2. ***Chilton County should consider the following infrastructure/County developments funded locally:***

- Improve local road infrastructure by pursuing a local tax (sales tax) to capture outside motorists traveling through the county who would foot the bill.

3. *Chilton County should pursue outside grants to help fund the following items:*

- Improve broadband and fiber connectivity
- Tie together interstate exits with a service road to spur development
- Pursue trail system and park infrastructure funding
- Pursue grants to build workforce development system that expands both career tech and business/industry needs.
- Improve infrastructure for roads and bridges, airport, etc.

4. *Chilton County consider the following items to incentivize private investment:*

- Create a new incentive zone each year to spur the type investment the citizens want:
  - Create a "TIF District" to spur downtown redevelopment (Create in Year 2)
  - Create an "incentives zone" along the interstate to attract hotels, retail, and/or restaurants (Create in Year 1)
  - Create incentives designed to recruit additional healthcare specialists (Create in Year 3)

5. *Chilton County should consider the following items to retain local dollars in the local economy:*

- Develop a formal Business Retention & Expansion program
- Develop a young professional recruitment program
- Consider creating an entertainment district where food and alcohol could be offered outside, 1 Friday per month or something similar to promote locals not leaving the county that day for entertainment
- Develop a marketing program to get locals to use St. Vincent's local hospital more

6. *Chilton County should consider the following workforce/education development goals:*

- Change the negative stigma towards kids who pursue career tech
- Talk with local industry leaders to learn if more technical programs are needed to be added at Jefferson State Community College
- Create more involvement in the public schools by businesses
- Understand the workforce needs of local businesses

Background / Quality of Life Study

Introduction

Brainstorming Session with the Community

The first step in our process was to schedule a brainstorming session with the people of Chilton County. As part of this session, a team from our company went to Chilton County and met in a town hall style meeting with representative groups of people from across the community. Participants in the meeting were first asked to write current strengths in the community on sticky notes in 2-minute increments in the following areas. Next, the participants were asked to write current weaknesses on sticky notes in 2-minute increments in the following areas:

1. College Kids
2. Outside Dollars
3. First Impressions
4. Perceptions
5. Infrastructure
6. Roads
7. Payment for Road Improvements
8. Restaurants
9. Retail
10. Vision – 20y
11. Vision – 10y
12. Tourism
13. Copy/Paste from Other Communities
14. Agriculture
15. Downtown
16. East County
17. South County
18. West County
19. North County
20. Workforce
21. Industry
22. Interstate Exits
23. Public Education
24. Higher Education
25. Healthcare
26. Healthcare Improvements

A total of 112 unique wants were categorized.

Community Survey

After the brainstorming session, an online survey was provided asking people in the community to score the items which came up during the brainstorming session in order of importance. Those results are listed on Appendix II.
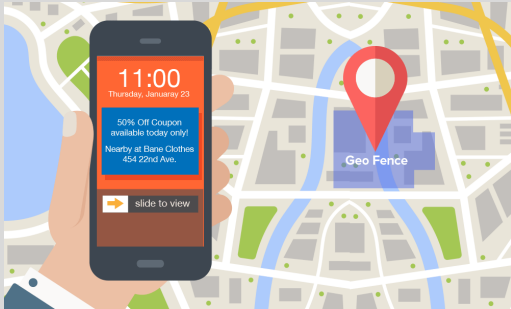
Recommendations

Our recommendations from the above efforts fall into the following 6 sections, note we placed every item which scored at least a 4 out of 5 importance from the stakeholders' online survey into this plan.

1. Section 1: Promote the following items to attract outside dollars into the community
2. Section 2: Chilton County should consider the following infrastructure/County developments funded locally
3. Section 3: Chilton County should pursue outside grants to help fund the following items:
4. Section 4: Chilton County should consider the following items to incentivize private investment.
5. Section 5: Chilton County should consider the following items to retain local dollars in the local economy
6. Section 6: Chilton County should consider the following workforce/education development goals

Section 1: Promote the following items to attract outside dollars into the community

Action Item	Examples to accomplish this action item.	Timeframe (Years 1-3)
Leverage the recent announcement of the Alabama Farm Center into generating an inflow of dollars into Chilton County from outside tourists. *Score: 4.74*	**Action Item:** The Chilton County Industrial Board could seek to assist the Alabama Farm Center in several ways due to it generating outside dollars from tourists. Chilton County could assist by developing the property outside the park parameters. Leadership entities could work with a consulting group to develop a master plan for development of the outlying property to maximize potential for revenue growth. Other communities have successfully used a catalyst project such as the Alabama Farm Center to maximize their growth in retail, hospitality, and other quality of life components. • Prattville – Robert Trent Jones – Click Here	Year 1-3 Projected Cost: $200,000 consulting firm, property cost, infrastructure Return on Investment for Chilton County Economic Development Stakeholders: 90%

	- Montgomery – downtown revitalization – [Click Here](#) - Birmingham revitalization – [Click Here](#) - Owensboro KY Bluegrass Hall of Fame Museum – [Click Here](#) - Fairhope, Alabama – [Click Here](#) - Columbus GA Riverwalk – [Click Here](#) Chilton County could potentially assist the Alabama Farm Center in several other ways. - The Chilton County Industrial Board could help the Alabama Farm Center in locating potential sponsors. [Click Here](#) for example sponsors for the Georgia National Fairgrounds and Agricenter. - Chilton County could also replicate the marketing campaign based on event referrals that was conducted by the CAM-PLEX Multi-Event Facilities. [Click Here](#) to learn more. - The County could also assist in establishing a volunteer resource for the Farm Center. [Click Here](#) to learn more.	
Support/Recruit Agritourism *Score: 4.74*	**Action Item:** Geofencing is targeted marketing that would allow the county to advertise to a specific geographic area. This advertisement would then be delivered to a person as long as their location services were activated. For Example: 	Year 1 for peach marketing, Year 3 for Alabama Farm Center Projected Cost: $10,000 per year Return on Investment for Chilton County Economic Development Stakeholders: 90%

	Geofence marketing should be researched and implemented that highlights agritourism and advertises specific events going on in the County. Marketing should be targeted to interstate drivers. • Marketing should be customized to highlight the peach industry, horticulture, fruit, nursery, and u-pick farms in Chilton County, which distinguishes it as a unique agritourism option. • Promote specific upcoming events throughout the County like Peach Jam, Swedish festival, and other festival and events as well as scheduled events at the Alabama Farm Center. Information for geofencing events • Customized marketing to highlight agritourism destinations such as Penton Farms, Peach Park, Petals from the Past, Winery - etc. • Market Grand Opening of Alabama Farm Center.	
Develop aerials of all interstate exits and where infrastructure lies for development inventory *Score: 4.00*	As part of the process of improving infrastructure in the community, Chilton County could consider developing aerials of all interstate exits. This would have the primary goal of mapping where infrastructure lies as part of a development inventory. • Click Here to see an example budget request from Houston County for updated aerial mapping.	Year 2 Projected Cost: Varies based on type/quality of aerials purchased Return on Investment for Chilton County Economic Development Stakeholders: 75%
Recruit High Paying ($20+/hour) Companies *Score: 4.48*	**Action Item:** Chilton County should seek to get the Chilton County Industrial Park certified to attract new industries and to ensure that the site is ready for industrial prospects. • Chilton County should first research and fulfill the AdvantageSite requirements outlined below. The process defines general site criteria into four categories; Property Ownership and Control, Site Characteristics, Utility Status, and Environmental and Geotechnical Due Diligence. There is also required documentation that will need to be submitted. o Click here to see the full AdvantageSite Requirements.	Start Year 2, Finish Year 3 Projected Cost: $50,000 per year Return on Investment for Chilton County Economic Development Stakeholders: 65%

	• Once requirements have been fulfilled, Chilton County should next begin the application process for an AdvantageSite. The link below contains the full application process.
	
	• [Click here](#) to see the 2019 AdvantageSite Application Process
	
	Starting in year 2, conduct 25 lead generation meetings per year to companies which pay more than $20/hour to recruit to Chilton County (Over 3 years this is 120 companies you will have met)
	   • First create marketing materials and a website with the following:
	       o A menu of incentives for such a company before pursuing the 25 potential prospects
	       o "Certified Site"
	       o Documented available labor
	
	Additionally, Chilton County should consider the following items to recruit high paying companies.
	
	• Create a strategy to identify industry clusters that should be recruited.
	
	• Chilton County should seek to identify all parks or potential property for industrial development. For all potential sites or property identified as a prime industrial property – Chilton County should seek to make these sites meet AdvantageSite Requirements.
	       o Park – Exit 200
	       o Property at Exit 205
	       o Property at Exit 212	

Work to Promote the Local Parks, Lakes and Other Recreational Tourism for Fishing and Recreational Revenue *Score: 4.52*	**Action Item:** Promote community lakes by hosting large-scale fishing tournaments and developing property surrounding lake area. Fishing tournaments are a great way to recruit visitors and bring outside dollars into the community. See this [recent article](#) on the economic impact of Lake Eufaula. Chilton County could promote community lakes by hosting large-scale fishing tournaments that use the entire lake system. Tournaments can be recruited by offering annual payments under a contracted time period.	Year 2 Projected Cost: $20,000 per year Return on Investment for Chilton County Economic Development Stakeholders: 40%

	- Clayton Chamber of Commerce paid $15,000 annually for Fishing League Worldwide Bass Tournament. Click here for more information.
	
	- The Henry County Tourism Authority Board approved funds of $5,000, $10,000, and $18,000 for three different fishing events. Click here for more information.
	
	Property will also need to be developed around the lake. This will increase usage of the Lake and provide easier access. Located below are examples of recent lake developments.
	  - Polk County Commissioners in Florida purchased land along Lake Buffum to build a new dock due to difficulties in boat maneuvering. Click here for more information.
	
	  - Okeechobee County Board of Commissioners in Florida recently reached an agreement with Bass Pro to develop a large-scale recreation area. Click here for more information.
	
	Chilton County should consider creating a committee between Chamber and CCIDB and local leadership to prioritize and address issues with recreational tourism. Items that could be addressed include:
	  - Develop, improve and promote public parks in County and on lakes.
	
	  - Develop, improve, and promote Minooka Park.
	
	  - Consider developing existing park around lakes for public. Examples below:
	      ◦ Centralia, IL Click Here
	      ◦ Lake Guntersville Click Here
	      ◦ Brandon, MS Click Here	

Create Small Committees Charged with Creating Distinct Plans for the Four Quadrants of the County *Score: 4.01*	Develop a small committee to meet quarterly to build a plan for creating the following in each part of the County: - East- Road Improvements, improved lake access - South- Expansion of utilities, develop public area at lake with boat ramp - West- Events to capture dollars from Alabama game traffic, develop Highway 82 with more commercial establishments	Year 1 Projected Cost: $0 Return on Investment for Chilton County Economic Development Stakeholders: 95%

	• North- Expand water and sewer, spur additional restaurants	

Adding more wayfinding signs to get people off the interstate to spend money
 	
Score: 4.40
	Action Item:
	Chilton County should form a "First Impressions" committee to address cleanup and beatification off the exits and as one enters Chilton County on I-65.
	
	Chilton County should add additional wayfinding signs to increase the likelihood of drawing outside dollars. The County should consider applying for the following funding.
	
	Economic Development Administration's (EDA) Planning Program and Local Technical Assistance Program:
	• Consider applying for funding through either of these two programs.
	• Historically, the Local Technical Assistance Program's average size has been $64,000
	
	USDOT BUILD Program:
	• Although designated for large scale transportation projects, this program could be considered for improved signage, as one of its' merit criteria is quality of life
	
	Chilton County should launch a cleanup campaign to decrease litter and promote beautification of the community and its signs, roads, and buildings.
	
	• Cleanup Campaign examples from other Alabama communities.
	   o Troy, Team Up to Clean Up
	   o Alexander City, Clean Community Partnership
	   o Mobile, Love Your Community
	
	• Community could reference the University of Alabama Center for Economic Development's Community Clean Up Guide for tips.
	   o Click Here for full guide
		Begin in Year 2, goal of having tangible results by Year 3
		
		Projected Cost: $20,000
		
		Return on Investment for Chilton County Economic Development Stakeholders: 75%

Section 2: Chilton County should consider the following infrastructure/County developments funded locally:

Action Item	Examples to accomplish this action item.	Timeframe (Years 1-3)
Infrastructure to Fund Locally *Score: 4.44*	**Action Item:** Improve local road infrastructure by pursuing a local tax (sales tax) to capture outside motorists traveling through the county who would foot the bill. In addition, recently passed state sales tax can be used for funding infrastructure. Pursue grants to improve infrastructure for roads and bridges, airport, etc.	Year 3 Projected Cost: Varies based on developments pursued Return on Investment for Chilton County Economic Development Stakeholders: Unknown, better than 50% if new roads are built to spur development

Section 3: Chilton County should pursue outside grants to help fund the following items:

Action Item	Examples to accomplish this action item.	Timeframe (Years 1-3)
Improve Broadband and Fiber Connectivity *Score: 4.69*	**Action Item:** The Chilton County Industrial Development Board should assist Chilton County in researching and applying for 1 or multiple of the following funding options to improve broadband and fiber connectivity **Community Connect Grant Program:** • This program is USDA's primary program to help fund broadband deployment projects in rural communities where economically viable private sector providers are not available • Eligible communities are those who lack broadband speed of at least 10Mbps downstream and 1Mbps of upstream • Requires a minimum 15% matching funds from non-federal sources • Grants up to $3 million are available • Based on our study, cost to lay fiber is $27,000 per mile • For more information click here Successful examples:	Begin in Year 1, with tangible results in Year 3 Projected Cost: $27,000 per mile Return on Investment for Chilton County Economic Development Stakeholders: 90% if you receive a federal grant

- Tennessee's North Central Telephone Cooperative (NCTC) received a grant to offer gigabyte speed internet at reasonable rates. In 2014, the company received the nationally recognized Smart Rural Community Showcase Award
- BEK Communications Cooperative, a North Dakota company installed 462 miles of fiber using a Community Connect grant

Alabama Broadband Accessibility Grant:
- This is a new competitive program that has been launched in March 2018 as part of the Alabama Broadband Accessibility Act
- This program will accept applications from May 28 through October 24 of 2019
- However, the applicant for this grant must be a non-government entity such as a cooperative, cooperation, or other private providers of broadband internet
- The grant agreement will have a two years project completion deadline
- We recommend establishing a cooperative and raising the required 15% matching funds for the community connect grants through this program
- For more information click here

Rural Broadband Access Loan and Loan Guarantee Program:
- The Rural Broadband Access Loan and Loan Guarantee Program (Broadband Program) furnishes loans and loan guarantees to provide funds for the costs of construction, improvement, or acquisition of facilities and equipment needed for the deployment of broadband internet connectivity
- Note that to be eligible for this loan program, at least 15% households of the proposed funded service area need to be unserved. Also, no part of proposed service area can have three or more "incumbent service providers"
- For more information on the program click here

Telecommunications Infrastructure Loan Program:
- This program provides financing for the construction, maintenance, improvement and expansion of telephone service and broadband in rural areas
- Direct Loans (Cost-of-Money) are available at fixed current U.S. Treasury rates
- Loan Guarantees of up to 80% allow private lenders, including the Federal Financing Bank (FFB), to extend credit to qualified borrowers in rural areas

	Annual loan level for the program is $690 million	
Incentives to spur commercial development at interstate exits *Score: 4.50*	**Action Item:** The following establishments scored highly among the surveyed options and could be located along the interstate exit. The county should work to establish a commercial gateway to attract establishments that will bring outside dollars into the area: • Quality fast-food eg. Chick-fil-A • Casual dining restaurants • Hotels • Retail Here are two examples of Alabama communities which have spurred incentives to their areas along I-65. Greenville, AL also established gateway areas along I-65 to develop a commercial district to attract developments including; Wintzell's Oyster House, Shoney's, Hampton Inn, etc. • As an example of its incentives structure, Greenville agreed to purchase property off I-65 to construct the restaurant Wintzell's which then leased the property. As part of an incentive grant, Greenville also allowed Wintzell's to keep 50% of the city sales tax the restaurant generates until it reaches $320,000. Click here for full details on the incentive deal. Evergreen-Conecuh Capital Improvement Cooperative District / Liberty Hill Gateway Project was formed by the city and county to provide commercial retail growth at the Interstate exits which run through Conecuh County. This growth comes through investment in infrastructure to accommodate those commercial entities as well as to finance the construction of certain facilities. Has successfully attracted Shoney's, Zaxby's, Sleep Inn and Suites, Shrimp Basket, etc. • **Structure:** The Evergreen-Conecuh Capital Improvement Cooperative District was incorporated on November 27, 2012. The authorizing subdivisions are Conecuh County and Evergreen. The District's governing board is made up of four directors, two of which are appointed by the County and two of which are appointed by the City. The District's purpose is to acquire real property and construct capital improvements and public infrastructure and to provide for the location of public and private business entities.	Create zone in Year 2 and land deal in Year 3 Projected Cost: $40,000 per year in professional and legal fees to establish Return on Investment for Chilton County Economic Development Stakeholders: 80%

	• **Funding:** On June 1, 2013, the District, a public corporation, issued the Series 2013A Revenue Bonds and the Series 2013B Revenue Bonds (Federally Taxable) in the amount of $5,300,000 and $3,700,000, respectively. The proceeds of these bonds were to be used to acquire the Liberty Hill land from the City, and fund capital improvements on such property. Simultaneously the District entered into separate funding agreements with the County and the City. The funding agreement with the County states that the County will pledge sales tax equaling 1% on all sales within the District. The agreement also states that the County will pay the lesser of one half the debt service on the above-mentioned bonds or the pledged portion of the County sales tax proceeds. The funding agreement with the City stated that the City will pay the difference between the total debt services on the above-mentioned bonds and the amount paid by the County. The City also entered into a separate agreement with the District pledging sales tax equaling 2% on all sales within the District. These funds are for the purpose of funding the operations of the District and future economic development projects. • **Incentives:** The District also has the power to levy fees for those businesses located within the District. User fees act much like a sales tax and are collected at the register, paid by the consumers of those goods or services purchased within the District. Those revenues created by the District are then used to service debt held by the District and to also continue to facilitate future growth. There is also a funding agreement between the District, the City, and the County which provides a total of 3% (2% City and 1% County) sales tax from specified businesses within the District.	
Recreational Trail System *Score: 4.02*	**Action Item:** Chilton County should seek to become involved in the recreation trail program. This would allow the County to build a trail system that could be used by people within the community. The trail system could have the added benefit of attracting visitors to the community and trail could also act as a connector or alternative transportation from the Alabama Farm Center into downtown.	Year 1 with progress by Year 2/3 Projected Cost: $3,000,000 of grant money Return on Investment for

	Funding will be needed to implement the recreation trail program. We recommend pursuing the following: - RTP Grant (Recreational Trail Program) - Scenic Byways Foundation Grant - US Trails Conservancy Grant - Multiple Hiking Foundation Grants - Multiple Biking Foundations Grants - Build Federal Highway Grant	Chilton County Economic Development Stakeholders: 90% if you receive grants

Section 4: Chilton County should consider the following items to incentivize private investment.

Action Item	Examples to accomplish this action item.	Timeframe
Incentivize Private Investment *Score: 4.28*	**Create a new incentive zone each year to spur the of investment the citizens want:** In order to spur retail and restaurant developments, Chilton County should seek to improve downtown buildings and infrastructure. According to the community survey, increasing downtown parking options and improving lighting into downtown Clanton was also identified as a priority. In order to achieve these developments. Chilton County could seek to establish a TIF district in its downtown area. In Alabama, Tax Increment Financing Districts (TIFs) can be established in which Bonds can be issued by the government to finance projects, with the future property taxes and sales taxes collected off the new development paying the bond payments. The TIF is secured by the development and typically is low risk to the governmental body. [Click Here](#) to see an example of how a TIF district was used to attract business in Huntsville. [Click Here](#) to see an example of Mobile's TIF language. Additional ideas that Chilton County could explore include: - Sales tax abatements (See above Greenville example) - Historical Tax Credits - Establishing a Main Street Community	TIF District (Year 2), Interstate Incentives (Year 1), Specialists Incentives (Year 3) Projected Cost: $40,000 per year in legal/professional fees Return on Investment for Chilton County Economic Development Stakeholders: 80%

In order to create more continuity along the interstate, a service road could be constructed to tie together the interstate exits. This would have the added benefit of spurring development along the exits, as well as providing an alternate route for local residents.

Located below are examples of communities who saw increased development or increased interest following the construction of a service road.

- Duscon, LA recently constructed a service road to create further access for drivers and new opportunities for business developments. Click Here for more information.

- Harnett County, NC received help from the state in building new service road for the purpose of retaining and attracting businesses. Click Here for more information.

- Monroe, LA recently sought to construct a service road to ease travel for a potential company. Click Here for more information.

Based on our research Chilton County could explore ideas in recruiting additional healthcare specialists to the community. The community voted the following types of doctors the highest priority to recruit to Chilton County:
- Cardiology Specialists
- Pediatric Specialists
- Pneumonology Specialists
- Rehabilitation Specialists
- Endocrinology Specialists
- Urology Specialists

Chilton County could consider offering incentives to attract the above healthcare specialists. Incentives that Chilton County could consider include:
- Property tax rebates on real property and machinery
- Discounted real estate space in publicly owned facilities

Another option would be to access up to $300,000 in grant and $1 million in loans through USDA Rural Development. Note, the money has to flow through a local utility at 0%

| | interest, the local utility can then create a revolving loan at low interest to spur healthcare related investment
    • [Info Here] | |

Section 5: Chilton County should consider the following items to retain local dollars in the local economy:

Action Item	Examples to accomplish this action item.	Timeframe (Years 1-3)

Businesses Retention and Expansion Program
 	
Score: 4.20
	Action Item:
	Chilton County Industrial Development Board should implement a Business Retention and Expansion (BRE) program to sufficiently support existing businesses in the community.
	
	Located below are IEDC resources that can be referenced in developing a BRE program
	
	    • "Establishing a Business Retention and Expansion Program" breaks BRE programs down to their successful components and includes case studies. [Click Here] for more information.
	
	    • "Beyond the Survey: How EDOs Add Value Through Business Retention & Expansion" outlines a variety of different BRE strategies and gives useful tips in establishing a successful program. [Click Here] for more information.
	
	Located below are example items that could be developed into a formal BRE program.
	    • Host industry breakfast/dinner event
	    • Quarterly "lunch and learns'
	    • Develop a workforce council with local industry
	    • Pursue grants to build workforce development system that expand both career tech and business and industry needs
		Year 1
		
		Projected Cost:
		$0
		
		Return on Investment for Chilton County Economic Development Stakeholders:
		
		90%

Recruit Young Professionals Home *Score: 4.80*	**Action Item:** Chilton County should seek to recruit young professionals' home after they graduate. This would help alleviate any brain-drain problems that communities may be experiencing.	Year 2 Projected Cost: $30,000 per year Return on Investment for Chilton County

	Chilton County should obtain a list of every high school student's personal email when they are a senior in high school. County should then gear social media posts towards them monthly and send an eblast quarterly. They will then need to follow up after their graduation and send every job offer that is available. Located below are some of the key points from a Rural Research Report. Click Here for the full report. • Communities should seek to make a connection early on to encourage them to become engaged in their community. Exposing them to local leaders will allow them to become invested in the community where they live. • There should be plenty of opportunities for students to participate in internship programs. This showcases local opportunities and exposes them to the business processes. • Communities should seek to start a Young Professionals program in your community. This helps to retain professional workers by understanding their goals. Some communities are even offering financial incentives to entice young workers to locate in their community. Located below is an example of how Kansas and Vermont currently pay for young workers to live in small towns and how Montana is currently considering doing the same. • Click Here for full article.	Economic Development Stakeholders: 90%
Entertainment District *Score: 4.28*	**Action Item:** Chilton County should research implementing a downtown entertainment district to provide new entertainment options and would act as an economic driver for the community. Research should include gathering feedback to gauge the popularity of the idea and the feasibility of implementing one. Located below are examples of communities that have sought to develop their own entertainment districts. • Florence recently established the boundaries for their district after it was approved. Click Here for more information. • Foley considered creating an entertainment district to help downtown businesses. Click Here for more information.	Begin research Year 1 with steps taken year 2/3 Projected Cost: $10,000 per year to set up and promote Return on Investment for Chilton County Economic Development Stakeholders: 85%

	• Trussville recently approved plans for their proposed entertainment district. Click Here for more information.	

Getting local residents to use local doctors and St. Vincent's Chilton *Score: 4.65*	**Action Item:** The entire community needs to contribute to a marketing campaign similar to the "Take me to Ruleville" campaign at the North Sunflower Medical Center in Ruleville, Mississippi.
	 • See here for more background on the "Take me to Ruleville" campaign.
	   o CNN Profile on North Sunflower Medical Center click here
	   o North Sunflower Medical Center recognized as distinguished medical center click here
	 • See examples here of promotion videos in "Take me to Ruleville" campaign.
	   o North Sunflower profile by Walt Grayson click here
	   o Sample video of campaign click here
	
	 Based on the community survey, there is interest within Chilton County to establish a local ambulance service dedicated to St. Vincent's Chilton. This would increase response times and improve reliability of ambulance services.
	
	 Located below are Alabama communities who have recently sought to establish their own dedicated ambulance service.
	
	 • Macon County is now being served by Haynes Ambulance services after seeking a more efficient service. Click Here for full article.
	
	 • Orange Beach recently established their own service separate from Baldwin County due to increasing demand. Click Here for full article.
	
	 • Cherokee County Alabama is now using Floyd Emergency Medical Services with dedicated ambulances. Click Here for full article.
		Year 2
		
		 Projected Cost: $15,000 per year for marketing. For other programs the hospital will need to fund
		
		 Return on Investment for Chilton County Economic Development Stakeholders:
		
		 75%

Section 6: Chilton County should consider the following workforce/education development goals:

Action Item	Examples to accomplish this action item.	Timeframe (Years 1-3)

Change the negative stigma towards kids who pursue career tech
 	
Score: 4.74
	Action Item:
	Jefferson State Community College, Chilton County School System, and the Chilton County Industrial Development Board should partner together to market the benefits of career and technical education to Chilton County residents.
	
	• A committee should be formed among these entities which meets quarterly to further this action item. Examples of ways to promote:
	
	    o The Economic Developer should speak to the CTE educators once a year to make them feel appreciated and valued as an important tool in the local economy.
	
	    o Create YouTube videos of the most popular CTE programs making the jobs look interesting and promoting the average wages of certain jobs. Example advice about how to create these videos.
	
	    o Participate in Alabama's celebration of career and technical education. Click here to learn how to participate.
	
	    o Establish a social media campaign to promote the value and purpose of CTE programs in Chilton County. Example advice about how to create social media campaign.
	
	    o Form a focus group of educators, students, and parents to assess your community and determine the best way to communicate career technical education. Example advice about how to conduct focus group discussions.
		First Actions need to be put into place by Feb 1st 2020 to be in effect during the national and Alabama's CTE celebration Month.
		
		Projected Cost: $10,000 per year
		
		Return on Investment for Chilton County Economic Development Stakeholders:
		
		70%

Add More Technical Programs at Jefferson State	**Action Item:** Create a discovery committee tasked with figuring out if and what new programs could be sustainable at Jefferson State Community College based on workforce needs.	Year 1 Projected Cost: Unknown

Community College *Score: 4.66*	Committee should consist of college officials and employers. • Here is a sample article which might provide guidance around this subject.	Return on Investment for Chilton County Economic Development Stakeholders: Unknown

Provide adequate support for our public schools
 	
Score: 4.50
	Action Item:
	Based on research into successful programs in other communities, Chilton County may want to consider contacting the following groups to promote community involvement in schools.
	
	  • Business Leaders- Here is a sample of an event in Tuscaloosa that was well received in connecting business leaders with their local communities. The event involved getting business leaders to speak to students and discuss needed skills, workforce expectations, interview tips, and soft skill tips. Advantages could include creating new opportunities for business leaders to speak at classes and create internship/apprentice opportunities.
	     ○ Example event hosted by Tuscaloosa City Schools.
	
	  • Teachers- Located below is another example event focused towards connecting schools, business leaders, and their community. This event involved Gwinnett, GA educators touring local businesses and industries so that they could relate their experiences in the classrooms. This exposed teachers to the local jobs that students were hired in after graduation.
	     ○ Example in Gwinnett, Georgia.
		Year 2
		
		Projected Cost:
		$7,500 per year
		
		Return on Investment for Chilton County Economic Development Stakeholders:
		
		80%

Understand the Workforce Needs of Local Businesses *Score: 4.10*	**Action Item:** Chilton County Industrial Development Board should consult with the major employers in the County to discuss current workforce deficiencies. Among those highlighted in our community survey were a lack of soft skills/work ethic. • After consulting with local businesses, Chilton County could seek to establish a program that assists these businesses in improving soft skills deficiencies that they identified. Click Here for an example of an Alabama company seeking to alleviate workforce issues.	Year 1 Projected Cost: $10,000 Return on Investment for Chilton County Economic Development Stakeholders: 60%

	• Chilton County could also arrange community and education leaders to tour an advanced manufacturing training facility as part a familiarization tour. • Chilton County should also conduct a labor study that will inventory the strengths and weaknesses of the labor force so that weaknesses can be addressed with new programming. Zip code data should be requested from major employers to see where people are driving from to work in Chilton County.	