



CHAPTER TWELVE

IMPLEMENTATION PLAN AND ACTION STEPS

presented to

MADISON COUNTY COMMISSION

by

**CHAMBER OF COMMERCE
OF HUNTSVILLE/MADISON COUNTY**

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TENNESSEE VALLEY REGIONAL GROWTH COORDINATION PLAN

DISCLAIMER

This study was prepared under contract with the Madison County Commission, Alabama, with financial support from the Office of Economic Adjustment, Department of Defense. The content does not necessarily reflect the views of the Office of Economic Adjustment.

This report is intended as an aid to planners, managers, elected officials, and other decision makers in the Tennessee Valley/Redstone Arsenal region. Our aim is not to dictate what should be done, but to assist in ongoing efforts to achieve goals and objectives identified and valued by the residents of the region. The recommendations presented in this report are suggestions for how the region could work towards those goals and objectives, based on best available information and current understandings.

The information, projections, and estimates in this report are based upon publicly available data and have been prepared using generally accepted methodologies and formulas. The projections and needs presented in this report are based upon best estimates using the available data. It is important to note that currently available information and understandings are incomplete and cannot account for the inevitable, but unpredictable, impacts of unexpected global, national, state, and/or local events. Actual results and needs may differ significantly from the projections of this report due to such unforeseen factors and conditions, as well as inaccuracy of available data, and/or factors and conditions not within the scope of this project. Persons using this information to make business and financial decisions are cautioned to examine the available data for themselves and not to rely solely on this report.

Neither the Madison County Commission, the Chamber of Commerce of Huntsville/Madison County, nor its subcontractors guarantee or warrant that the projections set forth in this report will, in fact, occur. The Madison County Commission, the Tennessee Valley Regional Growth Coordination Plan Advisory Committee and Task Forces, and the Chamber of Commerce of Huntsville/Madison County and its subcontractors disclaim any liability for any errors or inaccuracies in the information, projections, and needs analysis, regardless of how the data is used, or any decisions made or actions taken by any person in reliance upon any information and/or data furnished herein.

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EXECUTIVE SUMMARY

The preceding chapters of the Tennessee Valley Regional Growth Coordination Plan (TVRGCP) provide a detailed analysis of the impacts of the 2005 BRAC process on the Primary Study Area, a vision for the future of the area and consideration of the array of area facilities and services that exist and may be affected by the arrival of a significant number of new people relocating to the area because of BRAC. The facility and service areas considered in detail are:

- Land Use and Growth Patterns
- Housing
- Education
- Public Utilities
- Transportation
- Public Safety and Emergency Services
- Health and Social Services
- Cultural and Recreational Opportunities
- Economic Development

Each of these chapters provides a number of recommendations designed to help the region plan for, and cope with, the impacts of BRAC-related growth, which is taking place within the context of other significant growth trends.

The purpose of this chapter is to provide a consolidated set of those recommendations and present them in a detailed Action Plan consisting of specific steps to help the region and its leadership move from analysis and planning to action and implementation.

Completion of the research, analysis and preparation of recommendations related to each of the topics shown above resulted in a total of 43 initial recommendations, which was determined by the Consultant Team to be too large a number to be implemented effectively in a reasonable time frame. Therefore these 43 recommendations were segmented into two categories – 16 Priority Action recommendations and 27 Important Action recommendations. This segmentation was based upon an understanding of priority issues developed during the TVRGCP process; input from the TVRGCP Advisory Committee during numerous meetings; and the relationship of recommendations to key aspects of the vision statement developed for the region. To this list was added one additional priority recommendation by the Consultant Team dealing with overall project coordination, resulting in an actual total of 44 recommendations: 17 *priority* and 27 *important*.

This chapter provides a detailed list of all of the Priority and Important Action recommendations; a cross-referencing of the 17 Priority Action recommendations with the 15 top elements of the regional Vision Statement presented in Chapter 2 of the TVRGCP; and a detailed discussion of the Priority Action recommendations including:

- Why the recommendation is made
- Key action steps
- Related schedules and milestones
- Assignment of primary and support responsibilities
- Necessary funding and other resources
- Intended outcomes and related performance measures
- Other related information that may be helpful for implementation

This set of information comprises the TVRGCP Action Plan.

BACKGROUND

The **Madison County Commission (MCC)** issued a Request for Proposal (RFP) to develop the **Tennessee Valley Regional Growth Coordination Plan (TVRGCP)**. Funding for this study was provided by the **U.S. Department of Defense (DoD)**, Office of Economic Adjustment (OEA) to prepare the Tennessee Valley for the impact of **Base Realignment and Closure (BRAC) 2005** at **Redstone Arsenal (Arsenal)**.

The **Chamber of Commerce of Huntsville/Madison County (Chamber)** submitted a proposal in response to MCC's nationwide search for a consultant as addressed in RFP P-2007-01. This proposal identified the Chamber as the lead consultant with Wadley-Donovan GrowthTech, LLC (WDG) serving as a subcontractor. After completing a competitive bid process, MCC awarded the contract to the Chamber with a Notice-to-Proceed date of October 29, 2007.

The Tennessee Valley **Study Area** for this project includes thirteen counties in northern Alabama and southern Tennessee within an eighty-mile-radius of the Arsenal. The **Primary Study Area (PSA)** includes the three Alabama counties of Limestone, Madison and Morgan. The **Broader Impact Region (BIR)** includes the additional six counties in Alabama (Colbert, Cullman, Jackson, Lauderdale, Lawrence and Marshall) and four counties in Tennessee (Franklin, Giles, Lawrence and Lincoln). A map of the Study Area is shown in Figure 12-1.

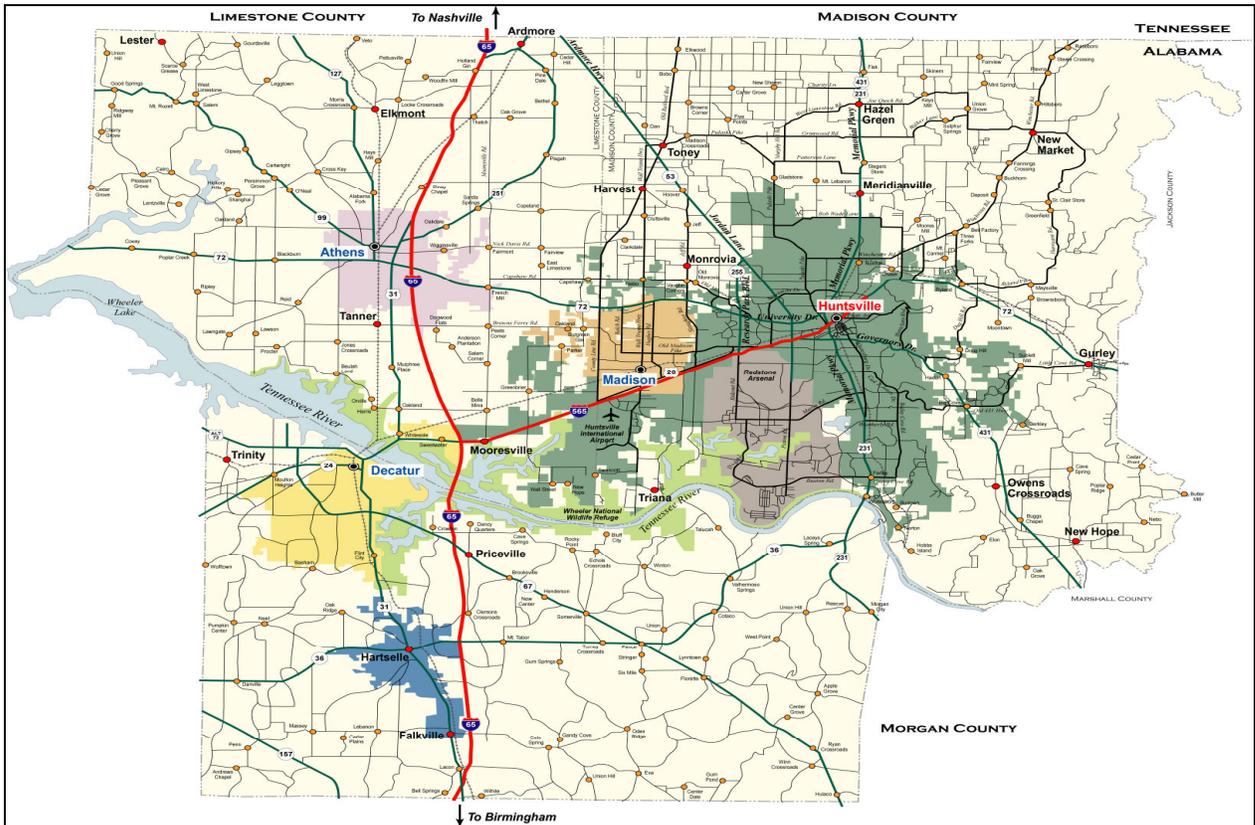
Figure 12-1
Tennessee Valley Regional Growth Coordination Plan Study Area



PRIMARY STUDY AREA

The **Primary Study Area (PSA)** consists of three counties in Alabama, Limestone, Madison, and Morgan, surrounding Redstone Arsenal (Arsenal). Figure 12-2 shows the relationship of the Arsenal to the three counties and primary cities.

Figure 12-2
Primary Study Area



Source: City of Huntsville Planning Division and the North Central Alabama Regional Council of Governments

The PSA contains numerous incorporated areas, both large and small, as summarized below:

County	Large Municipalities	Small Municipalities
Madison	Huntsville, Madison	Gurley, New Hope, Owens Cross Roads, Triana
Limestone	Athens	Ardmore, Elkmont, Lester, Mooresville
Morgan	Decatur	Hartselle, Priceville, Trinity

The PSA includes a large amount of unincorporated area in all three of its counties. Alabama State Law allows the annexation of portions of a county by a municipality located in an adjacent county. Thus, the Cities of Huntsville, Madison, and Decatur have annexed portions of Limestone County; this is particularly the case along the I-565/Alabama Highway 20 corridor in the vicinity of I-65 (although this is not the only location).

PURPOSE

The other chapters of the TVRGCP provide a detailed analysis of the impacts of the 2005 BRAC process on the Primary Study Area, a vision for the future of the area, and consideration of the array of area facilities and services that exist and may be impacted by the arrival of a significant number of new people relocating to the area because of BRAC. The facility and service areas considered in detail are:

- Land Use and Growth Patterns
- Housing
- Education
- Public Utilities
- Transportation
- Public Safety and Emergency Services
- Health and Social Services
- Cultural and Recreational Opportunities
- Economic Development

Each of these chapters provides a number of recommendations designed to help the region plan for and cope with the impacts of BRAC-related growth, which is taking place within the context of other significant growth trends.

The purpose of this chapter is to provide a consolidated set of those recommendations and present a detailed Action Plan consisting of specific recommended steps to help the region and its leadership move from analysis and planning to action and implementation.

METHODOLOGY

Completion of the research, analysis and preparation of recommendations related to each of the topics shown above resulted in an initial total of 43 recommendations.

The Consultant Team met for a two-day work session during which the 43 recommendations were segmented into two categories – 16 Priority Action recommendations and 27 Important Action recommendations. This segmentation was based upon an understanding of priority issues developed during the TVRGCP process; input from the TVRGCP Advisory Committee during numerous meetings; and the relationship of recommendations to key aspects of the vision statement developed for the region. To this list was added one additional priority recommendation by the Consultant Team dealing with overall project coordination, resulting in a final total of 44 recommendations: 17 *priority* and 27 *important*.

A template for presenting an Action Plan was developed and used for each of the 17 Priority Action recommendations to provide details on a background understanding of why each recommendation is made. Details were also provided on key action steps; related schedules and milestones; assignment of primary and support responsibilities; necessary funding and other resources; intended outcomes and related performance measures; and other related information.

PRIORITY AND IMPORTANT ACTION RECOMMENDATIONS

This chapter summarizes the Priority and Important Action recommendations presented in the preceding chapters of the TVRGCP.

Priority Action Recommendations

The 17 Priority Action recommendations by issue or topic are:

Land Use

Priority Action #1

County Comprehensive Development Plans, including a detailed Natural Resource Inventory, should be prepared and implemented by Madison, Morgan and Limestone Counties. This may take changes in state statutes or authorization by the State Legislature to be allowed.

Priority Action #2

A structured approach should be developed with quarterly meetings held between representatives of Redstone Arsenal, the City of Huntsville, the City of Madison, and Madison and Morgan Counties to identify and resolve any potential encroachment or land use issues that could have a negative impact on either the Arsenal or surrounding neighborhoods.

Housing

Priority Action #1

Expanded choices in market-rate housing and housing styles should be developed in the PSA to meet the needs of all demographic groups including families and singles. These choices should include suburban and exurban housing as well as downtown or new-urbanism “in-town” living for the Talented Young (especially in Huntsville and Decatur), empty-nesters, retirees, and others.

Education

Priority Action # 1

The Educational Task Force, developed as part of the TVRGCP process should continue as a coordination group to effect an optimal response to the BRAC expansion and to implement the recommendations in this report.

Priority Action #2

The area should expand its public education funding base so there is less dependency on retail sales. To support this effort, the school systems must show high levels of financial accountability, and a high level of educator-business community cooperation and communication should be developed.

Priority Action #3

The quality of the public school systems throughout the area should meet the standards of the best schools within the top tier of the nation’s most distinguished technology centers, as

measured by standardized tests and other qualifiers. The area's school systems should provide excellent programs in Science, Technology, Engineering and Mathematics (STEM), compared to national standards.

Priority Action #4

The area should increase the number of graduates and students in vocational/technical programs. More high school programs are recommended, and special emphasis should be made to get more students interested in machine trades and other manufacturing disciplines. Best practices from around the country should be considered in building a stronger local program.

Public Utilities

Priority Action #1

Conduct a study of effective regional utility collaborative efforts nationally and internationally and establish a collaborative regional effort to identify and finance utility improvements. Implementation can incorporate Utility Important Recommendations #2 and #3 listed in the Important Action Recommendations section below.

Transportation

Priority Action #1

The Transportation Task Force should establish a subcommittee to coordinate a focused regional effort to identify and obtain traditional and alternative sources of funding for road improvements and construction as well as increased public transportation initiatives. Implementation of this Priority Action should incorporate Transportation Important Actions #2, #3, and #4 on pages 12.8 and 12.9.

Health and Social Services

Priority Action #1

Develop additional health care beds (nursing home, assisted living, psychiatric) in the region to meet documented needs. State Health Planners need revised data to reflect population gains already occurring in the PSA. The State moratorium on new nursing home beds should be lifted for Madison County given the documented need for additional beds in this region.

Priority Action #2

Retain local medical residency program graduates through ongoing outreach efforts and increase hospital physician recruitment campaigns.

Priority Action #3

Promote greater acceptance of TRICARE among area health care providers.

Economic Development

Priority Action #1

The efforts underway by some area stakeholders to encourage as many current BRAC and contractor employees as possible to move to the area should continue. These efforts, however,

should be expanded to include more of the area's economic development and university/college related stakeholders to ensure a coordinated area-wide effort.

Priority Action #2

The efforts being conducted by the Chamber of Commerce of Huntsville/Madison County to recruit labor to the area from across the country should continue. These efforts should be expanded to include more of the area's economic development and university/college-related stakeholders to ensure a coordinated area-wide effort. Labor recruitment should be directed at all working-age groups. Special marketing messages for each group should be developed that address their key issues. One area entity should serve as the facilitator and coordinator of special recruitment efforts for area employers, including the new BRAC-related contractors.

Priority Action #3

It is recommended that the area's economic development community make a very concerted effort to attract more residents and support the development of local talent in their 20's and 30's in order to strengthen the area's demographic depth in this cohort that is sought by firms in all industry groups, particularly those in the technology sectors.

Priority Action #4

The region should continue to diversify its economy. There needs to be a concerted effort to attract more private-sector, commercial-product development and research to the area. Leveraging this effort with the area's current employer base should be considered.

Implementation Coordination

Priority Action #1

A TVRGCP Coordination Committee should be created, provided adequate funding for staff and resources, and tasked with coordinating the implementation of the Tennessee Valley Regional Growth Coordination Plan.

Important Action Recommendations

The 27 Important Action recommendations are as follows. These actions are numbered sequentially after the Priority Action recommendations for each topic, as listed above.

Housing

Important Action #2:

Huntsville and Decatur are urged to have downtown-development plans that include the clustered moderate priced housing, retail, dining and entertainment activities that are frequently sought by people in their '20's and '30's and empty-nesters. Housing densities need to be high enough to support these amenities.

Important Action #3:

Development of more adult communities that answer the needs of those of retirement age or nearing retirement and downsizing empty-nesters should be encouraged throughout the area, including condominiums and apartments within the downtowns of Decatur and Huntsville.

Education

Important Action #5

The stakeholders in the PSA are urged to continue their efforts to improve the state's educational performance. One effort should involve finding a different funding formula for the state's schools that allows more money for education, matching the top-tier states, while others include lobbying and building a coordinated program for improvement with the state's business, economic development and workforce development communities.

Important Action #6

Area educators, workforce and economic developers and the business community should work together to expand the use of co-ops, work/study, apprenticeship programs, and other employer/educator linkages for the trades and other occupations.

Public Utilities

Important Action #2

Regional officials should continue to collaborate on water supply and treatment issues to assure that the PSA has adequate water supplies in the future.

Important Action #3

A nationwide (and perhaps global) study of best practices and programs related to regional sewage sludge disposal should be undertaken.

Important Action #4

Facilitated by the Chamber of Commerce of Huntsville/Madison County, a Telecommunications Task Force comprised of representatives of all governmental entities and telecommunications providers in the PSA should be established and tasked with making recommendations on how to ensure the area's telecommunications facilities and services remain "state-of-the-art".

Transportation

Important Action #2

Alternative funding methods for transportation projects should be identified and must be carefully studied to evaluate both positive and negative factors and assess the true feasibility of each approach considered.

Important Action #3

The MPOs serving the area should consider the establishment of a shared office similar to the Oregon Department of Transportation's Office of Innovative Partnerships and Alternative

Funding to oversee identification and development of new funding methods for necessary transportation improvements. Additional research is necessary to identify a recommended structure and budget for this office.

Important Action #4

Increased attention should be paid to improving public transportation in the PSA with particular emphasis on providing effective home-to-work linkages for major employment centers such as Redstone Arsenal, Cummings Research Park and the Jetplex Industrial Park. This will require more funding for public transportation equipment and services; the cost is unknown at this time.

Public Safety and Emergency Services

Important Action #1

A task force consisting of representatives from public safety and emergency services providers from throughout the PSA should be formed and focus initially on regional planning for public safety and emergency services to prepare themselves to meet the increased needs and demands resulting from the BRAC-related growth.

Important Action #2

Additional safety training programs should be implemented, especially for those people relocating to the area who lack experience and knowledge of what to do when severe weather, such as tornadoes, occurs.

Important Action #3

A consolidated voice of public safety providers is needed. It is recommended that representatives from public safety and emergency services participate in annual trips to Washington D.C. and Montgomery, Alabama, visiting the federal and state elected officials to discuss needs for the area.

Important Action #4

The PSA needs the capability to seamlessly communicate with one another across jurisdictions. The Huntsville-Madison County 911 Center is currently conducting a study assessing the effectiveness and cost of implementing such a system.

Health and Social Services

Important Action #4

Physician referral efforts by the Hospitals to help people find primary care providers should be more broadly communicated in the TVBRAC workforce recruitment efforts.

Important Action #5

TVBRAC should continue efforts to educate newcomers regarding the services that family physicians can provide to children.

Important Action #6

Focus groups of child care providers and recently relocated parents should be assembled to determine the need for additional providers and/or services, such as overnight child care for traveling parents.

Important Action #7

The community should consider forming committees/task forces to address local wellness efforts.

Cultural and Recreational Opportunities

Important Action #1

Studies of the regional hotel and restaurant markets, with special attention to the cultural requirements of visiting foreign dignitaries, and the expected demands on the Officer's Club is suggested, in light of the special requirements of AMC, USASAC, and MDA operations.

Important Action #2

The further development of an entertainment district clustering of restaurants, clubs, and other venues that support social networking in the downtown Huntsville area is important as the community attempts to attract young professionals. Development of attractive and affordable housing that is proximate to this entertainment district is also important to the young professional market.

Important Action #3

Develop a web site listing the cultural and recreational opportunities in the Tennessee Valley, indexed by interests, dates and location. An email service associated with this database would be a welcome addition.

Economic Development

Important Action #5

Area economic development agencies should promote the use of co-op and internship programs among university students and area employers. It is recommended that these agencies work with area employers to develop programs in a variety of technical fields. They should consider helping employers by providing program coordination with universities and colleges, making contacts between employers and educators, searching out best practices, and coordinating low- or moderate-cost housing for summer interns from outside the region (such as the dormitories of local colleges and universities).

Important Action #6

The area's economic development agencies are urged to promote improved human-resource practices among area employers to encourage maximum employee retention and attraction potentials, and decrease employee turnover.

Important Action #7

Because conditions are changing, employers need to recognize that workforce development is no longer the sole responsibility of educators and workforce-development professionals. Employers must now be part of the process. Therefore, the area's economic development agencies should act as the coordinators and developers of such programs.

Important Action #8

The area's economic development and workforce development stakeholders should see that job counseling programs are widely available to the area's retired residents who want to continue working, and to the not-employed who want to re-enter the workforce.

Important Action #9

Area economic development stakeholders should implement an area-wide effort to recruit skilled and well-educated individuals from other parts of the country who are at or near retirement age as a means to expand the area's pool of experienced and skilled residents. A goal would be to retain these new residents after their retirement to add to the area's population core.

Important Action #10

It is recommended that the area's research universities (UAHuntsville and Alabama A&M University) attract more private-sector, commercial-research grants. Such diversification is important for long-term economic health and the development of an entrepreneurial ethic.

RELATIONSHIP OF PRIORITY ACTION RECOMMENDATIONS TO VISION STATEMENT ELEMENTS

Chapter 2 of the TVRGCP report provides a detailed discussion of a regional visioning process that resulted in a Vision Statement for the region in the year 2020. As previously noted, one of the factors used in selecting the 17 Priority Action recommendations listed above that comprise the Action Plan for this project were the top 15 elements on which that vision statement was constructed. These top 15 elements are:

1. The educational system (K-12) is viewed as one of the best in the Southeast.
2. The regional highway system is improved to meet the needs of increased intra-regional traffic flow as well as connectivity with the rest of the Southeast and nation.
3. The educational system provides an excellent program in STEM (science, technology, engineering, and mathematics) and prepares the future workforce for careers in these rapidly advancing fields.
4. The region has an affordable and high quality health care system to meet the growing needs of all of the populace and employers.

5. Local governments (city and county) cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.
6. The business community collaborates closely with the educational community to assist in assuring that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum.
7. The regional economy is highly diverse, providing stability and sustainability to the economic base.
8. The region is viewed as a great place to raise a family.
9. Southern hospitality has been preserved, along with an open and accepting environment that promotes cultural diversity.
10. The ample supply of skilled workers has made the region attractive to existing companies that want to expand, or to new companies that want to locate a facility here.
11. Housing in the region continues to be affordable and available to the workforce and retirees, maintaining attractive neighborhoods in both rural and urban areas.
12. Young professionals are attracted to this region due to the presence of rewarding jobs and a desirable quality of life.
13. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.
14. The water and wastewater treatment systems of the region support the growth in population and business and industry operations.
15. The expansion of Redstone Arsenal has become a major catalyst to the development of new and expanding technology-based business operations.

It is difficult to capture all of the desires and expectations of the region's stakeholders in a brief statement, since this vision statement reflects the input of a large stakeholder base. However, the following sentence attempts to capture the essence of the more detailed vision provided in Chapter 2 of the TVRGCP, with a focus on the top five priority vision characteristics.

The Tennessee Valley Region is a globally competitive community, as evidenced by an outstanding education system, a highly educated and skilled workforce, a transportation system that provides smooth traffic flow and connectivity with the rest of the U.S. and the world, an affordable available and high quality health care system, an outstanding quality of life, and a high level of cooperation and collaboration among the various local governments and stakeholders that serve the region.

Table 12-1 shows the relationship between the 17 Priority Action recommendations and the top 15 elements of the Vision Statement.

Table 12-1
Priority Action Items and Related Vision Element

TOPIC	PRIORITY ACTION ITEM	RELATED VISION ELEMENT
Land Use & Growth Patterns	<ol style="list-style-type: none"> 1. Prepare County Comprehensive Plans 2. Monitor off-post development encroachment issues on Arsenal operations and Arsenal impacts on surrounding communities 	<ul style="list-style-type: none"> • Local governments (city and county) cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services. • The ample supply of skilled workers has made the region attractive to existing companies that want to expand, or to new companies that want to locate a facility here.
Housing	<ol style="list-style-type: none"> 1. Expanded choices in housing in the PSA 	<ul style="list-style-type: none"> • The region is viewed as a great place to raise a family. • The ample supply of skilled workers has made the region attractive to existing companies that want to expand, or to new companies that want to locate a facility here.
Education	<ol style="list-style-type: none"> 1. The ETF should continue as the coordination group for educational improvements 2. Increase support and funding for public schools 3. Improve the area’s quality of public education 4. Greatly expand production & manufacturing training 	<ul style="list-style-type: none"> • The educational system (K-12) is viewed as one of the best in the Southeast. • The educational system provides an excellent program in STEM (science, technology, engineering, and mathematics) and prepares the future workforce for careers in these rapidly advancing fields. • The business community collaborates closely with the educational community to assist in assuring that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum. • The region is viewed as a great place to raise a family.
Public Utilities	<ol style="list-style-type: none"> 1. Improve regional collaboration on utility issues <ol style="list-style-type: none"> a) Conduct a study of best practices in regional utility collaborative efforts nationally and internationally b) Establish a collaborative regional effort to identify and finance utility improvements including water supply and sewage sludge disposal 	<ul style="list-style-type: none"> • Local governments (city and county) cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services. • The water and wastewater treatment systems of the region support the growth in population and business and industry operations.
Transportation	<ol style="list-style-type: none"> 1. Create a focused regional effort to identify and obtain traditional and alternative sources of transportation funding 	<ul style="list-style-type: none"> • The regional highway system is improved to meet the needs of increased intra-regional traffic flow as well as connectivity with the rest of the Southeast and nation. • Local governments (city and county) cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.

TABLE CONTINUES NEXT PAGE

Table 12-1, continued
Priority Action Items and Related Vision Element

TOPIC	PRIORITY ACTION ITEM	RELATED VISION ELEMENT
Public Safety and Emergency Services	No Priority Action Items. All recommendations are Important Action Items.	<ul style="list-style-type: none"> • Local governments (city and county) cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services. • The region is viewed as a great place to raise a family.
Health & Social Services	<ol style="list-style-type: none"> 1. Create additional health care beds (nursing home, assisted living, psychiatric) in the region 2. Retain local nurses and medical residency program graduates through ongoing outreach efforts, and increase physician recruitment campaigns. 3. Promote greater acceptance of TRICARE among area health care providers 	<ul style="list-style-type: none"> • The region has an affordable and high quality health care system to meet the growing needs of all of the populace and employers. • Local governments (city and county) cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services. • The region is viewed as a great place to raise a family.
Cultural & Recreational Opportunities	No Priority Action Items. All recommendations are Important Action Items.	<ul style="list-style-type: none"> • The region is viewed as a great place to raise a family. • Southern hospitality has been preserved, along with an open and accepting environment that promotes cultural diversity.
Economic Development	<ol style="list-style-type: none"> 1. Continue the relocation effort of civilian BRAC-related personnel from northern Virginia and other origins 2. Continue to conduct an ongoing labor-recruitment effort across the country 3. Continue to attract the “Talented Young” to the region and support the development of local talent 4. The region should continue to diversify its economy 	<ul style="list-style-type: none"> • The regional economy is highly diverse, providing stability and sustainability to the economic base. • The ample supply of skilled workers has made the region attractive to existing companies that want to expand, or to new companies that want to locate a facility here. • Young professionals are attracted to this region due to the presence of rewarding jobs and a desirable quality of life. • The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation. • The expansion of Redstone Arsenal has become a major catalyst to the development of new and expanding technology-based business operations.
Implementation	<ol style="list-style-type: none"> 1. TVRGCP Coordination Committee with adequate funding and staff 	

ACTION PLAN

A detailed discussion of each of the 17 Priority Action recommendations is presented in the following pages. This discussion covers the following topics:

- Why the recommendation is made
- Key action steps
- Related schedules and milestones
- Assignment of primary and support responsibilities
- Necessary funding and other resources
- Intended outcomes and related performance measures
- Other related information that may be helpful for implementation

TVRGCP Action Plan			
Topic Area: Project Implementation Administration			
Recommendation/Goal #1: Create a TVRGCP Coordination Committee with adequate funding and staff			
Background Information			
<p>The Tennessee Valley Region Growth Coordination Plan (TVRGCP) contains more than 50 recommendations, of which 17 have been identified as Priority Actions, with the remainder identified as Important Actions. Implementation of these recommendations will require the coordination of the efforts of many local, regional, state and federal agencies as well as significant participation of the business sector. This will not occur efficiently or effectively without a designated and empowered entity tasked with moving from planning to implementation. Therefore, the TVRGCP recommends a transition from the project Advisory Committee, which has overseen the development of the plan, to a Coordination Committee which has the responsibility of making the plan work.</p>			
Major Action Steps and Schedule			
Action Steps			Schedule
<ol style="list-style-type: none"> 1. Madison County Commission, with guidance from the TVRGCP Advisory Committee, establishes a TVRGCP Coordination Committee 2. Funding for TVRGCP Coordination Committee obtained 3. TVRGCP staff hired 			<p>2nd Qtr 2009</p> <p>2nd Qtr 2009</p> <p>3rd Qtr 2009</p>
Responsibility			
Primary:		Support:	
<ul style="list-style-type: none"> ▪ Madison County Commission ▪ TVRGCP Advisory Committee 		<ul style="list-style-type: none"> ▪ Communities and counties of the region 	
Resources Needed			
Funding:	Item	Amount	Possible Sources
	Staff and office costs	\$150,000 per year	<ul style="list-style-type: none"> ▪ OEA ▪ To be determined
Other:	None		
Performance Measures			
<ul style="list-style-type: none"> ▪ Functioning TVRGCP Coordination with adequate staff in place by 3rd Qtr 2009 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			

TVRGCP Action Plan			
Topic Area: Land Use and Growth Trends			
Recommendation/Goal #2: Prepare County Comprehensive Plans			
Background Information			
<p>While zoning regulations and community comprehensive plans in the PSA's constituent communities appear to be supportive of well-planned and managed growth, the lack of such regulations and plans in unincorporated areas makes management of future growth difficult. The counties in the PSA should be planning for future growth management now rather than risking possible adverse effects from unmanaged growth in the future. Particular attention should be paid to compatibility of land uses and assuring adequacy of future water, sewer and transportation services.</p> <p>Protection of ground water quality is of particular concern. The counties in the PSA should become more proactive in managing development to assure that ground water quality is not degraded and that the counties develop over time in accordance with a well thought-out plan, rather than in an unplanned, haphazard and potentially undesirable manner. This is particularly necessary in the portion of Morgan County immediately south of Redstone Arsenal to preclude future conflicts between development in the county and operations at the Arsenal. County Comprehensive Development Plans are recommended. This may take changes in state statutes or authorization by the State Legislature to be allowed.</p>			
Major Action Steps and Schedule			
Action Steps			Schedule
1. TVRGCP Coordinating Committee staff meets with appropriate leadership in Madison, Morgan and Limestone Counties (and other interested Counties in the Broader Study Area) to discuss the need for preparing County Growth Management Plans.			3 rd Qtr 2009
2. TVRGCP Coordinating Committee staff and leadership of the Counties meet with regional state legislators to discuss the need for County Growth Management Plans and identify actions by the State Legislature that may be necessary for either preparing or implementing a County Growth Management Plan.			4 th Qtr 2009
3. Counties identify funding sources for preparation of Growth Management Plans.			1 st Qtr 2010
4. Qualified staff or consultant assistance is obtained for preparation of a Growth Management Plan for each County.			2 nd Qtr 2010
5. Growth Management Plans are completed for each County.			4 th Qtr 2011
Responsibility			
Primary:		Support:	
<ul style="list-style-type: none"> ▪ Madison, Morgan and Limestone Counties 		<ul style="list-style-type: none"> ▪ TVRGCP Coordinating Committee and staff 	
Resources Needed			
Funding:	Item	Amount	Possible Sources
	Cost of preparing comprehensive plans	\$125,000 - \$150,000 per county	<ul style="list-style-type: none"> ▪ County funds ▪ ACEDA ▪ OEA ▪ ARC

Recommendation/Goal #2 continues next page

TVRGCP Action Plan			
Recommendation/Goal #2:, continued			
Resources Needed, continued			
Other:			
Performance Measures			
<ul style="list-style-type: none"> ■ County Growth Management Plans are completed and adopted by the 4th Qtr 2011 ■ Implementation of Growth Management Plans begins in each County in the 1st Qtr 2012 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input checked="" type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			
<p>For examples of County Growth Management Plans and counties that have been involved in their preparation and/or implementation, see:</p> <p>http://www.columbiacountyga.gov/index.aspx?page=2976</p> <p>http://www.co.santa-fe.nm.us/about_us/growth_management_department.php</p> <p>http://growth-management.alachua.fl.us/</p> <p>http://www.co.hunterdon.nj.us/planning/smartgrowth.htm</p> <p>http://www.co.lancaster.pa.us/planning/cwp/view.asp?a=2&q=550973</p> <p>http://www.kingcounty.gov/property/permits/codes/growth/CompPlan.aspx</p>			

TVRGCP Action Plan			
Recommendation/Goal #3, continued			
Timeframe This Initiative is:			
<input type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			
For resource materials related to military base encroachment issues, see: www.ecos.org/files/832_file_Draft_Strategic_Plan_Encroachment.doc http://www.1000friendsofflorida.org/ - Military Base Encroachment Issues & Planning http://www.nga.org/portal/site/nga/menuitem.665439ab78c074e78a278110501010a0/?searchterm=encroachment&pagetype=detail&serachdoctype=document-center			

TVRGCP Action Plan	
Topic Area: Housing	
Recommendation/Goal #4: Expand choices in housing in the Primary Study Area	
Background Information	
<p>The area needs to offer a greater variety of housing opportunities for its empty nesters and population at or nearing retirement to downsize their housing and remain in the area, and free up their current housing for a growing younger population. This housing should be varied, to offer a broad choice of lifestyle living, including in the downtowns of Huntsville, Decatur and possibly Athens, age restricted communities with the amenities currently being sought by retirees, and smaller patio style homes. Other housing choices should be offered for young families and singles. This housing should be designed, located and priced to meet the needs of these residents, including high density downtown, clustered “new urban”, traditional detached single family, condominiums, apartments, and patio homes. Broad housing opportunities are needed in the school districts that are most attractive to families with school age children. All of these activities will help the area accommodate the anticipated high BRAC and non-BRAC induced growth.</p>	
Major Action Steps and Schedule	
Action Steps	Schedule
<ol style="list-style-type: none"> 1. Zoning regulations in place to allow additional higher density downtown living 2. Cities have downtown-development plans (where they don’t exist) that include market rate housing units of a variety of types and prices and the retail and entertainment activities 3. Creation of regulations that allow development of a vibrant downtown with varied activities, including zoning and land-use and business licenses, and rehabilitation and conversion of industrial and retail space into residential units. Mixed uses are allowed 4. The area’s cities continue making investments in their downtowns on projects that will spur development, such as parking, clean streets, maintained buildings and streetscapes that project visual appeal and interest and promote pedestrian traffic. 5. Special zones for artists’ residences and galleries with below-market rents are created (via tax incentives or other devices to private-sector landlords or via one of the area’s colleges or universities). 	2011
Responsibility	
<p style="text-align: center;">Primary:</p> <ul style="list-style-type: none"> ▪ Huntsville Planning Commission ▪ Decatur Downtown Redevelopment Authority ▪ Decatur City Planning Department ▪ Athens City Community Development Department ▪ Other city planning departments ▪ Area housing developers 	<p style="text-align: center;">Support:</p> <ul style="list-style-type: none"> ▪ Huntsville-Madison County Chamber of Commerce ▪ Decatur-Morgan County Chamber of Commerce ▪ Athens City Council

Recommendation/Goal 4 continues next page

TVRGCP Action Plan			
Recommendation/Goal #4, continued			
Resources Needed			
Funding:	Item	Amount	Possible Sources
	New housing development	Unknown	<ul style="list-style-type: none"> ▪ Private investment ▪ Public investment ▪ University
Other:	None		
Performance Measures			
<ul style="list-style-type: none"> ▪ Additional market rate housing units of a variety of types and prices developed in downtown Huntsville and Decatur meeting the needs of residents particularly in their 20's and 30's, empty-nesters, and the retired ▪ Additional housing outside of the city centers of a variety of types, including "adult" communities 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input checked="" type="checkbox"/> Intermediate-term (3-5 years)	<input checked="" type="checkbox"/> Long-term (5+ years)	<input type="checkbox"/> Continuing
Additional Information			
<p>Smart Growth Online – Create a Range of Housing Opportunities and Choices www.smartgrowth.org/about/principles/principles.asp?prin=3</p> <p>National League of Cities – City Practice Resources www.nlc.org/about_cities/citiesknownet.aspx</p> <p>National Association of Home Builders – Case Studies www.nahb.org/page.aspx/category/sectionID=1276</p> <p>American Planning Association – Housing and Community Development Division (must be APA members to access most on content on website) http://planning.org/divisions/housing/index.htm</p>			

TVRGCP Action Plan			
Topic Area: Education			
Recommendation/Goal #5: Continue the Education Task Force as the coordination group for education improvements in the region			
Background Information			
The Education Task Force has been meeting since the inception of the TVRGCP process. It has created a good active dynamic among the area's eight superintendents, and it provides a platform for communication, information exchange and coordinated action. It is the ideal body to assure that the recommendations from the TVRGCP are implemented and that the area's public school systems can collectively and individually respond optimally to the growth demands from BRAC and from non-BRAC growth.			
Major Action Steps and Schedule			
Action Steps			Schedule
<ol style="list-style-type: none"> 1. Agree to continue as a Task Force, mission, goals and frequency of meetings 2. Select a Task Force Chair 3. Define and assign responsibilities and process, such as creating committees 			<ul style="list-style-type: none"> • Immediate & ongoing • Bi-monthly meetings
Responsibility			
Primary:		Support:	
<ul style="list-style-type: none"> ▪ TVRGCP Coordinating Committee and staff ▪ Education Task Force members 		<ul style="list-style-type: none"> ▪ Area Chambers of Commerce workforce personnel ▪ Calhoun Community College ▪ J. F. Drake State Technical College ▪ Redstone Arsenal ▪ Marshall Space Flight Center 	
Resources Needed			
Funding:	Item	Amount	Possible Sources
	None		
Other:	None		
Performance Measures			
<ul style="list-style-type: none"> ▪ Improved regional coordination and communication regarding education planning and performance 			
Timeframe			
This Initiative is:			
<input type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			
US Chamber of Commerce – Education Report Card www.uschamber.com/icw/reportcard/default Federal Resources for Educational Excellence – Teaching Resources www.free.ed.gov			

TVRGCP Action Plan	
Topic Area: Education	
Recommendation/Goal #6:	
Increase public support and funding for the region's public schools	
Background Information	
<p>The BRAC expansion will put a serious strain on the PSA's eight school systems. Most—if not all—of the systems will have financial difficulties meeting the facility and staffing needs generated by the BRAC growth while advancing program content and quality to meet the requirements of relocating BRAC personnel. The current reliance on retail sales taxes to supply the needed revenues is not a viable or dependable system. The PSA's school systems must improve their programs and product quality to meet the expectations of the BRAC-relocated personnel and the needs of an advancing technology center.</p> <p>The area needs to expand its public-education funding base so there is less dependency on retail sales taxes. Such an expansion is critical for adequately funded schools.</p> <p>Such a real estate tax for public schools will give the area's systems the base it needs to meet immediate growth challenges generated by BRAC and non-BRAC pressures. A stronger revenue base is needed to elevate the area's systems to the top level of schools across the country. To support expansion of tax revenues, the school systems must show high levels of financial accountability, and a high level of educator-business community cooperation and communication should be developed.</p>	
Major Action Steps and Schedule	
Action Steps	Schedule
<ol style="list-style-type: none"> 1. Focus on expanding the local tax base to include real estate 2. Define goals and obstacles to realizing those goals 3. Analyze past tax referenda successes and failures 4. Develop a plan of action 5. Coordinate very closely with elected officials and the business community, bringing them into the process as active partners and proponents 6. The school systems will need to establish confidence within their voting constituents that they are wisely managing their financial and other resources. Communication programs and focus groups of resident voters are needed. 7. The school systems retain an outside consultant with a track record of successfully passing tax referenda for advice on planning and executing successful real estate referenda. 8. Create a statewide stakeholders initiative. Work with state and local business, education (public schools and post-secondary institutions) economic development, and workforce development communities, chambers of commerce and locally elected leaders to lobby the state legislature to make the necessary legislative and constitutional changes needed to allow a broader public school tax base within the state. 	<p>On-going</p> <p>3rd Qtr 2009</p> <p>3rd Qtr 2009</p> <p>4th Qtr 2009</p> <p>On-going</p> <p>On-going</p> <p>One year prior to any planned referenda</p>

Recommendation/Goal 6 continues next page

TVRGCP Action Plan			
Recommendation/Goal #6, continued			
Responsibility			
<p style="text-align: center;">Primary:</p> <ul style="list-style-type: none"> ▪ TVRGCP Coordinating Committee and staff ▪ Education Task Force ▪ Cities and counties in the region 	<p style="text-align: center;">Support:</p> <ul style="list-style-type: none"> ▪ State government ▪ Area business community ▪ Area chambers of commerce ▪ Calhoun Community College ▪ J. F. Drake State Technical College ▪ Redstone Arsenal ▪ Marshall Space Flight Center 		
Resources Needed			
Funding:	Item	Amount	Possible Sources
	Increased public school funding	Unknown at this time	To be determined
Other:	None		
Performance Measures			
<ul style="list-style-type: none"> ▪ Majority voter support in referenda and other venues for increased public school budgets 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			
<p>National Education Association www.nea.org/home/16120.htm</p> <p>Education Commission of the States – State Notes www.ecs.org.ecsmain.asp?page=html/educationissues/ECSstatenotes.asp</p> <p>Education Law Center - - School Funding www.edlawcenter.org/SchoolFundingArticles.htm</p>			

TVRGCP Action Plan			
Topic Area: Education			
Recommendation/Goal #7: Improve the region's quality of public education			
Background Information			
<p>For the area to be a national technology center and attract the best talent, the quality of the public school systems throughout the area should meet the standards of the best schools within the top tier of the nation's most distinguished technology centers, as measured by standardized tests and other qualifiers. The area's school systems should provide excellent programs in Science, Technology, Engineering and Mathematics (STEM), compared to national standards.</p>			
Major Action Steps and Schedule			
Action Steps			Schedule
1. Identify benchmark school systems in technology centers, and identify the educational programs and courses critical to area employers, particularly those that are technology intensive and in advanced manufacturing.			3 rd Qtr 2009
2. Compare the local systems performance in these programs to the benchmarked locations. Identify "best practices" in these programs across the country. Identify best practices of public school-employer-higher education interface for top program performance.			4 th Qtr 2009
3. With technology intensive and advanced manufacturing employers and post secondary area schools identify the standards that must be met by graduating high school students			1 st Qtr 2010
4. Engage area employers in the educational process via mentoring, shadowing, and other programs			On-going
Responsibility			
Primary:		Support:	
<ul style="list-style-type: none"> ▪ TVRGCP Coordinating Committee and staff ▪ Education Task Force ▪ City and county school systems in the region 		<ul style="list-style-type: none"> ▪ Area chambers of commerce ▪ Area business community ▪ Calhoun Community College ▪ J. F. Drake State Technical College ▪ Redstone Arsenal ▪ Marshall Space Flight Center 	
Resources Needed			
Funding:	Item	Amount	Possible Sources
	Additional teachers	Unknown at this time	To be determined
	Additional class room space, laboratories, facilities, extra-curricular programs		
Other:			

Recommendation/Goal 7 continues next page

TVRGCP Action Plan			
Recommendation/Goal #7, continued			
Performance Measures			
<ul style="list-style-type: none"> ▪ The Education Task Force, area employers, post-secondary institutions, the Arsenal and MSFC are working together as a coordinated, functioning unit ▪ Student test scores from ¾ of the area’s schools match or exceed the benchmarked school systems ▪ Technology and advanced manufacturing employers are active partners in the public school systems, and are very happy with the quality of graduating students ▪ Local graduates require very little or no remedial classes at area post secondary institutions ▪ There is increased AP enrollment at local high schools ▪ High school graduation rates and post-secondary education participation is comparable to other technology centers ▪ Enrollment in STEM courses in the high schools throughout the PSA is comparable to other technology centers. 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			
US Chamber of Commerce – Education Report Card www.uschamber.com/icw/reportcard/default Federal Resources for Educational Excellence – Teaching Resources www.free.ed.gov Education Resources Information Center http://www.eric.ed.gov/ Ford Foundation – Strategies for Improving Public Education http://www.fordfound.org/pdfs/impact/strategies_improving_public_education.pdf			

TVRGCP Action Plan			
Topic Area: Education			
Recommendation/Goal #8: Greatly expand production and manufacturing training			
Background Information			
<p>The area's manufacturers report a significant shortage in machine trades and other manufacturing skills. This shortage is compounded by a sizable aging Baby Boomer workforce. To combat this situation, more students need to be attracted to, enroll in, and graduate from training programs in manufacturing that provide the skills needed by local industry.</p>			
Major Action Steps and Schedule			
Action Steps			Schedule
1. The Education Task Force and its primary and supporting partners create a manufacturing committee or taskforce to identify and quantify the skills needs of area employers (BRAC and non-BRAC related) over the next five years			3 rd Qtr 2009
2. Educational and training programs are identified to meet the needs identified.			4 th Qtr 2009
3. A cost estimate is made of the equipment needed for the desired programs, and potential employers to donate this equipment are found.			1 st Qtr 2010
4. A regional approach by the area secondary and post secondary educators is designed to avoid duplication of programs, and coordinated schedules and class credits are developed.			On-going
5. Area-wide certified apprenticeship and co-op programs are developed			On-going
Responsibility			
Primary:		Support:	
<ul style="list-style-type: none"> ▪ Education Task Force ▪ Area public school systems ▪ Calhoun Community College ▪ J. F. Drake State Technical College 		<ul style="list-style-type: none"> ▪ ADECA Office of Workforce Development ▪ Regional business community, manufacturers ▪ The workforce unit of the Huntsville-Madison County Chamber of Commerce ▪ The workforce department of Decatur-Morgan County Chamber of Commerce 	
Resources Needed			
Funding:	Item	Amount	Possible Sources
	Training equipment and machinery	TBD	Area employers, grants
	Additional training staff		TBD
	Additional classrooms		TBD
Other:			
Performance Measures			
<ul style="list-style-type: none"> ▪ Workforce with requisite skills to meet manufacturing needs ▪ Improved re-employment opportunities and participation by the area's unemployed manufacturing based workforce 			

Recommendation/Goal 8 continues next page

TVRGCP Action Plan			
Recommendation/Goal #8, continued			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			
Dream It Do It Campaign www.dreamit-doit.com/ National Governors Association – Best Practices – State Sector Strategies http://www.nga.org/portal/site/nga/menuitem.1f41d49be2d3d33eacdcb501010a0/?vgnextoid=5a5e912a4824e010VgnVCM1000001a01010aRCRD US Department of Labor - Jobs and Career Information www.doleta.gov/jobseekers/			

TVRGCP Action Plan			
Topic Area: Utilities			
Recommendation/Goal #9:			
Improve Regional Collaboration on Utility Issues			
<p>A) Conduct a study of best practices in regional utility collaborative efforts nationally and internationally.</p> <p>B) Establish a collaborative regional effort to identify and finance utility improvements including water supply and treatment issues.</p>			
Background Information			
<p>While the Tennessee Valley Region Growth Coordination Plan (TVRGCP) Primary Study Area (Madison, Morgan and Limestone Counties) is blessed with many highly professional utility agencies, meeting the utility needs of the region is currently highly fragmented. There is an opportunity and desire among utility providers to seek more collaborative, regional approaches to meeting future utility needs; a regional utility task force dedicated to this effort should be established. Three areas of collaboration suggested during preparation of the TVRGCP are:</p> <ol style="list-style-type: none"> 1. Regional cooperation on assuring adequate water resources for the future 2. Regional approaches to disposal of sewage sludge. 3. Identification of additional funding sources for utility improvements in the region. <p>Identification of best practices in the provision of regional utilities through a professionally conducted study is recommended.</p>			
Major Action Steps and Schedule			
Action Steps			Schedule
1. TVRGCP Coordinating Committee reconstitutes the Public Utilities and Infrastructure (PUI) Task Force as a Regional Public Utilities Task Force with representation from all public utilities.			3 rd Qtr 2009
2. Regional Public Utilities Task Force meets quarterly with staff assistance from the TVRGCP Coordinating Committee and staff			Quarterly
3. RFPs for national/international studies of regional utility collaborative efforts and regional sewage sludge disposal prepared.			4 th Qtr 2009
4. Consultant(s) for studies selected.			1 st Qtr 2010
5. Studies completed.			3 rd Qtr 2010
6. Implementation of study recommendations begun			4 th Qtr 2010
Responsibility			
Primary:		Support:	
<ul style="list-style-type: none"> ▪ Regional Public Utilities Task Force ▪ TVRGCP Coordinating Committee and staff 		<ul style="list-style-type: none"> ▪ City and County governments 	
Resources Needed			
Funding:	Item	Amount	Possible Sources
	<ul style="list-style-type: none"> ▪ Consultant costs to prepare study of regional utility collaborative efforts ▪ Consultant costs to prepare study of best practices and programs related to regional sewage sludge disposal 	\$40,000 - \$50,000 \$60,000 - \$70,000	<ul style="list-style-type: none"> ▪ OEA ▪ Region's Utilities ▪ Region's Cities and Counties
Other:	None		

Recommendation/Goal 9 continues next page

TVRGCP Action Plan			
Recommendation/Goal #9, continued			
Performance Measures			
<ul style="list-style-type: none"> ▪ Improved regional utility system coordination of planning, facilities and services ▪ Adequate funding for necessary utility improvements ▪ More cost-effective delivery of services for customers 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			
For information on regional utility districts and planning, see: http://www.wfrpc.org/regional-utility-authority http://tmrpa.org/sustainable_water_resources_and_growth_69.html http://www.dams.org/docs/kbase/contrib/ins212.pdf http://www.utilityexchange.org/colorado/			

TVRGCP Action Plan	
Topic Area: Transportation	
Recommendation/Goal #10: Create a focused regional effort to identify and obtain traditional and alternative sources of transportation funding	
Background Information	
<p>The Tennessee Valley Region Growth Coordination Plan (TVRGCP) transportation element identified 89 highway projects totaling more than \$3.5 billion dollars, of which more than \$3.3 billion is currently unfunded. In addition, the transportation element recommends an increased focus on public transportation to reduce road congestion; this will require the purchase of more equipment and increased operating costs.</p> <p>The region must be prepared to fund a significant portion of necessary improvements while continuing to aggressively pursue funding from all appropriate departments of the State of Alabama and U.S. government and special appropriations from the Alabama Legislature and U.S. Congress. However, it is impossible for the counties and municipalities in the region to pay for these improvements in the timeframe in which they are necessary. Substantial amounts of federal and state funding are necessary. Regional officials must continue cooperative and coordinated efforts to secure federal and state funding as rapidly as possible.</p> <p>Current stimulus funding may be available for some of these projects, but certainly not for all. Obtaining adequate funding will require use of less-traditional methods such as the creation of toll-roads or other user fees (e.g., Vehicle Miles Traveled Fees), user benefit fees such as impact fees or special tax districts, use of Special Purpose Local Option Taxes (SPLOT), private ownership and development of new roads, use of Federal Credit Assistance, and similar tools.</p> <p>Selection of these alternative funding methods must be based on careful study to identify both positive and negative factors and assess the true feasibility and revenue potential of each approach considered. This will likely require the hiring of specialty consultants with expertise in such areas. The MPOs serving the area should consider the establishment of a shared office similar to the Oregon Department of Transportation's Office of Innovative Partnerships and Alternative Funding to oversee this topic. Additional research is necessary to identify a recommended structure and budget for this office.</p>	
Major Action Steps and Schedule	
Action Steps	Schedule
1. The Transportation Task Force, working with the TVRGCP Coordinating Committee and the MPOs serving the region, establishes a subcommittee. A primary focus of the subcommittee initially should be on meeting the region's roadway needs.	2nd Qtr 2009
2. The TVRGCP Coordinating Committee staff, working with the MPOs serving the region, prepares RFPs for studies on the efficacy of various forms of alternative transportation funding and the establishment of a "Regional Office of Alternative & Innovative Funding".	3 rd Qtr 2009
3. One or more consultants are hired to prepare the studies.	4 th Qtr 2009
4. Consultant reports are received.	2 nd Qtr 2010
5. If found feasible, a "Regional Office of Alternative & Innovative Funding" is established and staffed.	3 rd Qtr 2010
6. Alternative funding methods recommended for the region are adopted.	4 th Qtr 2010
7. The "Regional Office of Alternative & Innovative Funding" continues to identify and implement funding methods for necessary transportation improvements.	

Recommendation/Goal 10 continues next page

TVRGCP Action Plan			
Recommendation/Goal #10, continued			
Responsibility			
Primary:		Support:	
<ul style="list-style-type: none"> ▪ Transportation Task Force Roadway Subcommittee ▪ MPOs in the region 		<ul style="list-style-type: none"> ▪ TVRGCP Coordinating Committee and staff 	
Resources Needed			
Funding:	Item	Amount	Possible Sources
	<ul style="list-style-type: none"> ▪ Gap funding needed for Tier I and II projects in the region ▪ Study of alternative transportation funding sources ▪ Study on the creation of a “Regional Office of Alternative & Innovative Funding” 	\$3.3+ billion \$75,000 \$50,000	<ul style="list-style-type: none"> ▪ Cities & Counties in the Region ▪ USDOT ▪ ALDOT ▪ Economic Stimulus Funding ▪ OEA
Other:	None		
Performance Measures			
<ul style="list-style-type: none"> ▪ Adequate funding obtained for Tier I and II highway projects ▪ Regional Office of Alternative & Innovative Funding established 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			
For information on the Oregon Department of Transportation’s Office of Innovative Partnerships and Alternative Funding, see: http://www.oregon.gov/ODOT/HWY/OIPP/about_us.shtml			
For articles on alternative transportation funding sources, see: http://www.rvarc.org/bike/rural/draft/appendix-funding.pdf http://www.umaine.edu/mcsc/reports/Sustainable%20Transportation%20Funding%20Jan%202006.pdf			

TVRGCP Action Plan			
Topic Area: Health Care			
Recommendation/Goal #11: Develop additional health care beds (nursing home, assisted living, psychiatric) in the region			
Background Information			
<p>The State Health Plan shows Madison County with an estimated population of people age 65 and older at 28,175; a need for 1,127 nursing home beds; 832 beds currently licensed; and a net need for an additional 295 beds. Population estimates from the Census Bureau for 2007 suggest the population of people age 65 or greater in Madison County is actually 38,529 suggesting a need for 1,541 nursing home beds in the County, increasing the potential shortage by an additional 374. Since roughly 70% of all nursing home residents eventually end up as Medicaid recipients, the State has set a moratorium on additional nursing home beds due to the high cost.</p> <p>Updating the State Health Planning and Development Agency's population data will also increase the demonstrated need for assisted living and psychiatric beds in the region.</p>			
Major Action Steps and Schedule			
Action Steps		Schedule	
1. Representatives from the TVRGCP Coordinating Committee should meet with Governor Riley to discuss the shortage of nursing home beds and the need to exempt Madison County from the moratorium on additional beds		3rd Quarter 2009	
2. Meet with State Health Planning and Development staff to discuss population data and shortages of nursing home, assisted living, and psychiatric beds in the region.		3 rd Quarter 2009	
3. Following the lifting of the moratorium, nursing home providers should be encouraged to petition the CON Review Board for additional beds.		As soon as the current moratorium is lifted	
Responsibility			
Primary:		Support:	
<ul style="list-style-type: none"> ▪ TVRGCP Coordinating Committee and staff ▪ Area hospitals 			
Resources Needed			
Funding:	Item	Amount	Possible Sources
		Unknown	<ul style="list-style-type: none"> ▪ Private sector
Other:	None		
Performance Measures			
<ul style="list-style-type: none"> ▪ Adequate nursing home, assisted living and psychiatric beds to meet projected regional needs 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			
<p>For information on the State's health planning law see the following sites: http://www.alabamaadministrativecode.state.al.us/docs/hp/index.html http://www.shpda.state.al.us/</p>			

TVRGCP Action Plan			
Topic Area: Health Care			
Recommendation/Goal #12: Keep graduates from the local nursing and medical residency programs in the region and continue increased physician recruitment efforts			
Background Information			
<p>Like much of the rest of the nation, the Tennessee Valley Region is facing a short supply of primary care providers. Focus group meetings with recently relocated DoD civil servants have indicated that some people were having a difficult time locating primary care physicians willing to accept new patients. Relocated parents were also experiencing difficulty trying to find pediatricians for young children.</p> <p>The region has a medical residency program operated by the University of Alabama at Birmingham in family practice and internal medicine. The program currently graduates 13 physicians annually. Approximately half of the graduates of the residency program move outside the region.</p> <p>The Chamber and Leadership program engaged in an effort to persuade more of the nursing and residency program graduates to remain in the area.</p> <p>The TV BRAC Committee and Chamber have met with local hospitals to discuss increased physician recruitment efforts.</p>			
Major Action Steps and Schedule			
Action Steps			Schedule
<ol style="list-style-type: none"> 1. Continue Leadership program focused on medical school residents 2. Continue stepped-up physician recruitment efforts by local hospital and medical society 			2 nd quarter annually Ongoing
Responsibility			
Primary:		Support:	
<ul style="list-style-type: none"> ▪ TVRGCP Coordinating Committee and staff ▪ Huntsville/Madison County Leadership Program ▪ Area hospitals and clinics ▪ Area medical societies 			
Resources Needed			
Funding:	Item	Amount	Possible Sources
	Medical Resident and Physician recruitment program	\$100,000 annually	<ul style="list-style-type: none"> ▪ Area hospitals and clinics ▪ Area medical societies
Other:	None		
Performance Measures			
<ul style="list-style-type: none"> ▪ Increased number of physicians in the region ▪ Shortages in identified specialties eliminated 			

Recommendation/Goal 12 continues next page

TVRGCP Action Plan			
Recommendation/Goal #12, continued			
Timeframe This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			
http://www.huntsvillehospital.org/brac/ http://www.crestwoodmedcenter.com/Physicians/Pages/Find%20A%20Physician.aspx			

TVRGCP Action Plan			
Topic Area: Health Care			
Recommendation/Goal #13: Promote greater acceptance of the TRICARE program among area health care providers			
Background Information			
<p>TRICARE is the health care program serving active duty service members, National Guard and Reserve members, retirees, their families, survivors and certain former spouses worldwide.</p> <p>Among some providers, the TRICARE military insurance program has a reputation for low payments and a tangle of red tape that has caused many providers to be reluctant to accept TRICARE reimbursement.</p> <p>Col. Mark Smith, MD, the senior medical officer on Redstone Arsenal recently hosted a dinner for TRICARE providers and the third party payer to open a dialogue between the two that will hopefully encourage greater acceptance of the insurance program</p>			
Major Action Steps and Schedule			
Action Steps			Schedule
1. Build on the recent TRICARE dinner with an event at the Chamber of Commerce to help providers better understand how to receive timely compensation for services rendered.			3 rd Quarter of 2009
2. Discuss reimbursement issues with members of the Alabama Congressional Delegation.			3 rd Quarter of 2009
Responsibility			
Primary:		Support:	
<ul style="list-style-type: none"> ▪ TVRGCP Coordinating Committee and staff ▪ Redstone Arsenal 		<ul style="list-style-type: none"> ▪ Area medical societies ▪ The Association of the U.S. Army (AUSA) 	
Resources Needed			
Funding:	Item	Amount	Possible Sources
		None	
Other:	None		
Performance Measures			
<ul style="list-style-type: none"> ▪ TRICARE readily accepted by area health care providers by 2011 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			

TVRGCP Action Plan	
Topic Area: Economic Development	
Recommendation/Goal #14: Continue the relocation effort of civilian BRAC-related personnel from northern Virginia and other origins	
Background Information	
<p>The maximum number of civilian BRAC-related personnel from Northern Virginia to the area is needed to avoid performance delays by the relocated commands and trailing contractors, and to assure the optimal transition to the new location. It also would minimize recruiting costs for replacement personnel. The efforts underway by some area stakeholders, particularly the Chamber of Commerce of Huntsville/Madison to encourage as many current BRAC and contractor employees as possible to move to the area is excellent. These efforts, however, should be expanded to include more of the area's economic development and university/college-related stakeholders to ensure a coordinated area-wide effort.</p>	
Major Action Steps and Schedule	
Action Steps	Schedule
<ol style="list-style-type: none"> 1. Obtain a profile of the individuals being offered relocation. From these profiles, the area's economic and workforce development agencies can create a variety of classifications (e.g., single, Young & Talented, early retirement, young with children, married no children, etc.) and then develop customized marketing material for each that addresses their concerns. For the early retirees, for example, make the move to Huntsville as part of a retirement strategy, where they can now sell their Northern Virginia homes and move to lower-cost Huntsville until they retire, then remain in Huntsville after retirement. 2. Continue conducting meetings and other informational sessions in Northern Virginia for BRAC related personnel. The Huntsville/Madison County is working directly with the incoming BRAC commands still in the process of moving (AMC and MDA). Efforts include a relocation fair to provide specific and general information to those employees whose jobs are moving, focus groups to discover the major issues for those who are considering moving and for those who have already moved, and solicitation of information from transferees who have made the move to provide information to potential transferees 	<p>Ongoing through 2011 or as needed</p>
Responsibility	
<p style="text-align: center;">Primary:</p> <ul style="list-style-type: none"> ▪ TVBRAC/Huntsville/Madison County Chamber of Commerce ▪ Commands realigning to Redstone Arsenal ▪ Morgan County Economic Development Association ▪ Decatur-Morgan County Chamber of Commerce 	<p style="text-align: center;">Support:</p>

Recommendation/Goal 14 continues next page

TVRGCP Action Plan			
Recommendation/Goal #14, continued			
Resources Needed			
Funding:	Item	Amount	Possible Sources
	Civilian BRAC-related personnel recruitment effort	\$2,000,000	<ul style="list-style-type: none"> ▪ Federal agencies ▪ State agencies ▪ Private industry ▪ Huntsville/Madison County Chamber of Commerce
Other:	None		
Performance Measures			
<ul style="list-style-type: none"> ▪ BRAC jobs filled by qualified workers recruited to the region from Northern Virginia 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input type="checkbox"/> Continuing
Additional Information			
Tennessee Valley Information Center – Relocation information www.tennessee-valley.org BRAC to Huntsville – Community and Real Estate Information www.bractohuntsville.com Huntsville/Madison County Chamber of Commerce www.huntsvillealabamusa.com			

TVRGCP Action Plan			
Topic Area: Economic Development			
Recommendation/Goal #15:			
Continue to conduct a labor recruitment effort across the country			
Background Information			
<p>An area-wide, coordinated PSA-wide directed recruitment strategy is needed for all working-age groups across the country to meet the staffing needs of the commands being relocated to Redstone Arsenal, the training contractors and other area employers. Because of its advance work in this effort, it is recommended that the Huntsville-Madison County Chamber of Commerce serve this function in cooperation with the PSA's other area agencies.</p>			
Major Action Steps and Schedule			
Action Steps			Schedule
<ol style="list-style-type: none"> 1. Develop special marketing messages for each group to address their key issues. These issues can be developed through a variety of focus groups, and the marketing material then created from the findings of those focus groups. The messages can be crafted into special sections on the local websites, used in hard-copy material, and in special direct-mail solicitations. 2. Have special recruitment initiative for experienced engineers and fresh-out college graduates in engineering from all engineering schools in the country. 3. Key area stakeholders assist in the recruitment of individuals by sharing best recruiting practices of the region with area employers, by enhancing its quality-of-life image through public relations campaigns and placement of ads in national publications of engineering associations 4. With the Huntsville-Madison County Chamber as the lead, and other stakeholders working in concert, conduct an on-going national recruitment campaign for labor 			<p>On-going</p>
Responsibility			
Primary:		Support:	
<ul style="list-style-type: none"> ▪ TVBRAC/Huntsville/Madison County Chamber of Commerce 		<ul style="list-style-type: none"> ▪ Decatur-Morgan County Chamber of Commerce 	
Resources Needed			
Funding:	Item	Amount	Possible Sources
	Labor recruitment effort	Included in \$2 million budget in Goal #14	<ul style="list-style-type: none"> ▪ Federal agencies ▪ State agencies ▪ Private industry ▪ Huntsville/Madison County Chamber of Commerce
Other:	None		

Recommendation/Goal 15 continues next page

TVRGCP Action Plan			
Recommendation/Goal #15, continued			
Performance Measures			
<ul style="list-style-type: none"> ▪ BRAC jobs filled by qualified workers recruited to the region ▪ Skilled jobs in the region filled by qualified workers 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			
Huntsville/Madison County Chamber of Commerce- A Smart Place Jobs portal www.asmartplace.com/userconsole.aspx Come Home to Kansas – Example of labor recruitment programs www.comehometokansas.com/ Virginia’s Economic Bridge – Return to Roots Campaign www.returntoroots.org Vermont Department of Economic Development – PursueVT campaign www.pursuevt.org			

TVRGCP Action Plan	
Topic Area: Economic Development	
Recommendation/Goal #16:	
Continue to attract the “Talented Young” workers to the region and support the development of local talent	
Background Information	
<p>An area-wide concerted effort to attract more residents and support the development of local talent in their 20’s and 30’s would strengthen the area’s demographic depth in this cohort that is sought by firms in all industry groups, but particularly those in the technology focused business sectors. This younger workforce comes with the knowledge and energy needed by the BRAC commands, the BRAC contractors and other area employers. This workforce also would offer a chance to replace retiring technology workers in the area.</p>	
Major Action Steps and Schedule	
Action Steps	Schedule
<ol style="list-style-type: none"> 1. Expand the living environment attractive to these people based on information gathered from focus groups be conducted with local residents in the 22-to-35-year age range. <ul style="list-style-type: none"> • The public-sector will be needed for supportive regulatory, incentive, or facility-development efforts. • Base local development upon existing resources, conditions, and needs. Develop area wide focus groups with the help of Huntsville Young Professionals, the EmYerge Council, the Huntsville Times website, and others. 2. Focus efforts on those points where the area has an advantage: more livable scale, less congestion, closer “in-town” living opportunities in Huntsville and Decatur, lower cost of living, better (and less crowded) recreational opportunities, better opportunities to be recognized, be a “big fish in a little pond”, etc. 3. Continue and expand to other parts of the region the Huntsville-Madison County Chamber of Commerce’s efforts: the Chamber’s EmYerge Council is a forum/focus group of young professional (YP) organizations that helps identify effective messages and promote the benefits of being a YP in Huntsville, hosting of the EmYerge website and placement of “Get Smart” ads targeting young professionals in age-appropriate publications, running the Bridges program, a “Huntsville/Madison County 101” course targeting co-ops/interns/recent college grads to increase retention in the community. 	<p>On-going</p>
Responsibility	
Primary:	Support:
<ul style="list-style-type: none"> ▪ Huntsville/Madison County Chamber of Commerce ▪ Decatur-Morgan County Chamber of Commerce 	<ul style="list-style-type: none"> ▪ Huntsville Young Professionals ▪ EmYerge Council

Recommendation/Goal 16 continues next page

TVRGCP Action Plan			
Recommendation/Goal #16, continued			
Resources Needed			
Funding:	Item	Amount	Possible Sources
	Talented Young recruitment effort	Included in \$2 million budget in Goal #14	<ul style="list-style-type: none"> ▪ Federal agencies ▪ State agencies ▪ Private industry ▪ Huntsville/Madison County Chamber of Commerce
Other:	None		
Performance Measures			
<ul style="list-style-type: none"> ▪ Increased regional pool of young, skilled workers matching other technology or business center leaders 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			
<p>The Creative Class – Information network started by Richard Florida www.creativeclass.com</p> <p>Iowa Department of Economic Development – Generation Iowa Campaign http://www.generationiowa.com/</p> <p>Kansas City Area Development Corporation – KC 2.0 Campaign http://www.kc2-0.com/</p> <p>Michigan Cool Cities Initiative http://www.coolcities.com</p>			

TVRGCP Action Plan			
Topic Area: Economic Development			
Recommendation/Goal #17:			
Continue to diversify the regional economy			
Background Information			
For optimal economic health, it is important that a more diverse base of employers be created in the area. There needs to be a concerted effort to attract more private-sector, commercial-product development and research to the area. Leveraging this effort with the area's current employer base should be considered. It also is recommended that UAHuntsville and Alabama A&M University attract more private-sector, commercial-research grants. Such diversification is important for long-term economic health and the development of an entrepreneurial ethic. The targeted industries offered in this report, if recruited, will diversify the area's economy.			
Major Action Steps and Schedule			
Action Steps			Schedule
1. Continue the efforts by the area's economic development agencies to attract, retain and expand diversified industry			On-going
Responsibility			
Primary:		Support:	
<ul style="list-style-type: none"> ▪ Huntsville/Madison County Chamber of Commerce ▪ Huntsville International Port Authority ▪ Morgan County Economic Development Association ▪ Limestone County EDC 		<ul style="list-style-type: none"> ▪ NAIDA ▪ ADO 	
Resources Needed			
Funding:	Item	Amount	Possible Sources
	Marketing and entrepreneurial development	\$1,500,000	<ul style="list-style-type: none"> ▪ Operating budgets of regional EDOs
Other:	None		
Performance Measures			
<ul style="list-style-type: none"> ▪ Increased investment and jobs in business sectors not dependent on federal contracts 			
Timeframe			
This Initiative is:			
<input type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing

Recommendation/Goal 17 continues next page

TVRGCP Action Plan
Recommendation/Goal #17, continued
<p style="text-align: center;">Additional Information</p> <p>W.E. Upjohn Institute for Employment Research http://www.upjohninst.org/ecdevhub.html</p> <p>Local Government Guide to the Internet – Economic Development Resources http://www.rural.org/lgg/Ch12_EconDev.html</p> <p>National Governors Association – Center for Best Practices - Entrepreneurship http://www.nga.org/portal/site/nga/menuitem.1f41d49be2d3d33eacdcbbeb501010a0/?vgnextoid=d5b49286d9de1010VgnVCM1000001a01010aRCRD</p>