



EXECUTIVE SUMMARY

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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INTRODUCTION

Congress created the Base Realignment and Closure (BRAC) process in 1988 to help reduce the expensive burden of unneeded infrastructure required to support a smaller military. Because of its size and military value, Redstone Arsenal has always received attention as the country has gone through the various rounds of BRAC studies and decisions. The 1988 BRAC had no impact on operations at the Arsenal. The 1991 BRAC Commission recommended moving 1,200 positions from Rock Island to Redstone Arsenal, a decision that was reversed by the BRAC Commission in 1993. The 1995 BRAC process, however, resulted in the realignment of the Army's Aviation Command and affiliated components (and 1,600 jobs) from St. Louis to the Arsenal. An estimated 3,000+ military contractors' jobs also relocated to the greater Huntsville area in the wake of the consolidation of the Aviation Command with the Missile Command.

The impacts of 2005 BRAC process on the region that is the subject of this Tennessee Valley Regional Growth Coordination Plan are substantial. Table ES-1 summarizes the anticipated moves to Redstone Arsenal.

**Table ES-1
 2005 BRAC Moves to Redstone Arsenal**

Elements Moving to Redstone Arsenal	Moving From	New Jobs	Investment (\$ Millions)
2 nd Recruiting Brigade	Atlanta, GA	130	\$9.4
Army Materiel Command (AMC)	Alexandria, VA	1,340	\$127.0
Aviation Technical Test Center (ATTC)	Dothan, AL	323	\$45.0
Missile Defense Agency (MDA)	Arlington, VA	2,248	\$221.8
Rotary Wing Air Platform	Macon, GA	50	Included in ATTC
Security Assistance Command	Alexandria, VA	340	Included in AMC
Space & Missile Defense Command	Arlington, VA	180	Included in MDA
TOTAL BRAC 2005 MOVES		~4,700	\$403.2
Estimated DOD Contractor Tail		~5,000	

The impacts of an influx of this many people in a relatively short timeframe (2007 to 2011) are obviously major. 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 Chamber and its subcontractors (The Consultant Team) commenced work in November 2007. The report was written and research conducted through December 2008.

In addition to this Executive Summary, the full TVRGCP contains 12 other chapters that focus on the following topics:

<u>Chapter</u>	<u>Topic</u>
1	Issue Identification and Assessment of Existing Conditions
2	Regional Visioning Process
3	Regional Land Use and Growth Trends
4	Housing
5	Education
6	Public Utilities and Infrastructure
7	Transportation
8	Public Safety and Emergency Services
9	Health and Social Services
10	Cultural and Recreational Opportunities
11	Economic Development
12	Implementation Plan and Action Steps

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 ES-1.

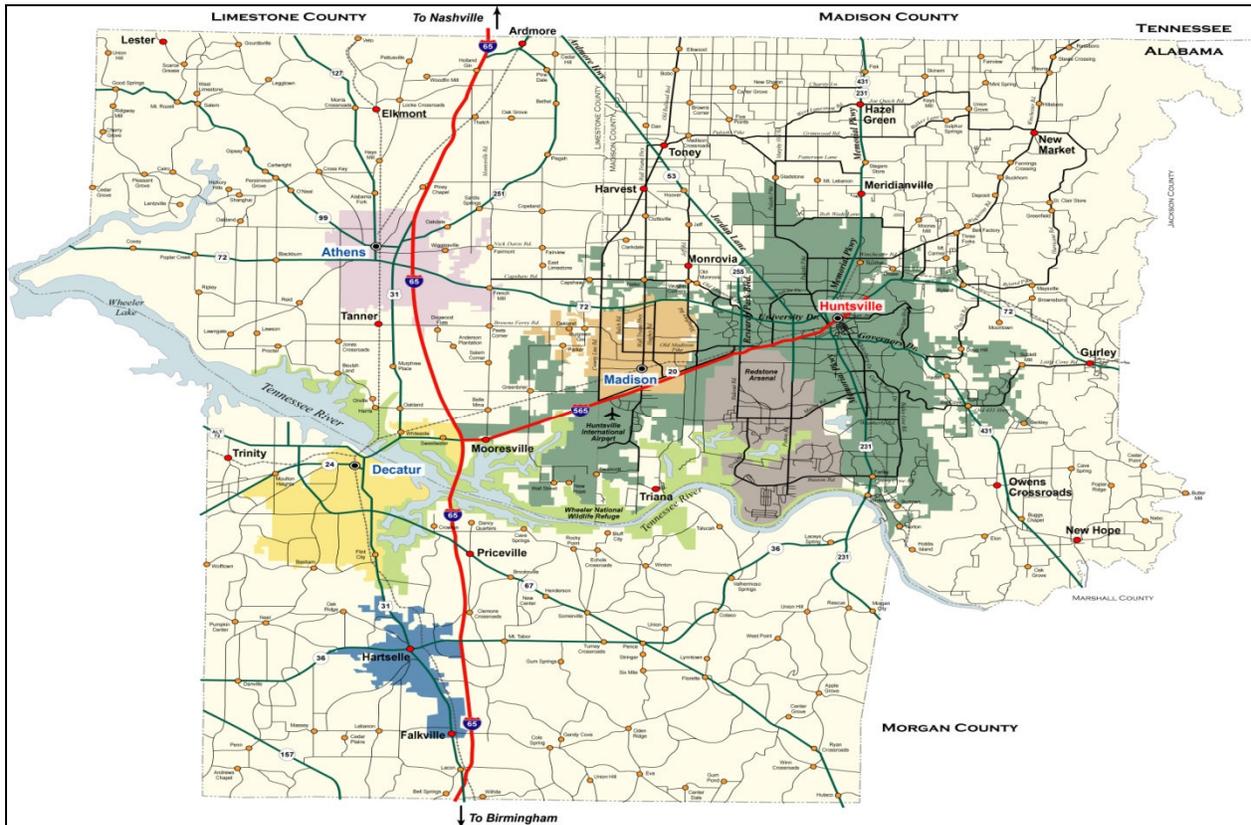
Figure ES-1
Tennessee Valley Regional Growth Coordination Plan Study Area



PRIMARY STUDY AREA

The Primary Study Area (PSA) is the three-county area (Limestone, Madison and Morgan) surrounding Redstone Arsenal. Figure ES-2 shows the relationship of the Arsenal to the three counties.

**Figure ES-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).

REDSTONE ARSENAL

Redstone Arsenal is a 38,000-acre federal enclave for research, engineering, development, training, logistics, procurement, and testing for a variety of federal agencies. More than 32,000 people work on the Arsenal for over 60 different entities.

The primary tenant on the Arsenal is the U.S. Army. Redstone Arsenal is the center of U.S. Army missile, aviation and missile defense program offices and R&D centers. Redstone-based activities are responsible for the management of over \$30 billion in federal budgets, accounting for more than half of the U.S. Army's weapons procurement budgets, as well as half of the Army's foreign military sales. NASA's Marshall Space Flight Center is headquartered at Redstone, as is NATO's MEADS missile defense program office.

Base Realignment and Closure (BRAC) 2005 will result in the realignment of seven different entities to Redstone Arsenal. These moves will bring an additional 4,714 new jobs to the Arsenal and an even greater number of additional defense-contractor-support jobs to the region. The moves position Redstone Arsenal as the major center for Army materiel management and missile defense. The move will bring seven new general officers to the post, including one four-star, two three-star and three two-star generals. Some moves have already been executed, with the remainder to be fully implemented by September 2011.

Once BRAC 2005 is implemented, the following entities will be based at Redstone (items marked in **BOLD** were included in BRAC 2005):

- **U.S. Army Materiel Command (AMC)**
- U.S. Army Aviation & Missile Command (AMCOM)
- U.S. Army Aviation & Missile Research, Development & Engineering Center (AMRDEC)
- U.S. Army Logistics Support Activity (LOGSA)
- Program Executive Office – Missiles & Space
- Program Executive Office – Aviation
- Redstone Technical Test Center (RTTC)
- **Aviation Technical Test Center (ATTC)**
- **U.S. Army Security Assistance Command (USASAC)**
- U.S. Army Garrison - Redstone
- **U.S. Army Space & Missile Defense Command (SMDC)**
- **Missile Defense Agency (MDA)**
- **U.S. Air Force Rotary Wing Air Platform Research, Development & Evaluation (RDAT&E)**
- **U.S. Army 2nd Recruiting Brigade**
- **U.S. Army Medical Recruiting Brigade**
- Defense Intelligence Agency – Missile & Space Intelligence Center (MSIC)
- NASA's Marshall Space Flight Center (MSFC)
- The Federal Bureau of Investigation (FBI) Hazardous Device Training
- The Alcohol Tobacco and Fire Arms (ATF) Explosive Laboratory

ECONOMIC IMPACT OF BRAC 2005 ON THE STUDY AREA

The 2005 decisions of the Base Realignment and Closure Commission (BRAC) will result in significant economic growth in the thirteen counties of the Tennessee Valley (TV) region over the next five years. However, the new missions at the Redstone Arsenal and new contractor jobs will require housing, create a need to educate more K-12 students, and create more demand on local government and transportation services. These estimates were prepared by Tamerica Management Company, as part of the consultant team, in early 2008 using the best and most current data available. Some assumptions were modified during the course of the preparation of this plan based on new information and input from the Advisory Committee that oversaw the planning process. Because of the complexity of the project, uncertainty of the source data and assumptions, and changing conditions in the national economy at the time the analysis was prepared, these estimates are subject to significant variances.

The following highlights are discussed in more detail in Chapter 1 of this report:

- Demographic forecasts show that population in the 13-county study area from non-BRAC-related growth will total over 34,000 between 2007 and 2012. When combined with BRAC-generated population gains, the study area could grow by 70,000 residents between 2008 and 2011.
- The BRAC process will generate about \$2 billion of new construction in the 13-county Study Area over the next four years. That spending will generate about 12,000 jobs at the peak of construction in 2011. The job impacts from construction will end as construction work ends in 2012.
- The thirteen counties in the Study Area will witness a permanent increase of 19,700 jobs as a result of new BRAC missions at the Arsenal, the corresponding Contractor Tail, and indirect and induced jobs. About half of these jobs are spinoff indirect and induced jobs; i.e., those jobs outside of the contractor, military, and civil service workforce. About 22% of these jobs had already landed in the Study Area as of January 2008 when this project was begun; only the balance of 15,400 permanent jobs is expected between 2008 and 2011.
- The majority of 19,700 region's new jobs will occur in the PSA (17,500), and 2,200 of the new jobs will be held by residents of the Broader Impact Region, or BIR (the counties in the Study Area excluding Limestone, Madison, and Morgan Counties in AL).
- Not all of the jobs will be filled by new residents. Based on past BRACs at the Arsenal, it is likely that some of the contractor and civilian jobs will be filled by military or civil service retirees already residing in the region who re-enter the workforce or those employed elsewhere in or outside the region. It is estimated that about 5% of the total jobs will be filled by local hires. This estimate is important for estimating future population and housing needs. The model used in this project estimates that the BRAC-related population in the entire 13-county Study Area will grow by 37,000 between 2005 and 2011. About 78% of this population (29,000 people) will relocate to the 13-county Study Area between 2008

and 2011. These new residents will occupy 9,900 housing units in the Study Area between 2008 and 2011.

- The new households will bring additional K-12 students into public school systems in the 13-county Study Area. Between 5,000 and 6,200 new students are estimated to attend regional schools between 2005-2001. Most of the new students will attend schools in Madison County.
- Because of the overlap between construction and permanent jobs, job growth will peak in 2010 and decline by about 20% by 2012, ending at a permanent job growth of 19,700 in the 13-county Study Area.
- The addition of over \$1.1 billion of new payroll per year in the Study Area will generate additional retail sales and sales taxes of various kinds. State sales tax revenues will grow permanently by about \$15.7 million in the PSA. Local sales taxes in the PSA will grow permanently by about \$17.6 million annually.
- State income tax revenues in Alabama from BRAC are estimated at \$43.4million annually by 2011.
- Property taxes will also grow with new population and commercial activity. State property tax is estimated to grow by \$3.4 million per year in the three county PSA, while property taxes in the three county PSA will grow by \$10.9 million per year during the same time period.
- School taxes will also grow by about \$8 million per year in the PSA between 2005 and 2011. Note that these estimates do not include commercial or personal property or vehicles. They only estimate the increased value in real property assessments. Total state tax collections in the three-county PSA should exceed \$69 million annually from the permanent impact of BRAC—about twice the tax collections by counties, cities, and school districts combined.
- As noted above and in more detail in other chapters of this report, this growth will have impacts on many other aspects of the 13-county Study Area's (especially the three counties of the PSA's) infrastructure and services, in particular roadways and public utilities.

VISION FOR THE TENNESSEE VALLEY REGION

As the impact of the expansion of Redstone Arsenal unfolds, it is important to understand how the 13-county Tennessee Valley Region (Study Area) can maximize the benefits from this unique opportunity. As a first step in this process, the Consultant Team analyzed the dimensions and extent of the demographic, economic, and infrastructural impact of this major expansion. Task forces convened to determine the specific needs of this impact across educational institutions, local governments, and infrastructural planning.

Ultimately, a plan was to be developed that prescribes what needs to be done to move forward to capture the benefits of growth in the region and manage its impacts. However, a plan without a vision is of little value. What do the leaders, government officials, businesses, and citizens of this region want the future to look like? In other words, where should the plan head? That is the value of the vision—to set forth a direction for future planning.

Any visioning process does not result in a “predictive” future or even a most likely future. Instead, the resulting vision articulates what the leadership and residents of the region desire for their future. To that end, the Consultant Team held a Visioning Kickoff meeting to learn what key leaders from across the 13-county Study Area hoped to see happen in the future. The Consultant Team also held eight sub-regional visioning sessions in the various counties of the Study Area in order to gain a broader level of input into this important process.

The initial draft of the vision statement reflects the initial input of the Visioning Kickoff meeting on January 23, 2008; the subsequent eight sub-regional visioning meetings; the ranking of the visioning characteristics conducted in each sub-regional visioning session; and the compilation and written composite of the vision by the Consultant Team. The participants in this process were asked to think forward to the year 2018, a ten-year projection, and describe the characteristics of the Tennessee Valley Region at that time. This time period was extended two years to 2020 to put it more in line with the planning of the future Redstone Arsenal expansion. It should be noted that a vision statement generally is worded in the present tense, since it is a description of what people would be seeing upon the successful achievement of that vision in the future.

The fifteen (15) top-ranked elements of the vision for the region in 2020 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 the 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 healthcare system to meet the growing needs of all 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.

TENNESSEE VALLEY REGIONAL GROWTH COORDINATION PLAN ELEMENTS AND RECOMMENDATIONS

1. Land Use

A. Assessment

The purpose of this portion of the study is to identify growth-management issues that will impact the region due to the influx of new jobs to Redstone Arsenal, coupled with contractors who will follow those jobs, construction jobs for new facilities at the Arsenal, and the “multiplier impacts” that are caused by direct activity. All this activity will take place within the context of the ongoing growth that has been occurring in the Study Area, and would have been expected even if no new jobs or operations had been brought to the Arsenal as a result of the BRAC 2005 process. However, it is meaningless to evaluate BRAC-caused impacts without understanding the baseline of existing growth trends and land uses. This portion of the study provides a brief overview of those growth trends and the regional land use patterns they cause.

Zoning regulations and community comprehensive plans in the PSA’s constituent communities appear to be supportive of well-planned and managed growth. However, the lack of such regulations and plans in unincorporated areas makes management of future growth difficult.

Neither Huntsville nor Madison County officials have expressed concern about potential incompatibilities with land uses at Redstone Arsenal. Similarly, from Redstone Arsenal’s perspective, no current or proposed surrounding land uses are incompatible with Arsenal operations. However, continuing care must be taken in the future to assure that off-post development does not create encroachment issues for Arsenal operations.

B. Impact

Growth in the PSA will be reflected in additional residential development, places of employment, and retail and service establishments to serve the growing population and business base. BRAC-related growth will add to the already significant level of population and housing growth that was occurring pre-BRAC. As is normal, population growth will in turn lead to demand for additional retail and service establishments and draw additional businesses that seek to support other companies in the area and take advantage of the growing workforce.

Residential and business growth in the PSA will have widespread ramifications, with increased demands on all municipal and county services, particularly in roadways, public utilities and school systems. The region has a fairly substantial inventory of built-but-unsold homes, developed-but-vacant lots (streets and utilities are available), and undeveloped vacant lots (streets and/or utilities are not available or not to the extent required for a building permit). This suggests that additional housing can be provided over an extended period to meet BRAC relocatees’ and support-contractors’ needs in the single-family market; there are fewer opportunities for new units in the multi-family market.

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. Protection of ground water quality is of particular concern.

C. Priority and Important Actions

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 among representatives of Redstone Arsenal, the City of Huntsville, City of Madison, and Madison and Morgan Counties to identify and resolve any potential encroachment or land-use issues that could have negative impacts on either the Arsenal or surrounding neighborhoods.

2. Housing

A. Assessment

This portion of the report discusses the type of housing desired and its availability based on the anticipated incoming population driven by BRAC-related job relocations. Particular attention is paid to general types of structures and pricing, as well as projected future demand and supply issues.

The housing market in the PSA is strong and will be able to successfully absorb residents new to the area as a result of BRAC- and non-BRAC-related growth. There is a good supply of existing and newly constructed housing, unoccupied housing, homes under construction, developed vacant lots, and undeveloped vacant lots. It is projected that new housing starts will remain stable over the next several years, providing a consistent supply of new homes suitable for relocating BRAC personnel and other new residents. Residential development has been and will continue to be the most noticeable growth trend and land use in the PSA in the foreseeable future. The existing or anticipated inventory of lots and housing starts indicates that persons relocating to the area as a result of the BRAC process should not have major difficulties finding a variety of housing options, particularly if residential real estate demand in the PSA diminishes as a result of the current national economic slowdown.

B. Impact

It is estimated that approximately 9,619 additional housing units will be needed from 2008 through 2011 as a result of the BRAC process in the PSA. Between 2008 and 2011, natural growth (i.e., non-BRAC-generated) occurring in the area will increase the demand for housing units by 12,456, bringing the total number of new units needed between 2008-2011 to 22,075.

The projected supply over the next four years is expected to be adequate to meet the demands of relocating BRAC personnel and other non-BRAC-related growth because of the PSA's large inventory of existing homes, units under construction, and permitted lots. This inventory, which exceeds the total expected BRAC and non-BRAC housing demand over the next four years, includes:

- 4,850 existing properties currently for sale, including single-family detached homes, condos, townhomes, farms, and garden/patio homes (including 1,036 new, finished, unoccupied homes)
- 1,685 homes under construction
- 12,373 developed vacant lots (streets and utilities are available)
- 14,555 undeveloped vacant lots (streets and utilities are not available—at least to the extent required for a building permit)
- 457 on-base family housing units for officers and enlisted personnel, some of which may be available to newly relocated personnel.

In total, this equates to nearly 34,000 existing or potential units, which exceeds the total anticipated demand of 22,075 households expected to move into the PSA over the next three years (2008-2011) from the combined anticipated BRAC and non-BRAC growth. Importantly, there is a supply of existing and potential units in some of those areas projected to be most in demand by relocating BRAC personnel—namely, south Huntsville and northwest Madison County.

There is a shortfall of developed and undeveloped permitted lots in the City of Madison compared to projected demand. However, relocated BRAC personnel will have the option of purchasing pre-existing properties in this city, and anticipated annexation of unincorporated land in Limestone County by Madison City may close some of this gap for new housing.

C. Priority and Important Actions

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.

Important Action #2:

Huntsville and Decatur are urged to have downtown-development plans that include clustered, moderately priced housing and 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.

3. Education

A. Assessment

The purpose of this task is to evaluate the capacity of each public school system in the PSA to absorb an increase of students and to address the concerns raised by parents whose jobs are being transferred because of BRAC. Education is one of the top concerns raised by potential BRAC transferees. Although the school systems where most of the BRAC-impacted personnel currently reside are highly ranked, parents still have questions about the quality of education, the capacity of the schools, and services for special-needs students in the vicinity of the Arsenal.

The PSA is served by eight public school systems that vary significantly in the size of their student enrollment. The expected impact of the BRAC 2005 relocation will vary among these school systems. The Consultant Team's forecast shows that the three school systems in Madison County will attract 81.5% (3,135) of the 3,848 students expected to move into the PSA between 2008 and 2011 as a result of the relocation of BRAC personnel to the area. Of the balance, the three school systems in Morgan County are expected to receive 370 students (9.6%), and the two systems in Limestone County are forecasted to receive 343 students, or 8.9% of the total.

The school systems differ in their abilities to accommodate their forecasted growth. Huntsville can just accommodate the 2008-2009 school year's BRAC-created growth along with general non-BRAC growth demands. All of the other systems, however, will have great difficulty in meeting the combined facility needs of BRAC and non-BRAC growth this school year.

B. Impact

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 and the region's employers. 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.

The eight PSA school systems have itemized the necessary permanent physical improvements needed to accommodate the BRAC-generated student growth and the costs for those improvements. Improvements range from construction of new schools to renovations of existing buildings.

The total estimated capital cost for the improvements to meet the BRAC-generated student growth is \$455,111,100. Funding for these improvements is expected by some systems to come from locally generated revenues and bonding. However, most of the systems do not know at this time how they will fund their improvements. The majority of local school revenues in Alabama are provided through local retail sales taxes, which are insufficient to fund operating and capital requirements in high-growth areas such as the PSA.

C. Priority and Important Actions

Priority Action #1:

The Education 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 taxes. 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.

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.

4. Public Utilities

A. Assessment

The purpose of this section of the study is to analyze the public utility infrastructure serving the PSA, including the Arsenal, and to identify utility issues that will impact the area due to the influx of new jobs to the Arsenal, coupled with contractors who will follow those jobs, trailing families, construction jobs for new facilities at the Arsenal, and the “multiplier impacts” that are caused by direct activity.

The utility needs of the PSA are met by a network of county, municipal, and private utility agencies and the Tennessee Valley Authority (TVA), a federal corporation. At the time this analysis was prepared, utility services in the PSA were evaluated as having adequate capacity to meet short-term needs and excellent planning to meet long-term needs, but requiring substantial funding to implement those plans.

Provision of adequate infrastructure for the future will require both technical planning expertise and sound political decision-making. While the PSA is blessed with many highly professional utility agencies, meeting the utility needs of the area is highly fragmented. There is an opportunity and desire to seek more collaborative, regional approaches to meeting future utility needs.

B. Impact

From the perspective of utility planning, the inclusion of additional population and economic growth resulting from BRAC is more of an adjustment in projections than a sudden challenge to accommodate major unanticipated growth. However, this BRAC-related growth will result in funding needs for utility expansion (both capacity and distribution) occurring more rapidly than planned before the BRAC announcement, and at a higher cost.

Of the total \$185,490,000 in utility needs identified as part of this study, \$56,937,200 is directly attributable to BRAC. The vast majority of both the total utility needs and the portion attributable to BRAC are currently unfunded.

C. Priority and Important Actions

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 following.

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."

5. Transportation

A. Assessment

The purpose of this section of the study is to analyze the transportation infrastructure serving the PSA, including Redstone Arsenal, and to identify transportation issues that will impact the area due to the influx of new jobs to the Arsenal, coupled with contractors who will follow those jobs, construction jobs for new facilities at the Arsenal, and the "multiplier impacts" that are caused by direct activity. This analysis looks in particular at road and highway infrastructure and issues, but also considers air transportation, rail services, port capabilities, and public transportation.

Transportation needs for the PSA are well planned for by a system of integrated Metropolitan Planning Organizations (MPOs) and allied agencies. Adequate resources must be provided in the future to support the continuation of necessary planning. This planning team has, and will continue to grapple with two interrelated transportation issues:

- Normal growth trends in the PSA, which have been substantial and are expected to continue, create a continuing need for transportation improvements, especially new or upgraded roads.
- On top of this "natural growth", the influx of people to the region resulting from BRAC will significantly exacerbate road congestion and require roadway improvements sooner than would otherwise be needed.

The single largest obstacle to implementing necessary roadway improvements is funding. Regional officials must continue cooperative and coordinated efforts to secure federal and state funding as rapidly as possible, as well as to identify and implement other less-traditional funding sources.

B. Impact

Eighty-nine roadway-improvement projects related to BRAC growth have been identified in the PSA. While most of these projects are not needed solely because of BRAC-related growth in the region, this growth is causing either a need to increase the scope of many projects or to undertake them sooner than they would otherwise be needed. These 89 projects have a combined total cost of more than \$3.5 billion, of which more than \$1 billion is attributable to BRAC-related growth. A very small portion of these projects is already funded, leaving a gap of more than \$3.3 billion for completely or partially unfunded projects. Of this gap, nearly \$954 million is a result of BRAC-related growth.

The region must be prepared to fund a significant portion of necessary improvements while continuing aggressive pursuit of 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. Funding will also 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.

C. Priority and Important Actions

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 the following Transportation Important Actions #2, #3, and #4.

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.

6. Public Safety and Emergency Services

A. Assessment

The purpose of this section of the study is to assess the capacity of the various public safety and emergency services providers throughout the PSA. This assessment identifies the existing capabilities of these agencies, as well as projected future demands relative to the population increase and other growth resulting from BRAC 2005.

All of the public safety and emergency services providers throughout the PSA, including those at Redstone Arsenal, operate effectively when emergency situations occur. Local public safety and emergency services agencies train together to prepare for emergencies. Many of the agencies maintain Mutual Aid Agreements among and between them.

B. Impact

Public safety officials anticipate that as communities continue to grow, law enforcement and other providers will be faced with more challenges, including increases in congestion on roadways, increased number of service calls, and the need to attract and retain employees. Police, fire, and ambulance workers especially are in short supply not only within the PSA, but also throughout the country. Additional public safety staff will require purchasing more equipment and vehicles. Some departments have indicated a need for larger and more efficient facilities to accommodate the staff.

Public safety providers funded by tax dollars are concerned about where the funds will come from to pay for additional personnel, facilities, and equipment needed to meet the anticipated increased demand of service calls.

The Huntsville Police Department expects to need an additional 28 sworn officers by the end of the 2011-2012 period. Additional equipment will be needed for these officers. This cost, as well as all required training costs, will have to be borne by the agency. The annual replacement numbers for the Huntsville Police Department will have to be increased by four marked vehicles per year in order to account for the increase in active fleet size. Other Police and Sheriff offices have not projected manpower and equipment needs based on BRAC-related growth.

C. Priority and Important Actions

There are no Priority Actions related to 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 communicate seamlessly 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.

7. Health and Social Services

A. Assessment

The purpose of this portion of the study is to assess the healthcare and social service systems in the PSA to determine their capacity to accommodate existing demand and anticipated growth due to BRAC 2005.

The health and social service systems in the PSA provide comprehensive services to the local population. Madison County is the region's largest referral medical center. General hospital facilities are adequate to accommodate the existing population with some margin for growth in PSA. The PSA area requires additional nursing home, psychiatric, and general assisted living beds to meet the state health planning guidelines for the existing population. Current population data used by the State Health Planning Administration underestimates the region's population, and therefore fails to adequately document facility needs of the PSA.

The supply of primary-medical-care physicians and nurses is adequate to meet the PSA population's needs based on Graduate Medical Education National Advisory Committee (GMENAC) standards. The region has a medical residency program in family practice and internal medicine operated by the University of Alabama at Birmingham. The program currently graduates 13 physicians annually. More internal medicine physicians and pediatricians will be needed to meet increasing demand.

The PSA has an ample supply of dentists, according to the Office of Primary Care and Rural Health (OPCRH) standards.

The PSA has several nursing programs that graduated a total of 458 RNs and LPNs in the 2007-2008 school year.

Social services in the region are adequate for the existing population.

B. Impact

There is an anticipated need for 59 additional primary care physicians and approximately 100 specialists and subspecialists, based on growth projections for the region. However, 113 physicians practicing medicine in the PSA do not list a specialty or practice area, making it difficult to say with certainty what types of physicians will be needed.

Further population increases will exacerbate the need for additional nursing home, psychiatric, and general assisted living beds in the PSA.

Growth will also increase the need for childcare and social services. Relatively low barriers to enter the childcare industry make it reasonable to assume that childcare capacity can increase to meet growing demand.

C. Priority and Important Actions

Priority Action #1:

Develop additional healthcare 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's 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 nurses and medical residency program graduates through ongoing outreach efforts. Increase hospital-physician-recruitment campaigns.

Priority Action #3:

Promote greater acceptance of TRICARE among area healthcare providers.

Important Action #4:

Physician referral efforts by the hospitals 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 childcare providers and recently relocated parents should be assembled to determine the need for additional providers and/or services, such as overnight childcare for traveling parents.

Important Action #7:

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

8. Cultural and Recreational Opportunities

A. Assessment

The purpose of this portion of the study is to assess the adequacy of cultural and recreational opportunities in the PSA to meet the needs both of current residents and those moving to the area as a result of BRAC 2005. Limestone, Madison and Morgan counties in north Alabama offer a rich diversity of cultural and recreational opportunities to its residents and visitors. The region has carefully protected its natural beauty and resources, while adding cultural amenities usually reserved for much more densely populated areas. Ample cultural and recreational facilities and resources exist on- and off-post to support additional population growth resulting from BRAC 2005.

B. Impact

The relocation of the Army's Materiel Command to Redstone Arsenal will increase the demands on the Officer's Club facilities. New facilities may be required to support this increased demand.

Hotels and restaurants will likewise be impacted by increased demand due to BRAC.

C. Priority and Important Actions

There are no Priority Actions related to 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 are 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 website 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.

9. Economic Development

A. Assessment

The purpose of this portion of the report is threefold. First, it is to identify opportunities for employment of spouses of incoming BRAC personnel. Second, it is to assess the area's economic strengths and weaknesses with an emphasis on the dynamics of the labor market. Third, it is to provide a target-industry-cluster analysis to complement the area's ongoing workforce development efforts and to diversify the regional economy.

The area is blessed with numerous advantages that include: above-average population and labor-force growth; a very well educated, technology-savvy population; a quality workforce; a balanced and diversified technology-focused economy; several well regarded colleges, universities and two-year colleges; two engineering schools; excellent transportation access, including interstate, Class 1 rail, barge service, and freight and passenger air service offering multi-modal transportation services; moderate operating costs, including a low tax burden; the nation's second-largest R&D Technology park; above-average incomes; a moderate cost of living; a major U.S. Army facility; a major NASA facility; a strong technology heritage; a positive national name recognition via Huntsville; a strong base of technology companies; responsible, competent, well run, local pro-business governments; very warm and cooperative relationships among and between the area's governments, the private sector, and Redstone and NASA leadership; excellent business leadership; available and affordable housing; good public school systems; and a good-to-excellent utility infrastructure, including cutting-edge telecommunication services.

However, these blessings are clouded by numerous events and conditions that could significantly challenge both the community's ability to maintain its advantageous position as an expanding technology center and its current vitality.

B. Impact

The combination of enviable assets has given the area an economic prosperity arising from a high concentration of technical talent, a low-cost environment, and good management. The PSA has been able to attract and retain world-class technical talent while maintaining a low-cost location for manufacturing and technology companies. As a result, the PSA has a diverse economy with 11 employment clusters, an unusually large number for a region of 500,000 residents.

The area also has a diverse economy. Based on these factors, the Consultant Team recommends six target industries for the PSA. These targets were selected as those best suited

to the area's unique mix of strengths and challenges identified in this report, and are built upon the area's growing economic clusters.

1. Aerospace/Defense
2. Distribution and Logistics
3. Life Sciences – Biotechnology and Genetics; Pharmaceutical Manufacturing; and Healthcare
4. Administrative Office Support Services/Back Offices
5. Scientific and Technical Consulting Services
6. Advanced Manufacturing

However, the area is a victim of its own success. It is currently receiving a major investment from the Department of Defense at its Redstone Arsenal and the parallel investment from the contractors serving the Redstone expansion, and a major, recent, life-sciences investment. These new developments, plus the natural expansion of its growing and successful companies, are putting enormous pressure onto the area's workforce, educational system, and infrastructure to meet the demands generated by sharply increased growth. On their own, these sudden pressures are a substantial load for the community to handle. However, they are compounded by a graying workforce that could be retiring in large numbers beginning in roughly four years.

C. Priority and Important Actions

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.

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 (such as the dormitories of local colleges and universities) for summer interns from outside the region.

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 an integral part of the process. Therefore, the area's economic development agencies should act as coordinators and developers to encourage employers' participation as stakeholders in their 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.

10. Implementation Coordination

A. Assessment

The TVRGCP provides a total of 44 recommendations, of which 17 have been deemed to be priority items. The remaining 27 items are considered to be important, but with limited resources, these are seen to be secondary to the top priorities. Implementation of any of these items is dependent on the work of many people.

B. Impact

Without a designated and empowered agency given the responsibility for implementing this plan, the region is at risk of slow and limited progress. A coordinating agency with adequate funding for staff and budget is necessary.

C. Priority and Important Actions

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.

AN ACTION PLAN – MOVING FROM PLANNING TO IMPLEMENTATION

As a result of the analysis conducted in the preceding sections of the Tennessee Valley Regional Growth Coordination Plan, 44 recommended action items were identified. Recognizing that this is far too many items to work on at once, the Consulting Team segmented these items into 17 Priority and 27 Important Action items. These have been listed and briefly discussed above.

The Priority Action Items were then cross-referenced with the 15 top-ranked elements comprising the Vision of the region in the year 2020. Table ES-2 shows the relationship between Study Topics, Priority Action items (with the topic captured in abbreviated form), and Vision Elements.

A detailed Action Plan was developed for the 17 Priority Action items. This Action Plan provides the following information:

- A brief description of the Priority Action item and background on why it is important
- A list of major action steps with an associated schedule
- Identification of most likely agencies to have primary and support responsibility
- Information on funding and other resources needed
- Identification of appropriate performance measures
- Additional information that may be helpful for implementation

These details are provided in Chapter Twelve of the TVRGCP.

Finally, the Consultant Team recognized that implementation is dependent on having someone in charge. While not related to any specific element of the Vision for the region, the establishment of a TVRGCP Coordinating Committee and staff is seen as a necessity for moving from planning to implementation.

Table ES-2
Priority Action Items and Related Vision Elements

TOPIC	PRIORITY ACTION ITEM	VISION ELEMENT
Land Use & Growth Patterns	<ul style="list-style-type: none"> • Prepare county Comprehensive Plans • 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	<ul style="list-style-type: none"> • Expanded choices in housing and housing styles 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	<ul style="list-style-type: none"> • The ETF should continue as the coordination group for educational improvements • Increase support and funding for public schools • Improve the area’s quality of public education • 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	<ul style="list-style-type: none"> • Improve regional collaboration on utility issues 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.

TABLE CONTINUES NEXT PAGE

Table ES-2, continued
Priority Action Items and Related Vision Elements

TOPIC	PRIORITY ACTION ITEM	VISION ELEMENT
Transportation	<ul style="list-style-type: none"> • Create a focused regional effort to identify and obtain traditional and alternative funding 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.
Public Safety and Emergency Services	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Create additional health care beds (nursing home, assisted living, psychiatric) in the region • Retain local nurses and medical residency program graduates through ongoing outreach efforts, and increase physician recruitment campaigns. • 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	<ul style="list-style-type: none"> • 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.

TABLE CONTINUES NEXT PAGE

Table ES-2, continued
Priority Action Items and Related Vision Elements

TOPIC	PRIORITY ACTION ITEM	VISION ELEMENT
Economic Development	<ul style="list-style-type: none"> • Continue the relocation effort of civilian BRAC-related personnel from northern Virginia and other origins • Continue to conduct an ongoing labor-recruitment effort across the country • Continue to attract the “Talented Young” to the region and support the development of local talent • 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	<ul style="list-style-type: none"> • TVRGCP Coordination Committee with adequate staff 	