

Southwest Tennessee Development District

Comprehensive Economic Development Strategy



2008 Annual Update

Southwest Tennessee Comprehensive Economic Development Strategy Annual Update 2008

Prepared for the
United States Department of Commerce
Economic Development Administration

By

Southwest Tennessee Development District

September 2008



Table of Contents

	Page
Introduction	4
SWTDD Board of Directors & CEDS Steering Committee	5
Population Trends & Characteristics	9
Labor Force, Employment & Income	12
Tourism	15
CEDS Progress Report & Performance Evaluation	16
CEDS Action Plan	22

Introduction

This is the first annual update to the Southwest Tennessee Development District Comprehensive Economic Development Strategy 2007-2011 (CEDs). The 2008 Annual Update serves as a progress report on economic development activities pursued throughout the planning cycle, changes in key economic conditions within the region, and emerging issues that may impact or influence further implementation of the CEDs.

This document should be viewed solely as an addendum to the CEDs and not as a separate stand-alone document.

Since the CEDs was revised in 2007, this annual update focuses on changes or newly available information on key economic indicators, as well as the more significant changes or developments in primary economic sectors.

As an ongoing part of the planning process, SWTDD has expanded the goals and objectives of the region to include specific tasks. This expanded list is provided as Appendix A.

As the result of the implementation of the 2007 CEDs, the SWTDD CEDs Steering Committee and Executive Board have determined that the plan remains relevant to the conditions and circumstances of the region.

The CEDs goals and strategies have been updated to accurately reflect the progress made on each goal, strategy, and task. Where appropriate, tasks have been reassigned, consolidated, or added to reflect evolving economic circumstances, new information or understanding gained as part of the first three years of implementation, or new partnerships.

SWTDD continues to seek still greater levels of engagement by a broad range of stake holders in the ongoing planning and implementation process. As the planning process continues with each year of the CEDs, SWTDD will continue to broaden awareness of both the planning process and its implementation.

SWTDD Board of Directors & CEDS Steering Committee

The SWTDD Executive Board consists of an Executive Director, member government officials, state representatives, and minority representatives from an eight-county region including Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Madison, and McNairy Counties. A twenty-four member Executive Committee meets six times per year to set policy and conduct business on behalf of the full board.

Board of Directors

Legislative Members

- *Senator Lowe Finney
- *Representative Jimmy Eldridge

Chester County

- *Troy Kilzer, County Mayor
- *Bobby King, Mayor of Henderson
- *Howard Wade, Minority Representative
- Steven Grisham, Mayor of Enville
- George Jordan III, Industrial Representative

Decatur County

- *Jason Scott, County Mayor
- *Tim David Boaz, Mayor of Parsons
- Tim Grace, Mayor of Decaturville

Collins Pratt, Industrial Representative

Hardeman County

- *Willie Spencer, County Mayor
- *James Bellar, Mayor of Whiteville
- Bobby Sain, Mayor of Bolivar
- A.E. Smith, Mayor of Toone
- Billy Johnson, Mayor of Hornsby
- Curtis Lane, Mayor of Grand Junction
- Ricky Ayers, Mayor of Hickory Valley
- Ann Wells, Mayor of Saulsburly
- James Maxwell, Mayor of Middleton
- Bill Mayfield, Mayor of Silerton
- Bob Williamson, Industrial Representative

Hardin County

- *Kevin Davis, County Mayor
- *David Willis, Mayor of Saltillo
- *Allen Cherry, Minority Representative
- Phillip Lay, Mayor of Savannah
- Phyllis James, Mayor of Crump
- Steve Bunnell, Industrial Representative

Henderson County

- *Dennis Ray McDaniel, County Mayor
- *Kenneth Kizer, Mayor of Parkers Crossroads
- *Norman Carver, Minority Representative
- Bobby Dyer, Mayor of Lexington
- Carey Johnson, Mayor of Scotts Hill
- J.W. Creasy, Mayor of Sardis
- Mark Bartel, Industrial Representative

Haywood County

*Franklin Smith, County Mayor
*Webb Banks, Mayor of Brownsville
*Robert Green, Minority Representative
Royce Barnett, Mayor of Stanton
Joe Ing, Industrial Representative

Madison County

*Jimmy Harris, County Mayor
*Jerry Gist, Mayor of Jackson
*Herbert K. Slack, Minority Representative
Jimmy Hill, Mayor of Three Way
Doris Jackson, Mayor of Medon
Tammy West, Industrial Representative

McNairy County

*Jai Templeton, County Mayor
*David Robinson, Mayor of Selmer
*Harry Crayton, Minority Representative
Robert Heathcock, Mayor of Finger
Norma Smith, Mayor of Bethel Springs
Tommy Morris, Mayor of Adamsville
Don Greer, Mayor of Michie
Paul Durr, Mayor of Guys
Leland Alexander, Mayor of Milledgeville
Larry Raines, Mayor of Stantonville
Charles Weeks, Mayor of Eastview
George Armstrong, Mayor of Ramer
Ted Moore, Industrial Representative

The CEDS Steering Committee is made up of business leaders from each county in the region, as well as leaders in public agencies and organizations. This committee met in 2008 to discuss progress made in regional initiatives in the Southwest Tennessee region.

Committee Members – Private

Chester County

Katrina Vince – Confections by Katrina
Neal Smith – Chester County Bank

Decatur County

Terry Duke – Parsons Dairy Bar
Debbie Montgomery – Red Door Galleria

Hardeman County

Arthur Chapman – Pleasant Run Groceries
Larry Crawford – First South Bank

Hardin County

Gary Austin – Austin Construction
Shelley Agar – Grace Hyde

Haywood County

Jim Nunn – Nunn Cotton Co.
Charles Tripp – Tripp Country Hams

Henderson County

Jim Neisler – Industrial Process Service
Position 2 – vacancy

McNairy County

Billy Brown – NuTech Stone
Paul Fisher – Fisher Oil Company

Madison County

Jack Naylor – Bancorpsouth
Gary Grisham – Bancorpsouth

Committee Members – Public

Tracey Exum
TN Department of Economic & Community Development

Eric Cromwell
TN Department of Economic & Community Development

Kevin Morris
West Tennessee Healthcare

John Sicola
Memphis Area Association of Governments

John Bucy
Northwest Tennessee Development District

Gerald Parish
PARTAS

Virginia Hays
West TN Association of Realtors

Ramay Winchester
Retiree Tennessee

Monique Hazlewood
Southwest Rural Transportation Planning Organization

Charles Roth
Tennessee Small Business Development Center

Mike Montgomery
Tennessee Valley Authority

Harriet Cannon
USDA Rural Development

Wanda Simmons
Southwest Area Agency on Aging & Disability

Mandy White
Jackson-Madison County Chamber of Commerce

Dr. Bruce Blanding
Jackson State Community College

Dave Ralston
Jackson Housing Authority

David Pechin
Local Planning

Gloria Sweetlove
NAACP – Jackson Chapter

David Robinson
Mayor of Selmer

Franklin Smith
Mayor of Haywood County

State Representative Steve McDaniel

Mike Smith
Southwest Human Resource Agency

Kevin Davis
Mayor of Hardin County

Mary Beth Hopper
Tourism Association of West Tennessee

Dr. Don Williams
Tennessee Technology Center – Jackson

Lafayette McKinney
Workforce Investment Act

Mike Philpot
West Tennessee Industrial Association

Marty Marbry
State of Tennessee Department of Tourism

Population Trends & Characteristics

The Southwest Tennessee population grew by an estimated .375% between 2006 and 2007, based on estimates from the U.S. Census Bureau.

Population estimates illustrate continuing shifting of the region's population. All counties experienced relatively the same population increase with the exception of Haywood County, which experienced negative growth in population by -.824% between 2006 and 2007. Haywood County has seen a decline in population since 2004 of -2.369. All counties other than Haywood experienced slight increases of less than .5% each between 2006 and 2007.

Between 2003 and 2007 the region grew by 1.98%. However, there is no steady trend for growth in some counties. In Decatur County, for example, a peak in population occurred in 2004, declined in 2005 and 2006, and then bounced back in 2007. The same has occurred in Haywood County, but the county is not yet experiencing new population growth.

US Census: Estimates Annual Population Data in Multiple County(s) for 2003 - 2007					
County	2007	2006	2005	2004	2003
Chester	16,142	16,021	15,877	15,787	15,540
Decatur	11,339	11,291	11,415	11,517	11,502
Hardeman	27,834	27,803	27,832	27,833	27,907
Hardin	26,061	25,931	25,810	25,603	25,724
Haywood	19,126	19,285	19,399	19,590	19,472
Henderson	26,749	26,512	26,173	25,922	25,854
Madison	96,518	96,196	94,927	94,244	93,743
McNairy	25,595	25,393	25,087	24,879	24,765

Source: US Census Bureau

2007 Population Estimates: Race

County	Chester	Decatur	Hardeman	Hardin	Haywood	Henderson	McNairy	Madison
Total:	16,142	11,339	27,834	26,061	19,126	26,749	25,595	96,518
White alone	14,279	10,777	16,178	24,685	9,384	24,255	23,573	61,746
Black or African American alone	1,622	420	11,239	1,025	9,579	2,108	1,672	32,884
American Indian and Alaska Native alone	39	28	77	69	26	37	50	185
Asian alone	42	16	121	66	34	49	56	784
Native Hawaiian and Other Pacific Islander alone	1	2	4	12	8	6	13	15
Two or more races	159	96	215	204	95	294	231	904

Source: U.S. Census Bureau

2006 Population Estimates: Race

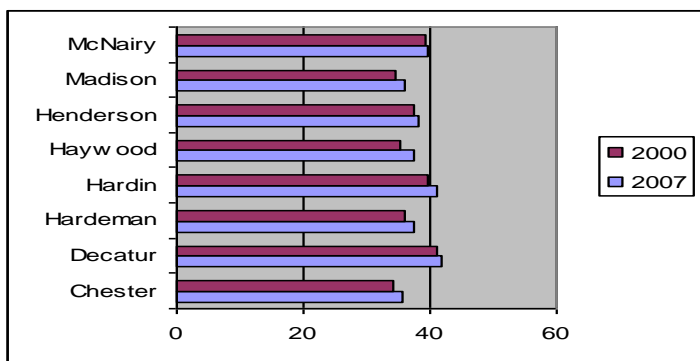
County	Chester	Decatur	Hardeman	Hardin	Haywood	Henderson	McNairy	Madison
Total:	16,043	11,426	28,176	26,089	19,405	26,750	25,722	95,894
White alone	14,297	10,856	16,422	24,731	9,505	24,268	23,721	61,313
Black or African American alone	1,506	430	11,332	1,001	9,737	2,093	1,671	32,706
American Indian and Alaska Native alone	41	27	77	68	25	46	50	176
Asian alone	45	18	131	79	34	50	49	796
Native Hawaiian and Other Pacific Islander alone	1	2	4	10	8	7	10	15
Two or more races	153	93	210	200	96	286	221	888

Source: U.S. Census Bureau

Racial composition from 2006 – 2007 have remained relatively constant. The largest racial classifications within the region are white, at 74% in 2007 and a .13% decrease from 2006, and black or African American alone, at 24.3% in 2007, representing a .12% increase from 2006.

Actual and Estimated Median Age by County			
County	2007	2000	Increase (in yrs.)
Chester	35.7	34.1	+ 1.6
Decatur	41.8	41.2	+ 0.6
Hardeman	37.4	36	+ 1.4
Hardin	41	39.8	+ 1.2
Haywood	37.5	35.3	+ 2.2
Henderson	38	37.3	+ 0.7
Madison	36	34.7	+ 1.3
McNairy	39.6	39.1	+ 0.5

Source: U.S. Census Bureau



When comparing the median age composition of the county populations from 2000 to 2007, an aging trend is revealed that is consistent with statewide and national trends. The greatest increase in median age is in Haywood County, with a 2.2 year increase. The smallest increase is in the county with the oldest median age population, Decatur County, with a 0.6 increase. Chester County remains the youngest county, with a median age of 35.7.

Labor Force, Employment & Income

Industry Group	Chester		Decatur		Hardeman		Hardin		Haywood		Henderson		Madison		McNairy	
	Estab.	# Emp.	Estab.	# Emp.	Estab.	# Emp.	Estab.	# Emp.	Estab.	# Emp.	Estab.	# Emp.	Estab.	# Emp.	Estab.	# Emp.
Establishments & Employment, QTR. 4, 2007																
Supersectors and Totals	236	3272	266	3947	384	7314	535	7952	362	6030	499	8342	2401	56106	458	7049
Manufacturing	23	488	27	770	34	2090	41	1959	19	1932	39	2785	120	10044	56	2480
Retail Trade	41	398	57	386	73	685	104	1201	53	731	94	982	437	7274	88	789
Education Services	1	341	1	302	3	732	2	700	1	601	7	765	21	4378	1	743
Health Care and Soc. Assist.	1	286	19	971	3	736	2	479	26	423	34	598	273	11115	0	0
Construction	35	171	28	228	37	157	50	384	25	188	52	323	250	3306	53	281
Public Administration	5	171	7	179	14	363	12	254	10	364	14	298	30	1958	16	254
Wholesale Trade	20	94	19	166	19	113	32	180	25	216	34	178	169	2420	23	188
Finance & Insurance	10	82	0	0	25	158	24	206	30	311	35	359	151	1167	25	109
Other Services	17	53	13	23	32	83	34	230	40	118	45	139	184	1008	27	111
Accom. and Food Service	1	45	21	188	24	226	48	828	0	0	32	582	175	4366	1	74
Professional, Sci., & Technical	12	20	15	39	0	0	43	171	0	0	35	134	182	1052	17	56
Transportation & Warehousing	2	20	18	99	25	237	9	54	2	31	34	389	14	559	28	358
Real Estate, Rental, & Leasing	7	19	1	4	7	26	21	98	9	82	11	29	91	522	7	42
Information	3	14	7	76	6	45	9	78	7	56	7	59	18	595	4	46
Admin., Supp., Waste Mngmt.	4	8	9	98	1	10	0	0	17	160	0	0	120	2938	16	250
Arts, Entertainment & Rec.	0	0	4	16	4	14	11	99	0	0	3	46	29	358	0	0
Agri., Forestry, Fishing & Hunt.	0	0	0	0	0	0	15	118	31	270	5	7	0	0	11	51
Utilities	0	0	2	6	2	59	5	74	2	53	3	118	3	170	2	38
Mining	0	0	0	0	0	0	4	50	0	0	0	0	0	0	0	0
Management of Companies	0	0	0	0	0	0	0	0	0	0	0	0	11	361	0	0
Unclassified Establishments	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Source: TN Dept. of Labor & Workforce Devl, Div. Emp. Sec., R&S

The Southwest Tennessee region is still heavily influenced by the manufacturing sector, and accounts for 22.5% of all employment. Local economies in Henderson and Hardin counties reveal a more significant manufacturing influence, representing 33.4% and 24.6% of all employment, respectively.

The health care and social assistance industry represents a 14.6% share of all employment, bolstered mainly by Madison and Decatur counties, where this segment accounts for significant job creation. Retail trade accounts for 12.4% of all employment within the region, and educational services for 8.6%.

Average weekly wages across the region are lower than the state average of \$812. Madison County has the highest weekly wage of \$751, but this still falls 7.5% short of the state average. The lowest weekly wage paid is in McNairy County, at \$558.

Average Weekly Wage, 4th Quarter 2007	
Area	Average Weekly Wage
Chester	\$627
Decatur	\$655
Hardeman	\$685
Hardin	\$623
Haywood	\$619
Henderson	\$613
Madison	\$751
McNairy	\$558
Tennessee	\$812

Source: TN Dept. of Labor & Workforce Dev., Div. Emp. Sec., R&S

Employment and Unemployment, July 2008

County	Civilian Labor Force	Employment	Unemployment	Unemployment Rate (%)
Chester	7,950	7,420	530	6.7
Decatur	5,870	5,380	490	8.3
Hardeman	11,770	10,770	1,010	8.6
Hardin	12,100	11,190	910	7.5
Haywood	10,330	8,910	1,420	13.8
Henderson	12,560	11,180	1,370	11
McNairy	12,360	11,360	1,000	8.1
Madison	49,530	46,090	3,440	6.9

Source: TN Dept. of Labor & Workforce Dev., Div. Emp. Sec., R&S

Employment and Unemployment, July 2007

County	Civilian Labor Force	Employment	Unemployment	Unemployment Rate (%)
Chester	7,940	7,560	380	4.8
Decatur	5,740	5,430	310	5.5
Hardeman	11,470	10,790	670	5.9
Hardin	12,070	11,450	630	5.2
Haywood	9,480	8,650	840	8.8
Henderson	12,190	11,290	900	7.3
McNairy	12,410	11,700	710	5.7
Madison	49,370	46,920	2,450	5.0

Source: TN Dept. of Labor & Workforce Dev., Div. Emp. Sec., R&S

Unemployment hit double-digit numbers in July, 2008 for two counties in the region. Haywood County experienced a 13.8% unemployment rate, compared to 8.8% one year before. The rate for Henderson County rose to 10.9% in the same month, compared to 7.3% from the previous year. Chester County, with a rate of 6.7%, is the only county in the region to have a lower unemployment rate than the state rate of 7.0%.

Unemployment has increased region-wide within the past year, touching each county to one degree or another. McNairy County's rate increased by 2.4 percentage points, as well as Decatur County, who rate increased 2.8 points within the year.

In 2006, the region still lagged behind the state in per capita income. Madison County, with the highest PCI in 2006, still fell \$2,213 short of Tennessee PCI of \$32,172. The consistently lowest PCI in the region has been Hardeman County, with a 2006 PCI of \$21,538. The highest has been Madison County.

Annual Per Capita Income (BEA) in Multiple County(s) for 2002 - 2006					
Area Name	2006	2005	2004	2003	2002
Chester County	\$23,700	\$22,868	\$21,794	\$21,703	\$20,153
Decatur County	\$27,195	\$25,460	\$23,946	\$22,308	\$20,856
Hardeman County	\$21,538	\$20,476	\$19,467	\$18,940	\$17,694
Hardin County	\$25,733	\$24,930	\$23,901	\$22,582	\$21,712
Haywood County	\$24,694	\$23,197	\$21,706	\$21,735	\$19,817
Henderson County	\$24,350	\$23,893	\$23,541	\$22,362	\$21,298
McNairy County	\$26,033	\$25,583	\$24,802	\$23,632	\$22,853
Madison County	\$29,959	\$29,162	\$28,101	\$26,859	\$25,885

Source: Bureau of Economic Analysis

Tourism

The tourism sector experienced solid increases in expenditures between 2005 and 2006. Henderson County experienced the smallest increase in tourism expenditure at 2.85%. McNairy County had the highest percent change in its tourism expenditures at 8.04%

Travel Impact on Tennessee (Expenditures in Millions)			
County	2006	2005	% change
Chester	\$8.00	\$7.46	7.19
Decatur	10.25	9.56	7.12
Hardeman	20.31	19.24	5.56
Hardin	27.93	26.88	3.91
Haywood	12.02	11.25	6.85
Henderson	17.90	17.41	2.83
McNairy	8.74	8.09	8.04
Madison	144.42	137.14	5.31

Source: TN Department of Tourism

CEDS Progress Report & Performance Evaluation

SWTDD has prepared and submitted Mid-Term and Year-End Progress Reports to the Atlanta Regional Office of the Economic Development Administration. These reports document actions taken to implement the CEDS over the past year.

As a result of this first year of implementation under the current CEDS and a review of the related goals, the CEDS Committee has determined that the plan remains relevant to the conditions and circumstances of the region.

As the planning process continues with year two implementation of the CEDS, SWTDD seeks to broaden awareness of both the planning process and its implementation.

SWTDD distributed the CEDS in CD form to each city and county government in the region. This annual update will be distributed via website downloads. Additionally, hardcopy will be sent to members and other stakeholders that do not have web access.

SWTDD continues to receive positive feedback from members, regional stakeholders, funding partners and other agencies in regard to the quality, content, structure and usefulness of the CEDS.

The CEDS is viewed as a living document by both the Executive Committee and the staff of SWTDD. The integration of the action plan with the CEDS makes it a relevant reference throughout the process of its implementation.

The following provides an internal assessment on progress made in implementing goals, objectives and strategies contained in the CEDS Action Plan, in its entirety:

Goal I: Economic Development

Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Tennessee.

(progress 60%/completion 10%)

Objective A: IT Development

Create an environment of effective communication for businesses and communities alike by increasing IT infrastructure across the region.

Strategy: Promote and assist agencies with IT capacity building.

Tactics and Tasks I.A.1: Work with local agencies to conduct an inventory.

(progress 100%/completion 20%)

Tactics and Tasks 1.A.2: Load inventory information into ArcView database for mapping and strategic planning.

(progress 0/completion 0)

Tactics and Tasks I.A.3: Develop a regional plan for capacity building, and share plan within region.

(progress 0/completion 0)

Tactics and Tasks I.A.4: Assist region with grant and loan incentives to increase IT offerings in rural areas.

(progress 100%/completion 20%)

Tactics and Tasks 1.A.5: Engage agencies, communities, and other stakeholders in ongoing review of benefits of IT in the region.

(progress 100%/completion 20%)

Objective B: Industry Expansion and Retention
Make communities aware of industry specific growth, retention, and potential job creation in order to plan for a job training/educational response.

(progress 30%/completion 10%)

Strategy: Study and promote information concerning industry specific growth and retention in Southwest Tennessee.

Tactics and Tasks I.B.1: Conduct a cluster analysis specific to the eight counties in the Southwest Tennessee region.

(progress 0/completion 0)

Tactics and Tasks I.B.2: Share analysis with Technology Centers, Community Colleges, WTIA and WIA staff.

(progress 0/completion 0)

Tactics and Tasks I.B.3: Promote potential business financing, including in-house loans and infrastructure loans.

(progress 100%/completion 20%)

Objective C: Workforce Development

Residents of Southwest Tennessee are well educated and trained to assume existing and emerging job within the region.

(progress 50%/completion 10%)

Strategy: Increase the capacity of individuals to participate effectively in the workplace, improving their productivity and employability by aligning industry needs with job and skill training programs.

Tactics and Tasks I.C.1: Conduct a higher education survey within the region to identify job training programs and any gaps in education.

(progress 0/completion 0)

Tactics and Tasks I.C.2: Assist in the development of a regional capacity building strategy.

(progress 0/completion 0)

Tactics and Tasks I.C.3: Coordinate regional efforts with WIA and WTIA.

(progress 100%/completion 20%)

Tactics and Tasks I.C.4: Encourage collaboration and integration between educational institutions and businesses.

(progress 100%/completion 20%)

Objective D: Local Governments

Local governments should be afforded every opportunity to fully utilize economic development tools and incentives that grow wealth.

(progress 70%/completion 70%)

Strategy: Conduct and analyze a survey of local governments, aimed at determining strengths and weaknesses of economic development tools and incentives.

Tactics and Tasks I.D.1: Conduct a survey, targeting issues of funding and barriers, activities, business development and incentives.

(progress 100%/completion 100%)

Tactics and Tasks I.D.2: Analyze data found in the surveys.

(progress 100%/completion 100%)

Tactics and Tasks I.D.3: Present information to CEDS Steering Committee for action.

(progress 0/completion 0)

Objective E: Encouraging the “Creative Class”

The skills of artisans and craftpersons should be tapped into for the creation of small businesses that create new jobs within the region.

(progress 50%/completion 20%)

Strategy: Support the creation of small arts and crafts businesses within the region.

Tactics and Tasks I.E.1: Conduct an inventory of businesses and entrepreneurs engaged in the Arts.

(progress 0/completion 0)

Tactics and Tasks I.E.2: Develop a marketing plan to increase visibility and expand business/create jobs.

(progress 0/completion 0)

Tactics and Tasks I.E.3: Encourage art councils to create arts incubators and other arts opportunities/projects.

(progress 100%/completion 20%)

Tactics and Tasks I.E.4: Seek grant/loan opportunities to encourage arts/crafts businesses.

(progress 100%/completion 20%)

Objective F: CEDS as a Change Agent.

Coordinating our CEDS Steering Committee with the efforts of the other two development districts within West Tennessee can enable a broader vision for all of West Tennessee.

(progress 100%/completion 20%)

Strategy: Encourage a regional approach to economic development.

Tactics and Tasks I.F.1: Encourage our CEDS committee to engage other CEDS committees in West Tennessee.

(progress 100%/completion 20%)

Tactics and Tasks I.F.2: Share our CEDS and updates with other EDDs in West Tennessee.

(progress 100%/completion 20%)

Tactics and Tasks I.F.3: Share EDD strategies at Tennessee Development District Association meetings.
(progress 100%/completion 20%)

Objective G: Specific Project Development.
Engage, advocate, and encourage communities to participate in specific projects to increase wealth within the region.

(progress 70%/completion 20%)

Strategy 1: Regional Economic Development Initiative (REDI) city and county officials training.

Tactics and Tasks I.G.1.a: Engage consultants to design a format for REDI.
(progress 100%/completion 100%)

Tactics and Tasks I.G.1.b: Apply to Economic Development Administration for project funds.

(progress 100%/completion 80%)

Tactics and Tasks I.G.1.c: Develop and execute marketing for REDI training throughout the region.

(progress 0/completion 0)

Tactics and Tasks I.G.1.d: Assist consultants with REDI training.

(progress 0/completion 0)

Strategy 2: Encourage industrial alliances and new project development between Hardeman, McNairy and Hardin counties.

Tactics and Tasks I.G.2.a: Encourage and

support the development of an alliance amongst these counties.

(progress 100%/completion 20%)

Tactics and Tasks I.G.2.b: Advocate for cluster development within the counties, specifically automotive.

(progress 100%/completion 20%)

Tactics and Tasks I.G.2.c: Advocate for strategies on projects with the greatest potential for sustainable economic impact.

(progress 100%/completion 20%)

Goal II: Community Development

Facilitate and support efforts to improve the quality of life for communities in Southwest Tennessee, thereby creating an environment for sustainable economic development.

Objective A: Infrastructure Development

The communities of Southwest Tennessee have a sustainable public infrastructure sufficient to accommodate economic development and provide for an enhanced quality of life.

(progress 75%/completion 20%)

Strategy: Encourage responsible infrastructure growth by facilitating partnerships between cities and counties.

Tactics and Tasks II.A.1: Facilitate a climate of regionalism at JECD Board meetings, city and county commission meetings.

(progress 100%/completion 20%)

Tactics and Tasks II.A.2: Utilize ArcView to manage utility data, and develop a regional snapshot of future needs.

(progress 0/completion 0)

Tactics and Tasks II.A.3: Encourage community sharing of infrastructure costs, when appropriate.

(progress 100%/completion 20%)

Tactics and Tasks II.A.4: Continue to participate and encourage regional projects that promote economic/community development.

(progress 100%/completion 20%)

Objective B: Community Engagement

Encouraging grass roots participation in community development will make citizens within the region more connected to any changes occurring in their communities.

(progress 100%/completion 20%)

Strategy: Encourage and assist in community participation/awareness in local development.

Tactics and Tasks II.B.1: Assist local leaders, when requested, to facilitate town hall meetings.

(progress 100%/completion 20%)

Tactics and Tasks II.B.2: Encourage community participation in public/private partnerships to fund community improvements.

(progress 100%/completion 100%)

Tactics and Tasks II.B.3: Encourage historic preservation through public meetings, and creating an asset inventory.

(progress 100%/completion 20%)

Objective C: Regional Emergency Planning

All areas within the region should have adequate warning when emergencies occur.

(progress 30%/completion 10%)

Strategy: Determine deficiencies that exist in the region's current weather alert system.

Tactics and Tasks II.C.1: Conduct a regional assessment of existing weather alert monitors.

(progress 0/completion 0)

Tactics and Tasks II.C.2: Develop a plan to mitigate existing shortfalls.

(progress 0/completion 0)

Tactics and Tasks II.C.3: Utilize state and federal grant programs to help minimize local costs for updating weather alert monitors.

(progress 100%/completion 20%)

Objective D: Transportation Infrastructure Development

The communities of Southwest Tennessee have a sustainable transportation infrastructure sufficient to accommodate economic development and enhance quality of life.

(progress 100%/completion 20%)

Strategy: Through the RPO process, facilitate the development of an integrated transportation

infrastructure that expedites the movement of people and goods to, through, and out of Southwest Tennessee thereby enhancing economic competitiveness and quality of life.

Tactics and Tasks II.D.1: Maintain a comprehensive, prioritized inventory of transportation needs.

(progress 100%/completion 20%)

Tactics and Tasks II.D.2: Maintain a comprehensive, prioritized inventory of current transportation projects within region.

(progress 100%/completion 20%)

Tactics and Tasks II.D.3: Advocate for the full and timely implementation of all current and proposed projects.

(progress 100%/completion 20%)

Based on feedback from recipients and users of the CEDS, the document has proven to be useful. Inquiries about the region can be readily answered by or referred to the CEDS.

SWTDD's vision of sustainable development and improved quality of life continues to be appropriate to the economic development needs of the region. This vision illustrates not only the ongoing need for economic stabilization and diversification, but also the values of the organization and the communities it serves.

SWTDD has made reasonable progress on implementing the CEDS action plan, where funding and other resources have been available. The periodic

progress reports to the EDA and the assessment in the previous section provide a benchmark for completion.

Goal I:

Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Tennessee.

Objective A:		IT Development: Create an environment of effective communication for businesses and communities alike by increasing IT infrastructure across the region.								
Strategy:		Promote and assist agencies with IT capacity building								
SWTDD Role and Partners:	Tactics and Tasks:	FY 08				FY 09				
		QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4	
SWTDD Steering Committee: <ul style="list-style-type: none"> • Liaison with agencies, partners • Evaluate policies, alternatives • Draft SWTDD positions SWTDD Executive Committee: <ul style="list-style-type: none"> • Review Committee recommendations • Approve recommendations SWTDD Staff: <ul style="list-style-type: none"> • Facilitate work of Steering Committee • Distribute information to members and committees • Collect and prepare comments Partners: Communities, Cities, State and Federal Agencies, Chambers of Commerce, businesses, Connected Tennessee	1	Work with local agencies to conduct an inventory	X	X	X	X				
	2	Load inventory information into ArcView database for mapping and strategic planning								
	3	Develop a regional plan for capacity building, and share plan within region								
	4	Assist region with grant and loan incentives to increase IT offerings in rural areas.	X	X	X	X	X			
	5	Engage agencies, communities, and other stakeholders in ongoing review of benefits of IT in the region.	X	X	X	X	X			
		Measures: Percent of increased business and residential Internet usage								

Goal I:

Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Tennessee.

Objective B:		Industry Expansion and Retention: Make communities aware of industry specific growth, retention, and potential job creation in order to plan for a job training/educational response.								
Strategy:		Study and promote information concerning industry specific growth and retention in Southwest Tennessee.								
SWTDD Role and Partners:	Tactics and Tasks:	FY 08				FY 09				
		QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4	
SWTDD Steering Committee: <ul style="list-style-type: none"> ● Liaison with agencies, partners ● Evaluate policies, alternatives ● Draft SWTDD positions SWTDD Executive Committee: <ul style="list-style-type: none"> ● Review Committee recommendations ● Approve recommendations SWTDD Staff: <ul style="list-style-type: none"> ● Facilitate work of Steering Committee ● Distribute information to members and committees ● Collect and prepare comments Partners: Communities, Cities, State and Federal Agencies, Chambers of Commerce, businesses, WIA, WTIA, USDA Rural Development, ECD	1	Conduct a cluster analysis specific to the eight counties in the Southwest Tennessee region								
	2	Share analysis with Technology Centers, Community Colleges, WTIA and WIA staff								
	3	Promote potential business financing, including in-house loans and infrastructure grants	X	X	X	X	X			
	4									
	5									
		Measures: Percent increases in industrial growth and new job growth within region.								

Goal I: **Economic Development:** Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Tennessee.

Objective C:		Workforce Development: Residents of Southwest Tennessee are well educated and trained to assume existing and emerging jobs within the region.							
Strategy:		Increase the capacity of individuals to participate effectively in the workplace, improving their productivity and employability by aligning industry needs with job and skill training programs.							
SWTDD Role and Partners:	Tactics and Tasks:	FY 08				FY 09			
		QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4
SWTDD Steering Committee: <ul style="list-style-type: none"> • Liaison with agencies, partners • Evaluate policies, alternatives • Draft SWTDD positions SWTDD Executive Committee: <ul style="list-style-type: none"> • Review Committee recommendations • Approve recommendations SWTDD Staff: <ul style="list-style-type: none"> • Facilitate work of Steering Committee • Distribute information to members and committees • Collect and prepare comments Partners: WIA, WTIA, Technology Centers, 2 and 4 year educational institutions	1	Conduct a higher education survey within region to identify job training programs and any gaps in education							
	2	Assist in the development of a regional capacity building strategy							
	3	Coordinate regional efforts with WIA and WTIA	X	X	X	X	X		
	4	Encourage collaboration and integration between educational institutions and businesses	X	X	X	X	X		
	5								
		Measures: Percent increase in job placements within region.							

Goal I:

Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Tennessee.

Objective D:	Local Governments: Local governments should be afforded every opportunity to fully utilize economic development tools and incentives that grow wealth.								
Strategy:	Conduct and analyze a survey of local governments, aimed at determining strengths and weaknesses of economic development tools and incentives.								
SWTDD Role and Partners:	Tactics and Tasks:	FY 08				FY 09			
		QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4
SWTDD Steering Committee: <ul style="list-style-type: none"> ● Liaison with agencies, partners ● Evaluate policies, alternatives ● Draft SWTDD positions SWTDD Executive Committee: <ul style="list-style-type: none"> ● Review Committee recommendations ● Approve recommendations SWTDD Staff: <ul style="list-style-type: none"> ● Facilitate work of Steering Committee ● Distribute information to members and committees ● Collect and prepare comments Partners: Incorporated cities	1	Conduct survey, targeting issues of funding and barriers, activities, business development and incentives	X						
	2	Analyze data found in surveys		X					
	3	Present information to CEDS Steering Committee for action.							
	4								
	5								
		Measures: Percent of new businesses created, businesses retained, and jobs created/ retained.							

Goal I:

Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Tennessee.

Objective E:

Encouraging the "Creative Class": The skills of artisans and craftpersons should be tapped into for the creation of small businesses that create new jobs within the region.

Strategy:

Support the creation of small arts and crafts businesses within the region.

SWTDD Role and Partners:	Tactics and Tasks:	FY 08				FY 09			
		QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4
SWTDD Steering Committee: <ul style="list-style-type: none"> • Liaison with agencies, partners • Evaluate policies, alternatives • Draft SWTDD positions SWTDD Executive Committee: <ul style="list-style-type: none"> • Review Committee recommendations • Approve recommendations SWTDD Staff: <ul style="list-style-type: none"> • Facilitate work of Steering Committee • Distribute information to members and committees • Collect and prepare comments Partners: Communities, Cities, State agencies, Chambers of Commerce, businesses, city and county Art Councils	1 Conduct an inventory of businesses and entrepreneurs engaged in the Arts								
	2 Develop a marketing plan to increase visibility and expand business/create jobs								
	3 Encourage art councils to create arts incubators and other arts opportunities/projects.	X	X	X	X	X			
	4 Seek grant/loan opportunities to encourage arts/crafts businesses.	X	X	X	X	X			
	5								
Measures: Percent increase of art/craft related businesses and job growth.									

Goal I:

Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Tennessee.

Objective F:

CEDS as a Change Agent: Coordinating our CEDS Steering Committee with the efforts of the other two development districts within West Tennessee can enable a broader vision for all of West Tennessee.

Strategy:

Encourage a regional approach to economic development.

SWTDD Role and Partners:	Tactics and Tasks:	FY 08				FY 09			
		QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4
SWTDD Steering Committee: <ul style="list-style-type: none"> • Liaison with agencies, partners • Evaluate policies, alternatives • Draft SWTDD positions 	1 Encourage our CEDS committee to engage other CEDS committees in West Tennessee.	X	X	X	X	X			
	2 Share our CEDS and updates with other EDDs in West Tennessee	X	X	X	X	X			
	3 Share EDD strategies at Tennessee Development District Association meetings	X	X	x	X	X			
	4								
	5								
SWTDD Executive Committee: <ul style="list-style-type: none"> • Review Committee recommendations • Approve recommendations 									
SWTDD Staff: <ul style="list-style-type: none"> • Facilitate work of Steering Committee • Distribute information to members and committees • Collect and prepare comments 									
Partners: CEDS Steering Committee, Northwest and Memphis CEDS Committees, Tennessee Development District Association	Measures: Percent increase industry growth and jobs created.								

Goal I:

Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Tennessee.

Objective G :

Specific Project Development: Engage, advocate, and encourage communities to participate in specific projects to increase wealth within the region.

Strategy 1:

Regional Economic Development Initiative (REDI) city and county official training

SWTDD Role and Partners:	Tactics and Tasks:	FY 08				FY 09			
		QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4
<p>SWTDD Steering Committee:</p> <ul style="list-style-type: none"> ● Liaison with agencies, partners ● Evaluate policies, alternatives ● Draft SWTDD positions <p>SWTDD Executive Committee:</p> <ul style="list-style-type: none"> ● Review Committee recommendations ● Approve recommendations <p>SWTDD Staff:</p> <ul style="list-style-type: none"> ● Facilitate work of Steering Committee ● Distribute information to members and committees ● Collect and prepare comments <p>Partners: Communities, Cities, State and Federal Agencies, Chambers of Commerce, Economic Development Training Consultants</p>	a Engage consultants to design a format for REDI			X	X				
	b Apply to Economic Development Administration for project funds			X	X				
	c Develop and execute marketing for REDI training throughout the region								
	d Assist consultants with REDI training								
	e								
<p>Measures: Number of increased regional partnerships formed in Southwest Tennessee.</p>									

Goal I:

Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Tennessee.

Objective G:		Specific Project Development: Engage, advocate, and encourage communities to participate in specific projects to increase wealth within the region.								
Strategy 2:		Encourage industrial alliances and new project development between Hardeman, McNairy and Hardin counties.								
SWTDD Role and Partners:	Tactics and Tasks:	FY 08				FY 09				
		QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4	
SWTDD Steering Committee: <ul style="list-style-type: none"> ● Liaison with agencies, partners ● Evaluate policies, alternatives ● Draft SWTDD positions SWTDD Executive Committee: <ul style="list-style-type: none"> ● Review Committee recommendations ● Approve recommendations SWTDD Staff: <ul style="list-style-type: none"> ● Facilitate work of Steering Committee ● Distribute information to members and committees ● Collect and prepare comments Partners: Hardin, McNairy, and Hardeman counties, chambers of commerce, State and Federal agencies	a	Encourage and support the development of an alliance amongst these counties	X	X	X	X	X			
	b	Advocate for cluster development within the counties, specifically automotive	X	X	X	X	X			
	c	Advocate for strategies on projects with the greatest potential for sustainable economic impact	X	X	X	X	X			
	d									
	e									
		Measures: Percent increase industry growth and jobs created.								

Goal II:

Community Development: Facilitate and support efforts to improve the quality of life for communities in Southwest Tennessee, thereby creating an environment for sustainable economic development.

Objective A:		Infrastructure Development: The communities of Southwest Tennessee have a sustainable public infrastructure sufficient to accommodate economic development and provide for an enhanced quality of life.							
Strategy:		Encourage responsible infrastructure growth by facilitating partnerships between cities and counties.							
SWTDD Role and Partners:	Tactics and Tasks:	FY 08				FY 09			
		QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4
SWTDD Steering Committee: <ul style="list-style-type: none"> • Liaison with agencies, partners • Evaluate policies, alternatives • Draft SWTDD positions SWTDD Executive Committee: <ul style="list-style-type: none"> • Review Committee recommendations • Approve recommendations SWTDD Staff: <ul style="list-style-type: none"> • Facilitate work of Steering Committee • Distribute information to members and committees • Collect and prepare comments Partners: Communities, Cities, State and Federal Agencies, Chambers of Commerce, businesses, Connected Tennessee	1	Facilitate a climate of regionalism at JECD Board meetings, city and county commission meetings	X	X	X	X	X		
	2	Utilize ArcView to manage utility data, and develop a regional snapshot of future needs							
	3	Encourage community sharing of infrastructure costs, when appropriate	X	X	X	X	X		
	4	Continue to participate and encourage regional projects that promote economic/community development	X	X	X	X	X		
	5								
		Measures: SWTDD community projects accurately reflected in TACIR database; regional prioritization of capital projects.							

Goal II:

Community Development: Facilitate and support efforts to improve the quality of life for communities in Southwest Tennessee, thereby creating an environment for sustainable economic development.

Objective B:		Community Engagement: Encouraging grass roots participation in community development will make citizens within the region more connected to any changes occurring in their communities								
Strategy:		Encourage and assist in community participation/awareness in local development.								
SWTDD Role and Partners:	Tactics and Tasks:	FY 08				FY 09				
		QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4	
SWTDD Steering Committee: <ul style="list-style-type: none"> ● Liaison with agencies, partners ● Evaluate policies, alternatives ● Draft SWTDD positions SWTDD Executive Committee: <ul style="list-style-type: none"> ● Review Committee recommendations ● Approve recommendations SWTDD Staff: <ul style="list-style-type: none"> ● Facilitate work of Steering Committee ● Distribute information to members and committees ● Collect and prepare comments Partners: Cities and Counties, Communities, SHPO	1	Assist local leaders, when requested, to facilitate town hall meetings	X	X	X	X	X			
	2	Encourage community participation in public/private partnerships to fund community improvements	X	X	X	X	X			
	3	Encourage historic preservation through public meetings, and creating an asset inventory	X	X	X	X	X			
	4									
	5									
		Measures: Completion of HP asset inventory; database created for meeting participation.								

Goal II:

Community Development: Facilitate and support efforts to improve the quality of life for communities in Southwest Tennessee, thereby creating an environment for sustainable economic development.

Objective C:		Regional Emergency Planning: All areas within the region should have adequate warning when emergencies occur.								
Strategy:		Determine deficiencies that exist in the region's current weather alert system.								
SWTDD Role and Partners:	Tactics and Tasks:	FY 08				FY 09				
		QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4	
SWTDD Steering Committee: <ul style="list-style-type: none"> ● Liaison with agencies, partners ● Evaluate policies, alternatives ● Draft SWTDD positions SWTDD Executive Committee: <ul style="list-style-type: none"> ● Review Committee recommendations ● Approve recommendations SWTDD Staff: <ul style="list-style-type: none"> ● Facilitate work of Steering Committee ● Distribute information to members and committees ● Collect and prepare comments Partners: Cities and Counties, County EMAs, State and Federal Agencies	1	Conduct a regional assessment of existing weather alert monitors								
	2	Develop a plan to mitigate existing shortfalls								
	3	Utilize state and federal grant programs to help minimize local costs for updating weather alert monitors	X	X	X	X	X			
	4									
	5									
		Measures: Increase in monitor systems throughout region; percent of businesses created/retained.								

Goal II:

Community Development: Facilitate and support efforts to improve the quality of life for communities in Southwest Tennessee, thereby creating an environment for sustainable economic development.

Objective D:	Transportation Infrastructure Development: The communities of Southwest Tennessee have a sustainable transportation infrastructure sufficient to accommodate economic development and enhance quality of life.								
Strategy:	Through the RPO process, facilitate the development of an integrated transportation infrastructure that expedites the movement of people and goods to, through, and out of Southwest Tennessee thereby enhancing economic competitiveness and quality of life.								
SWTDD Role and Partners:	Tactics and Tasks:	FY 08				FY 09			
		QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4
SWTDD Steering Committee: <ul style="list-style-type: none"> ● Liaison with agencies, partners ● Evaluate policies, alternatives ● Draft SWTDD positions SWTDD Executive Committee: <ul style="list-style-type: none"> ● Review Committee recommendations ● Approve recommendations SWTDD Staff: <ul style="list-style-type: none"> ● Facilitate work of Steering Committee ● Distribute information to members and committees ● Collect and prepare comments Partners: RPO Executive Board, RPO Technical Committee, TDOT, cities, counties, communities, FHWA.	1	Maintain a comprehensive, prioritized inventory of transportation needs	X	X	X	X	X		
	2	Maintain a comprehensive, prioritized inventory of current transportation projects within region	X	X	X	X	X		
	3	Advocate for the full and timely implementation of all current and proposed projects	X	X	X	X	X		
	4								
	5								
Measures: SWRPO projects accurately reflected in STIP; regional needs assessments revised and prioritized yearly, with updates sent to TDOT.									

