

Arab City Council

Arab Strategic Plan 2012

**Adopted by Arab City Council
March 5, 2012**

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City of Arab, Alabama

Contents

Foreword.....	2
Introduction	3
A Vision for the City of Arab	4
Opportunities for Economic Development.....	6
Opportunities for Public Services and Infrastructure	9
Opportunities for Quality of Life.....	11
Opportunities for Tax Base and Revenue	16
Arab in History – The Community Timeline.....	17
The Planning Process	18
Participants in the Process.....	21

Introduction

This Strategic Plan for the City of Arab is prepared in conjunction with, and with the assistance of, the Alabama Communities of Excellence Program. It is timely in that it comes almost five years after the publication of “Embracing the Future” which was a strategic plan prepared for the City by TVA and adopted by the City on February 7, 2007.

In 2009, the City of Arab was selected to take part in the Alabama Communities of Excellence (ACE) Program. The ACE program is a three phase program leading to induction as an *Alabama Community of Excellence*. The first phase is the assessment phase. The assessment was performed during 2010 with a visit by an Assessment Team assembled by the ACE program. This visit was the first step in a long-term relationship between the ACE Program and the Arab community. The Assessment Team published a report of their findings which is a companion document to this Strategic Plan.

The second phase concerns leadership development and strategic planning which is the subject of this document. The third phase concerns implementation of the Strategic Plan and comprehensive planning. While this Strategic Plan has a planning horizon of about five years, the comprehensive plan will have a long-range perspective, perhaps ten to twenty years, in regard to those activities, such as land use, transportation, infrastructure and community facilities, that affect growth and development in the community.

This Strategic Plan was prepared with considerable public input. A wide cross-section of community members, including residents, business leaders, civic leaders and elected officials, participated in both the assessment phase and the strategic planning phase of the process.

A Vision for the City of Arab

The City of Arab welcomes people to its website by describing the City as “... a progressive community that provides a high level of attraction for a supportive family atmosphere through a wholesome, safe and secure environment. Arab has a quality learning environment for all ages and opportunities are provided to citizens for life-long rewarding employment, recreation, historical and cultural experiences.” Additionally, the web page for the Mayor states the following mission statement:

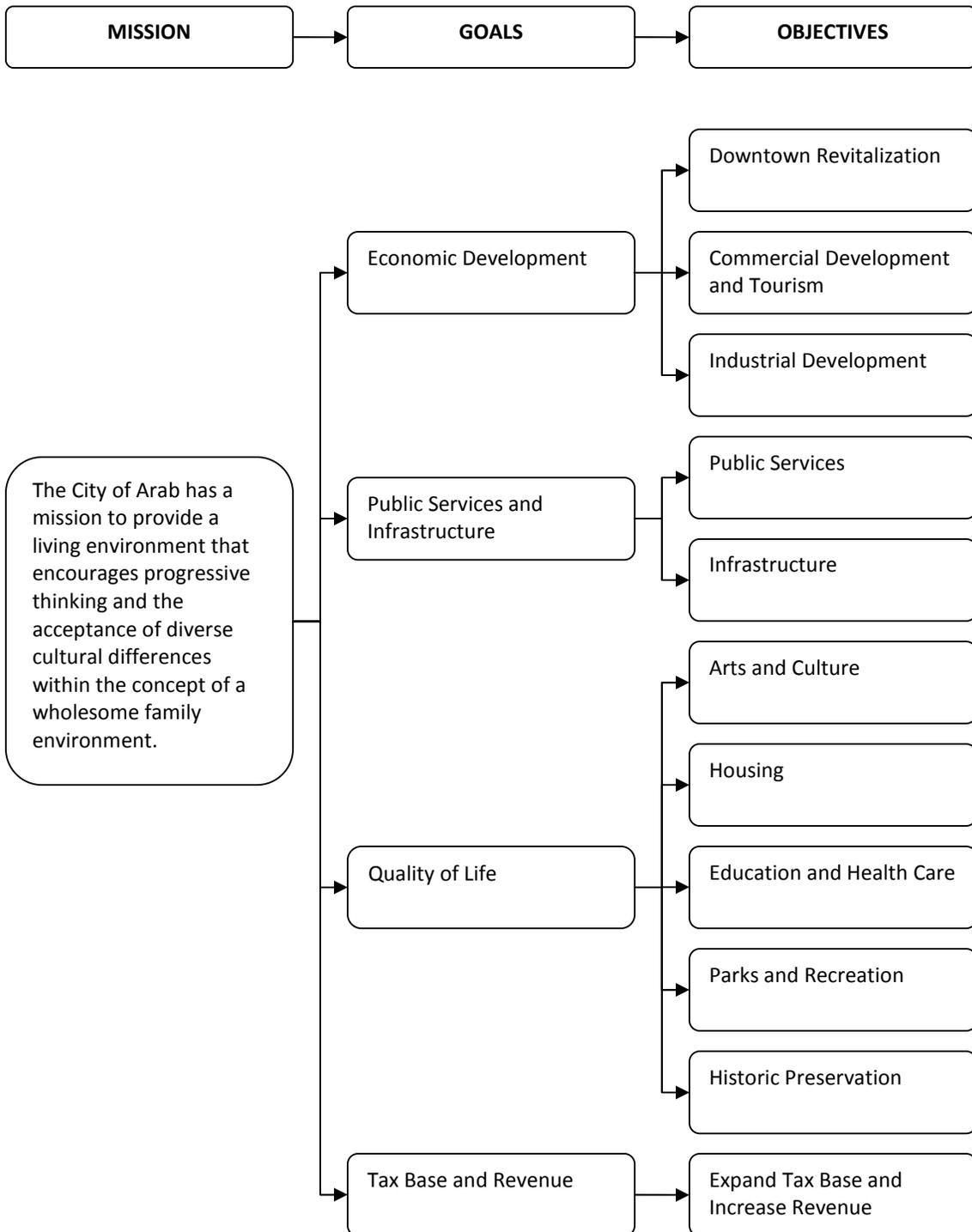
The City of Arab has a mission to provide a living environment that encourages progressive thinking and the acceptance of diverse cultural differences within the concept of a wholesome family environment.

A gathering of citizens at a strategic planning workshop were asked to describe their desired community. Their statements, which are detailed later in this report, are strikingly similar to the visionary description and the mission statement above. Together, these statements continue to describe a vision of the future of the City of Arab.

The same gathering of citizens considered a selection of broad major goals...the big ideas that could bring their vision to life. These four broad areas of attention are:

- Economic Development;
- Public Services and Infrastructure;
- Quality of Live; and
- Tax Base and Revenue.

The preservation and improvement of these areas of attention is the subject of the following selection of opportunities and activities. These opportunities and activities on the following pages represent the steps that are recommended to be taken in order to achieve and protect the above vision.



Goal: Economic Development
Objective: Downtown Revitalization

<i>Opportunity</i>	<i>Champion</i>	<i>Timeframe</i>
(a) <i>Themed marketing campaign.</i> Establish a theme for downtown that can be used in design and marketing.	<ul style="list-style-type: none"> · President –Downtown Merchants Association 	4 th Quarter 2012
(b) <i>Closing time.</i> Adjust closing times to make them more convenient for shoppers.	<ul style="list-style-type: none"> · President - Downtown Merchants Association 	1 st Quarter 2013
(c) <i>Design standards.</i> Establish standards and codes for the improvement of downtown.	<ul style="list-style-type: none"> · President - Downtown Merchants Association · Chairman - Planning Commission · Mayor and City Council 	4 th Quarter 2013
(d) <i>New business.</i> Attract new businesses, especially outdoor eateries and boutiques/specialty shops	<ul style="list-style-type: none"> · Director - Economic Development · Mayor and City Council 	On-going
(e) <i>Green space.</i> Create an open, green space with a water feature.	<ul style="list-style-type: none"> · President - Downtown Merchant’s Association · Mayor and City Council 	1 st Quarter 2014
(f) <i>Dress up.</i> Dress up vacant space downtown.	<ul style="list-style-type: none"> · Property Owners · Local Merchants · President – Downtown Merchant’s Association 	On-going
(g) <i>Welcome center.</i> Secure the old high school for use as a welcome center/civic center	<ul style="list-style-type: none"> · President - Chamber of Commerce · Mayor and City Council 	4 th Quarter, 2013
(h) <i>Enforce regulations.</i>	<ul style="list-style-type: none"> · City Building Inspector 	On-going
(i) <i>Funding.</i> Explore funding opportunities, including the possibility of a TIF district.	<ul style="list-style-type: none"> · Mayor and City Council 	3 rd Quarter 2012

Goal: Economic Development
Objective: Commercial Development and Tourism

<i>Opportunity</i>	<i>Champion</i>	<i>Timeframe</i>
(a) <i>Beautification</i> . Provide Beautification Committee with resources to improve landscaping efforts along major thoroughfares, particularly in downtown area	<ul style="list-style-type: none"> · Chairman - Beautification Board · Mayor and City Council 	On-going as funding is available.
(b) <i>Attract new business</i> . Target new businesses for recruitment.	<ul style="list-style-type: none"> · Director – Economic Development 	On-going
(c) <i>Buy local</i> . Develop a “buy local” education campaign...58% of workers who reside in Arab commute out-of-town.	<ul style="list-style-type: none"> · President - Chamber of Commerce 	3 rd Quarter, 2012
(d) <i>Brochures</i> . Create brochures to publicize Arab events.	<ul style="list-style-type: none"> · President - Chamber of Commerce 	2 nd Quarter, 2012
(e) <i>Calendar of events</i> . Use a well publicized calendar of events to promote events.	<ul style="list-style-type: none"> · President - Chamber of Commerce 	Complete – Updated Weekly
(f) <i>Annexation</i> . Use strategic annexation to expand the city’s commercial opportunities.	<ul style="list-style-type: none"> · Mayor and City Council 	1 st Quarter 2013
(g) <i>Way-finding</i> . Use attractive “gateways” and “way-finding” signs along roads leading into town.	<ul style="list-style-type: none"> · Mayor and City Council 	1 st quarter 2012 – 4 th quarter 2012

Goal: Economic Development
Objective: Industrial Development

<i>Opportunity</i>	<i>Champion</i>	<i>Timeframe</i>
(a) <i>Website</i> . Develop a website linking to the Chamber of Commerce to showcase business opportunities and available commercial real estate.	<ul style="list-style-type: none"> · President - Chamber of Commerce 	2 nd Quarter, 2012
(b) <i>Relationships</i> . Cultivate relationships with those organizations that can assist in economic/industrial development.	<ul style="list-style-type: none"> · Director - Economic Development · President - Chamber of Commerce · Mayor and City Council 	On-going
(c) <i>Research park</i> . Consider the development of a research park.	<ul style="list-style-type: none"> · Director - Economic Development · Mayor and City Council 	3 rd Quarter 2013
(d) <i>Workforce development</i> . Maintain involvement in regional workforce development efforts.	<ul style="list-style-type: none"> · Mayor and City Council 	On-going
(e) <i>Signage</i> . Provide new signage at the industrial park.	<ul style="list-style-type: none"> · Chairman - Industrial Development Board · Mayor and City Council 	3 rd Quarter 2012

Goal: Public Services and Infrastructure
Objective: Public Services

<i>Opportunity</i>	<i>Champion</i>	<i>Timeframe</i>
<p>(a) <i>Fire protection financing.</i> Consider identifying financing sources and applying for assistance to upgrade fire equipment.</p>	<ul style="list-style-type: none"> · Mayor and City Council 	<p>On-going efforts to identify funding sources.</p>
<p>(b) <i>Police communications.</i> Consider financial assistance to upgrade police communications equipment.</p>	<ul style="list-style-type: none"> · Mayor and City Council 	<p>On-going efforts to identify funding sources.</p>

Goal: Public Services and Infrastructure
Objective: Infrastructure

<i>Opportunity</i>	<i>Champion</i>	<i>Timeframe</i>
(a) <i>Broadband/Wi-Fi.</i> Explore the potential of providing improved broadband and wi-fi opportunities, including the monitoring of the State Broadband Initiative.	<ul style="list-style-type: none"> · Local communications companies (Managers – OTELCO, DeltaCom, etc.) · Mayor and City Council 	On-going
(b) <i>Expand sewer system.</i> Expand the sewer system to take advantage of economic development opportunities.	<ul style="list-style-type: none"> · Manager and Chairman - Arab Sewer Board 	Long-term due to financial requirements. On-going efforts to seek funding.
(c) <i>Public transportation.</i> Explore public transportation options for non-seniors, including possible cooperative arrangements with other jurisdictions.	<ul style="list-style-type: none"> · Civic organizations · Mayor and City Council 	2 nd Quarter - 2012
(d) <i>Sidewalks.</i> Assess, upgrade and expand the sidewalk system citywide.	<ul style="list-style-type: none"> · Mayor and City Council 	On-going efforts to seek funding.
(e) <i>Street maintenance.</i> Implement a system of programmed maintenance of streets.	<ul style="list-style-type: none"> · Mayor and City Council 	3 rd Quarter - 2012
(f) <i>Drainage improvement.</i> Conduct a drainage improvement study including and examination of the experiences of other areas.	<ul style="list-style-type: none"> · City engineer 	Study of major drainage basin completed In October 2010. On-going efforts to seek funding to make necessary improvements.

Goal: Quality of Life
Objective: Arts and Culture

<i>Opportunity</i>	<i>Champion</i>	<i>Timeframe</i>
(a) <i>Cafés and movies.</i> Provide commercial entertainment venues such as internet cafés and movie theaters.	<ul style="list-style-type: none"> · Chairman - Downtown Redevelopment Authority · Director – Economic Development 	On-going efforts to attract businesses and entertainment venues.
(b) <i>Arts and events.</i> Provide a venue and program for the performing arts and for the visual arts.	<ul style="list-style-type: none"> · President – Chamber of Commerce 	4 th Quarter, 2013

Goal: Quality of Life
Objective: Housing

<i>Opportunity</i>	<i>Champion</i>	<i>Timeframe</i>
<p>(a) <i>Housing for the young.</i> Provide diverse housing opportunities, especially for young people, including apartments, starter homes, condos, and mixed use buildings.</p>	<ul style="list-style-type: none"> · Major property owners · Real estate community · Director – Economic Development 	<p>Consideration of housing issues to be included in the city’s Comprehensive Plan. Discussions are on-going regarding apartments in the downtown area.</p>
<p>(b) <i>Housing for elders.</i> Provide housing opportunities for the elderly, including elder apartments and assisted living.</p>	<ul style="list-style-type: none"> · Major property owners · Real estate community · Director – Economic Development 	<p>3rd Quarter 2012</p>

Goal: Quality of Life
Objective: Education and Health Care

<i>Opportunity</i>	<i>Champion</i>	<i>Timeframe</i>
<p>(a) <i>K-4 funding.</i> Explore opportunities to secure additional funding for K-4 program due to increased population at the Primary School.</p>	<ul style="list-style-type: none"> · Superintendent , Arab City School System and Chairman– Arab School Board 	<p>Fall 2012</p>
<p>(b) <i>Special education.</i> Work to increase support/accommodations for special education population, i.e., autistic, deaf or blind students and any other disabilities that may hinder students from being a natural part of the school community.</p>	<ul style="list-style-type: none"> · Superintendent , Arab City School System and Chairman– Arab School Board 	<p>Fall 2012</p>
<p>(c) <i>Funding for non-local students.</i> Study possibilities to secure funding from local systems that are sending students to Arab school system.</p>	<ul style="list-style-type: none"> · Superintendent , Arab City School System and Chairman– Arab School Board 	<p>An inquiry was made and it was determined that this is not feasible until federal and state laws will permit.</p>
<p>(d) <i>Health care support.</i> Continue support and partnership with the medical center and maintain regular communication with the board.</p>	<ul style="list-style-type: none"> · Mayor and City Council 	<p>2nd Quarter 2012</p>

Goal: Quality of Life
Objective: Parks and Recreation

<i>Opportunity</i>	<i>Champion</i>	<i>Timeframe</i>
<p>(a) <i>Parks and recreation accessibility.</i> Improve the accessibility to parks and recreation facilities, including the connections and corridors between parks such as bike trail and walking paths and trails...and ADA requirements for recreation facilities.</p>	<ul style="list-style-type: none"> · Civic organizations · Director – Arab Park and Recreation 	<p>Detailed Plan in progress. Completion date is expected to be March 2012.</p>
<p>(b) <i>Parks and recreation opportunities.</i> Provide for and improved parks system, including community, neighborhood and pocket parks, including a park for downtown.</p>	<ul style="list-style-type: none"> · Chairman - Downtown Redevelopment Authority · Director – Arab Park and Recreation 	<p>To be incorporated in the city’s Comprehensive Plan which is in progress and expected to be completed by end of 3rd quarter, 2012.</p>
<p>(c) <i>Parks and recreation partners.</i> Partner with other organizations such as churches and schools to expand recreation opportunities.</p>	<ul style="list-style-type: none"> · Churches and schools · Neighborhood associations · Director – Arab Park and Recreation 	<p>2nd and 3rd Quarters 2012</p>
<p>(d) <i>Expand City Park.</i> Consider purchase of adjacent 15 acre parcel to City Park for future park use or recreation related economic development purpose</p>	<ul style="list-style-type: none"> · Director – Arab Park and Recreation 	<p>Completed - June 2010 Proposed use of property to be included in Park Master Plan which should be completed by June 2012.</p>

Goal: Quality of Life
Objective: Historic Preservation

<i>Opportunity</i>	<i>Champion</i>	<i>Timeframe</i>
<p>(a) <i>Preservation commission.</i> Consider creating a local historic preservation commission to qualify as a Certified Local Government and federal grants for local historic preservation activities including National Register studies</p>	<ul style="list-style-type: none"> · Mayor and City Council 	3 rd Quarter - 2012
<p>(b) <i>Economic potential.</i> Learn about economic potential of downtowns through conferences and visits to successful downtowns.</p>	<ul style="list-style-type: none"> · Chairman – Downtown Redevelopment Authority · Mayor and City Council 	On-going
<p>(c) <i>Promotion.</i> Provide information on website to promote historic village, downtown, historic churches, cemeteries and other assets. Consider establishing tour route to visit all attractions.</p>	<ul style="list-style-type: none"> · President - Chamber of Commerce · Mayor and City Council 	3 rd Quarter 2012
<p>(d) <i>Walkability.</i> Develop connections to area neighborhoods, parks and public facilities to promote a walkable community.</p>	<ul style="list-style-type: none"> · Chairman - Planning Commission · Mayor and City Council 	On-going
<p>(e) <i>Financial incentives.</i> Publicize financial incentives for historic buildings in the form of tax credits or reduced taxation. The Community Development Authority is one source to develop incentives such as a façade rebate program to encourage building improvements.</p>	<ul style="list-style-type: none"> · Mayor and City Council 	3 rd Quarter 2012
<p>(f) <i>Historic village.</i> Seek funds to enhance physical environment at historic village complex and to market facility.</p>	<ul style="list-style-type: none"> · Mayor and City Council 	2 nd Quarter 2012

Goal: Tax Base and Revenue
Objective: Expand Tax Base and Increase Revenue

<i>Opportunity</i>	<i>Champion</i>	<i>Timeframe</i>
(a) <i>Commercial expansion.</i> Expand the tax base by recruiting new industry and business.	<ul style="list-style-type: none"> · Director - Economic Development · Mayor and City Council 	On-going
(b) <i>Annexation.</i> Use strategic annexation to expand the City's tax base.	<ul style="list-style-type: none"> · Major property owners · Mayor and City Council 	On-going
(c) <i>Alternative revenue opportunities.</i> Explore the possibility of alternative revenue opportunities.	<ul style="list-style-type: none"> · Mayor and City Council 	On-going
(d) <i>Infrastructure tax.</i> Consider a tax dedicated to infrastructure improvement.	<ul style="list-style-type: none"> · Mayor and City Council 	3 rd Quarter 2012

Arab in History – The Community Timeline

The Community Timeline detailed below was prepared by TVA for the Strategic Plan of 2007. It is helpful to revisit it here, as the 2007 Plan states, to understand what events and trends have occurred in the community that have helped to shape and mold the community into what it is today. A fuller description of the timeline of events in Arab can be found in a paper prepared for the Alabama Communities of Excellence program by Eric McCowan.

<i>1950's and before</i>	<i>1960's</i>	<i>1970's</i>
<ul style="list-style-type: none"> • Space activities begin in Huntsville • Electric co-op opens • Hospital on South Main Street opens • Redstone Arsenal begins • Blue Bell jeans plan opens • Old movie theater opens 	<ul style="list-style-type: none"> • First park opens • Arab Elementary School opens • Little League established • Water and sewer system begins • Hall Chemical opens • 4 lane to Huntsville completed • Fast food arrives – Frosty Freeze • Jr. High gym opens 	<ul style="list-style-type: none"> • Arab High School burns • New high school constructed • City school system begins • New library built • Northgate shopping center opens • Syncro opens • Eaton opens
<i>1980's</i>	<i>1990's</i>	<i>2000's</i>
<ul style="list-style-type: none"> • Arab primary school opens • New recreation center opens • New hospital opens • City government structure changes • New football field opens 	<ul style="list-style-type: none"> • Tornado strikes Arab and kills six people • Ice storm hits • Christmas in park begins • Soccer fields open • Arab Musical Theater begins • 4 lane to Guntersville is completed • New City Hall opens • New Post Office opens • Downtown landscaping begins • Sales tax revenues increase • Delta com established • Farmers Exchange closes • National Guard Armory opens • Eaton closes • Property purchased on AL Hwy. 69 for new Industrial Park 	<ul style="list-style-type: none"> • Super Wal-Mart opens • Snead State College opens Arab campus • Pre-engineering building opens at AHS • Robotics program begins at AHS • New Senior Center opens • New fire station opens • HFI, Inc. Opens • Sandvick Medical Solutions Opens • Industries begin to open in new Eastgate Industrial Park on AL Hwy. 69 • BRAC begins to have impact on region • Downtown Redevelopment Authority Created • Expansion of Arab City Park facilities to include amphitheater • Tornado strikes the Arab community and kills five people

The Planning Process

This Strategic Plan for the City of Arab is the culmination of a number of events and meetings with members of the community. On May 13 and 14, 2010, the City of Arab held an Assessment Workshop that brought together the community with an Assessment Team assembled by the Alabama Communities of Excellence Program. The findings of the Assessment Report were used in the preparation of this Strategic Plan. Additional information was provided in a historical research paper prepared by Eric McCowan. In July and August, 2011, two Strategic Planning meetings were held. At the Strategic Planning meetings, the process was explained, the findings of the Assessment Report were covered, and the experience of a selection of other communities was presented. The Assessment Report, in fact, should be considered a part of this Strategic Plan. The following notes are taken from the discussions that followed.

The Planning Process

The planning process was simply explained as having three basic parts – taking stock, looking ahead and making plans. Taking stock means reviewing what you have...the existing conditions. Much of this was done during the assessment phase. Looking ahead involves the development of a consensus vision for the community and broad major goals...the big ideas that will bring the vision to life. Making plans is the determination of those strategies and activities that will lead to the achievement of goals.

Stakeholders

The participants were asked what organizations within the community would be important to the success of a strategic planning process for the community.

- Major property owners
- Civic organizations
- Local media
- Local business owners
- Senior citizens
- Churches
- Chamber of Commerce
- Schools/PTA's
- Youth league sports
- Local support...turnout
- City Hall/Local Government
- Parks & Recreation
- Everyone

Values

The participants were asked about their values as a community...the ideas and attitudes that are most important to them.

- Faith-based community
- Family-oriented...family-based
- Small town traditional ways...people use common sense
- Education is held in high regard...it is a draw to the community
- Senior citizens are considered a resource
- Giving...supporting...caring
- Recreation
- Local shopping
- Convenience

Assets

The participants were asked facts about their community...the things that they consider the best things about the city of Arab.

- Family
- Downtown
- Proximity / location
- Walking trails
- All schools
- Arab Musical Theater (AMT)
- Historical village
- Restaurants
- Affordable housing
- Quality emergency services
- Churches
- Health care facilities
- Taxes
- Good government

Opportunities

The participants were asked to look into the future and think about the best things that could happen to make their community a better place. They are listed in general order of consensus.

- Continue to have good local government
- Those lively & unique small town qualities
- Have the number 1 school system in Alabama
- Increase the tax base and improve the tax structure
- Extend infrastructure
- More job opportunities, especially hi-tech job opportunities
- Continue to be "A Good Place to Raise Family"
- Have things to do for youths/teenagers
- Make the community more attractive (address old signs)
- Restore and revitalize downtown
- Provide more retail opportunities.

Vision

The participants were asked to look into the future and envision their community as they would like for it to be...and describe that vision in a work or phrase.

- Full life needs to citizens: “A Complete Community”
- A safe & secure community...especially for seniors & youth
- A unique community that blends old fashioned values with a progressive attitude
- An advanced community that exhibits diversity in terms of housing, commerce, cultural and social opportunities, and the use of resources, such as its land
- A welcoming and attractive community...to new businesses, residents, etc.
- A vibrant and aesthetically pleasing community
- A community that is receptive to change...understanding that change is inevitable but growth is optional

Goals

The participants were asked to think about the broad major goals...the big ideas that could bring their vision to life. During the assessment phase, the broad areas of examination were: 1) economic development; 2) public services and infrastructure; and 3) quality of life. At the strategic planning workshop, the participants divided into groups and determined that their groups should consider four broad areas. These four broad areas of attention are:

- Economic Development, including commercial development and downtown revitalization
- Public Services and Infrastructure
- Quality of Live, including diversity of opportunity
- Tax Base and Revenue

The results of these working groups and of the considerations made during the assessment phase constitute the Strategic Plan exhibited as a “Vision for the City of Arab.”

Participants in the Process

Local Coordination

Mayor Gary Beam
Becky Hawkins, Assistant to the Mayor

Local Participation

Matt Arnold, MCEDC
Jay Ballard, Citizen
Annette Barnard, Dir., Arab Senior Center
Reverend Kenny Baskins, Arab 1st UMC
Amanda Bright, Busy B's
Mike Blackwood, Arab Police Department
Teresa Campbell, Century 21
Rick Cartegena, Snead State Community College
Cindy Coker, City of Arab
Monty Davis, Retired (Former Arab Mayor)
Kaye Dean, MMCN
Juanita Edmondson, Arab Historic Society
Teresa Guess, MMCN
Shirley Gullion, Arab Historic Society
Dawn Hagstrom, Better Business Bureau
Steve Hallman, Arab Parks and Recreation
Cathy Hallman, Arab Housing Authority
Melinda Hamilton, Arab City School System
Kathy Handle, Arab Public Library
Johnny Hart, Arab City Council
Lana Hawkins, The Hawkins Law Firm
Dwight Hayes, *Arab Today*
Bentley Isom, Arab Water Works
Judy Isom, Snead State Community College
Reverend Mel Jacobs, 12th Avenue Church of God
Bob Joslin, Retired (Former Councilmember)
Glenda Leak, Century 21 (Former Councilmember)
Susan LeSueur, The Glenn Group
Susan Linn, Linn Properties
Kelley Martin, Citizen
Mike Massey, AL Home Builders Assoc.
Janet Michael, Arab Historic Society
Judy Miller, Marshall County Legislative Office
John Mullins, Superintendent, Arab City Schools
Stefani Cranford Nix, Arab Public Library
Katy Norton, Arab Chamber of Commerce
Fred Peterson, Planning Concepts, LLC
Ricky Phillips, Arab Fire Chief
George Pollock, Arab Public Library
Dianne Prestridge, Century 21 (Former Councilmember)
Joy Privett, Retired, Arab School System
Kathy Ramsey, Yancy's Antiques
Susan Sanders, Hospice of Marshall County
Jean Scott, Scott's First Avenue
Ronny Shumate, Arab City Council
Dan Smalley, Red Hill Farms
Brandon Snider, Consumer First Mortgage
Nancy Taylor, Retired
Sammy Waldrop, Arab Economic Dev. Dir.
Wayne Washam, Arab Board of Education
Charles Whisenant, *The Arab Tribune*
Angie Willis, Arab Water Works
Tony Willis, Arab City Clerk
Darius Wright, Arab Industrial Development Bd.

Assistance with Strategic Planning

Nisa Miranda, University Center for Economic Development, University of Alabama
Jeffrey Pruitt, Top of Alabama Regional Council of Governments
Scott Griess, Top of Alabama Regional Council of Governments
Chuck Kelly, Alabama Communities of Excellence

Assistance with Community Assessment

Jeffrey Pruitt, Top of Alabama Regional Council of Governments
Craig Linhoss, Tennessee Valley Authority
Cindy Burns, North Alabama Industrial Development Association
Tom Chesnut, Economic and Community Devt Institute, Auburn Univ.
Mike Easterwood, Economic and Community Devt Institute, Auburn Univ.
April Gray, Alabama Development Office
Elainer Jones, Alabama Department of Education
Mary Mason Shell, Alabama Historical Commission
Lamar Smith, Alabama Communities of Excellence