



ADVANCING MARSHALL COUNTY
ONE VISION...
ONE VOICE

2021-2025



MARSHALL
— ★ ★ ★ —
COUNTY

ECONOMIC DEVELOPMENT COUNCIL

Start with Why

Few would argue that Marshall County, being located at the nexus point of Huntsville, Birmingham, Chattanooga, Nashville and Atlanta, is positioned well for positive economic development impact. The county contains industrial parks and a mix of manufacturing, service industries, retail, medical and financial institutions that provide for growth. Add to that the fact Marshall County is an outdoor lover's dream with its natural beauty, hunting and fishing, sailing and boating, public parks, camping areas, mountain biking and walking trails and you have a strong foundation for increasing economic development growth.

With this positioning in mind, as volunteer leaders for the Marshall County Economic Development Council (MCEDC), we have focused over the last several months on ensuring that the "WHY" of the MCEDC organization is being carried out. The reason WHY we exist, and our WHY mission can be boiled down to one word—JOBS! More jobs, sustainable jobs, higher paying jobs. Creating and building a job marketplace that encourages our brightest and best current and future workers to live and work right here in Marshall County and attracts others from outside the county to join them.

To this end, the current MCEDC volunteer board leadership and professional staff determined that now was the time to reassess, reenergize and expand our MCEDC programming and deliverables—that the MCEDC needs to be a "solution bringer" in addressing the issues that have a "chilling effect" on economic development in Marshall County. We were determined not to make final program initiative decisions in an internal vacuum, so to provide guidance as to the "art of the possible" we engaged the services of a nationally recognized firm—Funding Solutions based in Austin, Texas—whose principals have helped design the strategies and then successfully raised the funding for new five-year plans of work for over a dozen organizations in Alabama alone.

The Funding Solutions partners were authorized to make over 60 one-on-one in-person or Zoom interviews with industry, business, political and other community leaders to determine what programs and initiatives the community feels are important for the MCEDC to include in its new five-year plan. The resulting initiatives contained in this document are a direct result of this input we received from leadership throughout Marshall County.

On the following pages you will find the details of our new *Advancing Marshall County—One Vision, One Voice* plan. This five-year plan includes four program of work initiatives, each with a specific mission, detailed objectives and expected outcomes, and led by top task team initiative community leaders.

We invite you to join with us to create a well-planned and well-implemented future for existing and new industry and businesses by solving problems impeding economic development growth and discovering more opportunities to raise the quality of life for all Marshall County citizens by leading/partnering with organizations of like mind in crafting the best fundamental building blocks needed for success—a good job and workers prepared and ready to fill them!



Randy Ferguson, Chairman - Hyco Alabama



Jerry Rowe, Immediate Past-Chairman - MDA Professionals



Message from Campaign Co-Chairs

Sen. Clay Scofield and George Kappler

Positive economic growth and community well-being always requires long-term strategy combined with bold approaches and the leadership team to make it happen.

The Marshall County Economic Development Council has a long-standing record of industry/business recruitment and helping existing industry/businesses to grow and thrive. This new five-year plan ***Advancing Marshall County—One Vision, One Voice*** lays out a major expansion of the leading and partnering outreach of the MCEDC as a direct result of input received from a broad spectrum of one-on-one leadership interviews conducted throughout all of Marshall County.

Based on the comments received, the board and staff leadership of MCEDC has chosen to focus on four specific initiatives deemed critical to economic growth in Marshall County: (1) Industry/Business Driven Workforce Development Coalition; (2) New Industry/Business Recruitment; (3) Existing Industry/Business Retention and Expansion; (4) Industry/Business Advocacy and Public Policy. In executing these initiatives the MCEDC will be partnering with the entire academic community, municipal government and numerous other organizations of like-mind throughout Marshall County—all working together jointly to bring solutions “to the table”.

We co-chairs have been personally involved in the preparation of this new five-year plan. We are excited about and committed to both the process and the program of work outlined and are confident that you, along with the many other public and private sector leaders who are already on-board, will recognize the vital importance of investing in the implementation of these initiatives and working together to make Marshall County all it can and should be!



Lead Industry/ Business Driven Workforce Development Coalition

*In Collaboration with Education
Partners and Key Public &
Private Sector Stakeholders*

Mission

Establish an industry/business driven talent development program via collaboration with our community and educational partners to provide an educated and trained workforce that is fully prepared to fulfill the workforce needs of our business and industry now and into the future; as well as establish a recruitment program to bring qualified and willing employees from across all industry segments to Marshall County.

Reporting and Communications

- Oversight by the Industry/Business Driven Workforce Development Coalition Task Team and reporting to the MCEDC Board of Directors
- Annual Industry Appreciation Dinner to provide an update of results and successes to investors and community partners
- Quarterly **Advancing Marshall County—One Vision, One Voice** e-newsletter
- Timely emails on announcements, successes, business spotlights and podcasts

To ensure a continued qualified workforce for industry and business growth throughout our county requires a cross-functional partnership. This new approach of “business driven” talent development will engage the industrial and business communities in lock-step with our educational and job training partners to provide the right employee mix for all industry and business now and moving forward.

— Laura Kappler-Roberts,
Kappler, Inc.



- Regular social media announcements and updates
- Designated staff investor relations contact to communicate and respond to investor and community partner needs

Assigned Staff: *Director of Workforce Development and Recruitment*

Initiative Objectives

- Establish an Industry/Business-Driven Workforce Development Task Team to define and execute a program of work and engage in collaborative efforts with community partners and schools
- Hire a Director of Workforce Development and Recruitment with the required educational background and relevant expertise to lead this critical and highest priority of a new 5-year program of work
- Conduct a needs assessment to understand and prioritize the required skill sets and quantity required within those skillsets for all Marshall County industries and businesses
- Recruit and convene an advisory board of human resources professionals to advise as to solutions for ongoing needs and gaps in workforce
- Populate and manage an ongoing database of existing industry/business employment needs and skillsets
- Align school curriculum with educational partners to meet workforce needs
- Align with the State of Alabama's Regional Workforce Council

to establish MCEDC as the lead organization for Marshall County, working with community educational partners, for strategic workforce implementation

- Partner with regional and state organizations to recruit workforce from outside the region to fill specific job skills gaps
- Collaborate with educational partners to better reach students who will not pursue a college career path to inform and educate them about technical and skilled work opportunities thereby connecting those students to actual jobs in the county
- Convene partnerships to build pathways to full employment for displaced, underemployed and /or underprivileged populations
- Partner to grow Worlds of Work regional hands-on career fair through monetary resources and “hands-on” participation

Expected Outcomes

- Task Team Co-Chairs and CEO to have new Director of Workforce Development and Recruitment in place – *end of 3rd Quarter 2021*
- Populate and manage an ongoing data base of existing business and industry employment needs and skillsets. Align those needs with educational partners and the recruitment efforts – *Beginning in 3rd quarter 2021 and ongoing*
- Assess the needs and assist 20 business and industry partners per year in meeting their employment needs – *Beginning in 3rd quarter 2021 and ongoing*
- Identify areas of need for business and industry and recruit a minimum of 30 new college graduates or skilled tradesmen annually to Marshall County employment through recruiting program – *Beginning in 2022*
- Assist a minimum of 25 underemployed/displaced individuals annually to connect to educational opportunities to improve their employment status – *Beginning in 2022*
- By recruiting workers from other areas, identifying high school seniors ready to enter the workforce and retaining unemployed/underemployed and displaced workers in the area, we will help meet the ever-growing demand of additional workforce and project reducing the qualified workforce shortage by 20% over the next 5 years.
- Increase the number of high school students enrolled in targeted career technical programs by 20% in the next 5 years resulting in better meeting the workforce needs of our employers
- Increase the number by 10% each year of local High School Seniors, not seeking a college degree, in becoming “workforce ready” over the next 5 years



I cannot overemphasize the importance of our Economic Development Council's role in building a strong partnership with our education, workforce and business/industry communities to equip our students and fuel our workforce needs of Marshall County.

— Dr. Cindy Wigley,
Marshall County Schools

Lead New Industry/Business Recruitment

The quality of life for our citizens throughout all of Marshall County requires recruiting a solid mix of targeted industry and business to provide stability and job ladders that encourage our brightest and best workers to stay right here in Marshall County and help build our communities. This new plan lays out the pathway to move the next level up.

— Kerry Walls, City of Boaz

Mission

The New Industry/Business Recruitment initiative will, in partnership with all local municipalities, Industrial Development Boards, utilities and other essential entities, identify opportunities and develop strategies to best market and secure new targeted industry and business to Marshall County.

Reporting and Communications

- Oversight by the Industry/Business Recruitment Task Team and reporting to the MCEDC Board of Directors
- Annual Industry Appreciation Dinner to provide an update of results and successes to investors and community partners
- Quarterly *Advancing Marshall County—One Vision, One Voice* e-newsletter
- Timely emails on announcements, successes, business spotlights and podcasts
- Regular social media announcements and updates
- Designated staff investor relations contact to communicate and respond to investor and community partner needs

Assigned Staff: Matt Arnold



Initiative Objectives

- Recruit and hire an experienced economic development professional who will work with MCEDC's CEO and Board of Directors to create and implement the "next level up" proactive industry and business recruitment program (see also existing industry/business retention and expansion job responsibilities)
- Collaborate with all local municipalities to develop an overarching county-wide economic development strategy for new industry/business recruitment
- Develop defined recruitment strategies for each of the local areas including the identification and marketing of new industrial sites
- Define target industries/business that best fit the location, available space and demographics of Marshall County
- Develop marketing strategies to proactively attract industry, business and site selectors within these targeted sectors
- Leverage existing Marshall County industry/business connections

Expected Outcomes

- Task Team Co-Chairs and CEO to have new Director of Retention & Expansion and Executive Director of the Marshall County Manufacturers Association – *By 4th quarter 2021*
- Identify new industrial sites – *2nd quarter 2021 and ongoing*
- Define target industry and business sectors for targeted marketing efforts – *2nd quarter 2021 and ongoing*
- Develop a county-wide economic development recruitment strategy – *End of 3rd quarter 2021*
- Execute marketing strategies to proactively attract industry, business and site selectors within these targeted sectors – *4th quarter 2021*
- Recruit 2 new industries/businesses to Marshall County – *Beginning in 2021 and ongoing each year*
- Create 75 new jobs per year in Marshall County as a direct result of recruitment efforts – *Beginning in 2021 and ongoing each year*
- Capital Investment of \$7,000,000 in Marshall County per year – *Beginning in 2021 and ongoing each year*



*Industry and business recruitment over the years in Marshall County reflects steady growth and success. With this new **Advancing Marshall County—One Vision, One Voice** five-year plan, now is the opportunity for all of us in the economic development arena to build on that foundation and moving forward 'arm-in-arm' pursue the industries and businesses we want and need-confident we will have the workforce equipped, willing and eager to go to work. We are ready to make that happen!*

— Melissa Cook, City of Arab



Lead Existing Industry/Business Retention & Expansion

Mission

The Existing Industry/Business Retention and Expansion initiative will, in partnership with all local municipalities, Industrial Development Boards, utilities and other essential entities, identify opportunities and develop strategies to best support the well-being and growth of the existing industry and businesses throughout Marshall County.

Reporting and Communications

- Oversight by the Industry/Business Retention & Expansion Task Team and reporting to the MCEDC Board of Directors
- Annual Industry Appreciation Dinner to provide an update of results and successes to investors and community partners
- Quarterly **Advancing Marshall County—One Vision, One Voice** e-newsletter
- Timely emails on announcements, successes, business spotlights and podcasts
- Regular social media announcements and updates
- Designated staff investor relations contact to communicate and respond to investor and community partner needs

Assigned Staff: *Director of Retention & Expansion and Executive Director of the Marshall County Manufacturers Association*

The growth and well-being of existing industry and business is crucial to our county and communities. When we're successful, Marshall County is successful. Knowing our Economic Development Council will place specific focus in this new five year plan on the needs of existing industries and businesses here in Marshall County is important to Atrion.

— Mark Dummer, Atrion Medical



Initiative Objectives

- Recruit and hire an experienced economic development professional who will work with MCEDC's CEO and Board of Directors to create and implement the new proactive industry and business retention and growth program (see also new industry/business recruitment job responsibilities)
- Collaborate with all local municipalities to develop an overarching county-wide economic development strategy for existing business
- Develop industry cluster teams that will be comprised of existing industry/business leaders to assess their specific needs and create programs to meet those needs
- Compile a renewing and expanding database of Business Development needs identified
- Host relevant and informative professional development workshops to help grow and retain existing business
- Working with the Chambers of Commerce, establish ongoing dialog with local companies to place special emphasis on small businesses and their unique needs
- Compile and maintain an active database of existing industry/business incentive opportunities to be regularly communicated and made available

Expected Outcomes

- Task Team Co-Chairs and CEO to have new Director of Retention & Expansion and Executive Director of the Marshall County Manufacturers Association – *By 4th quarter 2021*
- County-wide economic development retention and expansion strategy – *End of 3rd quarter 2021*
- Industry cluster teams in place to meet specific needs and create programs to meet those needs – *1st quarter 2021 and ongoing*
- Implementation of professional development workshops – *1st quarter 2021 and ongoing*
- Industry/business incentive database active – *1st quarter 2021 and ongoing*


- Create 100 new jobs annually through retention and expansion efforts – *1st quarter 2021 and ongoing*
- Assist 3 existing industry/business with incentives in 2021 and 5 industry/business per year in 2022 and ongoing
- Capital Investment of \$30,000,000 in Marshall County per year – *Beginning in 2021 and ongoing each year*



It is a documented fact that the majority of jobs that are created come from existing industry and businesses that are doing well and growing. Newman Technology of Alabama strongly supports our EDC's emphasis on being 'solution bringers' to those of us already vested here in Marshall County.

— Randy Ferguson, Hyco Alabama





Lead Industry/ Business Advocacy & Public Policy

Mission

Serve as the leading “Voice of Industry and Business” in Marshall County by promoting pro-industry/business policies in support of the overall economic and workforce development efforts where existing industry/business can prosper and allows for continued smart growth throughout the county.

Reporting and Communications

- Oversight by the Industry/Business Advocacy & Public Policy Task Team and reporting to the MCEDC Board of Directors
- Annual Industry Appreciation Dinner to provide an update of results and successes to investors and community partners
- Quarterly *Advancing Marshall County—One Vision, One Voice* e-newsletter
- Timely emails on announcements, successes, business spotlights and podcasts
- Regular social media announcements and updates
- Designated staff investor relations contact to communicate and respond to investor and community partner needs

Assigned Staff: *Brittany Davis*

Transportation/Infrastructure Coalition

- Establish and convene the interested parties in order to re-evaluate the previously completed transportation study
- Identify opportunities to address previous concerns and develop strategies to reengage the concerned parties

The most effective economic development organizations make advocating for the health and vitality of industry and business and job creation a top priority. When you unify the ‘voices of industry and business’ regarding issues that have a ‘chilling effect’ on industry and business growth and well-being you create a collective ‘shout’ that is heard by decision makers at all levels of government.

— Zach Lee, Alabama Community College System



- Conduct a county-wide survey of industry/business transportation challenges
- Incorporate transportation and infrastructure needs into the overarching countywide economic and workforce development plan

Expected Outcomes

- Convene Transportation/Infrastructure Coalition – 2nd quarter 2021
- County-wide transportation survey complete – 4th quarter 2021
- Development of transportation/infrastructure plan with execution strategy – 2nd quarter 2022

Industry/Business Partnership with Education

- Form an Industry/Business Advisory Council to work directly with our school leaders to provide strategic counsel and public support of key actions and initiatives
- Work with elected officials to identify and support opportunities to close the funding gap between the individual City Schools and Marshall County Schools

- Champion efforts that will allow for the best possible facilities and equipment to enable the faculty to deliver the highest level of education and training
- Support the development of diverse curriculum beginning as early as elementary school that provides educational life skills, technology training and career pathways that prepare every student for success
- As leaders of industry and business community, provide full support to the five educational systems in Marshall County in order to deliver the highest quality education and work skills training

Expected Outcomes

- Industry/Business Advisory Council active – 2nd quarter 2021 and ongoing
- Plan in place with execution strategy to work with elected officials to address the funding gap between the individual City Schools and Marshall County Schools – 3rd quarter 2021
- Plan in place with execution strategy to work with school leadership to meet the existing and future needs of school facilities and equipment – 3rd quarter 2021

Affordable Workforce Housing Coalition

- Convene key public and private stakeholders in order to identify opportunities for affordable workforce residential development
- Develop a Marshall County map identifying current and future developable affordable residential land options, including land costs, zoning, building regulations, fees and possible incentives for developers
- Partner with the local and regional building industry associations in order to best support their mission and advocacy issues
- Identify and study similar peer community's success and challenges in residential development efforts focusing on such key elements as, infrastructure, schools, business/retail growth, utilities, incentives, fees, appraisals, zoning and regulations

Expected Outcomes

- Affordable Workforce Housing Coalition active – 2nd quarter 2021 and ongoing
- Housing/land development map created – 3rd quarter 2021 and ongoing
- Peer community study – end of 4th quarter 2021



The Marshall County EDC gives companies a valuable platform to invest in Marshall County's continued economic development. Through the EDC we are able to help identify challenges to economic development and job growth and advocate for solutions to remove road blocks that hinder our success.

— Jennifer Palmer,
Executive Director,
Marshall County Legislative
Delegation Office

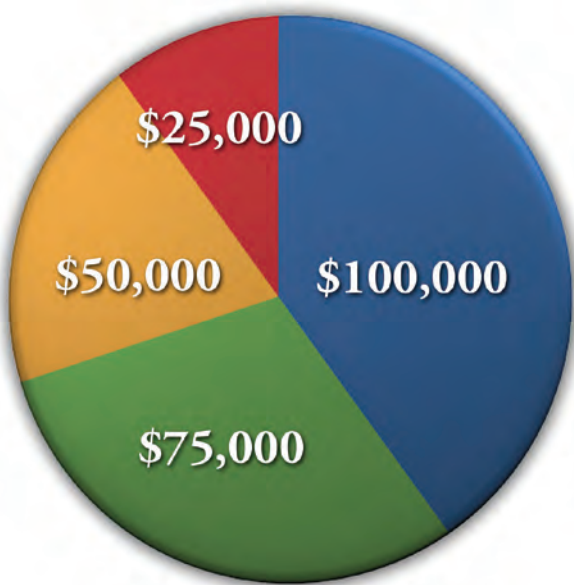
The Investment: Our Goal

Annual Budget: \$250,000*
Five-Year Budget: \$1,250,000

How your investment dollars are spent:

- Industry/Business-Driven Workforce Coalition
- New Industry/Business Recruitment
- Existing Industry/Business Retention & Expansion
- Industry/Business Advocacy & Public Policy

*Proposed annual budget



Annual Investment Levels

Beginning in 2021, with the roll out of our new *Advancing Marshall County—One Vision, One Voice* program of work, investors will receive the following benefits for their investment that will provide the necessary resources for MCEDC to successfully execute the initiatives outlined in this case statement:

- Annual one-on-one investor update meetings with MCEDC President & CEO
- Investor only reception and update at the MCEDC’s and Marshall County Manufacturers Association’s Annual Industry Appreciation Dinner
- Priority corporate table at MCEDC’s and Marshall County Manufacturers Association’s Annual Industry Appreciation Dinner
- Engagement with an elite group of Marshall County leadership
- Leading important initiatives/agendas for Marshall County
- Special investor recognition on MCEDC website, e-newsletter, meetings/events
- Visibility and networking opportunities
- Priority access to information

Chairman’s Circle:	\$15,000+
Leaders Forum:	\$10,000 - \$14,999
Strategic Collaborator:	\$7,500 - \$9,999
Growth Leader:	\$5,000 - \$7,499
Investor Partner:	\$2,500 - \$4,999
Community Associate:	\$1,000 – \$2,499

Campaign Community Leadership Council

U.S. Congressman Robert Aderholt
Lt. Gov. Will Ainsworth, *State of Alabama*
Mike Alred, *Citizens Bank*
Ric Ayer, *Guntersville City Schools*
Mark Brickey, *Sand Mountain Toyota*
Tony Cochran, *CK Business Solutions / Team Delta3*
Melissa Cook, *City of Arab*
Alan Davis, *BPI Media Group*
Claudette DeMuth, *Marshall Medical Centers*
Mayor Leigh Dollar, *City of Guntersville*
Mark Dummer, *Atrion Medical*
Mayor David Dyar, *City of Boaz*
Randy Ferguson, *Hycos Alabama*
Rusty Glines, *Canopy Realty*
Johnny Hart, *E-911 of Marshall County*
Brooke Hemphill, *Arab Chamber of Commerce*
Mayor Corey Hill, *Town of Douglas*
Mayor Tracy Honea, *City of Albertville*
Jill Johnson, *Boaz Chamber of Commerce*
Randy Jones, *Randy Jones & Assoc. Insurance*
Mayor Bob Joslin, *City of Arab*
George Kappler, *Founder - Kappler, Inc.*
Laura Kappler-Roberts, *Kappler, Inc.*
Michael Kirkpatrick, *DESE Research, Inc.*
Rep. Wes Kitchens, *State of Alabama*
Zach Lee, *Alabama Community College System*
Steve Marshall, *Alabama Attorney General*
Ben McGowan, *Albertville City Council*
Royce Ogle, *Peoples Independent Bank*
Andrea Oliver, *Marshall Medical Centers Foundation*
Jennifer Palmer, *Marshall Co. Legislative Delegation*
Rep. Kerry Rich, *State of Alabama*
Jerry Rowe, *MDA Professional Group*
Sen. Clay Scofield, *State of Alabama*
Nancy Stewart, *Retired - Regions Bank*
Michael St. John, *Fun 92.7 and WRAB Radio Stations*
Mayor Larry Walker, *Town of Grant*
Kerry Walls, *City of Boaz*
Dr. Joe Whitmore, *Snead State Community College*
Dr. Cindy Wigley, *Marshall County Schools*
Stan Witherow, *Albertville Chamber of Commerce*
Morri Yancy, *Guntersville Chamber of Commerce*

Message from your MCEDC Board and Staff Leadership

Marshall County has come a long way from its days being known for Bondo Alley and outlet malls. Today, advanced manufacturing and tourism drive our vibrant economy.

Throughout this time the Marshall County Economic Development Council has worked hard to help facilitate this growth. By working to recruit new businesses, assist existing industries in their growth strategies, and promoting pro-business and pro-workforce development policies with local leadership, the MCEDC has been at the forefront of helping to direct much of the growth this county has seen in the past two decades.

The leadership of the MCEDC, while recognizing the achievements we have made, felt in 2020 that it was time to assess our mission and take the organization to the next level. That has led to the formation of our new initiative, ***Advancing Marshall County—One Vision, One Voice***.

After receiving input from leaders in our business community, concerns for our future economic stability were clear. With an unemployment rate that hovers around 3% companies have to fight to find talented workers. Traffic concerns, particularly along US 431, continue to be an impediment to economic development. And lack of adequate, affordable housing also continues to stunt growth in the area. These, and other issues cited by leadership, will be addressed as we move forward with this new initiative.

In the preceding pages you have seen the details of this five-year plan. We will begin ***Advancing Marshall County—One Vision, One Voice*** in 2021. The five-year plan includes four Program of Work Initiatives, each with a specific mission, detailed objectives and measurable outcomes.

Led by some of the top business leaders in Marshall County, this five-year initiative will create collaborative task force teams to address and bring solutions for issues we face as a county. This will not be an effort that will be conducted in a vacuum, but will, by the end of five years, have a tremendous impact on the issues that have been identified as impediments to continued growth.

We invite you to join in with us to help create a well-planned future for existing and new businesses to discover more opportunities and raise the quality of life for all of Marshall County's local residents by creating the best environment for businesses and jobs to flourish!

ADVANCING MARSHALL COUNTY
ONE VISION...
ONE VOICE
2021-2025



MARSHALL
— ★ ★ ★ —
COUNTY

ECONOMIC DEVELOPMENT COUNCIL

Board of Directors

Executive Committee:

Chairman of the Board
Randy Ferguson
Hyco Alabama

**Immediate Past
Chairman of the Board**
Jerry Rowe
MDA Professionals

Mark Dummer
Atrion Medical

Zach Lee
Alabama Community College System

Past Chairman of the Board
Jerry Cofield
Albertville Regional Airport

Members:

**Ray Amberson (Past Chairman
of the Board)**
Main Street Realty

**Brenda Barnes (Past Chairman
of the Board)**
FSB Bank

**Scott Bobo (Past Chairman
of the Board)**
Marshall Dekalb Electric Cooperative

James Cameron
Jones & Cameron, LLC

Nathan Patterson
Bancorp South

Beth Smith
Progress Rail

Kerry Walls
City of Boaz

Stacey White
Arab Electric Cooperative

Shane Wilks
*Wilks Tire and Battery/Wilks
Treading*

Professional Staff

Matt Arnold
President and CEO

Ben Hulan
Vice President

Brittany Davis
Business Support Specialist





MARSHALL COUNTY

ECONOMIC DEVELOPMENT COUNCIL

2208 Ringold Street, Suite 1-A
Guntersville, AL 35976
(256) 582-5100
www.marshallteam.org

Thank you to our in-kind sponsors:

