

FINAL PRESENTATION

Community Assessment, Target Industry Identification, Marketing Plan, and Strategic Plan

For the Morgan County Economic Development Association



By:
Wadley-Donovan GrowthTech, LLC Team
Wadley-Donovan GrowthTech, LLC
Tamerica Management Company
Garnet Consulting Services, Inc.
May 21, 2009

Agenda

- **Background**
 - Assignment
 - Consulting Team
- **Methodology**
- **Community Assessment**
 - Findings
 - Principal Conclusions
 - Principal Recommendations
- **Target Industries**
- **Target Industry Marketing Plan**
- **Strategic Plan**
- **Actions Underway**
- **Questions/Answers**

Background

- **Assignment**
 - Community Assessment
 - Target Industry Analysis
 - Target Industry Marketing Plan
 - Strategic Plan
- **Consulting Team**
 - Wadley-Donovan
 - Tamerica
 - Garnet
 - The majority of the TVRGCP Team

Methodology

- **Community Assessment**
 - Employer, workforce , and leadership surveys
 - Business and Community Leader Interviews
 - Secondary research
 - TVRGCP research and knowledge
 - Report, with database, delivered in January 2009
- **Target Industry Identification**
 - Past & future growth at national and multi-state level
 - Locational fit based on community assessment
 - Priorities from leadership and MCEDA workshops
 - Green Industries
 - Long term perspective

Methodology

- **Target Industry Marketing Plan**
 - Review of potential marketing activities to select those most likely to generate leads
- **The Strategic Plan**
 - Leadership workshop
 - Workshop with the MCEDA Executive Committee
 - Developed goals reflecting workshop priorities
 - Crafted best practice strategic actions to achieve goals

COMMUNITY ASSESSMENT

Assets

- **Controlable population growth**
- **Stable workforce, with below-average participation**
- **Education levels in labor sheds comparable to U.S. norms**
- **Hidden workforce**
- **Basic skills available**
- **Good skill availability**

Assets

- **Good to very good work ethic, productivity**
- **Hiring potential: 1,590-1,637**
- **Relocation of talent no problem**
- **Competitive wages/salaries vs. U.S.**
- **Variety of post-secondary schools**
- **Very responsive community college**

Assets

- **High quality ratings of local grads by employers**
- **Access to markets**
- **Multiple transportation systems and services**
- **Good access to utilities**
- **TVA service area**
- **Industrial land is competitively priced**

Assets

- **Employer-friendly business environment**
- **Excellent employer base**
- **Very active business community**
- **MCEDA is proactive and effective**
- **QOL rated as good by employers**
- **Affordable housing**
- **Attractive downtown**

Challenges

- **Greater economic diversity needed**
- **Slightly older population**
- **Aging workforce, high Boomer-retirement impact**
- **Slowly growing young workforce**
- **Lagging employment in key knowledge-based industries**
- **Madison County preferred by many professionals/managers as a place to live**

Challenges

- **Moderate interaction between employers and educators**
- **Small inventory of available industrial and office sites**
- **Modest public school test scores**
- **Neutral entrepreneurial environment**

Conclusions

- **Excellent potential for new and expanding employers**
- **Can accommodate employment growth**
- **Diversification must be a priority**
- **Neighboring Madison County offers advantages for the county, but with challenges**

Conclusions

- **Aim diversification, in part, to complement business in Madison County and build on strenghts and resources**
- **BRAC offers an opportunity for diversification, technology**
- **Expanded industrial and office real estate needed**

Possible Action Items

- **Conduct a marketing campaign**
 - BRAC-related
 - Office, export and alternative energy
- **Undertake workforce development initiatives**
 - Workforce Development Action Team: MCEDA and Calhoun Community College
 - Continue and improve employer access to training programs
 - Increase enrollment in STEM transition from HS through university

Possible Action Items

- **MCEDA to continue development of industrial and office sites**
 - River site
 - Corporate business park
 - Brownfield development
- **MCEDA to pursue a speculative building program**

Possible Action Items

- **MCEDA should continue its strong local BRE program**
- **MCEDA should continue to improve vitality of small business and entrepreneurial companies**

TARGET INDUSTRIES FOR GROWTH AND DEVELOPMENT

Selection Methodology

- **Long-term trends**
- **First phase: four general activities identified meeting client criteria**
 - **Manufacturing**
 - **Administrative offices**
 - **Distribution/warehousing**
 - **Technology industries**

Selection Methodology

- **Second phase: identify an initial set of national growth targets**
 - Appropriate for the county
 - 800 NAICS codes to start
 - 28 candidate industries identified
- **Third phase: multiple factors considered**
 - Growing sales, export growth
 - Wages higher than the county average
 - Impact of alternative fuels

Selection Methodology

- **Fourth phase: match county assets to those needed by industry**
 - Industrial engineering skills
 - Production and manufacturing skills
 - Manufacturing wages
 - Strong work ethic and productivity
 - Occupational training programs
 - Rail and barge service
 - Electric power reliability
 - Water and wastewater capacities
 - Industrial land prices

Selection Methodology

- **Fifth phase: Compare industries with goals of the Community Leadership Workshop**
 - Recruit industries with higher salaries and benefits
 - Attract high-tech and office-oriented operations
 - Build a more diversified economy
- **Final result: seven target industries**

The Targets

- **Office Sector Targets**
 - Office Administrative Services and Back Offices
 - Scientific and Technical Consulting Services
- **Manufacturing Targets**
 - Turbine and Power Transmission Equipment
 - Construction Machinery
 - Oil and Gas Machinery
 - Surgical Appliance and Supplies Manufacturing
 - Metal Tank Manufacturing

TARGET INDUSTRY MARKETING PLAN

Marketing Strategies

- **Augment market-research resources**
- **Redesign website to provide specific content for target industries**
- **Revise print materials to incorporate locational concerns of target industries**

Marketing Strategies

- **Participate in six industry trade shows**
 - **Missile Defense Conference**
 - **Int'l Expo for Power Transmission**
 - **ASME Turbo Expo**
 - **Wind Power**
 - **Offshore Technology Conference**
 - **Chem Show**
 - **Sustainable and Green Process Operations**

Marketing Strategies

- **Trips to major concentrations of target industries for company calls**
- **E-mail and call campaigns**
- **Collaboration with ADO, TVA, NAIDA**
- **Community-leader training for meeting prospects**
- **Program to generate favorable national publicity**

Outcome

- **At least 35% of new jobs between 2009-2016 will be in targeted sectors**
- **No staffing increase required**
 - One project manager would be helpful for business park
- **Use advertising agencies, marketing consultants**

Conclusion

- **Success of the plan depends on**
 - **Doing the right things-professionally**
 - **Having a means of tracking results**



STRATEGIC PLAN FOR MORGAN COUNTY'S ECONOMIC DEVELOPMENT

Priorities from the Leadership Workshop – September 2008

- **Recruit industries with higher salaries and benefits**
- **Address the immigration impacts on health, education and welfare (searching for successful plans to model)**

Priorities from the Leadership Workshop – September 2008

- **Workforce development in schools (technical center for schools with soft skills, technology, etc)**
- **Civic & convention center/multipurpose facility**
- **Completion of Sweetwater Development**

Priorities from the Leadership Workshop – September 2008

- **Morgan County Research Park (public/private partnerships)**
- **Spec building at new industrial park**
- **Greater focus on attracting high-tech and office-oriented operations to the industrial and business parks**

Priorities from the Leadership Workshop – September 2008

- **Retention and recruitment of industry**
- **Regional plan (Develop regional partnerships and relationships and establish revenue sharing program)**

Priorities from the MCEDA Board Workshop – October 2008

- **Market the county to the targeted industries identified in the Wadley-Donovan study (high wage and high growth potential).**
- **Serve as a catalyst for workforce development initiatives in the area.**

Priorities from the MCEDA Board Workshop – October 2008

- **Continue to pursue the acquisition and development of new industrial park and business park properties:**
 - River-served industrial sites
 - Technology-oriented park (potential for Wallace property)

Priorities from the MCEDA Board Workshop – October 2008

- **Light industry and business park in the I-65 corridor**
- **Construction of a speculative, high-tech, flex space in the I-65 industrial/business park**
- **Brownfield redevelopment**

Priorities from the MCEDA Board Workshop – October 2008

- **Enhance the business retention and expansion program.**
- **Develop a program to stimulate the entrepreneurial activity of the county.**

MCEDA

Strategic Planning Goals

- **Goal 1: The marketing and promotional efforts of MCEDA have successfully resulted in attracting new and diverse business investment and the creation of higher wage employment. This diversity builds on the mix of existing manufacturing operations, and expands the outreach to business and professional firms, office operations, distribution, and defense contractors.**
- **Goal 2: The educational and training system in Morgan County is continuing to prepare the local workforce for the job skills needed now and into the future.**

MCEDA

Strategic Planning Goals

- **Goal 3: The amount of land available for new industrial and office development within the County meets the needs of business and industry into the future. Morgan County has attractive industrial parks (including riverfront sites developed in collaboration with Lawrence County), technology parks, and business parks that attract a diversity of manufacturing, distribution centers, technology-based businesses, defense-related contractors, and office/back office operations.**

MCEDA

Strategic Planning Goals

- **Goal 4: The existing industry program of MCEDA is successfully assisting local businesses and industries to continue to operate in Morgan County and to expand their employment and/or investment.**
- **Goal 5: The economy of Morgan County continues to grow through the vitality of its small businesses and entrepreneurial companies.**

ACTIONS UNDERWAY

Actions Underway

- Created filing and tracking mechanism for suggested target industry sectors
- Working with State and local partners to develop future tradeshow participation
- Continue targeting site location consulting firms focused on target sectors
- Developing new email and call lists for target sectors with the help of NAIDA, TVA, ADO

Actions Underway

- Upgraded our communication efforts to gain media attention to ED efforts
- Working to improve interaction between employers and educators
- Initiative to improve vitality of small business and entrepreneurial companies
- Improved and made changes to current website format and will target full redesign in 2010
- Working to increase available site locations

QUESTIONS