



Department of
**Economic &
Community Development**



State of Tennessee Four-Year Appalachian Development Plan

Governor Bill Haslam

Ted Townsend, Governor's Alternate
Chief of Staff

Brooxie Carlton, ARC Program Manager
Deputy Assistant Commissioner, Rural Development

Tennessee Department of Economic and Community Development
312 Rosa L Parks Avenue, 27th Floor
Nashville, TN 37243
tn.gov/e cd

Tennessee ARC Region Local Development Districts

First Tennessee Development District

3211 North Roan St.
Johnson City, TN 37601
ftdd.org

Counties: Carter, Greene, Hancock, Hawkins, Johnson, Sullivan, Unicoi, Washington

East Tennessee Development District

PO Box 249
Alcoa, TN 37701
etdd.org

Counties: Anderson, Blount, Campbell, Claiborne, Cocke, Grainger, Hamblen,
Jefferson, Knox, Loudon, Monroe, Morgan, Roane, Sevier, Scott, Union

Southeast Tennessee Development District

1000 Riverfront Pkwy
Chattanooga, TN 37405
sedev.org

Counties: Bledsoe, Bradley, Grundy, Hamilton, Marion, McMinn, Meigs, Polk, Rhea, Sequatchie

Upper Cumberland Development District

1225 South Willow Ave.
Cookeville, TN 38506
ucdd.org

Counties: Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon,
Overton, Pickett, Putnam, Smith, Van Buren, Warren, White

South Central Tennessee Development District

101 Sam Watkins Blvd.
Mount Pleasant, TN 38474
sctdd.org

Counties: Coffee, Franklin, Lawrence, Lewis



Letter from Governor to be inserted – has been signed, will be inserted into pdf version

January 11, 2016

Mr. Scott Hamilton
Executive Director
Appalachian Regional Commission
1666 Connecticut Avenue, N.W.
Washington, D.C. 20009

Dear Mr. Hamilton:

It is my pleasure to submit Tennessee's State Appalachian Development Plan and the Strategy Statement for the 2016 fiscal year. This is a plan and corresponding strategy for the development of Appalachian, Tennessee, not merely for the expenditure of ARC funds.

This document was prepared with my understanding and involvement. If you have any questions regarding its content, you may call my ARC Alternate Board Member, Ted Townsend, or the ARC Program Manager, Brooxie Carlton, in the Department of Economic and Community Development at 615-741-8806.

Best Regards,

Bill Haslam

Introduction

In 1960, governors from the Appalachian states, recognizing the economic challenges and persistent poverty of the Appalachian region, came together in an effort to develop a regional approach to address the problems facing the citizens of the Appalachian states. At that time

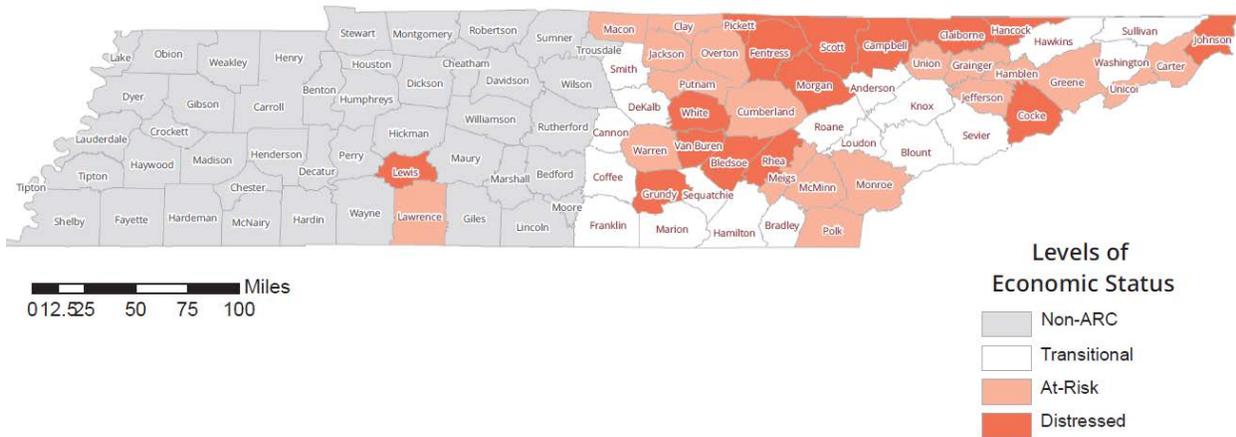
- *One of every three Appalachians lived in poverty,*
- *Per capita income was 23 percent lower than the U.S. average, and*
- *High unemployment and harsh living conditions had, in the 1950s, forced more than 2 million Appalachians to leave their homes and seek work in other regions.*

This determined and visionary group formed the Conference of Appalachian Governors to develop a regional approach to resolve these problems and developed a plan which they presented to newly elected President John F. Kennedy, who had seen the abject poverty in the region during campaign trips to West Virginia. President Kennedy formed a federal-state committee in 1963 that became known as the President's Appalachian Regional Commission and directed the group to design a comprehensive economic development plan for the region. The resulting plan was endorsed by the Conference of Appalachian Governors and Cabinet-level officials in 1964 and President Lyndon B. Johnson used this report as the groundwork for legislation which received bipartisan Congressional support. The Appalachian Regional Development ACT (ARDA) was submitted to Congress and passed by a broad bipartisan coalition and signed into law in March of 1965.

In accordance with Section 5.3 of the Appalachian Regional Commission Code, this document serves as the State of Tennessee's Appalachian Region Four-Year Development Plan and establishes the process to develop and advance goals, objectives, strategies, priorities, and policies for Tennessee's ARC Region. This plan additionally identifies broad issues and needs that Governor Haslam plans to address with ARC investments. The execution of this Plan will provide a comprehensive framework to enhance economic and community development and improve the quality of life for the residents of Appalachian Tennessee.

As a regional economic development agency, the Appalachian Regional Commission represents a partnership of federal, state, and local governments designed to address local needs. The region is composed of thirteen states and includes 420 counties stretching from southern New York to northern Mississippi. The Commission is composed of governors from the Appalachian states and a Federal Co-Chairman, who is appointed by the President. Governor Bill Haslam serves as Tennessee's ARC Commission Member and the 2016 State's Co-Chairman of the ARC. He has assigned the administration of Tennessee's ARC Program to the Tennessee Department of Economic and Community Development (TNECD). TNECD's Chief of Staff, Ted Townsend serves as the Governor's Alternate Board Member and is the state-level contact for those seeking ARC funding. Brooxie Carlton, TNECD's Deputy Assistant Commissioner of Rural Development, serves as the ARC Program Manager and Lindsay Gainous serves as the ARC Program Coordinator. These TNECD staff together with the Local Development Districts listed on page 2 of this Plan perform the day-to-day operations of the TN ARC program.

Fifty-two (52) of Tennessee's counties are located within the Appalachian Region. These counties are Anderson, Bledsoe, Blount, Bradley, Campbell, Cannon, Carter, Claiborne, Clay, Cocke, Coffee, Cumberland, DeKalb, Fentress, Franklin, Grainger, Greene, Grundy, Hamblen, Hamilton, Hancock, Hawkins, Jackson, Jefferson, Johnson, Knox, Lawrence, Lewis, Loudon, McMinn, Macon, Marion, Meigs, Monroe, Morgan, Overton, Pickett, Polk, Putnam, Rhea, Roane, Scott, Sequatchie, Sevier, Smith, Sullivan, Unicoi, Union, Van Buren, Warren, Washington, and White.



Challenges and Opportunities: The State of the Region

The Appalachian Region of Tennessee has historically been distressed. The economy has been based on agriculture and manufacturing, and the area is mostly rural. As shown in Figure 1, this area is generally growing more slowly than the rest of the state or even losing population. The per capita income in every county in the region other than the urban areas of Hamilton and Knox counties is lower than the state average. The average annual wage is also lower than the state average in every community except Hamilton County (which contains the city of Chattanooga), Anderson County (which contains the city of Oak Ridge) and Roane County (which borders Anderson County). As shown in Figure 2, the unemployment rate over the last year and in the last month for which numbers are available (November 2015) is above the state and national average levels for every county in the region with the exception of 17 counties and 12 counties, respectively. Additionally, there are discouraged workers who have given up searching for work and people who are employed part-time that would like to be employed full-time. These numbers are similar to the numbers across many of the other Appalachian states.

However, it is not just doom and gloom for the Appalachia Tennessee. In 2015, Tennessee announced more than 25,000 job commitments – the most ever announced in one year. Between 2011 and 2015, 249 job creation projects were announced in East Tennessee totaling more than 34,800 jobs. The Governor’s Rural Task Force was created as was the Rural Development division of TNECD to ensure that the success that cities across the state have seen is translated to the rural areas – their overall goal is to eliminate the distressed counties in the state and they have announced over \$8 million in new programs to help meet that goal by developing entrepreneurs in the downtown business districts, developing available land for industrial sites and giving grants to communities showing success with the Governor’s priorities.



FIGURE 1: Appalachian Tennessee Population and Income Statistics

County	2014 Population	Population Change (2010-2014)	Population Forecast (2020)	Per Capita Personal Income 2014	2014 Annual Average Wage
Anderson	75,528	0.5%	79,061	\$40,361	\$53,043
Bledsoe	13,931	8.3%	13,481	\$21,432	\$29,737
Blount	126,339	2.6%	139,725	\$37,085	\$42,728
Bradley	102,975	3.9%	109,706	\$39,715	\$37,616
Campbell	39,918	-1.9%	41,787	\$30,473	\$31,383
Cannon	13,757	-0.3%	14,838	\$34,218	\$31,655
Carter	56,886	-0.9%	60,733	\$30,588	\$30,845
Claiborne	31,592	-2.0%	34,713	\$29,879	\$32,701
Clay	7,765	-1.1%	7,875	\$34,471	\$28,141
Cocke	35,374	-0.8%	37,663	\$28,236	\$31,467
Coffee	53,623	1.6%	57,865	\$37,295	\$40,786
Cumberland	57,985	3.2%	65,575	\$33,039	\$32,446
DeKalb	19,268	2.9%	20,206	\$32,681	\$33,968
Fentress	17,855	-0.3%	19,309	\$30,894	\$29,477
Franklin	41,402	1.0%	42,681	\$34,579	\$33,789
Grainger	22,864	0.7%	24,577	\$29,011	\$32,441
Greene	68,335	-0.7%	74,656	\$36,098	\$35,275
Grundy	13,425	-2.2%	14,088	\$27,927	\$24,814
Hamblen	63,036	0.7%	67,028	\$32,328	\$36,918
Hamilton	351,220	4.2%	368,666	\$44,112	\$45,694
Hancock	6,657	-2.3%	7,007	\$23,104	\$25,079
Hawkins	56,735	-0.3%	59,784	\$29,830	\$36,256
Jackson	11,568	-0.3%	12,375	\$34,379	\$31,942
Jefferson	52,677	2.1%	58,372	\$30,715	\$38,164
Johnson	17,859	-2.3%	19,112	\$28,837	\$37,536
Knox	448,644	3.6%	488,993	\$43,012	\$44,216
Lawrence	42,274	0.7%	43,849	\$29,950	\$31,950
Lewis	11,906	-2.0%	13,072	\$28,071	\$27,468
Loudon	50,771	4.2%	57,923	\$40,084	\$38,735
McMinn	52,626	0.8%	55,724	\$32,606	\$38,911
Macon	23,003	3.3%	24,202	\$29,651	\$31,078
Marion	28,407	0.6%	30,129	\$33,252	\$33,380
Meigs	11,701	-0.7%	12,462	\$33,223	\$33,822
Monroe	45,233	1.4%	50,062	\$29,449	\$34,837
Morgan	21,660	-1.5%	24,288	\$27,205	\$34,400
Overton	22,028	-0.3%	24,291	\$28,279	\$32,930
Pickett	5,124	1.1%	5,264	\$30,395	\$27,856
Polk	16,730	-0.6%	17,812	\$30,603	\$27,462
Putnam	74,165	2.2%	84,087	\$34,077	\$35,908
Rhea	32,641	2.4%	35,216	\$30,823	\$43,312
Roane	52,748	-2.6%	56,301	\$35,390	\$55,619
Scott	21,987	-1.1%	23,224	\$26,374	\$31,039
Sequatchie	14,704	4.1%	16,943	\$32,305	\$28,652
Sevier	95,110	5.5%	108,468	\$32,350	\$27,514

Smith	19,009	-0.6%	20,833	\$34,231	\$37,727
Sullivan	157,047	0.1%	159,749	\$36,918	\$44,816
Unicoi	17,963	-1.8%	19,150	\$33,185	\$41,474
Union	19,113	0.0%	20,320	\$26,104	\$30,153
Van Buren	5,633	1.5%	5,686	\$26,648	\$30,354
Warren	39,969	0.3%	41,446	\$30,731	\$35,805
Washington	126,242	2.4%	140,905	\$36,859	\$37,509
White	26,301	1.9%	28,541	\$29,430	\$32,466
Tennessee	6,549,352	3.2%	7,112,424	\$40,457	\$45,202

Sources: U.S. Census Bureau, Population Estimates; UT CBER 2015 Population Projections; U.S. Bureau of Labor Statistics, LAUS; Tennessee Department of Labor & Workforce Development, Available Labor Nov. 2015; U.S. Bureau of Labor Statistics, LAUS; U.S. Bureau of Economic Analysis; U.S. Bureau of Labor Statistics, QCEW

FIGURE 2: Appalachian Tennessee Employment Statistics

County	Labor Force Nov. 2015	Discouraged Workers Nov. 2015	Unemployed Workers Nov. 2015	Partially Employed Workers Nov. 2015	Total Available Labor Nov. 2015	12 Month Unemployment Rate (Nov. 2014 through Nov. 2015)	Unemployment Rate Nov. 2015
Anderson	33,796	150	1,850	40	2,040	6.1%	5.5%
Bledsoe	4,192	20	300	0	320	7.8%	7.1%
Blount	59,606	230	2,880	70	3,180	5.4%	4.8%
Bradley	48,025	190	2,390	50	2,630	5.7%	5.0%
Campbell	15,084	90	1,160	20	1,270	8.2%	7.7%
Cannon	6,031	30	320	10	360	5.9%	5.4%
Carter	24,048	110	1,450	30	1,590	6.8%	6.0%
Claiborne	12,634	70	860	10	940	7.6%	6.8%
Clay	2,948	20	250	0	270	9.4%	8.6%
Cocke	14,177	80	1,010	30	1,120	8.2%	7.2%
Coffee	25,108	100	1,300	40	1,440	5.6%	5.2%
Cumberland	22,185	120	1,520	40	1,680	7.6%	6.9%
DeKalb	7,083	40	480	10	530	7.4%	6.7%
Fentress	7,127	40	470	30	540	7.5%	6.6%
Franklin	19,729	80	980	20	1,080	5.4%	5.0%
Grainger	9,226	40	560	10	610	7.0%	6.1%
Greene	29,336	140	1,820	50	2,010	7.1%	6.2%
Grundy	4,974	30	350	10	390	8.1%	7.0%
Hamblen	26,879	120	1,560	40	1,720	6.5%	5.8%
Hamilton	165,809	670	8,530	190	9,390	5.7%	5.1%
Hancock	2,096	20	210	0	230	10.2%	9.9%
Hawkins	24,021	110	1,420	30	1,560	6.6%	5.9%
Jackson	4,456	30	330	10	370	8.2%	7.3%
Jefferson	23,266	110	1,380	50	1,540	6.7%	5.9%
Johnson	7,071	30	370	0	400	6.2%	5.2%
Knox	229,520	800	10,170	190	11,160	4.9%	4.4%
Lawrence	17,296	90	1,170	20	1,280	7.1%	6.8%
Lewis	4,890	30	350	10	390	7.8%	7.2%
Loudon	22,088	90	1,170	20	1,280	5.9%	5.3%
McMinn	22,480	110	1,410	30	1,550	6.8%	6.3%
Macon	10,090	40	480	10	530	5.5%	4.8%
Marion	11,757	60	800	10	870	7.1%	6.8%
Meigs	4,778	30	350	10	390	8.0%	7.3%
Monroe	19,103	90	1,150	20	1,260	6.7%	6.0%
Morgan	8,037	40	570	10	620	7.7%	7.1%
Overton	8,953	40	560	20	620	7.5%	6.3%
Pickett	2,320	20	190	10	220	8.2%	8.0%
Polk	7,252	40	470	0	510	7.1%	6.5%
Putnam	32,319	140	1,740	40	1,920	6.2%	5.4%
Rhea	13,051	80	950	10	1,040	7.8%	7.3%
Roane	23,140	110	1,400	40	1,550	6.6%	6.0%

Scott	7,966	60	740	10	810	10.1%	9.3%
Sequatchie	5,773	30	370	0	400	6.8%	6.4%
Sevier	47,851	200	2,540	80	2,820	6.5%	5.3%
Smith	8,655	40	440	10	490	5.8%	5.1%
Sullivan	70,164	300	3,860	70	4,230	6.0%	5.5%
Unicoi	7,190	40	530	10	580	8.2%	7.4%
Union	7,315	40	460	10	510	7.0%	6.3%
Van Buren	2,021	10	150	0	160	8.6%	7.2%
Warren	17,441	70	920	20	1,010	6.2%	5.3%
Washington	58,161	240	3,120	60	3,420	5.9%	5.4%
White	11,349	50	660	10	720	6.5%	5.8%
Tennessee	3,057,198	13,040	165,570	3,680	182,290	6.0%	5.6%

Definitions: The labor force is the sum of employed and unemployed. Persons who are neither employed nor unemployed are not in the labor force. This category includes retired persons, students, those taking care of children or other family members, and other who are neither working nor seeking work.

Available labor includes: 1) Discouraged workers - persons who want jobs but have given up searching because they do not think they can find work. To be classified as discouraged, one must have searched for work during the prior year and be explicitly reported as currently available for work; 2) Unemployed workers - persons who did not find work at all during the survey week and were currently available for work; and 3) Partially unemployed - persons who worked less than full time during the survey week.

Data used in producing these estimates comes from the monthly Tennessee Labor Force Estimates Summary, the monthly Unemployment Insurance claims reports, the 2008-2012 American Community Survey 5-Year Estimates (U.S. Census Bureau), and national unemployment statistics.

Governor's Goals, Priorities and Programs

Governor Haslam was reelected in November 2014 with the largest reelection margin in modern Tennessee history which has allowed him to continue to make progress in his top priorities of education and job creation.

Education

With the creation of the [Tennessee Promise](#), the only program in the country to give every graduating senior the opportunity to earn a certificate or associate's degree free of charge, and [Tennessee Reconnect](#), an initiative to help adults in Tennessee complete their higher education, Haslam has set the stage for the [Drive to 55](#), the effort to get 55% of Tennesseans equipped with a college degree or certificate by 2025.

Job Creation and Economic Development

Tennessee was the "State of the Year" according to *Business Facilities* magazine for 2013 and 2014, the first state to win the award in back-to-back years. More than 25,000 jobs were created in the state in 2015, a record number for Tennessee.

Governor Haslam has set a vision for Tennessee to be the number one state in the Southeast for high-quality jobs. The Department of Economic and Community Development (TNECD) has been tasked with helping to reach that vision and has set five long-term objectives: 55% of job commitments above the county median wage, be in the top two in per capita personal income in the Southeast, be number one in capital investment per capita in the Southeast, have the lowest unemployment rate in the Southeast and have no distressed counties by 2025.

Community and Economic Development Programs

The [Governor's Rural Taskforce](#) was developed in 2015 to bring together many of the resources that are available for rural communities. The task force will coordinate programs and funding and develop new initiatives to eliminate the distressed counties in the state.

Through the [ThreeStar](#) program, Governor Haslam has set the focus on five areas that are critical to the success of Tennessee communities: jobs and economic development, fiscal strength and efficient government, public safety, education and workforce development, and health and welfare. Each year the communities receive a "report card" showing their status and how they progressed over the previous year to be able to evaluate the success of their community development initiatives and how they relate to the rest of the state.

The [Community Programs](#) division of TNECD coordinates the federal funding (including Community Development Block Grants and ARC funding) that flows through the department to assist communities with community and economic development, particularly focused on infrastructure development.

The [Select Tennessee](#) program provides opportunities for communities to develop and certify their available sites for industrial development. Through the certification program, site selection consultants certify qualified sites that are then marketed by TNECD. The Site Development Grant program offers assistance to certified sites and those working toward certification to make improvements. And the Property Evaluation Program helps communities evaluate potential sites and prioritize their investment into sites.

The [Tennessee Main Street](#) program helps communities develop their downtown business districts, and the Tennessee Downtowns program provides a structure that is based on Main Street principles for communities who may just be getting started on downtown revitalization.

Through these programs and the economic development incentives offered by [TNECD](#) through the FastTrack Infrastructure Development Program and Job Skills Training programs, communities have a toolkit for economic and community development that prepares them for success.

Additionally in Appalachia, there is a great need for development of the highway system. Many of the Tennessee ARC counties do not have high-quality roads. In order for the communities to experience economic development and job creation in the 21st century, the highway system must be safe, reliable and easy to travel. Tennessee continues to support the completion of the Appalachian Development Highway System (ADHS) and will continue to use ADHS funds for local access roads that help create new jobs.

Alignment of State Priorities with Appalachian Regional Commission Goals

As a part of the celebration of ARC's 50th Anniversary in 2015, the Commission looked at their successes over the last 50 years as well as their goals for the coming years. The outcome was a new strategic plan: Investing in Appalachia's Future – The Appalachian Regional Commission's Five-Year Strategic Plan for Capitalizing on Appalachia's Opportunities, 2016-2020. With input from community members across the region, the Board, the staff, local and state partners and others, the ARC developed five goals. Each of the goals will be implemented by Tennessee through the strategies and objectives listed below.

ARC Investment Goal 1: Economic Opportunities – Invest in entrepreneurial and business development strategies that strengthen Appalachia's economy

State Objective 1.1: Develop entrepreneurs and local businesses through the State's accelerator system and other initiatives.

State Strategy 1.1.1: Develop the State's accelerator network.

State Strategy 1.1.2: Support small and local businesses, particularly in the central business districts of the Region.

State Strategy 1.1.3: Support initiatives like 100 Girls of Code and Code Academy that increase technology skills and promote entrepreneurship.

State Objective 1.2: Develop the infrastructure needed to create new jobs.

State Strategy 1.2.1: Provide water, sewer, transportation and other infrastructure for job creation.

State Objective 1.3: Create jobs in areas that align with the state's job clusters.

State Strategy 1.3.1: Develop plans and strategies that grow jobs in Tennessee's targeted clusters.

State Strategy 1.3.2: Support the creation of jobs in the identified sectors.

State Objective 1.4: Increase international exports from the ARC region.

State Strategy 1.4.1: Support businesses that have plans to increase exports.

State Strategy 1.4.2: Provide the necessary training for entrepreneurs and business owners who are attempting to increase exports from their companies.

State Objective 1.5: Develop the broadband infrastructure needed to create jobs, educate students and assist with workforce development across the region.

State Strategy 1.5.1: Support the expansion of broadband infrastructure that will be used to create jobs.

State Strategy 1.5.2: Provide training for local businesses and the local workforce who will use the broadband infrastructure in their jobs or workforce development initiatives.

State Strategy 1.5.3: Support the expansion and use of broadband in the Region's schools and training programs.

State Objective 1.7: Increase the number of marketable industrial sites.

State Strategy 1.7.1: Provide basic infrastructure to new industrial sites and rehabilitate vacant industrial facilities.

State Strategy 1.7.2: Utilize energy efficient efforts when possible in the provision of infrastructure.

ARC Investment Goal 2: Ready Workforce – Increase the education, knowledge, skills, and health of residents to work and succeed in Appalachian

State Objective 2.1: Align programs with Governor Haslam’s “Drive to 55” initiative.

State Strategy 2.1.1: Develop and support programs that increase the number of the Region’s people that have a post-secondary degree or accreditation.

State Strategy 2.1.2: Provide services to secondary students to help them learn the importance of post-secondary education, prepare for post-secondary education and complete post-secondary programs.

State Strategy 2.1.3: Provide services to adults to complete post-secondary programs.

State Objective 2.2: Provide training opportunities for the current and future workforce.

State Strategy 2.2.1: Support programs that train the workforce for current and emerging opportunities.

State Objective 2.3: Provide infrastructure and equipment needed for workforce development.

State Strategy 2.3.1: Ensure that programs can provide the best training by providing the needed infrastructure and equipment for the programs.

State Objective 2.4: Increase educational attainment in the Appalachian region.

State Strategy 2.4.1: Support programs that have shown success in increasing educational attainment.

State Strategy 2.4.2: Work throughout the educational system to encourage completion of secondary and post-secondary programs.

State Objective 2.5: Increase access to STEAM training throughout the education system.

State Strategy 2.5.1: Increase the region's emphasis on science, technology, engineering, arts and math programs.

State Strategy 2.5.2: Develop new educational programs that will lead to the development of the skills necessary in the 21st century.

State Strategy 2.5.3: Provide continuing education training in advanced skills to the Region’s workers.

State Strategy 2.5.4: Work with local businesses to develop programs that will encourage workers to take advantage of post-secondary education programs.

State Objective 2.6: Improve the health of the workforce and access to high-quality, affordable healthcare.

State Strategy 2.6.1: Support programs that increase the health outcomes of the Region.

State Strategy 2.6.2: Develop programs and strategies that address the health disparities in the Region.

State Strategy 2.6.3: Support programs that address health issues in the student population.

ARC Investment Goal 3: Critical Infrastructure – Invest in critical infrastructure – especially broadband; transportation, including the Appalachian Development Highway System; and water/wastewater systems

State Objective 3.1: Provide quality basic infrastructure including water and sewer infrastructure in distressed counties and distressed areas.

State Strategy 3.1.1: Provide clean water to households and businesses.

State Strategy 3.1.2: Provide sewer service to households and businesses.

State Strategy 3.1.3: Improve the accessibility and quality of water and sewer service.

State Objective 3.2: Increase the availability of broadband through investment in broadband infrastructure.

State Strategy 3.2.1: Increase access to broadband throughout the Region.

State Strategy 3.2.2: Provide training for residents and businesses to increase adoption and use of broadband for educational and business purposes.

State Strategy 3.2.3: Develop the needed infrastructure for the deployment of broadband.

State Objective 3.3: Promote the completion of the Appalachian Development Highway System and local access roads.

State Strategy 3.3.1: Build local access roads that promote the creation of jobs.

State Strategy 3.3.2: Assist in planning to complete the ADHS.

State Strategy 3.3.3: Advocate for the need for ADHS completion.

State Strategy 3.3.4: Support programs that lead to completion and use of the ADHS.

State Objective 3.4: Invest in infrastructure that supports the creation of new jobs in the industrial and tourism sectors.

State Strategy 3.4.1: Develop the infrastructure necessary to create jobs.

State Strategy 3.4.2: Develop public transportation and multi-modal transportation options that lead to job creation and/or an increase in tourism revenues.

State Strategy 3.4.3: Develop tourism sites and opportunities in the Region.

State Objective 3.5: Increase the availability of adequate industrial sites for job creation.

State Strategy 3.5.1: Invest in sites that have the potential to become certified sites.

State Strategy 3.5.2: Develop the Select Tennessee Certified Sites program to help communities increase the availability of high-quality sites.

State Strategy 3.5.3: Provide infrastructure to sites and potential sites.

ARC Investment Goal 4: Natural and Cultural Assets – Strengthen Appalachia’s community and economic development potential by leveraging the Region’s natural and cultural heritage assets

State Objective 4.1: Develop and preserve natural assets.

State Strategy 4.1.1: Support programs that identify and preserve natural assets.

State Strategy 4.1.2: Assist communities and non-profits in developing tourism opportunities based on their natural assets.

State Objective 4.2: Develop and preserve cultural assets.

State Strategy 4.2.1: Support programs that identify and preserve cultural and heritage assets.

State Strategy 4.2.2: Assist communities and non-profits in developing tourism opportunities based on their cultural and heritage assets.

State Objective 4.3: Develop local food assets.

State Strategy 4.3.1: Develop non-profits, communities and businesses that increase access to and availability of local foods.

State Strategy 4.3.2: Promote the availability of local foods and related products.

State Objective 4.4: Develop tourism opportunities based on assets.

State Strategy 4.4.1: Develop local and regional tourism assets.

State Objective 4.5: Promote the Region’s natural and cultural assets.

State Strategy 4.5.1: Support programs that promote tourism in the local communities and as a region.

ARC Investment Goal 5: Leadership and Community Capacity – Build the capacity and skills of current and next-generation leaders and organizations to innovate, collaborate, and advance community and economic development

State Objective 5.1: Develop leaders who understand asset-based economic and community development.

State Strategy 5.1.1: Develop and maintain programs that will train leaders in the Region in economic development.

State Strategy 5.1.2: Develop and maintain economic development plans and asset-based development.

State Objective 5.2: Improve public safety and public health.

State Strategy 5.2.1: Support programs that increase public safety in the community.

State Strategy 5.2.2: Support programs that increase the health outcomes of the community.

State Objective 5.3: Plan for strong, sustainable economic development.

State Strategy 5.3.1: Support planning initiatives that are based on a community's assets.

State Strategy 5.3.2: Train leaders and community members that can promote sustainable economic development.

In addition to these goals, Tennessee is focused on eliminating distressed counties.

State Objective 6.1: Support activities that promote community and economic development, job creation, asset-based development, leadership development and community capacity development in distressed communities.

State Strategy 6.1.1: Increase knowledge of the reasons that a community is distressed.

State Strategy 6.1.2: Expand programs that have shown success in distressed communities.

State Strategy 6.1.3: Support job creation in distressed communities.

State ARC Operations

The Tennessee Department of Economic and Community Development (TNECD) manages the ARC program responsibilities for the State of Tennessee with the assistance of the Local Development Districts: FTDD, ETDD, SETDD, UCDD and SCTDD.

TNECD releases the pre-application for the year and conducts an application workshop in the region in the fall of each year. Pre-applications are typically submitted to TNECD in the winter. A team from TNECD reviews the pre-applications and recommends projects to the Governor's office based on the availability of funds, support of ARC goals and the State's strategies, and ability to create economic and community development in the Region. The Governor's office then recommends projects for funding. Those projects are invited to complete full applications that are reviewed by TNECD and sent to ARC in the summer or early fall. More information can be found at <http://tn.gov/ecd/topic/appalachian-regional-commission> and in each year's Strategy Statement that will be published online.

General Guidelines:

- The maximum grant amount is \$500,000. This can be increased in compelling circumstances.
- Project overruns are not covered by ARC funds and are the responsibility of the grantee.
- Project scope changes and significant budget revisions must be approved by ARC and TNECD.
- ARC grant contracts typically last 1-2 years. The timeline can be extended in compelling circumstances.
- All projects must document proposed outputs and outcomes and must track the realized outputs and outcomes for up to three years after project completion. This may be monitored by TNECD, ARC and/or the ARC Office of Inspector General or other federal and state entities.
- ARC does not fund general government services.