

**2021 Annual Update
Comprehensive Economic Development Strategy (CEDS)**

Submitted to:

**United States Department of Commerce
Economic Development Administration
403 West Peachtree Street
Atlanta, GA 30308-3510**



Submitted by:

**South Central Tennessee Development District
101 Sam Watkins Blvd.
Mt. Pleasant, TN 38474**

December 2021

SCTDD RESOLUTION – 2021 Update
for
Comprehensive Economic Development Strategy (CEDs)

A Resolution Adopting and Certifying the Comprehensive Economic Development Strategy for the South Central Tennessee Development District (SCTDD) which includes the Counties of Bedford, Coffee, Franklin, Giles, Hickman, Lawrence, Lewis, Lincoln, Marshall, Maury, Moore, Perry, and Wayne; and

WHEREAS, the Comprehensive Economic Development Strategy (CEDs) for the SCTDD region is an important regional planning tool; and

WHEREAS, an OEDP (Predecessor to the CEDs) was first prepared and adopted by the District in March of 1975 and has since been periodically revised and updated to reflect changing regional growth trends, conditions, and needs; and

WHEREAS, the CEDs sets forth current growth trends, conditions, needs, and economic development goals and strategies, which seek to achieve a consensus regional vision and to resolve identified needs and enhance overall economic development through the provisions of essential regional infrastructure, support of new business and industrial development and expansion, and the creation of new jobs and private investment in the region; and

WHEREAS, in addition to setting forth a strategy for economic growth in the Region, the CEDs is intended to meet the requirements of the U.S. Department of Commerce- Economic Development Administration (EDA) for such work, thereby bolstering efforts to secure Federal funding for projects in our thirteen county Region that have a particular focus and impact on economic development; and

WHEREAS, these regional infrastructure needs and related economic development needs and strategies have been identified with broad based input in meetings throughout the region including Mayors and County Executives, other local officials, chamber of commerce representing the business community, and interested citizens; and

NOW, THEREFORE, BE IT RESOLVED by the South Central Tennessee Development District that the 2021 Update to the Comprehensive Economic Development Strategy is hereby adopted by the District.

Passed and approved this 11 day of May 2022


Chairman of the Board


Executive Director, SCTDD

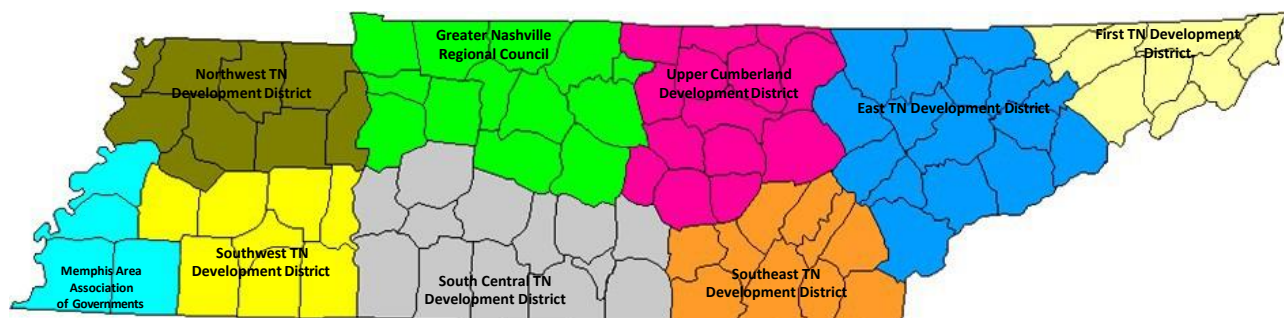
What is a Comprehensive Economic Development Strategy (CEDS)?

A Comprehensive Economic Development Strategy (CEDS) is a regional planning document that looks beyond individual cities and counties and instead focuses on a regional approach to economic development. A CEDS is a result of a regional planning process designed to build capacity and guide the economic prosperity and resiliency of our region.

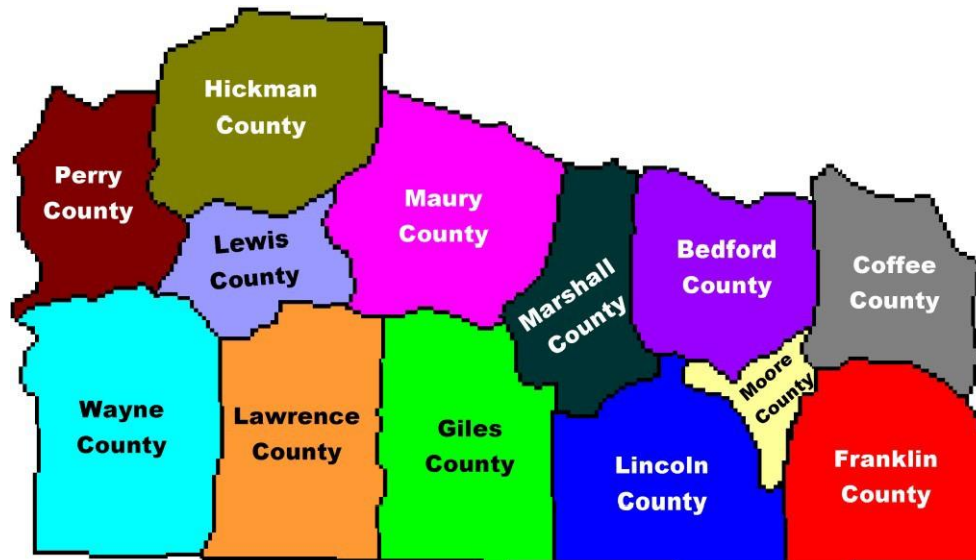
CEDS are developed in partnership with the U.S. Economic Development Administration (EDA). EDA designated Economic Development Districts (EDDs) are responsible for updating a region's CEDS. As the region's EDA designated Economic Development District, South Central Tennessee Development District (SCTDD) has been the lead organization in the 2017 CEDS process. It has been developed by the SCTDD through a continuous planning process that engages both the public and private sectors. SCTDD's status as an EDA Economic Development District (EDD) allows member communities to apply for EDA grant funding to support public works projects that have a job creation element as well as other EDA programs.

South Central Tennessee Development District (SCTDD)

SCTDD is one of nine state-wide districts established under the Tennessee Development District Act of 1965. SCTDD has been an EDA designated Economic Development District (EDD) since 1975 and is currently staffed by 45 employees. Our staff has technical expertise in district management, economic development, community development, workforce development, housing, environmental and disaster planning, aging planning and disabilities, solid waste planning, transportation programs, grant writing, and public guardianship for the elderly.



The SCTDD Executive board consists of an Executive Director, member government officials, state representatives, and minority representatives from a 13-County region which includes Bedford, Coffee, Franklin, Giles, Hickman, Lawrence, Lewis, Lincoln, Marshall, Maury, Moore, Perry, and Wayne Counties. A twenty-four member Executive committee meets four times per year to set policy and conduct business on behalf of the full board.



Southern Middle Tennessee rests between Interstate 24 and the Tennessee River with Interstate 65 flowing through the middle and a four-lane state highway stretched across the southern counties. With such great transportation arteries and close proximity to Huntsville, Alabama and Nashville, Tennessee, the area has witnessed a lot of growth and offers rich opportunities for businesses.

This CEDS outlines a vision for our thirteen counties in the South Central Tennessee region and sets forth a plan to prepare our communities long-term resilience and prosperity. Our strategy is updated by the CEDS Committee and staff at the South Central Tennessee Development District.

Representatives on this Committee are invited to attend based on input from local elected officials and partner organizations throughout the region. Various inputs helped develop our CEDS including a review of existing documentation relating to economic development and planning within the region. Interviews, surveys, and focus groups were conducted as part of a stakeholder engagement process with representatives of business, government, and institutions throughout the area. Field reconnaissance was conducted and information collected on existing conditions.

Acknowledgements

This report acknowledges the assistance of the South Central Tennessee Development District (SCTDD) and its staff in coordinating logistical resources to help guide this process. The report also acknowledges the participation and guidance of the CEDS Steering Committee established for this CEDS. Steering Committee members included the following individuals, representing key organizations and institutions, and providing their time and attention.



The CEDS Steering Committee

Jeff Whitmore:

Currently the Lincoln County President of First Commerce Bank, Jeff has also served as the past Chairman Shelbyville Zoning Board of Appeals, Secretary of the Shelbyville Regional Planning Commission and as President of the Bank Administration Institute of Middle Tennessee.

Tony Beyer:

Currently District 5 Marshall County Commissioner and self-employed industrial property manager. In the past, Tony has served as the Chairman of South Central TN Workforce Board, TN Chamber of Commerce President, and in many other capacities related to public service.

Jim Bratton:

Currently a self-employed agrarian, Jim has served as a Chief Credit Officer for Community First Bank and Trust and in several public service roles including the Maury County Soil Conservation Board, Maury County Comprehensive Growth Plan Committee and the Maury County Regional Planning Commission.

Jim Bush:

Recently retired Small Business Owner, Mr. Bush owned and operated six restaurants in southern Middle TN and northern AL. Jim is the current Chairman of the Lawrence County Airport Board.

Susan Shuff:

Currently retired, Mrs. Shuff has over 37 years of experience managing a variety of economic and community development loan and grant programs as an Area Specialist with USDA Rural Development.

Marie Hurren:

Currently a licensed Certified Public Accountant since 2000, Mrs. Hurren has experience in local firms, public and private accounting positions, and is currently serving on the board of Employee Resource Credit Union and the South Central TN Business Development Corporation.

Matt Layton:

Currently the Community President in Tullahoma for First Vision Bank, Mr. Layton is a graduate of UT Knoxville.

Howard Kirksey, III:

Currently a senior lender with Citizen's Tri-County Bank, Mr. Kirksey has also served on the board for Workforce Solutions as Vice Chairman and the Motlow College Foundation as Trustee, Chair of Investment Committee.

Keith Durham:

Currently an owner and General Manager of Heritage Automotive Center, Mr. Durham is an IT specialist and has experience as an entrepreneur, IT Director in a commercial environment and for Maury Regional Medical Center. Mr. Durham has also served as the mayor of Lawrenceburg from 2007 to 2018.

Jerry Mansfield:

Currently the Executive Director of SCTDD, Mr. Mansfield is a historian and served 17 years as the Lincoln County Executive.

Eddie Fitzgerald:

Currently Director of Economic Development for SCTDD, Mr. Fitzgerald manages a local Certified Development Corporation licensed by the Small Business Administration to provide financing to eligible small businesses in TN.

Anita Turnbow:

Currently the Finance Director of SCTDD, Mrs. Turnbow is involved in the daily operations of every program managed through SCTDD.

Lisa Moore:

Currently the Fiscal Manager of WIOA for SCTDD.

Steering committee members, along with representatives of various chambers of commerce, industrial development boards, and other organizations in the region helped provide input and assistance where possible.

SCTDD's CEDS follows the new guidelines released by the U.S. Economic Development Administration in February 2015. The CEDS is a strategy-

driven plan developed by a diverse workgroup of local representatives from private, public and nonprofit sectors that promotes resiliency and includes:

1. Summary Background of economic conditions in the region;
2. SWOT Analysis to identify regional Strengths, Weaknesses, Opportunities, and Threats;
3. Action Plan incorporating tactics identified through planning process, other plans, and stakeholder feedback to develop the priority strategies for the region;
4. Data driven performance measures associated with the plan.

Summary Background

A summary background of the economic development conditions of the region is the first step towards the development of a regional strategy. The demographics of the thirteen county region of South Central Tennessee continue to be very similar to most of rural Tennessee. Overall, the economy of the region is healthy and growing, but the region still has pockets of poverty levels that are a result of changes in the economy from agrarian production and the adoption of advanced manufacturing processes and technology that requires the workforce to possess higher levels of education and skill sets.

Population

The population growth rate of the EDD from 2017 to 2020 was greater than the rate of the United States and the state for the same period. Between 2017 and 2020, the SCTDD population grew from 443,602 persons to 461,350 persons. This represents a 4.00% population increase over the three-year period and is more than the overall statewide growth of 2.56% and the United States at 1.34% during the same time frame. Counties nearer to the urban core and MSA of Nashville or that benefit from a direct artery in and out of the metropolitan area experienced greater gains in population. These include Maury and Marshall along the I-65 corridor and Bedford, Coffee and Franklin, all along the I-24 corridor. The growth rates range from an increase of 7.79% in Maury County to -0.68% in Wayne County.

Population					
County	2010	2017	2018	2019	2020
Bedford	45,058	48,214	49,153	49,684	50,179
Coffee	52,796	55,128	56,049	56,717	57,632
Franklin	41,052	40,156	40,529	41,044	41,620
Giles	29,485	29,401	29,434	29,481	29,530
Hickman	24,690	24,871	25,017	25,155	25,387
Lawrence	41,869	43,406	43,814	44,163	44,432
Lewis	12,161	12,028	12,105	12,267	12,363
Lincoln	33,361	33,941	34,257	34,436	34,540
Marshall	30,617	33,077	33,865	34,507	35,016
Mauzy	80,956	92,393	94,577	96,795	99,590
Moore	6,362	6,387	6,431	6,439	6,438
Perry	7,915	7,963	8,065	8,084	8,099
Wayne	17,021	16,637	16,633	16,644	16,524
SCTDD	423,343	443,602	449,929	455,416	461,350
State	6,357,000	6,714,748	6,778,180	6,830,325	6,886,834
US	309,300,000	325,122,128	326,838,199	328,329,953	329,484,123

Data gathered from <https://www.statsamerica.org/>

Unemployment

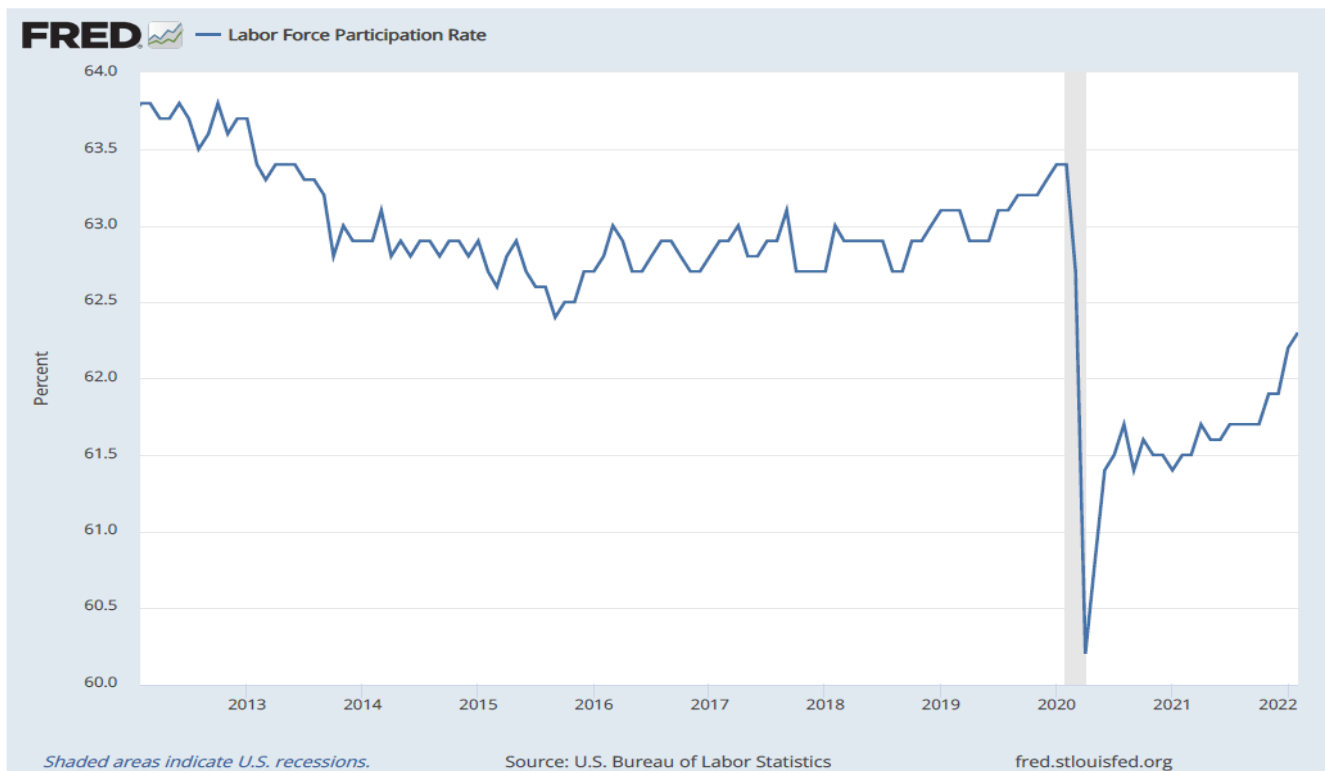
Three counties in the EDD displayed an unemployment rate greater than the US each year between 2016 and 2020. Two of those three improved with a lower rate than the US in 2021. Still, two of the thirteen counties experienced a higher rate than that baseline.

24 Month Unemployment compared to the US

	16	17	18	19	20	21
Bedford County, TN	-0.62%	0.16%	0.28%	0.05%	0.02%	0.51%
Coffee County, TN	-0.05%	0.42%	0.53%	0.36%	0.29%	0.76%
Franklin County, TN	0.06%	0.28%	0.55%	0.43%	0.23%	0.68%
Giles County, TN	0.59%	0.89%	0.61%	0.06%	-0.22%	0.20%
Hickman County, TN	-0.07%	0.58%	0.79%	0.64%	1.43%	1.97%
Lawrence County, TN	-1.10%	-0.48%	-0.07%	-0.27%	-0.10%	0.50%
Lewis County, TN	-1.53%	-0.64%	-0.36%	-0.43%	0.04%	0.32%
Lincoln County, TN	0.64%	0.93%	0.97%	0.47%	-0.17%	0.27%
Marshall County, TN	-0.02%	0.55%	0.65%	0.30%	-0.43%	-0.28%
Mauzy County, TN	0.51%	0.97%	0.89%	0.60%	0.20%	0.12%
Moore County, TN	0.95%	1.17%	1.04%	0.81%	1.71%	2.55%
Perry County, TN	-1.45%	-0.98%	-0.42%	-0.83%	-1.36%	-2.03%
Wayne County, TN	-1.90%	-1.31%	-0.90%	-0.91%	-0.03%	0.90%
SCTDD	-0.06%	0.43%	0.53%	0.27%	0.12%	0.45%
Tennessee	-0.08%	0.37%	0.48%	0.35%	0.43%	0.79%
US (Baseline)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

The EDD had fairly consistent comparisons to the baseline between 2016 and 2020. The chart above represents the spread between the US and the locality with green numbers representing an unemployment rate lower than the nation as a whole. The impact of the pandemic on employment is evident in 2020 with fewer green blocks and the region's response appears to have remedied or improved this statistic in all but one county.

Unemployment rates can also be misleading since it ignores people exiting the workforce or that are no longer seeking employment. The EDD is supporting state efforts to encourage more people to return to the workforce.



<https://fred.stlouisfed.org/series/CIVPART>

Whether caused by the pandemic, or a culmination of a series of pressures from secular trends unrelated to the health of the economy as a whole that may have been activated or magnified by the pandemic, the data shows a clear drop in participation that has left a dramatic gap in an otherwise gradual and predictable trajectory of this data that has been tracked for over 70 years.

Speculation on this unprecedented occurrence varies significantly by region, and even locally, particularly given that we have not experienced a drop of this magnitude over such a short period of time and have never experienced a shock that was not followed by correction of even strength.

	ED Attainment 25-64 includes HS Diploma		Some College 2YR Degree		Bachelor's or Higher 4+YR Degree		Number of Adults 25- 64 with Any Post- Secondary ED	
	2017	2020	2017	2020	2017	2020	2017	2020
Bedford	24,006	27,174	6,055	8,017	3,705	5,905	9,760	13,922
Coffee	27,550	33,227	8,417	10,504	5,381	8,093	13,798	18,597
Franklin	20,408	25,424	5,838	7,272	4,184	5,998	10,022	13,270
Giles	14,920	18,044	3,927	5,083	2,362	3,717	6,289	8,800
Hickman	13,180	14,415	3,311	4,366	1,608	1,668	4,919	6,034
Lawrence	21,208	24,880	5,860	7,805	2,826	4,092	8,686	11,897
Lewis	6,039	7,130	1,851	2,467	774	867	2,625	3,334
Lincoln	17,332	20,352	4,375	5,800	3,371	4,592	7,746	10,392
Marshall	16,909	20,338	5,049	7,233	2,301	3,783	7,350	11,016
Maury	47,003	59,322	16,193	20,728	10,295	15,735	26,488	36,463
Moore	3,239	4,038	1,009	1,165	669	905	1,678	2,070
Perry	3,985	4,188	1,041	1,308	488	480	1,529	1,788
Wayne	9,227	10,170	2,433	3,165	978	1,330	3,411	4,495
SCTDD	225,006	268,702	65,359	84,913	38,942	57,165	104,301	142,078
Tennessee	3,465,000	4,102,114	1,013,000	1,313,494	956,000	1,308,972	1,969,000	2,622,466

Data gathered from <https://www.statsamerica.org/>

Education/Workforce

Attainment of education is on the rise in the EDD. When comparing the number of degree holders in each county in the EDD since 2017, there have been significant increases. Growth in this context is the change in the number of persons with post-secondary education experience, not as a percentage of the population. When comparing the number of persons with post-secondary education experience to the workforce (the number of adults ages 25-64), the region still lags behind the state, but in most cases, each county in the EDD is adding people to this statistic at a faster rate than the state, indicating successful implementation of initiatives intended to encourage residents of the EDD to seek the benefits of higher education.

	Growth in 2YR Degree Holders	Growth in 4YR Degree Holders	Growth in Post-Secondary Education	% of Adults Age 25-64 with any Post-Secondary Education
Bedford County	32.40%	59.38%	42.64%	55.09%
Coffee County	24.80%	50.40%	34.78%	65.03%
Franklin County	24.56%	43.36%	32.41%	64.92%
Giles County	29.44%	57.37%	39.93%	59.37%
Hickman County	31.86%	3.73%	22.67%	44.93%
Lawrence County	33.19%	44.80%	36.97%	54.55%
Lewis County	33.28%	12.02%	27.01%	55.47%
Lincoln County	32.57%	36.22%	34.16%	59.51%
Marshall County	43.26%	64.41%	49.88%	61.63%
Maury County	28.01%	52.84%	37.66%	72.46%
Moore County	15.46%	35.28%	23.36%	62.27%
Perry County	25.65%	-1.64%	16.94%	45.76%
Wayne County	30.09%	35.99%	31.78%	48.05%
SCTDD	29.92%	46.80%	36.22%	61.08%
Tennessee	29.66%	36.92%	33.19%	74.03%

Data gathered from <https://www.statsamerica.org/>

Counties experiencing the greatest increases are Marshall, Bedford, Giles, and Maury. Moore county is somewhat of an anomaly in the segment as it had a relatively static population over this time frame and has a relatively higher percentage of its workforce with some form of postsecondary education attainment as one of only five that exceed 60%.

Challenges to retain persons with a 4 year degree continues to be a challenge in the most rural areas of the EDD. Most of these areas did see respectful gains, however, the number of persons becoming engaged in some form of post-secondary education.

Income Per Capita

The EDD experienced a greater increase in BEA PCI than the state between 2017 and 2020, but still lagged behind the US, which saw an increase of 19.47%. Change in PCI was stronger in each year with only a few exceptions. Outliers were not sufficient to make them noticeable over the three years observed. This data correlates to the increased in education attainment in the region and suggests that jobs being added likely have higher wages than in the past. It could also point to greater competition for available workforce participants as indicated earlier in the report.

	% Increase in PCI				
	16-17	17-18	18-19	19-20	16-20
Bedford	3.06%	3.20%	5.16%	5.50%	18.00%
Coffee	1.75%	3.66%	5.68%	5.24%	17.31%
Franklin	3.68%	3.65%	4.27%	5.85%	18.62%
Giles	2.70%	1.29%	2.32%	6.12%	12.95%
Hickman	4.69%	4.20%	5.40%	4.54%	20.20%
Lawrence	3.83%	1.60%	4.77%	6.22%	17.40%
Lewis	2.33%	4.77%	5.82%	6.81%	21.19%
Lincoln	1.77%	2.87%	6.17%	6.84%	18.76%
Marshall	2.63%	3.39%	5.26%	6.51%	18.97%
Maury	3.52%	3.70%	4.69%	5.28%	18.31%
Moore	2.09%	3.61%	6.23%	3.90%	16.75%
Perry	2.43%	5.05%	3.53%	4.80%	16.74%
Wayne	4.04%	5.80%	4.86%	11.56%	28.76%
SCTDD	3.09%	3.37%	4.96%	5.91%	18.47%
Tennessee	3.46%	4.70%	3.83%	4.05%	17.03%
US (Baseline)	4.01%	4.41%	3.60%	6.18%	19.47%

Data gathered from <https://www.statsamerica.org/>

The EDD has significant assets which can be utilized to promote economic development. Our region has a diversified mix of various types of industry. This is due in part to the movement from an agricultural to an industrial economy. The infrastructure in the SCTDD region is adequate to satisfy the physical needs of industries which locate here. Perhaps most important is the availability of a mobile labor force with a strong work-ethic. The district's transportation facilities are good and provide the means for workers to be employed outside their county of residence. Other regional assets for our area include plenty of land and water, adequate highways, a safe and desirable living environment with access to abundant social and recreational activities and a growing supply of qualified labor.

However, there are certain regional vulnerabilities which retard economic development. The most significant problem is the limited acreage of pad ready, developed industrial sites. Future economic development will require more developed sites than are presently available and these efforts will be hampered if sites do not have available water, sewer, telecommunications, and access roads. The time has passed when a company would purchase a cornfield with promises from local government to provide the necessary utilities. Thus, the importance of providing controlled, improved, industrial sites cannot be over-emphasized. Another vulnerability is disaster planning and resiliency. Local Emergency Management Agencies, SCTDD, and the Tennessee Emergency Management Agency have been actively engaged in disaster planning and resiliency, but it takes continued active vigilance.

It is increasingly important for communities to look at advanced manufacturing jobs as well as non-traditional ways of creating employment opportunities. We are encouraging communities to invest in public industrial parks as well as to look at entrepreneurship, tourism development, local artisan development, call centers and data centers, green energy, retirement attractions, agribusiness, and other non-traditional economic development strategies.



SWOT Analysis of the South Central Tennessee Development District:

The SWOT analysis is an in-depth examination of the region's strengths, weakness, opportunities, and threats in the region as identified through data analysis and public outreach in the region as identified in the table below and then elaborated on in more detail. This analysis can play a critical role in the development of a regional strategy and the successful implementation of that strategy. The development strategy should be built on the region's strengths while recognizing that weaknesses exist and threats to successful implementation must be identified. The SWOT results show us where our region is today and highlight opportunities for future progress. Below the table is a discussion of the SWOT analysis and is by no means all-inclusive and will focus on the highlights. This discussion will continue on an ongoing initiative, as it is a dynamic process.

STRENGTHS

Strong Work Ethic Transportation Access Central Location Good
Infrastructure Low Cost of Living Low Taxes
Effective Local EDO's Safe with Low Crime Rate
Outstanding Rural Quality of Life Supportive Education System Higher
Education Opportunities Suitable Proximity to Commercial Air Transportation

WEAKNESSES

Lack of Broadband Access High Skilled Worker Shortage Aging
Workforce
Youth Retention Aging Infrastructure Childcare- Availability
Rural Business Attraction Education and Skill Levels

OPPORTUNITIES

Workforce Educational Programs Tourism
Infrastructure Business Expansion
Targeted Industrial Development Agribusiness Development

THREATS

Lack of Broadband Access Education Levels Workforce Turnover
Aging Infrastructure Youth Flight Natural Disasters
Entry Level Skill Gap

SCTDD Strengths:

Most of the SCTDD communities share common strengths. Most have a strong workforce with a good work ethic. Most have good locations and easy transportation access, and most have good economic development organizations with a full time economic development professional. Several communities (Ardmore, Bell Buckle, Elkton, Chapel Hill, Columbia, Cornersville, Lewisburg, Lynnville, Manchester, Pulaski, Spring Hill, Tullahoma, and Wartrace) are less than fifteen miles from an interstate highway. The larger communities have sites that can easily be developed with adequate utilities. The rural lifestyle and friendly people are trademarks of nearly all rural Tennessee communities. Most residents of SCTDD are within an easy drive to a technology college and/or a community college.

SCTDD Weaknesses:

Weaknesses that have been identified for SCTDD communities include lack of trained workforce, past reliance on one or two major companies, lack of utility service throughout the county, overall appearance of the community, and a lack of cooperation and a unified economic development effort on the part of local governments. Many SCTDD communities do not have countywide zoning and land use. Some of the less populated counties are too far from an interstate highway to be attractive for manufacturing facilities. Some of the smaller counties suffer from a lack of ability to finance economic development projects. Sometimes this is because of a shortage of entrepreneurs, sometimes because of lack of support, and sometimes because of inability to secure financing. Some of the less populated counties are too far from an interstate highway and too sparsely populated to be attractive for manufacturing, warehousing, and/or distribution facilities. The educational attainment level of the general population is often a limitation. Projects that require employees with technical skills and/or experience are difficult to justify. If a certain number of employees with specific skills are a requirement for consideration for a potential project, many communities in the SCTDD region get eliminated early in the process. Many of the small communities and the more sparsely populated counties in SCTDD suffer from a lack of consensus in the community on what should be done to improve the local situation and from a lack of leadership. As a result, Leadership development must be an ongoing process in rural communities.

SCTDD Opportunities:

The counties and communities within the SCTDD region have a number of opportunities for further growth and development for their respective communities. The opportunities afforded by the Base Realignment and Closure Act (BRAC) for the areas around Huntsville could continue to add to the mission of Redstone Arsenal. A number of our southern counties have citizens that travel to this area on a daily basis for work. The impact of this base is spread out over several neighboring counties. The challenge for Southern SCTDD counties and communities continues to be maximizing the benefits for their respective communities. Another opportunity for the SCTDD region would be some spin-off business venture related to the aerospace industry tied to Arnold Engineering Development Center or the University of Tennessee Space Institute (UTSI) which offers numerous short courses. The Arnold Engineering Development Center does much of the testing in the United States for solid fuel rockets as well as military and commercial jet engines and models in its massive wind tunnel test cells. There must be some commercial ideas that could be developed in Tennessee. The residential and commercial growth in Spring Hill, northern Bedford County, northeastern Hickman County, southern Lincoln, southern Lawrence counties are well under way and seem to be moving with a good head of steam. There is an explosion of retail, commercial, and service businesses in the Spring Hill area. The location in the middle of the triangle of Nashville, Huntsville, and Chattanooga is certainly a positive for the SCTDD area. There are opportunities to produce goods (in a lower cost environment) that can be delivered and sold to residents in these metro areas. There are numerous opportunities for tourism throughout the region. There are several tourist attractions such as the Jack Daniels, George Dickel, and Prichard's Distilleries, the Walking Horse Celebration in Shelbyville, the Tennessee River and marina at Clifton, canoe friendly rivers and streams, and agritourism sites. Festivals, County Fairs, and the antebellum homes in Maury County draw tourists to the area. The statewide Tennessee Center for Profitable Agriculture is located between Columbia and Spring Hill and the South Central Tennessee Tourism Association is located in Lewisburg. Working with these organizations, there are surely some opportunities to develop some attractive sites as food processing facilities, or working farms that could host tours and field trips.

The potential developments along the south side of the 840 southern loop around Nashville are in the foreseeable future for Maury and Hickman Counties. Developments on connector roads along the south of the loop appear to hold the best promise.

Another opportunity is the Labor Education Alignment Program (LEAP) which was passed into law in 2013, and is a statewide, comprehensive structure enabling students in Tennessee Colleges of Applied Technology (TCATs) and community colleges to participate in technical training developed with input from area employers. SCTDD is pleased to have worked with TCAT-Shelbyville and TCAT-Hohenwald in establishing 8 Industrial Maintenance Technology satellite classrooms and being awarded over \$2 million in grant funds and donations from neighboring employers.



SCTDD Threats/Limitations:

In developing an economic plan for the area, one must be aware of the threats to future successful development and recognize these limitations which must be either overcome or minimized.

Heavy dependence in the past by communities on one or two major employers and heavy concentration in manufacturing have limited the willingness of residents to embark on the path of “lifelong learning”.

Lack of interstate highway access for some parts of the region is a handicap for both industrial development and retail/commercial development.

The national trend of decreasing numbers of employees in the manufacturing sector is predicted to continue. As businesses struggle to be competitive and profitable in the global economy, labor costs must be replaced by more automated processes. Even manufacturing companies that are still in the area may be forced to cut employment while increasing production and output. Also there is a significant labor workforce issue of underemployment. As a result many companies experience very high turnover rates.



The combination of low-density population, lack of certain skills in the workforce and limited availability of high-speed internet all contribute to the difficulty in attracting and keeping businesses in the rural areas. Retail and service businesses will only locate in an area that meets certain thresholds of population or incomes. Companies that rely on equipment and machinery that use the latest technology need trained technicians. If those are not available in the area, they have to pay a competitive salary to get employees to relocate to the more rural areas. Lack of or limited availability of high-speed internet and related services can be a hindrance in attracting businesses to the area and also an obstacle in persuading recent college graduates to return to the area to live and work.

ECONOMIC RESILIENCE

Economic resilience is the ability to withstand and recover from economic shocks such as natural disasters, downturns in an industry that a region is reliant upon, the closure of a major employer or any other national or global market shift. When applied to economic development, resilience includes a multi-phased approach that anticipates risk, evaluates the potential impact on key assets, and develops a response to risk.



Economic resilience comes from three distinct perspectives. Initiatives can be designed to:

- Avoid an economic shock altogether;
- Soften or lower the impact of a shock, and;
- Recover from a shock.

There are two main approaches to resiliency, steady-state and responsive initiatives. Steady-state initiatives focus on pre-shock planning and ongoing actions that improve economic durability. Responsive initiatives are also planned, but they focus on creating the networks and communication channels between key stakeholders to help coordinate a response in the wake of a shock.

Steady-State Initiatives

Efforts to broaden the industrial base and encouraging development of emerging clusters, particularly those that are aligned with the regions competitive strengths and unique assets, reduces the region's exposure to economic shock. When an industry or business depends on a "core competency" of a region, that regional attribute is more resistant to shock, making the business environment more stable for industries that rely on it.

Certain industries excel in times when an economic shock occurs. Efforts to target industries of that nature diversify the economy of the region. Examples of these types of businesses might include essential services. During the pandemic, during mandated closures, more of these businesses continued to operate while non-essential businesses were temporarily shuttered.

Diversification of industry and businesses that are aligned with different assets of a region can also provide an element of stability in the event that one of the region's assets is temporarily compromised. Intentionally encouraging development of projects that diversify, in a sense, is the opposite of concentrating on one emerging industry cluster. This may sound like a competing theory, but planning and encouraging growth of business that take advantage of synergies without encouraging growth in businesses that will strive in an inverse way can become a weakness if there is a threat to that unique asset that the emerging cluster depends on. Both are essential.

Employing safe development practices such as preserving natural buffers and locating essential structures outside of floodplains can also help prevent shocks related to extreme weather. Redundancies in telecommunications and broadband also protects continuity and will help avoid interruptions that might

lead to an economic shock.

We cannot always avoid an economic shock. Encouraging workforce development initiatives and developing tools that can help cross reference skillsets from one industry to another as occupations evolve can help the region soften the impact of a major shift in the economy. Actions taken to avoid a shock may also soften the effect of a shock should one occur.

Responsive Initiatives

After an event has caused a shock, the response is the part of resiliency that leads to recovery. Planning responsive initiatives might include maintaining a network of key stakeholders with a process for regular communication would provide a framework to coordinate impact assessment, communicate resources, and developing temporary solutions for those affected.

Measuring Resiliency

Many of the components of resiliency are intangible. You could measure the level of participation in a forum or a network to gauge progress toward a more resilient region and you could chart the concentration of industries to help determine if the regional mix of industries needs more diversification or if gains would be more prevalent from more concentration on existing clusters. Income equality, although not specifically addressed in any of the sections above, is another common measure for resiliency.

EDA provides guidance on integrating regional economic resilience through a two-pronged approach:

- Planning for and implementing resilience through specific goals and actions to bolster the long-term economic durability of the region, and;
- Establishing information networks among the various stakeholders in the region to encourage active and regular communications between the public, private, education, and non-profit sectors to collaborate on existing and potential future challenges.



SCTDD strives for resilient communities and for our region to prosper. Making our region more resilient is a top priority and is included in our CEDS goals and objectives.

In future updates to the CEDS, we will look to build data sets that we can use to chart trends in the region on occupations, industry concentrations and diversity, migration and commuting pathways, and income equality to compare with state, regional, and national benchmarks as appropriate that will help guide our resiliency strategies.

Opportunity Zones

What is it?

As part of the 2017 Tax Cuts and Jobs Act, more than 8,700 opportunity zones have been designated across the United States. Qualified opportunity zones were created and designed to spur economic development by bringing private investment to areas that might otherwise have difficulty attracting it.

These zones consist of low-income census tracts nominated by each state and comprise economically distressed areas where new investments may be eligible for preferential tax treatment. The IRS and the Community Development Financial Institutions Fund (CDFI) are responsible for the program and provide multiple resources to learn more about how the zones are designated and how zone funds are being set up.

The state nominated these areas based on a strategic and data-driven review of local feedback in addition to consideration of state priorities and initiatives including:

- Business development and brownfield redevelopment opportunities
- Retail, commercial and tourism development opportunities
- Community and rural development initiatives
- Low-income housing development opportunities
- Proximity to entrepreneur centers, technology transfer offices, and colleges and universities

For more information, the TNECD website has a great list of resources <https://www.tn.gov/ecd/opportunity-zones.html>

Inventory/map of Opportunity Zones in the region



There are eight separate tracts in the EDD. Details on those tracts can be found in the OZ addendum.

Although there are no EDA projects underway in the OZs in the EDD at this time, we have completed projects that are in or near these tracts utilizing other economic development tools and resources.

OZs can be found in Wayne, Hickman, Lawrence, Marshall, Lincoln and Bedford counties. These territories are ideal for development projects because they take advantage of other state investment initiatives. The policy enables funds to be responsive to the needs of different communities, allowing for investment in operating businesses, equipment, and real property. For example, funds can make equity investments in new or expanding businesses by purchasing original-issue stock of the company if substantially all of the company's tangible property is and remains located in an Opportunity Zone. Funds can take original interests in partnerships that meet the same criteria. Funds can also invest directly in qualifying property, such as real estate or infrastructure, if the property is used in the active conduct of a business, and if either the original use of the property commences with the fund or the fund substantially improves the property by investing at least as much as the investor's basis in refurbishments. Eligible projects do not have to be industrial, commercial and multi-tenant

structures are also eligible.
Here are two active projects in the EDD:



WAYNESBORO INDUSTRIAL PARK ON US 64

Wayne County Joint Economic and Community Development Board
Rena Purdy



LEWISBURG TN NORTH ELLINGTON PKWY

Baymar Family Trust
Steve Allen

Regional Economic Development Goals and Objectives

SCTDD Vision Statement

The vision of The South Central Tennessee Development District (SCTDD) is for all of the residents of the communities within the SCTDD region to have opportunities for: education that will allow them to develop their skills; employment that will be challenging and financially rewarding; housing that is adequate and affordable; an environment that will be suitable for raising their families, and the choice to live in communities that offer a high quality of life.

Goal 1: SCTDD will encourage and support activities that will provide for adequate development of infrastructure to support proposed projects for future growth and development.

Objectives: Provide assistance and support for the improvements to water and sewer systems extensions of service lines necessary for specific projects and future growth.

Provide assistance for communities with regular round Community Development Block Grant Applications for water and sewer projects.

Continue to be active in the Rural Planning Organization (RPOs) which Provide support and assistance for transportation projects that can provide better access for communities, particularly regional transportation projects that can positively impact several counties and/or communities.

Provide assistance and support to any community that would like to provide high speed internet to residents of the region.

Goal 2: SCTDD will promote and encourage the development of factors that contributes to a high quality of life for residents of the thirty-five incorporated communities and thirteen counties within the region.

Objectives: Provide support and technical assistance for community development and recreation projects within the region.

Provide encouragement and assistance for greenway and park projects that are undertaken by local communities.

Work with the Tennessee Commission on Aging and local organizations to Promote and support issues and projects that will enhance the quality of life for

Senior Citizens of the area.

Goal 3: SCTDD will encourage and support activities that will provide for training and development opportunities for the workforce of the region.

Objectives: Support and encourage utilization of the training assistance available through the Tennessee Department of Economic and Community Development, Tennessee College of Applied Technology, the Tennessee Department of Labor and Workforce Development, and the Workforce Investment ACT Boards.

Promote and encourage further development and expansion of programs for technical training.

Provide assistance and support for job-creation initiatives of the two Workforce Investment Act Boards that serve the area. Support development of more programs to train existing workers for new opportunities both with the current employer and potential future employers.

Goal 4: SCTDD will work with communities and provide assistance to promote the area as a good place to do business.

Objectives: Work with Middle Tennessee Industrial Development Association and local community representatives to promote and market the multi-county region as a good place to do business.

Provide support to local industrial boards, chamber of commerce, and local governments in their efforts to promote their respective communities.

Provide up-to-date census and demographic data for local officials and economic development professionals in the region.

Provide specific statistics and research when requested by local officials or economic development professionals.

Goal 5: SCTDD will promote and support the development of opportunities for tourism, retail, and non-traditional economic development within the district.

Objectives: Support initiatives to encourage tourism and the growth and development of projects designed to increase tourism opportunities.

Support the development of retail businesses through seminars, workshops and supplying of data and demographic information for local retail recruitment efforts.

Promote and support entrepreneurial development initiatives, particularly those that have high growth potential.

Promote and support the development of agribusiness and agritourism opportunities within the region.

Work with the Center for Profitable Agriculture and Rural Development-USDA to promote the opportunities for value-added agricultural products including food processing.

Goal 6: SCTDD will encourage and support activities that will help maintain a comfortable, safe, and pleasant environment for residents to live and raise their families.

Objectives: Encourage and support efforts of local governments to develop strategic plans, land use plans, and land development strategies.

Provide assistance and support for efforts to resolve solid waste disposal and other environmental issues for local governments.

Provide assistance for local governments through the CDBG regular round to provide sanitary sewer service to areas where septic systems are failing and to develop a better grid system for potable water.

Promote community resiliency and preparedness for disasters and severe economic shocks, including the preparation of communities and the continuing recovery efforts of disaster affected communities.

Goal 7: SCTDD will support the development of a business climate that promotes the growth of businesses in all of the District's thirteen counties.

Objectives: Encourage utilization and provide assistance to various financing programs that can assist and help to ensure the success of new and expanding businesses.

Work with area bankers and accountants and acquainting them with the benefits

of the economic development financing programs that are available.

Provide assistance to local officials and economic development professionals in structuring financing for potential projects and expansions that can provide the most conducive financing package for the business utilizing various state, regional, and federal economic development programs.

Provide assistance to potential businesses owners in developing business plans that are realistic.

Provide counseling and technical assistance for existing businesses that might be struggling to survive.

Provide support and assistance for local communities to apply for federal and state financial

Goal 8: SCTDD will support and encourage programs that provide better housing opportunities for residents of the district.

Objectives: Provide support and assistance for local communities to apply for federal and state financial assistance to provide home ownership opportunities. assistance to establish incubators for small businesses.

Provide assistance and support for programs that can improve the quality of existing housing in the communities.

Provide assistance for developers and builders who are willing to build affordable housing units for residents.

Goal 9: SCTDD will assist local governments in preparing and adapting to the changes resulting from worldwide competition thus helping them to find their niche in the global economy.

Objectives: Work with local communities to help retain as many of the existing employment opportunities as possible, particularly those in the manufacturing sector.

Provide community leaders with as much information and statistics as practicable to help plan and prepare for the changes in employment opportunities as a result of global competition.

Work with state, local, and regional organizations and congressmen to try to get them to recognize what the impacts that some of the federal policies and legislation have on local communities.

Work with local communities to help them figure out where they can and should fit in the global economy.

Goal 10: SCTDD will promote economic resilience and enhance the region's capability to quickly recover from natural or man-made disasters as well as economic downturns.

Objectives: Identify opportunities for interconnection of public utilities in order to provide redundant sources of public services. Diversify the region's economy while strengthening specialized sectors.

Continue to support business resiliency planning and preparedness efforts at the local level.

Adopt plans to ensure essential government services are provided in emergency situations.

SCTDD Action Plan:

SCTDD submits annual reports to EDA which reflect the work that SCTDD staff will engage in during each reporting period. The work program is tied directly to the goals and strategies laid out in the SCTDD five-year Comprehensive Economic Development Strategy. The following work program reflects the activities SCTDD will implement over the upcoming fiscal year:

Work closely with counties, cities, chambers of commerce, industrial development boards, tourism organizations and other economic development entities to implement the goals and objectives established within the current CEDS document and cooperate with local lead agencies to implement the priority projects identified in the CEDS.

Provide technical assistance to communities and local economic development organizations with economic and community development issues of local and regional importance. This activity could include providing information, giving presentations on local economic and community development strategies, coordinating discussions with state regulatory and funding agencies.

Provide grant application and grant administration assistance to communities wishing to apply for funding through the Economic Development Administration, the State of Tennessee CDBG Funds, Tennessee Site Development Grant Program, or the Tennessee FastTrack Infrastructure Development Program. Assistance provided by the EDD will include project design and review, prospect consultation, application packaging, project liaison functions, and project administration.

Provide staff assistance for the South Central Tennessee Business Development Corporation (SCTBDC) for the closing of business and industry loans, for general management, secretarial work and loan packaging, processing, and servicing. Administer SCTBDC's Revolving Loan Fund (Rural Development Intermediary Relending Program) and SCTDD's EDA Loan Fund to stimulate small business development and expansion throughout the region. Continue to administer funding from the Tennessee Department of the Treasury that capitalized a loan program that primarily benefits minority and women-owned business enterprises. Continue to work with SBA's 504 program to help businesses acquire the necessary financing for real estate and equipment.

Work with communities and provide technical assistance for development and improvement of green space and recreational projects including preparation of applications for funding. As well as work with the Center of Profitable Agriculture Tennessee Department of Tourism and Rural Development-USDA to identify and assist agritourism projects, especially those that can draw people from outside the region.

Under contract with the Tennessee Department of Transportation, coordinate the activities of two Rural Planning Organizations (RPO) that have been established in the SCTDD region. SCTDD will coordinate meetings, facilitate communications between TDOT and the RPO's, provide direction for transportation project planning, and perform any other administration activities deemed appropriate by the RPOs and/or TDOT.

The SCTDD will continue to work with our partners to strengthen the workforce by meeting industry demands and working toward a more prosperous and educated region. This will include working with counties, cities, chambers of commerce, industrial development boards, workforce boards, employers and higher education entities in our region. The focus will be on efforts to implement workforce development programs which will ensure better skilled workers. The statistics for our area show that our region's workforce development efforts should seek to eliminate gaps in the skills needed by manufacturers and other companies. Thus, the EDD's CEDS will endeavor to prepare our workforce for the 21st Century Economy utilizing knowledge-based skillsets.



Performance Measures:

SCTDD will conduct an annual review of the program of work to ensure that our goals and strategies are being followed and make adjustments as necessary. Many of the activities that have been identified in the process of formulating a Comprehensive Economic Development Strategy (CEDS) will not result in the creation of jobs or by themselves directly attract any private sector investments. However, we believe most of them to be important in order to have communities that are deserving and worthy of private sector investments. But, we also realize that the best way to gauge successful progress of implementation of a plan is to quantify some things that can be tracked. The easiest things in economic development to observe and quantify are number of projects, jobs retained, jobs created and new private investments. Although some of the factors that can have the greatest impact on economic development are difficult to isolate and quantify. These would include the local business climate, cooperation of agencies and units of government, work ethic of the workforce, education, and availability of support services.

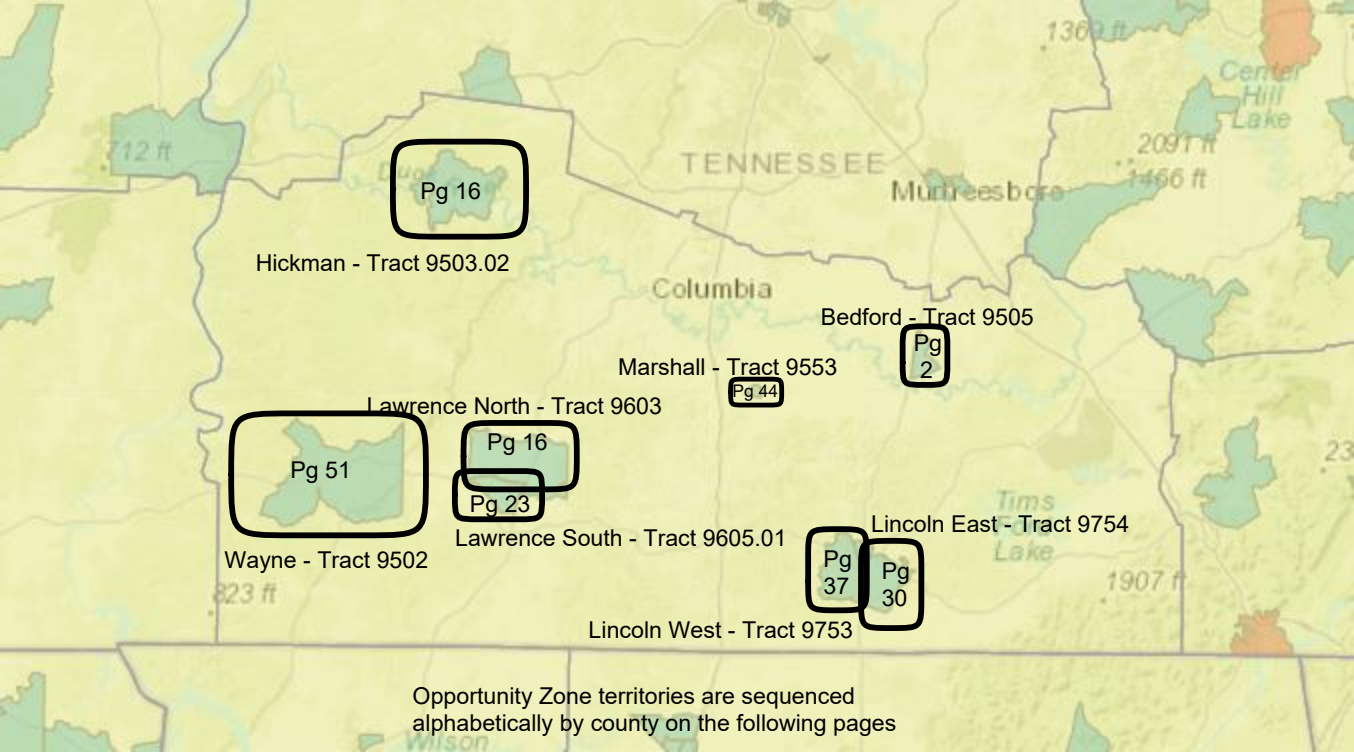
For the purposes of measuring progress and success in economic development as a result of implementation of the SCTDD CEDS, we will primarily use number of projects, amount of private sector investments, number of jobs retained or created and continue to extract data on population, income, education, and workforce statistics to gauge success. We will also report on the number of new students and classes in Industrial Technology. This works to fill a critical shortage of industrial workers in the following areas: robotics, hydraulics and pneumatics, mechanics, electricity & electronics, welding, programmable logic controllers, fluid power, and math & schematics. If our assumptions and analyses are on target, we believe the greatest increase in those categories identified will come in the second and third years and beyond.

As a result of implementation of the Plan of Action, we would expect in the next twelve months to see over 20 new investments (new projects and expansions), totaling over \$20 million in investments, with a total job impact of more than three hundred. Investment estimates are based on prior results from the current programs administrated by SCTDD staff and include a wide range of economic and community development programs with different legislative intent. Some programs are strictly to enhance livability and improve the way of life for citizens of the community, but these investments leverage private investments in an intangible way that is difficult to measure over a brief time period.

Our Comprehensive Economic Development Strategy Committee continues to

stay engaged in the activities of our region and reviews and updates our CEDS goals and objectives as needed. This committee also gives us leads on prospective new businesses and industries and keeps us abreast to all that is going on in our communities. Also, the committee shares with communities and businesses the services and programs that we offer and how we can help assist.

Given the pace of change in the region, SCTDD is undertaking a rewrite of the CEDS to include a new steering committee. The revamped approach will utilize the results of the most recent award period analysis to help generate a more robust CEDS and to help guide objectives and utilization of our limited resources to improve the tracked metrics and to identify dynamics that we can concentrate on to increase the impact of economic and community development activities in the region. SCTDD will continue to work with its legislators to keep them apprised of trends in the region and promote policies that will enhance the results of our investments and activities.



Opportunity Zone territories are sequenced
alphabetically by county on the following pages

Bedford County, TN Tract 9505.00

Located In: Bedford County, TN
Nearest City: Shelbyville city, Tennessee

Opportunity Zone Key Metrics

	<u>This</u> <u>OZ</u>	<u>Average of</u> <u>All OZs</u>	<u>Rank out</u> <u>of</u> <u>all 8,764</u> <u>OZs</u>
Population	6,872	3,631	222
Land Area	11.0 sq. miles	71.8 sq. miles	4,883
Labor Force	3,300	1,661	287
Labor Force Participation Rate	67.6	57.0	1,235
Unemployment Rate	2.7	9.7	6,661
Per Capita Money Income	\$22,746	\$23,017	2,944
Poverty Rate	14.9	27.6	5,896

Source: U.S. Census Bureau: American Community Survey

U.S. Economic Development Administration

- This OZ is part of an Economic Development District: **South Central Development District**.
[Learn more about EDDs](#)
- The closest EDA University Center is at **Tennessee Technological University**. It is about **70** miles away.
[Learn more about UCs](#)

- There is 1 EDA funded Revolving Loan Funds serving areas in this OZ: **South Central Tennessee Development District** Phone: (931) 379-2918
[Learn more about RLFs](#)
- There are **no** EDA grants that are either located within or clearly intended to support this OZ.[Learn more about EDA grants](#)

Related Government Programs

- This **is not** a HUD 2019 Low-Income Housing Tax Credit Qualified Tract. [Learn more](#)
- The 2018 SBA HUBZone Qualified Census Tract status of this tract is: **Qualified**. [Learn more](#)

Note: Users should verify participation with official program sources before making any financial decisions.

Opportunity Zone Demographics

6,872 people live in this opportunity zone.

Age	Count	Pct. Distribution	Pct. Distribution in Entire U.S.
Under 18	2,024	29.5%	22.4%
18 to 64	3,938	57.3%	61.5%
65 and over	910	13.2%	16.0%

Highest Level of Educational Attainment (age 25 and over)	Count	Pct. Distribution	Pct. Distribution in Entire U.S.
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High School Diploma or Equivalent	1,926	43.5%	26.7%
Some College or Associate Degree	1,055	23.8%	28.9%
Bachelor's Degree and Higher	460	10.4%	32.9%

Source: U.S. Census Bureau: American Community Survey

Innovation and Entrepreneurship Bedford County, TN



The [Innovation Index 2.0](#) provides insight into the innovation capacity and innovative output of a region.

If the county index numbers are higher than the median, then this area is performing better than most counties. For more information, use the [Innovation Index 2.0](#)

	Index (U.S.=100)	County Median
Innovation Index	87.1	84.3
Human Capital and Knowledge Creation Index	88.7	90.1
Business Dynamics Index	44.7	50.7
Business Profile	89.6	73.9

Index

Employment and Productivity Index	110.4	98.4
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Economic Well-Being Index	93.7	109.7
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Source: IBRC at the Indiana University Kelley School of Business

Industry Mix: Bedford County, TN

Using This Table: LQ = location quotient is one indication of how concentrated employment is in a particular industry. An LQ less than 1.0 shows it is below the U.S. average (which equals 1.0). An LQ greater than 1.0 shows a higher concentration of employment than the U.S. average.

Industry Classification Click to Sort	Employment Click to Sort	Employment Dist. Click to Sort	Employment LQ Click to Sort
Manufacturing	4,209	26.1%	3.01
Trade, Transportation, Utilities	3,865	24.0%	1.27
Natural Resources, Mining, Construction	1,167	7.2%	1.12
Management of Companies; Administration, Support, Etc.	1,364	8.5%	1.06
Educational Services	1,027	6.4%	0.74

Industry Classification Click to Sort	Employment Click to Sort	Employment Dist. Click to Sort	Employment LQ Click to Sort
Accommodation, Food Services	955	5.9%	0.62
Information, Finance, Real Estate	715	4.4%	0.58
Health Care and Social Services	1,290	8.0%	0.53
Professional, Scientific, Technical	466	2.9%	0.44
Arts, Entertainment	81	0.5%	0.27
Total Nonfarm	16,124	100.0%	N/A

Source: IBRC at the Indiana University Kelley School of Business

Occupation Mix: Bedford County, TN

Using This Table: LQ = location quotient is one indication of how concentrated employment is in a particular occupation. An LQ less than 1.0 a lower concentration (U.S. average equals 1.0). An LQ greater than 1.0 shows a higher concentration of employment.

Occupation Click to Sort	Employment Click to Sort	Employment LQ Click to Sort ▲
Production Workers	1,847	2.44
Transportation & Material Moving	2,007	2.04

Occupation Click to Sort	Employment Click to Sort	Employment LQ Click to Sort ▲
Ag, Construction, Installation, Maintenance	1,499	1.15
Computer, Math, Architecture, Engineering, Life, Physical and Social Science	377	1.04
Protective Services	147	0.95
Sales	1,298	0.88
Office, Admin	1,698	0.83
Management, Business, Financial	1,028	0.75
Services Include Cleaning, Maintenance, Grounds, Personal Care	552	0.70
Education, Training, Library, Arts, Design, Entertainment	584	0.67

Occupation Click to Sort	Employment Click to Sort	Employment LQ Click to Sort ▲
Food Prep and Serving	687	0.64
Health Care Practitioners, Technical, Support	559	0.58
Community and Social Services	95	0.57
Legal	44	0.43
All Occupations	12,420	N/A

Source: IBRC at the Indiana University Kelley School of Business

Hickman County, TN Tract 9503.02

Located In: Hickman County, TN
Nearest City: Centerville town, Tennessee

Opportunity Zone Key Metrics

	<u>This</u> <u>OZ</u>	<u>Average of</u> <u>All OZs</u>	<u>Rank out</u> <u>of</u> <u>all 8,764</u> <u>OZs</u>
Population	4,337	3,631	2,239
Land Area	60.0 sq. miles	71.8 sq. miles	3,634
Labor Force	1,834	1,661	2,723
Labor Force Participation Rate	50.5	57.0	5,479
Unemployment Rate	2.3	9.7	6,813
Per Capita Money Income	\$40,143	\$23,017	261
Poverty Rate	12.2	27.6	6,406

Source: U.S. Census Bureau: American Community Survey

U.S. Economic Development Administration

- This OZ is part of an Economic Development District: **South Central Development District**.
[Learn more about EDDs](#)
- The closest EDA University Center is at **Tennessee Technological University**. It is about **111** miles away.
[Learn more about UCs](#)

- There is 1 EDA funded Revolving Loan Funds serving areas in this OZ: **South Central Tennessee Development District Phone: (931) 379-2918**
[Learn more about RLFs](#)
- There are **no** EDA grants that are either located within or clearly intended to support this OZ. [Learn more about EDA grants](#)

Related Government Programs

- This **is not** a HUD 2019 Low-Income Housing Tax Credit Qualified Tract. [Learn more](#)
- The 2018 SBA HUBZone Qualified Census Tract status of this tract is: **Not Qualified**. [Learn more](#)

Note: Users should verify participation with official program sources before making any financial decisions.

Opportunity Zone Demographics

4,337 people live in this opportunity zone.

Age	Count	Pct. Distribution	Pct. Distribution in Entire U.S.
Under 18	807	18.6%	22.4%
18 to 64	2,386	55.0%	61.5%
65 and over	1,144	26.4%	16.0%

Highest Level of Educational Attainment (age 25 and over)	Count	Pct. Distribution	Pct. Distribution in Entire U.S.
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High School Diploma or Equivalent	1,386	42.0%	26.7%
Some College or Associate Degree	822	24.9%	28.9%
Bachelor's Degree and Higher	411	12.5%	32.9%

Source: U.S. Census Bureau: American Community Survey

Innovation and Entrepreneurship Hickman County, TN



The [Innovation Index 2.0](#) provides insight into the innovation capacity and innovative output of a region.

If the county index numbers are higher than the median, then this area is performing better than most counties. For more information, use the [Innovation Index 2.0](#)

	Index (U.S.=100)	County Median
Innovation Index	75.6	84.3
Human Capital and Knowledge Creation Index	80.1	90.1
Business Dynamics Index	36.9	50.7
Business Profile	69.9	73.9

Index

Employment and Productivity Index	93.7	98.4
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Economic Well-Being Index	100.9	109.7
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Source: IBRC at the Indiana University Kelley School of Business

Industry Mix: Hickman County, TN

Using This Table: LQ = location quotient is one indication of how concentrated employment is in a particular industry. An LQ less than 1.0 shows it is below the U.S. average (which equals 1.0). An LQ greater than 1.0 shows a higher concentration of employment than the U.S. average.

Industry Classification Click to Sort	Employment Click to Sort	Employment Dist. Click to Sort	Employment LQ Click to Sort
Arts, Entertainment	177	4.8%	2.56
Educational Services	570	15.5%	1.80
Manufacturing	507	13.8%	1.59
Natural Resources, Mining, Construction	344	9.4%	1.45
Health Care and Social Services	548	14.9%	1.00
Trade, Transportation, Utilities	675	18.4%	0.97

Industry Classification Click to Sort	Employment Click to Sort	Employment Dist. Click to Sort	Employment LQ Click to Sort
Accommodation, Food Services	253	6.9%	0.72
Management of Companies; Administration, Support, Etc.	90	2.5%	0.31
Information, Finance, Real Estate	86	2.3%	0.30
Professional, Scientific, Technical	39	1.1%	0.16
Total Nonfarm	3,673	100.0%	N/A

Source: IBRC at the Indiana University Kelley School of Business

Occupation Mix: Hickman County, TN

Using This Table: LQ = location quotient is one indication of how concentrated employment is in a particular occupation. An LQ less than 1.0 a lower concentration (U.S. average equals 1.0). An LQ greater than 1.0 shows a higher concentration of employment.

Occupation Click to Sort	Employment Click to Sort	Employment LQ Click to Sort ▲
Production Workers	239	1.51
Education, Training, Library, Arts, Design, Entertainment	266	1.47

Occupation Click to Sort	Employment Click to Sort	Employment LQ Click to Sort ▲
Ag, Construction, Installation, Maintenance	375	1.37
Community and Social Services	42	1.21
Food Prep and Serving	258	1.15
Transportation & Material Moving	186	0.91
Office, Admin	377	0.89
Sales	252	0.82
Services Include Cleaning, Maintenance, Grounds, Personal Care	136	0.82
Management, Business, Financial	231	0.80
Health Care Practitioners, Technical, Support	154	0.76

Occupation Click to Sort	Employment Click to Sort	Employment LQ Click to Sort ▲
Computer, Math, Architecture, Engineering, Life, Physical and Social Science	55	0.72
Protective Services	17	0.53
Legal	7	0.32
All Occupations	2,592	N/A

Source: IBRC at the Indiana University Kelley School of Business

Lawrence County, TN Tract 9603.00

Located In: Lawrence County, TN
Nearest City: Ethridge town, Tennessee

Opportunity Zone Key Metrics

	<u>This</u> <u>OZ</u>	<u>Average of</u> <u>All OZs</u>	<u>Rank out</u> <u>of</u> <u>all 8,764</u> <u>OZs</u>
Population	5,962	3,631	594
Land Area	75.0 sq. miles	71.8 sq. miles	4,175
Labor Force	2,450	1,661	1,150
Labor Force Participation Rate	58.7	57.0	3,450
Unemployment Rate	4.1	9.7	5,934
Per Capita Money Income	\$18,072	\$23,017	4,560
Poverty Rate	21.1	27.6	4,492

Source: U.S. Census Bureau: American Community Survey

U.S. Economic Development Administration

- This OZ is part of an Economic Development District: **South Central Development District**.
[Learn more about EDDs](#)
- The closest EDA University Center is at **Tennessee Technological University**. It is about **117** miles away.
[Learn more about UCs](#)

- There is 1 EDA funded Revolving Loan Funds serving areas in this OZ: **South Central Tennessee Development District Phone: (931) 379-2918**
[Learn more about RLFs](#)
- There are **no** EDA grants that are either located within or clearly intended to support this OZ. [Learn more about EDA grants](#)

Related Government Programs

- This **is** a HUD 2019 Low-Income Housing Tax Credit Qualified Tract. [Learn more](#)
- The 2018 SBA HUBZone Qualified Census Tract status of this tract is: **Qualified**. [Learn more](#)

Note: Users should verify participation with official program sources before making any financial decisions.

Opportunity Zone Demographics

5,962 people live in this opportunity zone.

Age	Count	Pct. Distribution	Pct. Distribution in Entire U.S.
Under 18	2,018	33.8%	22.4%
18 to 64	3,184	53.4%	61.5%
65 and over	760	12.7%	16.0%

Highest Level of Educational Attainment (age 25 and over)	Count	Pct. Distribution	Pct. Distribution in Entire U.S.
---	-------	-------------------	----------------------------------

High School Diploma or Equivalent	1,435	42.6%	26.7%
Some College or Associate Degree	1,032	30.6%	28.9%
Bachelor's Degree and Higher	393	11.7%	32.9%

Source: U.S. Census Bureau: American Community Survey

Innovation and Entrepreneurship Lawrence County, TN



The [Innovation Index 2.0](#) provides insight into the innovation capacity and innovative output of a region.

If the county index numbers are higher than the median, then this area is performing better than most counties. For more information, use the [Innovation Index 2.0](#)

	Index (U.S.=100)	County Median
Innovation Index	66.7	84.3
Human Capital and Knowledge Creation Index	66.9	90.1
Business Dynamics Index	49.1	50.7
Business Profile	76.4	73.9

Index

Employment and Productivity Index	63.3	98.4
--	------	------

Economic Well-Being Index	92.5	109.7
---------------------------------	------	-------

Source: IBRC at the Indiana University Kelley School of Business

Industry Mix: Lawrence County, TN

Using This Table: LQ = location quotient is one indication of how concentrated employment is in a particular industry. An LQ less than 1.0 shows it is below the U.S. average (which equals 1.0). An LQ greater than 1.0 shows a higher concentration of employment than the U.S. average.

Industry Classification Click to Sort	Employment Click to Sort	Employment Dist. Click to Sort	Employment LQ Click to Sort
Manufacturing	2,232	20.5%	2.37
Trade, Transportation, Utilities	2,715	24.9%	1.32
Natural Resources, Mining, Construction	756	6.9%	1.08
Accommodation, Food Services	992	9.1%	0.95
Educational Services	884	8.1%	0.94
Health Care and Social Services	1,246	11.4%	0.76

Industry Classification Click to Sort	Employment Click to Sort	Employment Dist. Click to Sort	Employment LQ Click to Sort
Management of Companies; Administration, Support, Etc.	612	5.6%	0.71
Information, Finance, Real Estate	425	3.9%	0.51
Professional, Scientific, Technical	274	2.5%	0.39
Arts, Entertainment	47	0.4%	0.23
Total Nonfarm	10,892	100.0%	N/A

Source: IBRC at the Indiana University Kelley School of Business

Occupation Mix: Lawrence County, TN

Using This Table: LQ = location quotient is one indication of how concentrated employment is in a particular occupation. An LQ less than 1.0 a lower concentration (U.S. average equals 1.0). An LQ greater than 1.0 shows a higher concentration of employment.

Occupation Click to Sort	Employment Click to Sort	Employment LQ Click to Sort ▲
Production Workers	975	1.94
Transportation & Material Moving	970	1.49
Sales	1,162	1.19

Occupation Click to Sort	Employment Click to Sort	Employment LQ Click to Sort ▲
Food Prep and Serving	741	1.04
Ag, Construction, Installation, Maintenance	870	1.00
Computer, Math, Architecture, Engineering, Life, Physical and Social Science	235	0.97
Office, Admin	1,154	0.85
Education, Training, Library, Arts, Design, Entertainment	484	0.84
Management, Business, Financial	703	0.77
Health Care Practitioners, Technical, Support	484	0.76
Community and Social Services	81	0.73

Occupation Click to Sort	Employment Click to Sort	Employment LQ Click to Sort ▲
Protective Services	64	0.62
Services Include Cleaning, Maintenance, Grounds, Personal Care	293	0.56
Legal	27	0.40
All Occupations	8,242	N/A

Source: IBRC at the Indiana University Kelley School of Business

Lawrence County, TN Tract 9605.01

Located In: Lawrence County, TN
Nearest City: Lawrenceburg city, Tennessee

Opportunity Zone Key Metrics

	<u>This</u> <u>OZ</u>	<u>Average of</u> <u>All OZs</u>	<u>Rank out</u> <u>of</u> <u>all 8,764</u> <u>OZs</u>
Population	4,816	3,631	1,571
Land Area	17.0 sq. miles	71.8 sq. miles	3,685
Labor Force	1,701	1,661	3,174
Labor Force Participation Rate	46.2	57.0	6,157
Unemployment Rate	17.6	9.7	850
Per Capita Money Income	\$16,868	\$23,017	4,955
Poverty Rate	32.7	27.6	2,279

Source: U.S. Census Bureau: American Community Survey

U.S. Economic Development Administration

- This OZ is part of an Economic Development District: **South Central Development District**.
[Learn more about EDDs](#)
- The closest EDA University Center is at **Tennessee Technological University**. It is about **121** miles away.
[Learn more about UCs](#)

- There is 1 EDA funded Revolving Loan Funds serving areas in this OZ: **South Central Tennessee Development District Phone: (931) 379-2918**
[Learn more about RLFs](#)
- There are **no** EDA grants that are either located within or clearly intended to support this OZ. [Learn more about EDA grants](#)

Related Government Programs

- This **is** a HUD 2019 Low-Income Housing Tax Credit Qualified Tract. [Learn more](#)
- The 2018 SBA HUBZone Qualified Census Tract status of this tract is: **Qualified**. [Learn more](#)

Note: Users should verify participation with official program sources before making any financial decisions.

Opportunity Zone Demographics

4,816 people live in this opportunity zone.

Age	Count	Pct. Distribution	Pct. Distribution in Entire U.S.
Under 18	1,211	25.1%	22.4%
18 to 64	2,690	55.9%	61.5%
65 and over	915	19.0%	16.0%

Highest Level of Educational Attainment (age 25 and over)	Count	Pct. Distribution	Pct. Distribution in Entire U.S.
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High School Diploma or Equivalent	1,325	42.9%	26.7%
Some College or Associate Degree	764	24.7%	28.9%
Bachelor's Degree and Higher	441	14.3%	32.9%

Source: U.S. Census Bureau: American Community Survey

Innovation and Entrepreneurship Lawrence County, TN



The [Innovation Index 2.0](#) provides insight into the innovation capacity and innovative output of a region.

If the county index numbers are higher than the median, then this area is performing better than most counties. For more information, use the [Innovation Index 2.0](#)

	Index (U.S.=100)	County Median
Innovation Index	66.7	84.3
Human Capital and Knowledge Creation Index	66.9	90.1
Business Dynamics Index	49.1	50.7
Business Profile	76.4	73.9

Index

Employment and Productivity Index	63.3	98.4
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Economic Well-Being Index	92.5	109.7
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Source: IBRC at the Indiana University Kelley School of Business

Industry Mix: Lawrence County, TN

Using This Table: LQ = location quotient is one indication of how concentrated employment is in a particular industry. An LQ less than 1.0 shows it is below the U.S. average (which equals 1.0). An LQ greater than 1.0 shows a higher concentration of employment than the U.S. average.

Industry Classification Click to Sort	Employment Click to Sort	Employment Dist. Click to Sort	Employment LQ Click to Sort
Manufacturing	2,232	20.5%	2.37
Trade, Transportation, Utilities	2,715	24.9%	1.32
Natural Resources, Mining, Construction	756	6.9%	1.08
Accommodation, Food Services	992	9.1%	0.95
Educational Services	884	8.1%	0.94
Health Care and Social Services	1,246	11.4%	0.76

Industry Classification Click to Sort	Employment Click to Sort	Employment Dist. Click to Sort	Employment LQ Click to Sort
Management of Companies; Administration, Support, Etc.	612	5.6%	0.71
Information, Finance, Real Estate	425	3.9%	0.51
Professional, Scientific, Technical	274	2.5%	0.39
Arts, Entertainment	47	0.4%	0.23
Total Nonfarm	10,892	100.0%	N/A

Source: IBRC at the Indiana University Kelley School of Business

Occupation Mix: Lawrence County, TN

Using This Table: LQ = location quotient is one indication of how concentrated employment is in a particular occupation. An LQ less than 1.0 a lower concentration (U.S. average equals 1.0). An LQ greater than 1.0 shows a higher concentration of employment.

Occupation Click to Sort	Employment Click to Sort	Employment LQ Click to Sort ▲
Production Workers	975	1.94
Transportation & Material Moving	970	1.49
Sales	1,162	1.19

Occupation Click to Sort	Employment Click to Sort	Employment LQ Click to Sort ▲
Food Prep and Serving	741	1.04
Ag, Construction, Installation, Maintenance	870	1.00
Computer, Math, Architecture, Engineering, Life, Physical and Social Science	235	0.97
Office, Admin	1,154	0.85
Education, Training, Library, Arts, Design, Entertainment	484	0.84
Management, Business, Financial	703	0.77
Health Care Practitioners, Technical, Support	484	0.76
Community and Social Services	81	0.73

Occupation Click to Sort	Employment Click to Sort	Employment LQ Click to Sort ▲
Protective Services	64	0.62
Services Include Cleaning, Maintenance, Grounds, Personal Care	293	0.56
Legal	27	0.40
All Occupations	8,242	N/A

Source: IBRC at the Indiana University Kelley School of Business

Lincoln County, TN Tract 9754.00

Located In: Lincoln County, TN
Nearest City: Fayetteville city, Tennessee

Opportunity Zone Key Metrics

	<u>This</u> <u>OZ</u>	<u>Average of</u> <u>All OZs</u>	<u>Rank out</u> <u>of</u> <u>all 8,764</u> <u>OZs</u>
Population	4,141	3,631	2,528
Land Area	35.0 sq. miles	71.8 sq. miles	3,507
Labor Force	1,809	1,661	2,804
Labor Force Participation Rate	51.6	57.0	5,217
Unemployment Rate	5.5	9.7	5,051
Per Capita Money Income	\$26,334	\$23,017	1,782
Poverty Rate	10.7	27.6	6,683

Source: U.S. Census Bureau: American Community Survey

U.S. Economic Development Administration

- This OZ is part of an Economic Development District: **South Central Development District**.
[Learn more about EDDs](#)
- The closest EDA University Center is at **Tennessee Technological University**. It is about **93** miles away.
[Learn more about UCs](#)

- There is 1 EDA funded Revolving Loan Funds serving areas in this OZ: **South Central Tennessee Development District Phone: (931) 379-2918**
[Learn more about RLFs](#)
- There are **no** EDA grants that are either located within or clearly intended to support this OZ. [Learn more about EDA grants](#)

Related Government Programs

- This **is not** a HUD 2019 Low-Income Housing Tax Credit Qualified Tract. [Learn more](#)
- The 2018 SBA HUBZone Qualified Census Tract status of this tract is: **Not Qualified**. [Learn more](#)

Note: Users should verify participation with official program sources before making any financial decisions.

Opportunity Zone Demographics

4,141 people live in this opportunity zone.

Age	Count	Pct. Distribution	Pct. Distribution in Entire U.S.
Under 18	756	18.3%	22.4%
18 to 64	2,323	56.1%	61.5%
65 and over	1,062	25.6%	16.0%

Highest Level of Educational Attainment (age 25 and over)	Count	Pct. Distribution	Pct. Distribution in Entire U.S.
--	-------	----------------------	---

High School Diploma or Equivalent	1,328	43.5%	26.7%
Some College or Associate Degree	665	21.8%	28.9%
Bachelor's Degree and Higher	563	18.4%	32.9%

Source: U.S. Census Bureau: American Community Survey

Innovation and Entrepreneurship Lincoln County, TN



The [Innovation Index 2.0](#) provides insight into the innovation capacity and innovative output of a region.

If the county index numbers are higher than the median, then this area is performing better than most counties. For more information, use the [Innovation Index 2.0](#)

	Index (U.S.=100)	County Median
Innovation Index	74.1	84.3
Human Capital and Knowledge Creation Index	83.9	90.1
Business Dynamics Index	37.3	50.7
Business Profile	68.3	73.9

Index

Employment and Productivity Index	84.0	98.4
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Economic Well-Being Index	110.0	109.7
---------------------------------	-------	-------

Source: IBRC at the Indiana University Kelley School of Business

Industry Mix: Lincoln County, TN

Using This Table: LQ = location quotient is one indication of how concentrated employment is in a particular industry. An LQ less than 1.0 shows it is below the U.S. average (which equals 1.0). An LQ greater than 1.0 shows a higher concentration of employment than the U.S. average.

Industry Classification Click to Sort	Employment Click to Sort	Employment Dist. Click to Sort	Employment LQ Click to Sort
Manufacturing	3,113	31.0%	3.58
Trade, Transportation, Utilities	2,012	20.1%	1.06
Natural Resources, Mining, Construction	618	6.2%	0.95
Educational Services	782	7.8%	0.91
Accommodation, Food Services	817	8.1%	0.85
Information, Finance, Real Estate	651	6.5%	0.84

Industry Classification Click to Sort	Employment Click to Sort	Employment Dist. Click to Sort	Employment LQ Click to Sort
Management of Companies; Administration, Support, Etc.	422	4.2%	0.53
Health Care and Social Services	622	6.2%	0.41
Arts, Entertainment	55	0.5%	0.29
Professional, Scientific, Technical	146	1.5%	0.22
Total Nonfarm	10,030	100.0%	N/A

Source: IBRC at the Indiana University Kelley School of Business

Occupation Mix: Lincoln County, TN

Using This Table: LQ = location quotient is one indication of how concentrated employment is in a particular occupation. An LQ less than 1.0 a lower concentration (U.S. average equals 1.0). An LQ greater than 1.0 shows a higher concentration of employment.

Occupation Click to Sort	Employment Click to Sort	Employment LQ Click to Sort ▲
Production Workers	1,453	3.17
Computer, Math, Architecture, Engineering, Life, Physical and Social Science	296	1.34

Occupation Click to Sort	Employment Click to Sort	Employment LQ
		Click to Sort ▲
Transportation & Material Moving	778	1.31
Sales	927	1.04
Ag, Construction, Installation, Maintenance	778	0.98
Food Prep and Serving	555	0.86
Education, Training, Library, Arts, Design, Entertainment	444	0.85
Office, Admin	990	0.80
Management, Business, Financial	665	0.80
Protective Services	59	0.63
Services Include Cleaning, Maintenance, Grounds, Personal Care	271	0.57

Occupation Click to Sort	Employment Click to Sort	Employment LQ Click to Sort ▲
Community and Social Services	49	0.48
Health Care Practitioners, Technical, Support	234	0.40
Legal	18	0.30
All Occupations	7,516	N/A

Source: IBRC at the Indiana University Kelley School of Business

Lincoln County, TN Tract 9753.00

Located In: Lincoln County, TN
Nearest City: Fayetteville city, Tennessee

Opportunity Zone Key Metrics

	<u>This</u> <u>OZ</u>	<u>Average of</u> <u>All OZs</u>	<u>Rank out</u> <u>of</u> <u>all 8,764</u> <u>OZs</u>
Population	6,109	3,631	503
Land Area	34.0 sq. miles	71.8 sq. miles	4,898
Labor Force	2,676	1,661	793
Labor Force Participation Rate	54.6	57.0	4,550
Unemployment Rate	2.6	9.7	6,710
Per Capita Money Income	\$27,765	\$23,017	1,433
Poverty Rate	18.5	27.6	5,109

Source: U.S. Census Bureau: American Community Survey

U.S. Economic Development Administration

- This OZ is part of an Economic Development District: **South Central Development District**.
[Learn more about EDDs](#)
- The closest EDA University Center is at **Tennessee Technological University**. It is about **94** miles away.
[Learn more about UCs](#)

- There is 1 EDA funded Revolving Loan Funds serving areas in this OZ: **South Central Tennessee Development District Phone: (931) 379-2918**
[Learn more about RLFs](#)
- There are **no** EDA grants that are either located within or clearly intended to support this OZ. [Learn more about EDA grants](#)

Related Government Programs

- This **is not** a HUD 2019 Low-Income Housing Tax Credit Qualified Tract. [Learn more](#)
- The 2018 SBA HUBZone Qualified Census Tract status of this tract is: **Not Qualified**. [Learn more](#)

Note: Users should verify participation with official program sources before making any financial decisions.

Opportunity Zone Demographics

6,109 people live in this opportunity zone.

Age	Count	Pct. Distribution	Pct. Distribution in Entire U.S.
Under 18	1,501	24.6%	22.4%
18 to 64	3,523	57.7%	61.5%
65 and over	1,085	17.8%	16.0%

Highest Level of Educational Attainment (age 25 and over)	Count	Pct. Distribution	Pct. Distribution in Entire U.S.
---	-------	-------------------	----------------------------------

High School Diploma or Equivalent	1,586	36.6%	26.7%
Some College or Associate Degree	1,052	24.3%	28.9%
Bachelor's Degree and Higher	852	19.6%	32.9%

Source: U.S. Census Bureau: American Community Survey

Innovation and Entrepreneurship Lincoln County, TN



The [Innovation Index 2.0](#) provides insight into the innovation capacity and innovative output of a region.

If the county index numbers are higher than the median, then this area is performing better than most counties. For more information, use the [Innovation Index 2.0](#)

	Index (U.S.=100)	County Median
Innovation Index	74.1	84.3
Human Capital and Knowledge Creation Index	83.9	90.1
Business Dynamics Index	37.3	50.7
Business Profile	68.3	73.9

Index

Employment and Productivity Index	84.0	98.4
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Economic Well-Being Index	110.0	109.7
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Source: IBRC at the Indiana University Kelley School of Business

Industry Mix: Lincoln County, TN

Using This Table: LQ = location quotient is one indication of how concentrated employment is in a particular industry. An LQ less than 1.0 shows it is below the U.S. average (which equals 1.0). An LQ greater than 1.0 shows a higher concentration of employment than the U.S. average.

Industry Classification Click to Sort	Employment Click to Sort	Employment Dist. Click to Sort	Employment LQ Click to Sort
Manufacturing	3,113	31.0%	3.58
Trade, Transportation, Utilities	2,012	20.1%	1.06
Natural Resources, Mining, Construction	618	6.2%	0.95
Educational Services	782	7.8%	0.91
Accommodation, Food Services	817	8.1%	0.85
Information, Finance, Real Estate	651	6.5%	0.84

Industry Classification Click to Sort	Employment Click to Sort	Employment Dist. Click to Sort	Employment LQ Click to Sort
Management of Companies; Administration, Support, Etc.	422	4.2%	0.53
Health Care and Social Services	622	6.2%	0.41
Arts, Entertainment	55	0.5%	0.29
Professional, Scientific, Technical	146	1.5%	0.22
Total Nonfarm	10,030	100.0%	N/A

Source: IBRC at the Indiana University Kelley School of Business

Occupation Mix: Lincoln County, TN

Using This Table: LQ = location quotient is one indication of how concentrated employment is in a particular occupation. An LQ less than 1.0 a lower concentration (U.S. average equals 1.0). An LQ greater than 1.0 shows a higher concentration of employment.

Occupation Click to Sort	Employment Click to Sort	Employment LQ Click to Sort ▲
Production Workers	1,453	3.17
Computer, Math, Architecture, Engineering, Life, Physical and Social Science	296	1.34

Occupation Click to Sort	Employment Click to Sort	Employment LQ
		Click to Sort ▲
Transportation & Material Moving	778	1.31
Sales	927	1.04
Ag, Construction, Installation, Maintenance	778	0.98
Food Prep and Serving	555	0.86
Education, Training, Library, Arts, Design, Entertainment	444	0.85
Office, Admin	990	0.80
Management, Business, Financial	665	0.80
Protective Services	59	0.63
Services Include Cleaning, Maintenance, Grounds, Personal Care	271	0.57

Occupation Click to Sort	Employment Click to Sort	Employment LQ Click to Sort ▲
Community and Social Services	49	0.48
Health Care Practitioners, Technical, Support	234	0.40
Legal	18	0.30
All Occupations	7,516	N/A

Source: IBRC at the Indiana University Kelley School of Business

Marshall County, TN Tract 9553.00

Located In: Marshall County, TN
Nearest City: Lewisburg city, Tennessee

Opportunity Zone Key Metrics

	<u>This</u> <u>OZ</u>	<u>Average of</u> <u>All OZs</u>	<u>Rank out</u> <u>of</u> <u>all 8,764</u> <u>OZs</u>
Population	4,312	3,631	2,288
Land Area	2.0 sq. miles	71.8 sq. miles	2,964
Labor Force	1,671	1,661	3,265
Labor Force Participation Rate	51.1	57.0	5,339
Unemployment Rate	13.6	9.7	1,534
Per Capita Money Income	\$14,645	\$23,017	5,677
Poverty Rate	34.2	27.6	2,058

Source: U.S. Census Bureau: American Community Survey

U.S. Economic Development Administration

- This OZ is part of an Economic Development District: **South Central Development District**.
[Learn more about EDDs](#)
- The closest EDA University Center is at **Tennessee Technological University**. It is about **88** miles away.
[Learn more about UCs](#)

- There is 1 EDA funded Revolving Loan Funds serving areas in this OZ: **South Central Tennessee Development District** Phone: (931) 379-2918
[Learn more about RLFs](#)
- There are **no** EDA grants that are either located within or clearly intended to support this OZ. [Learn more about EDA grants](#)

Related Government Programs

- This **is** a HUD 2019 Low-Income Housing Tax Credit Qualified Tract. [Learn more](#)
- The 2018 SBA HUBZone Qualified Census Tract status of this tract is: **Qualified**. [Learn more](#)

Note: Users should verify participation with official program sources before making any financial decisions.

Opportunity Zone Demographics

4,312 people live in this opportunity zone.

Age	Count	Pct. Distribution	Pct. Distribution in Entire U.S.
Under 18	1,221	28.3%	22.4%
18 to 64	2,460	57.1%	61.5%
65 and over	631	14.6%	16.0%

Highest Level of Educational Attainment (age 25 and over)	Count	Pct. Distribution	Pct. Distribution in Entire U.S.
---	-------	-------------------	----------------------------------

High School Diploma or Equivalent	1,022	37.8%	26.7%
Some College or Associate Degree	552	20.4%	28.9%
Bachelor's Degree and Higher	389	14.4%	32.9%

Source: U.S. Census Bureau: American Community Survey

Innovation and Entrepreneurship Marshall County, TN



The [Innovation Index 2.0](#) provides insight into the innovation capacity and innovative output of a region.

If the county index numbers are higher than the median, then this area is performing better than most counties. For more information, use the [Innovation Index 2.0](#)

	Index (U.S.=100)	County Median
Innovation Index	84.8	84.3
Human Capital and Knowledge Creation Index	98.4	90.1
Business Dynamics Index	52.9	50.7
Business Profile	92.8	73.9

Index

Employment and Productivity Index	85.2	98.4
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Economic Well-Being Index	104.5	109.7
---------------------------------	-------	-------

Source: IBRC at the Indiana University Kelley School of Business

Industry Mix: Marshall County, TN

Using This Table: LQ = location quotient is one indication of how concentrated employment is in a particular industry. An LQ less than 1.0 shows it is below the U.S. average (which equals 1.0). An LQ greater than 1.0 shows a higher concentration of employment than the U.S. average.

Industry Classification Click to Sort	Employment Click to Sort	Employment Dist. Click to Sort	Employment LQ Click to Sort
Manufacturing	3,631	37.3%	4.30
Educational Services	835	8.6%	1.00
Trade, Transportation, Utilities	1,830	18.8%	0.99
Natural Resources, Mining, Construction	426	4.4%	0.68
Accommodation, Food Services	618	6.3%	0.66
Information, Finance, Real Estate	498	5.1%	0.66

Industry Classification Click to Sort	Employment Click to Sort	Employment Dist. Click to Sort	Employment LQ Click to Sort
Management of Companies; Administration, Support, Etc.	403	4.1%	0.52
Health Care and Social Services	586	6.0%	0.40
Professional, Scientific, Technical	132	1.4%	0.21
Arts, Entertainment	24	0.2%	0.13
Total Nonfarm	9,741	100.0%	N/A

Source: IBRC at the Indiana University Kelley School of Business

Occupation Mix: Marshall County, TN

Using This Table: LQ = location quotient is one indication of how concentrated employment is in a particular occupation. An LQ less than 1.0 a lower concentration (U.S. average equals 1.0). An LQ greater than 1.0 shows a higher concentration of employment.

Occupation Click to Sort	Employment Click to Sort	Employment LQ Click to Sort ▲
Production Workers	1,451	3.24
Computer, Math, Architecture, Engineering, Life, Physical and Social Science	355	1.65

Occupation Click to Sort	Employment Click to Sort	Employment LQ Click to Sort ▲
Transportation & Material Moving	648	1.11
Ag, Construction, Installation, Maintenance	845	1.09
Sales	931	1.07
Education, Training, Library, Arts, Design, Entertainment	456	0.89
Management, Business, Financial	660	0.81
Office, Admin	948	0.78
Food Prep and Serving	448	0.71
Protective Services	55	0.61
Services Include Cleaning, Maintenance, Grounds, Personal Care	256	0.55

Occupation Click to Sort	Employment Click to Sort	Employment LQ Click to Sort ▲
Community and Social Services	50	0.51
Health Care Practitioners, Technical, Support	233	0.41
Legal	16	0.26
All Occupations	7,352	N/A

Source: IBRC at the Indiana University Kelley School of Business

Wayne County, TN Tract 9502.00

Located In: Wayne County, TN

Nearest City: Waynesboro city, Tennessee

Opportunity Zone Key Metrics

	<u>This</u> <u>OZ</u>	<u>Average of</u> <u>All OZs</u>	<u>Rank out</u> <u>of</u> <u>all 8,764</u> <u>OZs</u>
Population	5,094	3,631	1,262
Land Area	144.0 sq. miles	71.8 sq. miles	4,270
Labor Force	2,268	1,661	1,534
Labor Force Participation Rate	53.1	57.0	4,892
Unemployment Rate	8.6	9.7	3,202
Per Capita Money Income	\$26,043	\$23,017	1,862
Poverty Rate	16.0	27.6	5,671

Source: U.S. Census Bureau: American Community Survey

U.S. Economic Development Administration

- This OZ is part of an Economic Development District: **South Central Development District**.
[Learn more about EDDs](#)
- The closest EDA University Center is at **Tennessee Technological University**. It is about **138** miles away.

[Learn more about UCs](#)

- There is 1 EDA funded Revolving Loan Funds serving areas in this OZ: **[South Central Tennessee Development District](#) Phone: (931) 379-2918**
[Learn more about RLFs](#)

- There are **no** EDA grants that are either located within or clearly intended to support this OZ. [Learn more about EDA grants](#)

Related Government Programs

- This **is not** a HUD 2019 Low-Income Housing Tax Credit Qualified Tract. [Learn more](#)
- The 2018 SBA HUBZone Qualified Census Tract status of this tract is: **Not Qualified**. [Learn more](#)

Note: Users should verify participation with official program sources before making any financial decisions.

Opportunity Zone Demographics

5,094 people live in this opportunity zone.

Age	Count	Pct. Distribution	Pct. Distribution in Entire U.S.
Under 18	950	18.6%	22.4%
18 to 64	2,849	55.9%	61.5%
65 and over	1,295	25.4%	16.0%

Highest Level of Educational Attainment	Count	Pct. Distribution	Pct. Distribution in Entire U.S.
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(age 25 and over)

High School Diploma or Equivalent	1,404	37.4%	26.7%
Some College or Associate Degree	946	25.2%	28.9%
Bachelor's Degree and Higher	665	17.7%	32.9%

Source: U.S. Census Bureau: American Community Survey

Innovation and Entrepreneurship Wayne County, TN



The [Innovation Index 2.0](#) provides insight into the innovation capacity and innovative output of a region.

If the county index numbers are higher than the median, then this area is performing better than most counties. For more information, use the [Innovation Index 2.0](#)

	Index (U.S.=100)	County Median
Innovation Index	64.1	84.3
Human Capital and Knowledge Creation Index	59.1	90.1
Business Dynamics Index	38.0	50.7

Business Profile Index	63.1	73.9
Employment and Productivity Index	75.9	98.4
Economic Well-Being Index	92.4	109.7

Source: IBRC at the Indiana University Kelley School of Business

Industry Mix: Wayne County, TN

Using This Table: LQ = location quotient is one indication of how concentrated employment is in a particular industry. An LQ less than 1.0 shows it is below the U.S. average (which equals 1.0). An LQ greater than 1.0 shows a higher concentration of employment than the U.S. average.

Industry Classification Click to Sort	Employment Click to Sort	Employment Dist. Click to Sort	Employment LQ Click to Sort
Natural Resources, Mining, Construction	457	12.3%	1.90
Educational Services	433	11.6%	1.35
Health Care and Social Services	729	19.6%	1.31
Manufacturing	418	11.2%	1.30
Trade, Transportation, Utilities	655	17.6%	0.93

Industry Classification Click to Sort	Employment Click to Sort	Employment Dist. Click to Sort	Employment LQ Click to Sort
Management of Companies; Administration, Support, Etc.	256	6.9%	0.86
Information, Finance, Real Estate	217	5.8%	0.76
Arts, Entertainment	42	1.1%	0.60
Accommodation, Food Services	187	5.0%	0.53
Professional, Scientific, Technical	18	0.5%	0.07
Total Nonfarm	3,724	100.0%	N/A

Source: IBRC at the Indiana University Kelley School of Business

Occupation Mix: Wayne County, TN

Using This Table: LQ = location quotient is one indication of how concentrated employment is in a particular occupation. An LQ less than 1.0 a lower concentration (U.S. average equals 1.0). An LQ greater than 1.0 shows a higher concentration of employment.

Occupation Click to Sort	Employment Click to Sort	Employment LQ Click to Sort ▲
Community and Social Services	55	1.58

Occupation Click to Sort	Employment Click to Sort	Employment LQ
		Click to Sort ▲
Transportation & Material Moving	287	1.40
Education, Training, Library, Arts, Design, Entertainment	232	1.29
Health Care Practitioners, Technical, Support	250	1.25
Production Workers	195	1.24
Office, Admin	446	1.05
Ag, Construction, Installation, Maintenance	259	0.96
Services Include Cleaning, Maintenance, Grounds, Personal Care	141	0.86
Sales	259	0.84
Protective Services	27	0.83

Occupation Click to Sort	Employment Click to Sort	Employment LQ Click to Sort ▲
Management, Business, Financial	224	0.78
Food Prep and Serving	164	0.74
Computer, Math, Architecture, Engineering, Life, Physical and Social Science	40	0.52
Legal	4	0.21
All Occupations	2,581	N/A

Source: IBRC at the Indiana University Kelley School of Business