

# Northwest Alabama Council of Local Governments

NACOLG



Northwest Alabama Comprehensive Economic Development Strategy Annual Report

Lauderdale, Colbert, Franklin, Marion and Winston Counties  
July 1, 2010 to June 30, 2011

August 30, 2011

Prepared with the assistance of planning grant funds from the U.S. Department of Commerce,  
Economic Development Administration  
by the

Northwest Alabama Council of Local Governments  
Economic Development District  
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This document was prepared by staff of the Northwest Alabama Council of Local Governments (NACOLG). The statements, findings, conclusions, recommendations and other data in this report are solely those of NACOLG and do not reflect the views of the Economic Development Administration.

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## Economic Development District Description

The northwest Alabama Economic Development District is home to 228,442 residents (U.S. Census Bureau, 2009 population estimates) in five counties- Lauderdale, Colbert, Franklin, Marion and Winston Counties- and 32 municipalities. Despite growth in all five counties in the period from 1990 to 2000, only Lauderdale County is estimated to have increased in population since 2000. Census 2010 data are highly anticipated in order to demonstrate more accurately the population trends in the region.

<b>NAME</b>	<b>1990</b>	<b>2000</b>	<b>2010</b>	<b>% Change 2000 - 2010</b>
<b>COLBERT COUNTY</b>	<b>51,666</b>	<b>54,984</b>	<b>54,428</b>	-1.01%
COUNTY (RURAL)	19,870	22,488	21,032	-6.47%
CHEROKEE	1,479	1,237	1,048	-15.28%
LEIGHTON	988	849	729	-14.13%
LITTLEVILLE	925	978	1,011	3.37%
MUSCLE SHOALS	9,611	11,924	13,146	10.25%
SHEFFIELD	10,380	9,652	9,039	-6.35%
TUSCUMBIA	8,413	7,856	8,423	7.22%
<b>FRANKLIN COUNTY</b>				
<b>FRANKLIN COUNTY</b>	<b>27,814</b>	<b>31,223</b>	<b>31,704</b>	1.54%
COUNTY (RURAL)	14,606	17,126	16,922	-1.19%
HODGES	272	261	288	10.34%
PHIL CAMPBELL	1,317	1,091	1,148	5.22%
RED BAY	3,451	3,374	3,158	-6.40%
RUSSELLVILLE	7,812	8,971	9,830	9.58%
VINA	356	400	358	-10.50%
<b>LAUDERDALE COUNTY</b>				
<b>LAUDERDALE COUNTY</b>	<b>79,661</b>	<b>87,966</b>	<b>92,709</b>	5.39%
COUNTY (RURAL)	39,265	47,647	49,392	3.66%
ANDERSON	339	354	282	-20.34%
FLORENCE	36,426	36,264	39,319	8.42%
KILLEN	1,047	1,119	1,108	-0.98%
LEXINGTON	821	840	735	-12.50%
ROGERSVILLE	1,125	1,199	1,257	4.84%
ST. FLORIAN	388	335	413	23.28%
WATERLOO	250	208	203	-2.40%

<b>MARION COUNTY</b>	<b>29,830</b>	<b>31,214</b>	<b>30,776</b>	-1.40%
COUNTY (RURAL)	14,822	13,953	12,737	-8.71%
BEAR CREEK	913	1,053	1,070	1.61%
BRILLIANT	751	762	900	18.11%
GUIN	2,464	2,389	2,376	-0.54%
GU-WIN	243	204	176	-13.73%
HACKLEBURG	1,161	1,527	1,516	-0.72%
HAMILTON	5,787	6,786	6,885	1.46%
TWIN			399	
WINFIELD	3,689	4,540	4,717	3.90%
<b>WINSTON COUNTY</b>	<b>22,053</b>	<b>24,843</b>	<b>24,484</b>	-1.45%
COUNTY (RURAL)	14,950	18,020	17,417	-3.35%
ADDISON	626	723	758	4.84%
ARLEY	276	290	357	23.10%
DOUBLE SPRINGS	1,138	1,003	1,083	7.98%
HALEYVILLE	4,452	4,182	4,173	-0.22%
LYNN	611	597	659	10.39%
NATURAL BRIDGE		28	37	32.14%

Source: U.S. Census Bureau, American Fact Finder 2, Census 2010

### **Economic Development District Board**

The Economic Development District Board has a total of 58 members and is made up of the highest elected official of each local government as well appointed members representing the private sector in northwest Alabama. The EDD Board also serves as the Board of Directors for the Northwest Alabama Council of Local Governments, which houses and staffs the EDD.

#### Development District Members

##### Elected Members

Troy Woodis, Colbert County Commission

Charles K. Lansdell, Town of Cherokee

Lawayne Harrison, Town of Leighton

Kenneth Copeland, Town of Littleville

David H. Bradford, City of Muscle Shoals

Ian Sanford, City of Sheffield

Bill Shoemaker, City of Tuscumbia

Barry Moore, Franklin County Commission  
Edward Crouch, Town of Hodges  
Jerry Mays, Town of Phil Campbell  
Bobby Forsythe, City of Red Bay  
Troy Oliver, City of Russellville  
D. W. Franklin, Town of Vina  
Dewey Mitchell, Lauderdale County Commission  
B. J. Tully, Town of Anderson  
Bobby Irons, City of Florence  
Jerry Mitchell, Town of Killen  
Bobby McGuire, Town of Lexington  
Richard Herston, Town of Rogersville  
Louis Stumpe, Town of St. Florian  
Joan Farneman, Town of Waterloo  
Mike Davis, Marion County Commission  
Connie Morrison, Town of Bear Creek  
Perry Franks, Town of Brilliant  
Phil Segraves, Town of Guin  
Brandon Webster, Town of Gu-Win  
Douglas Gunnin, Town of Hackleburg  
Bobby Holliday, City of Hamilton  
Charles R. Baccus, Town of Twin  
Wayne Silas, City of Winfield  
Roger Hayes, Winston County Commission  
Marsha Pigg, Town of Addison  
Allan Harbison, Town of Arley  
Elmo Robinson, Town of Double Springs  
Ken Sunseri, City of Haleyville  
Brian Heck, Town of Lynn  
Pete Parrish, Town of Natural Bridge

Non-elected Members

William Giles, Colbert County  
Teresa McDonald, Colbert County  
Ollie Underwood, Colbert County  
Bruce Wilson, Colbert County  
Jerry Groce, Franklin County  
Tony Bonds, Franklin County  
Kyle DeFoor, Franklin County  
John Allgood, Lauderdale County

Jerry Felts, Lauderdale County  
Charles P. Kasmeier, Lauderdale County  
Emma Sue Watkins, Lauderdale County  
Ray Senn, Marion County  
Adine Kimbrough, Marion County  
Les Walters, Marion County  
Roger Hayes, Winston County  
Shannon Lollar, Winston County  
Shane Cook, Winston County  
Tom Carter, Northwest Shoals Community College  
Susan Burrow, Beville State Community College  
Steve Holt, Shoals Chamber of Commerce

## **CEDS Committee Membership**

The Northwest Alabama CEDS was constructed with the assistance of a steering committee representing knowledgeable representatives of private sector business and industry, as well as important public and semi-public representatives from government, education, and economic and community development organizations. The CEDS committee guided the planning process and recommended the original CEDS content in 2007. Since 2007, the CEDS committee has served an advisory role concerning the content and implementation of the CEDS, meeting in county-level settings alongside elected officials to discuss a comprehensive range of economic development initiatives.

### CEDS Committee Members

#### Colbert/Lauderdale County

Bobby Irons, City of Florence, Ex-officio Elected Representative  
Humphrey Lee, Northwest Shoals Community College/Chamber of Commerce of the Shoals  
James Brown, Alabama Department of Transportation  
Carolyn Long, University of North Alabama Small Business Development Center  
Forrest Wright, Shoals Economic Development Authority  
Jason Harper, Tennessee Valley Authority  
Gayle Littrell, Private Sector Representative  
Bobby King, Private Sector Representative  
Steve Pierce, Private Sector Representative  
John Rusevlyan, Private Sector Representative  
Steve Schechner, Private Sector Representative  
Phillip Forsythe, Private Sector Representative

#### Franklin County

Bobby Forsythe, City of Red Bay, Ex-officio elected representative  
Jerry Groce, Franklin County Department of Human Resources  
Mitchell Mays, Franklin County Economic Development Authority  
Phyllis Thomas, Private Sector Representative  
Mike Holway, Private Sector Representative  
Lynn Causey, Private Sector Representative  
Kathy Hall, Private Sector Representative

#### Marion County

Bobby Holliday, City of Hamilton, Ex-officio Elected Representative  
Phil Segraves, City of Guin, Ex-officio Elected Representative  
Susan Burrow, Beville State Community College

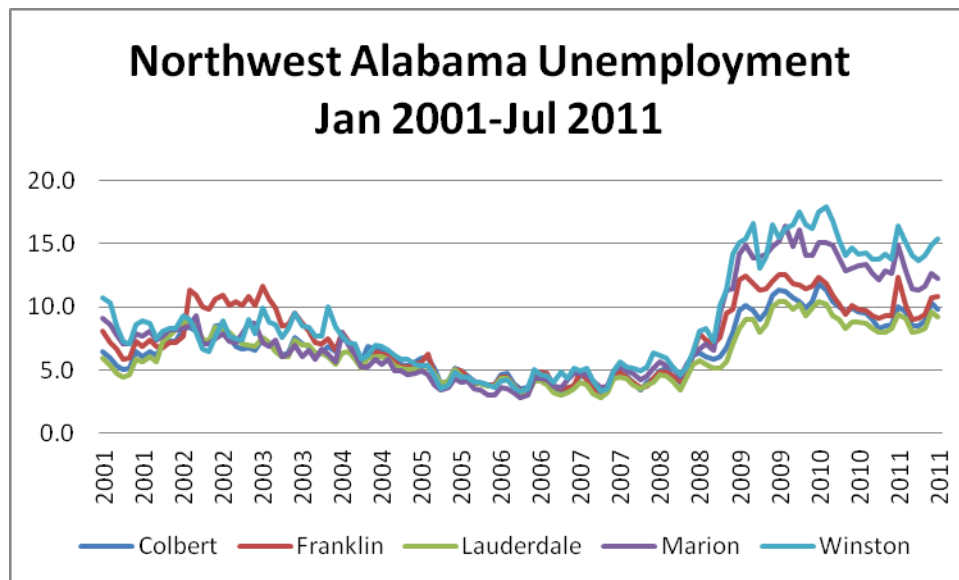
Steve Foshee, Tombigbee Electric Cooperative  
Margeurite Kelley, Private Sector Representative  
Delmo Payne, Private Sector Representative  
Warren Williford, Private Sector Representative  
Phil Fowler, Private Sector Representative  
Jason Post, Private Sector Representative

Winston County

Ken Sunseri, City of Haleyville, Ex-officio Elected Representative  
Roger Hayes, Winston County Commission, Ex-officio Elected Representative  
Grady Batchelor, Winston County Industrial Development Authority  
Frank Tidwell, Private Sector Representative  
Shane Cook, Private Sector Representative  
Jon Bennett, Private Sector Representative  
Bo Knight, Private Sector Representative

## Recent Changes in the District Economy

Since the original CEDS publication in August 2007, economic conditions in the development district have deteriorated significantly. From late 2007 through the end of 2009, employment opportunities in the district steadily deteriorated, stabilizing at levels higher than any time in the previous decade. Unemployment rates rose dramatically as the national economic crisis was reflected locally and continued to stick at high levels. Although rates spiked more dramatically in more rural communities, the impact of the recession has been felt deeply across the region. Fledgling signs of recovery have transformed into seemingly intractable, unmoving rates of unemployment. Add in worker discouragement and outmigration and the true extent of the difficulty becomes harder to gauge but is undoubtedly worse. Year-to-year comparisons of labor force size and employment show some improvement in three out of five counties, however, more rural counties continue to show declines. Employment opportunities appear to have leveled out somewhat in all five counties in the past year. Colbert, Lauderdale and Franklin Counties continue to hover at the recessionary levels of 2001-2002 while Winston and Marion Counties are level at a significantly higher rate.



Labor Force, July 10 & July 11	July 2010	July 2011	Change	Percentage Change
Colbert	24,855	25,810	955	3.84%
Franklin	13,073	13,351	278	2.13%
Lauderdale	42,565	44,256	1,691	3.97%
Marion	11,389	11,276	-113	-0.99%
Winston	9,173	9,040	-133	-1.45%
Total	101,055	103,733	2,678	2.65%

Employment, July 10 & July 11	July 2010	July 2011	Change	Percentage Change
Colbert	22,472	23,271	799	3.56%
Franklin	11,788	11,914	126	1.07%
Lauderdale	38,824	40,203	1,379	3.55%
Marion	10,346	9,904	-442	-4.27%
Winston	7,868	7,648	-220	-2.80%
Total	91,298	92,940	1,642	1.80%

### **Economic Development Priorities in Northwest Alabama Goals, Objectives and Strategies**

The Northwest Alabama CEDS contains a framework of vision, goals, and objectives that represents the “road map” for economic development in the district. These priorities are abstract and concrete principles and projects identified as necessary to regional economic development. They are categorized based on four broad areas of involvement- Transportation, Community Development (Neighborhood and Infrastructure), Support for Business and Industry (Workforce Development, Recruitment and Retention), and Community Development (Capacity and Civic Culture).

***ECONOMIC VISION: Northwest Alabama shall be a regional community defined by a distinctive and recognizable identity, high quality of life, strong leadership and public participation, and unity in pursuit of a sustainable, globally and regionally competitive economy.***

**Goal I: Transportation- Increase and improve the transportation opportunities that link up neighborhoods, cities, and counties.**

*Objective (a): Identify and remove dangerous transportation conflict points throughout the region.*

*Objective (b): Improve regional and local (street) transportation networks to increase access to goods, services, markets, and employment opportunities.*

*Objective (c): Identify and complete improvements to the region’s multi-modal transportation network to improve local and regional access to goods, services, markets, and employment opportunities.*

**Goal II: Community Development (Neighborhood and Infrastructure) - Establish inclusive planning and development practices that provide safe, sanitary and affordable neighborhoods and communities.**

*Objective (a): Identify and complete infrastructure improvements that allow for a continued high quality of life by municipal and county residents.*

*Objective (b): Foster sharing of municipal services and public infrastructure where beneficial to area municipalities and counties.*

*Objective (c): Seek funding for housing initiatives and mixed use urban redevelopment fostering compact commercial and residential forms.*

*Objective (d): Improve resident and visitor recreational and cultural opportunities as a means of facilitating population growth and retention and increased economic opportunity.*

*Objective (e): Initiate an urban and neighborhood planning process that provides master plans and infrastructure improvement assessments for municipalities and counties within the NACOLG region.*

**Goal III: Support for Business and Industry (Workforce Development, Recruitment and Retention) - Establish strategies that coordinate multiple agencies and private entities in a cooperative effort to attract and retain business and industry.**

*Objective (a): Expand access to and understanding of technology resources in the region.*

*Objective (b): Identify opportunities to expand workforce development opportunities by coordinating agencies and industries/businesses and implementing appropriate educational and recruitment programs.*

*Objective (c): Promote industrial development as a means of attracting higher-skill and higher-wage employment opportunities.*

*Objective (d): Explore opportunities to support the expansion of existing businesses and the recruitment of additional businesses to the region.*

**Goal IV: Community Development (Capacity and Civic Culture) - Promote associational life and community identity necessary to leverage the economic benefits of physical and human capital.**

*Objective (a): Explore the application of asset based economic development principles of identity and sustainability to the development programs of the region.*

**Disaster Recovery and Challenges of April 27, 2011**

On April 27, 2011 tragedy struck northwest Alabama in the form of a series of devastating and deadly tornadoes that touched down in Franklin, Marion, and Winston Counties, causing widespread damage and loss of life. The storm produced at least four tornadoes that caused damage in the region. The most serious of these was a tornado that touched down in Marion County, Alabama southwest of Hamilton before tracking northeast to the Town of Hackleburg. In minutes 197 buildings were reduced to rubble and debris, including 30 of the town's 31 businesses and its largest employer, Wrangler Jeanswear, an apparel distribution center. Continuing its path northwest, the tornado crossed into Franklin County and passed through the southern end of the Town of Phil Campbell, where it caused an estimated \$119 million in damage to an estimated 133 structures. From Phil Campbell, the tornado moved northeast through the unincorporated community of Oak Grove in eastern Franklin County,

destroying a number of homes there also. Twenty-five structures were destroyed by one of these in the unincorporated community of Shotsville in Marion County. High winds caused other damage region wide. In all, approximately 49 individuals were killed in Franklin and Marion Counties.

The economic impact of the storms has been immediate and will be felt in the region for decades. The loss of homes and jobs will compound difficulties in a region already suffering from higher unemployment and lower wages than the national average. The storm impact will add greater strain on already scarce resources for recovery and development. Additional support will be required across the region as communities struggle to assess, plan, and address the needs generated by these devastating events. In response to the storms, NACOLG has worked extensively to take advantage of opportunities from FEMA and ADECA and to assist with coordinating and developing Long-Term Community Recovery Plans in the communities of Hackleburg and Phil Campbell. Plans are currently being drafted to guide recovery and NACOLG, aided by EDA, is prepared to assist with the implementation of these plans.

## Strategies and Performance

The strategies identified in the CEDS represent the priority projects for economic development in northwest Alabama. Each strategy is described in terms of its proposed activities, primary contacts and stakeholders with responsibility for implementation, and timeline for implementation, and progress. The following pages summarize the strategies and the status of each in terms of progress made toward completion in the preceding year. The list of strategies and progress includes additional projects added to the CEDS in 2008-2009 that were “ready-to-go” short term infrastructure projects generated in preparation for the passage of the American Recovery and Reinvestment Act.

The Northwest Alabama CEDS benchmarks progress toward goals and objectives through the efforts that have been made to accomplish strategies and achieve priority projects, whether or not directly funded by EDA. A number of activities in the past year represent highlights of these activities, including the following:

- Participated in the development of the Region 1 Workforce Development Council Strategic Plan, which is used to guide state workforce investments.
- Completed the various local plans including Hamilton Downtown Revitalization Plan and Hamilton Zoning Ordinance and the Cherokee Comprehensive Plan.
- Completed applications and administered grants awarded to communities through various federal programs.
- Conducted strategic planning sessions in conjunction with transportation planning officials across the state.

Additionally, the CEDS includes specific strategies to be implemented in pursuit of economic improvement in the region. Progress on these strategies is rated annually as follows:

**Significant progress-** activities bringing the date of completion one year closer.

**Moderate progress-** some activity but no significant change in the timeline for completion.

**No significant progress-** no change in the completion data and no significant activities to implement the strategy.

**Negative progress-** conditions have changed in a manner such that the completion date has moved out.

Of the 155 vital projects listed in the CEDS Action Plan, twenty-one had significant progress in the previous reporting period; twenty two have been completed entirely. Twelve strategies had moderate progress, with meaningful activities but no change in the likely completion date. One-hundred had no progress, due primarily to a lack of funding for the new projects.

Strategy	Location	Page	Progress	Project Timeline	Description
Colbert Co. Railroad relocation	Colbert-Lauderdale	99	No Significant	more than 15	
U.S. 43	Colbert-Lauderdale	100	Significant	6 to 10	Grade and drain of last two sections has been authorized
Port of Florence improvements	Colbert-Lauderdale	101	No Significant	6 to 10	
Recycling facility	Colbert-Lauderdale	102	Significant	10 to 15	Shoals Solid Waste Authority will expand Recycling Facility in Colbert Co in FY 2012 under ADEM Recycling grant
Sheffield CBD/redevelopment plan implementation	Colbert-Lauderdale	103	Significant	6 to 10	
Ford City sewer	Colbert-Lauderdale	104	No Significant	6 to 10	
Senior center improvements	Colbert-Lauderdale	105	No Significant	0 to 5	
Brownfields phase 1	Colbert-Lauderdale	106	Significant	0 to 5	Assessment of brownfields sites in Florence underway; Sheffield has organized brownfields task force to study sites
Muscle Shoals CBD Master Plan	Colbert-Lauderdale	107	No Significant	0 to 5	
Brownfield	Colbert-Lauderdale	108	Significant	0 to 5	Assessment of brownfields sites in Florence underway; Sheffield has organized brownfields task force to study sites
Barton Riverfront Industrial Park improvements	Colbert-Lauderdale	109	Complete	0 to 5	
St. Florian industrial access road extension	Colbert-Lauderdale	110	No Significant	0 to 5	Plans development underway; environmental concerns due to historical significance of structure and district
Littleville Industrial park improvements	Colbert-Lauderdale	111	No Significant	0 to 5	
Wireless network in CBDs	Colbert-Lauderdale	112	No Significant	0 to 5	
Biomedical roundtable	Colbert-Lauderdale	113	No Significant	0 to 5	

TVA Reservation development	Colbert-Lauderdale	114	Moderate	0 to 5	TVA has completed adaptive reuse study for TVA Reservation site. TVA has consulted for comprehensive plan.
Entertainment Industry Study proposals	Colbert-Lauderdale	115	No Significant	0 to 5	
Cherokee sewer rehab	Colbert-Lauderdale	2009 Up	Moderate	0 to 5	Cherokee has accepted USDA Grant/Loan for sewer rehab.
Cherokee radio communications tower	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
Colbert Heights HS sewer	Colbert-Lauderdale	2009 Up	Complete	0 to 5	Project completed to connect HS to Tuscumbia sewer
Spring Valley Water Improvements	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
White Oak Water Improvements	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
Leighton Minority Opportunity Center	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
West End water improvements	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
County Rd. 20 sewer extension	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
Leighton sewer plant renovation	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
Leighton water tank and line renovation	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
Littleville Community Medical Center	Colbert-Lauderdale	2009 Up	Complete	0 to 5	Medical office complex opened in Littleville
Littleville Jackson Hwy & Quarry Road Sewer	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
Muscle Shoals Brown Street Sewer	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
Muscle Shoals Airport Sewer Extension	Colbert-Lauderdale	2009 Up	Complete	0 to 5	EDA performance award to be used to complete sewer extension

Muscle Shoals Airport Rd Extension	Colbert-Lauderdale	2009 Up	Complete	0 to 5	EDA performance award to be used to complete street extension
Sheffield 18" sewer Replacement	Colbert-Lauderdale	2009 Up	Complete	0 to 5	City of Sheffield completed major sewer rehab project
Sheffield shoutheast sewer rehab	Colbert-Lauderdale	2009 Up	Complete	0 to 5	City of Sheffield completed major sewer rehab project
Sheffield sewer rehab on Tn river bluff	Colbert-Lauderdale	2009 Up	Complete	0 to 5	City of Sheffield completed major sewer rehab project
Avalon Ave 4 lane	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
Tuscumbia sewer plant rehab	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
Tuscumbia lift and pump station rehab, Hwy 43 & 72	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
Tuscumbia water treatment plant construction	Colbert-Lauderdale	2009 Up	Significant	0 to 5	New facility under construction
Tuscumbia water line loop	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
Florence/Lauderdale Industrial Park Expansion	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
Florence Water standby power generators	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
Florence water transmission line and storage tank	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
Florence Wilson Creek sewer	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
Killen sewer construction	Colbert-Lauderdale	2009 Up	Significant	0 to 5	Treatment plan permit approved by ADEM

Greenhill water main relocation, Hwy 43 & Hwy 64	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
West Lauderdale water tank	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
West Lauderdale booster station	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
Lexington city well filtration system	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
Lexington wastewater lagoon upgrade	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
Rogersville Municipal Building	Colbert-Lauderdale	2009 Up	Complete	0 to 5	
Rogersville water tank	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
St Florian sewer upgrade	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
St Florian Buffer Home restoration	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
St. Florian Community storm shelter	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
St Florian police patrol car	Colbert-Lauderdale	2009 Up	No Significant	0 to 5	
Alabama State Highway 24 (Corridor V)	Franklin	119	Moderate	6 to 10	Various phases of construction are underway or scheduled to commence 2011-12
Red Bay bypass (AL 24/Corridor V)	Franklin	120	Moderate	0 to 5	Various phases of construction are underway or scheduled to commence 2011-12
Transit stakeholders meetings	Franklin	121	No Significant	0 to 5	
Master Plans: Hodges, Red Bay, Russellville	Franklin	122	Significant	0 to 5	Hodges Economic Development Study and Equestrian Trails Plan completed
Master planning CBD and retail corridors	Franklin	123	No Significant	0 to 5	Red Bay Downtown plan funded.

Connect Vina and Red Bay gas systems	Franklin	124	No Significant	6 to 10	
Update the Bear Creek Management Plan	Franklin	125	No Significant	0 to 5	
Entrepreneurial Center	Franklin	126	No Significant	0 to 5	
Telecommunications needs assessment	Franklin	127	Moderate	0 to 5	Alabama Broadband Initiative maps of unserved and underserved (internet) areas produced.
Cooperative partnership strategy	Franklin	128	No Significant	0 to 5	
Bear Creek Environmental lab	Franklin	129	No Significant	0 to 5	
Forestry sector stakeholders meetings	Franklin	130	No Significant	0 to 5	
Workforce development action plan	Franklin	131	Significant	0 to 5	Economic Development Study and Target Industry Analysis completed for Franklin, Marion, and Winston County. Region 1 Workforce Development Council Strategic Plan updated.
Franklin Co Industrial Park water/sewer	Franklin	2009 Up	No Significant	0 to 5	
Franklin Co courthouse restoration	Franklin	2009 Up	No Significant	0 to 5	
Repair Franklin co Archives roof	Franklin	2009 Up	No Significant	0 to 5	
Rehab Masonic Lodge	Franklin	2009 Up	No Significant	0 to 5	
Mike Green Industrial Park roadway improvements	Franklin	2009 Up	No Significant	0 to 5	
Hodges Equestrian Trails and Trailhead	Franklin	2009 Up	Significant	0 to 5	Applications funded for acquisition and development
Phil Campbell industrial Park- roads, water, sewer	Franklin	2009 Up	Significant	0 to 5	Funding received for sewer development

Red Bay sewer treatment improvements	Franklin	2009 Up	No Significant	0 to 5	
Russellville Cedar Creek lift station upgrade	Franklin	2009 Up	No Significant	0 to 5	
Russellville Adams Street Booster station upgrade	Franklin	2009 Up	No Significant	0 to 5	
Russellville streetscape	Franklin	2009 Up	Complete	0 to 5	Russellville streetscape complete
Russellville armory renovation	Franklin	2009 Up	No Significant	0 to 5	
Russellville downtown revitalization	Franklin	2009 Up	Significant	0 to 5	Funding sought for revitalization plan
Vina industrial park water	Franklin	2009 Up	No Significant	0 to 5	
Vina industrial park sewer	Franklin	2009 Up	Significant	0 to 5	Funding received for sewer development
US 43 from Spruce Pine to Hamilton	Marion	135	No Significant	6 to 10	Plans development underway for section near North Fork Bridge
I-22 lighting	Marion	136	Complete	0 to 5	Lighting installed Hwy 129 & Hwy 43; incomplete at Hwy 44
County Road 35 fourlane	Marion	137	No Significant	6 to 10	
Rankin-Fite Airport improvements	Marion	138	No Significant	0 to 5	
Comprehensive plans: Marion County, Hamilton, Guin (ACE)	Marion	139	No Significant	0 to 5	
Guin and Winfield wastewater facility improvements	Marion	140	No Significant	6 to 10	
Wasterwater facility: Hackleburg and Bear Creek	Marion	141	No Significant	6 to 10	
Bear Creek Community Center	Marion	142	Complete	0 to 5	Project is complete

Marion Co. alcohol sales	Marion	143	Complete	0 to 5	Referenda held in several cities in Marion Co.
Northwest Alabama Civic Entertainment center	Marion	144	No Significant	0 to 5	
Guin industrial park improvements	Marion	145	Significant	0 to 5	Industrial access road under development; water, wastewater, and fire protection infrastructure under development.
Hackleburg industrial park improvements	Marion	146	No Significant	0 to 5	
Natural gas assessment	Marion	147	No Significant	0 to 5	
Career education strategy-stakeholder identification	Marion	148	No Significant	0 to 5	
Alabama State Highway 13 improvements (industrial access)	Winston	149	Moderate	0 to 5	Consistently identified as a high priority, local efforts continue through RPO and meetings with various elected officials and ALDOT
Alabama State Highway 13 improvements (Haleyville)	Winston	150	Moderate	6 to 10	Consistently identified as a high priority, local efforts continue through RPO and meetings with various elected officials and ALDOT
Alabama State Highway 13 improvements (Haleyville bypass)	Winston	151	Moderate	6 to 10	Consistently identified as a high priority, local efforts continue through RPO and meetings with various elected officials and ALDOT
Highway 41 improvements	Winston	154	Moderate	0 to 5	
Alabama State Highway 13 improvements (Haleyville drainage)	Winston	155	Significant	0 to 5	funding secured to improve drainage through ALDOT & FEMA
Haleyville Comprehensive Plan	Winston	156	Complete	0 to 5	Complete
Addision wastewater facility improvments	Winston	157	Complete	0 to 5	Complete
Haleyville wastewater facility improvements	Winston	158	No Significant	0 to 5	

Community foundation for the arts symposium	Winston	159	No Significant	0 to 5	
Double Springs community center	Winston	160	Complete	0 to 5	Complete
Winston County Horse Park and Show Grounds	Winston	161	No Significant	0 to 5	
Haleyville youth baseball field improvements	Winston	162	No Significant	0 to 5	
Bankhead National Forest needs assessment and toursim strategy	Winston	163	No Significant	0 to 5	
Arley wastewater treatment facility	Winston	164	No Significant	0 to 5	
County industrial promotion website	Winston	165	Complete	0 to 5	Complete. Winston County IDA operates a local website and is a partner in the I-22 Alliance website.
Winston County workforce needs assessment	Winston	166	Moderate	0 to 5	Economic Development Study and Target Industry Analysis completed for Franklin, Marion, and Winston County. Region 1 Workforce Development Council Strategic Plan updated.
West Alabama Freeway corridor study	Regional	169	No Significant	more than 15	Funding sought for \$30m environmental document
Memphis to Atlanta Highway	Regional	170	No Significant	more than 15	
Complete I-22 from Jasper to Birmingham	Regional	171	Significant	0 to 5	I-22/I-65 interchange at Birmingham is under construction
North-South corridor to Patton Island Bridge	Regional	172	No Significant	0 to 5	North approach proceeding according to schedule; work has been stopped on the southern approach in Colbert County due to unanticipated high right-of-way costs
US 43 from Tennessee to the Marion/Fayette County line	Regional	173	No Significant	more than 15	

US 278 improvements from Mississippi to Cullman	Regional	174	No Significant	6 to 10	
Alabama State Highway 157 improvemetns	Regional	175	Complete	0 to 5	Complete
Florence-Muscle Shoals transit study	Regional	176	Complete	0 to 5	Human Services Coordinated Transportaton Plan completed
Rural Planning Organization	Regional	177	Significant	0 to 5	The RPO is established and functioning to coordinate and facilitate communications between ALDOT and local officials
Florence-Muscle Shoals Bike and Pedestrian Plan	Regional	178	Complete	0 to 5	Shoals Area Bike and Pedestrian Plan completed
Local strategic plan investment strategy	Regional	179	No Significant	0 to 5	
Regional signage and wayfinding strategy	Regional	180	No Significant	0 to 5	
National Heritage Designation	Regional	181	Significant	0 to 5	Complete
Mega Industrial Park-stakeholder identification	Regional	182	No Significant	0 to 5	
Asset Inventory	Regional	183	Complete	0 to 5	Complete
Bear Creek water improvements	Marion	2009 Up	No Significant	0 to 5	
Brilliant waterline replacement	Marion	2009 Up	No Significant	0 to 5	
Brilliant industrial park sewer improvements	Marion	2009 Up	No Significant	0 to 5	
Brilliant black Creek Industrial Park Study	Marion	2009 Up	No Significant	0 to 5	
Hamilton water/sewer crossing at Fikes road	Marion	2009 Up	No Significant	0 to 5	
Hamilton wastewater improvements	Marion	2009 Up	Moderate	0 to 5	Project underway to improve and rehab sewer lines along 2nd and third avenue

Hamilton downtown revitalization	Marion	2009 Up	Moderate	0 to 5	Downtown revitalization strategy complete; implementation funding sought
Byrd community water project	Marion	2009 Up	No Significant	0 to 5	
County Rd. 75/29 community water project	Marion	2009 Up	No Significant	0 to 5	
Hamilton/Pea Ridge water interconnect	Marion	2009 Up	No Significant	0 to 5	
Marion Co./Hamilton Multipurpose complex	Marion	2009 Up	No Significant	0 to 5	
Winfield industrial park improvements	Marion	2009 Up	Significant	0 to 5	Roadway, water and sewer improvements funded
Winfield water treatment plant upgrade	Marion	2009 Up	No Significant	0 to 5	
Winfield Co. Rd 49 water extensions	Marion	2009 Up	No Significant	0 to 5	
Winfield South Industrial Park clearing	Marion	2009 Up	No Significant	0 to 5	
Winfield speculative building	Marion	2009 Up	No Significant	0 to 5	
Arley water intake	Winston	2009 Up	No Significant	0 to 5	
Arley/Curry interconnect	Winston	2009 Up	No Significant	0 to 5	
Double Springs/Lynn interconnect	Winston	2009 Up	No Significant	0 to 5	
Bankhead community water project	Winston	2009 Up	No Significant	0 to 5	
Double Springs sewer renovations	Winston	2009 Up	No Significant	0 to 5	
Double Springs hwy 278 water main improvements	Winston	2009 Up	No Significant	0 to 5	

Haleyville North Industrial Park street and drainage	Winston	2009 Up	Significant	0 to 5	Roadway and drainage improvements approved for funding by EDA
Haleyville sewer pumping station upgrades	Winston	2009 Up	No Significant	0 to 5	
Winston County Industrial Park Improvements	Winston	2009 Up	Significant	0 to 5	Water and access improvements under review by EDA.
Winston County Judicial Building and Jail	Winston	2009 Up	Complete	0 to 5	Construction is nearing completion.

<b>Recommended Practice (pg. 190)</b>	<b>Performance</b>	<b>Comments</b>
Establish the CEDS process as a continuous process	Satisfactory	The CEDS process is being utilized within the region as the primary multi-jurisdictional planning tool of the EDD and member governments
Establish the CEDS Committee as a standing sub-committee	Satisfactory	The CEDS Committee has been recognized as an established subcommittee of the EDD Board
Maintain active public-private membership	Satisfactory	Public sector participation remains high. Private participation is improving, largely due to continued outreach and EDD staff participation in regional workforce and revolving loan activities
Conduct a minimum of two CEDS meetings	Satisfactory	Two meetings per county have been conducted to discuss regional economic development needs and CEDS Strategies
Provide regular updates to NACOLG/EDD Board	Satisfactory	Regular updates are provided to the EDD Board by community and regional planning staff
Implement a regional development newsletter	Needs Improvement	This recommendation has not been implemented; stakeholders and authors should be contacted to determine interest among participants and recipients
Identify stakeholders and contacts for strategies	Needs Improvement	Although a number have been identified, many CEDS strategies are without stakeholders and contact information
Conduct regular interviews with development contacts	Satisfactory	Planning staff is in frequent contact with CEDS Committee members, stakeholders and strategy contacts to discuss implementation
Develop a system for prioritizing strategies and de-emphasizing dormant strategies	Needs Improvement	Planning staff and the CEDS Committee continue to work toward prioritizing strategies and eliminating those with little support
Complete annual performance updates for each strategy	Satisfactory	Planning staff maintains a record of activity related to each strategy and will update performance annually
Update and expand the CEDS as new data are available; present an annual update	Satisfactory	Planning staff has presents and annual CEDS update that includes performance reports, recent economic profiles, and updates to strategies and priority projects.