

Northwest Alabama Council of Local Governments

NACOLG



Northwest Alabama Comprehensive Economic Development Strategy Update

Lauderdale, Colbert, Franklin, Marion and Winston Counties
July 31, 2008 to June 30, 2009

August 30, 2009

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
P.O. Box 2603
Muscle Shoals, Alabama 35662

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 Membership

The northwest Alabama Economic Development District is home to 228,035 residents (U.S. Census Bureau, 2008 population estimates) in five counties- Lauderdale, Colbert, Franklin, Marion and Winston Counties- and 32 municipalities. 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

Roger Creekmore, Colbert County
Charles K. (Chuck) 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
Kenny Jackson, 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

Lewis Garner, Colbert County
Teresa McDonald, Colbert County
William Giles, Colbert County
Bruce Wilson, Colbert County
Jerry Groce, Franklin County
Charles James, Franklin County
Kyle DeFoor, Franklin County
John Allgood, Lauderdale County
Harold Beckwith, Lauderdale County
Charles P. Kasmeier, Lauderdale County
Frankie Patterson, Lauderdale County
Ray Senn, Marion County
Adine Kimbrough, Marion County
Les Walters, Marion County
Roger Hayes, Winston County
Jonathan Bennett, Winston County
Jack Bobo, Winston County
Grady Batchlor, 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
Wayman Pace, Tennessee Valley Authority
_____, Private Sector Representative
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

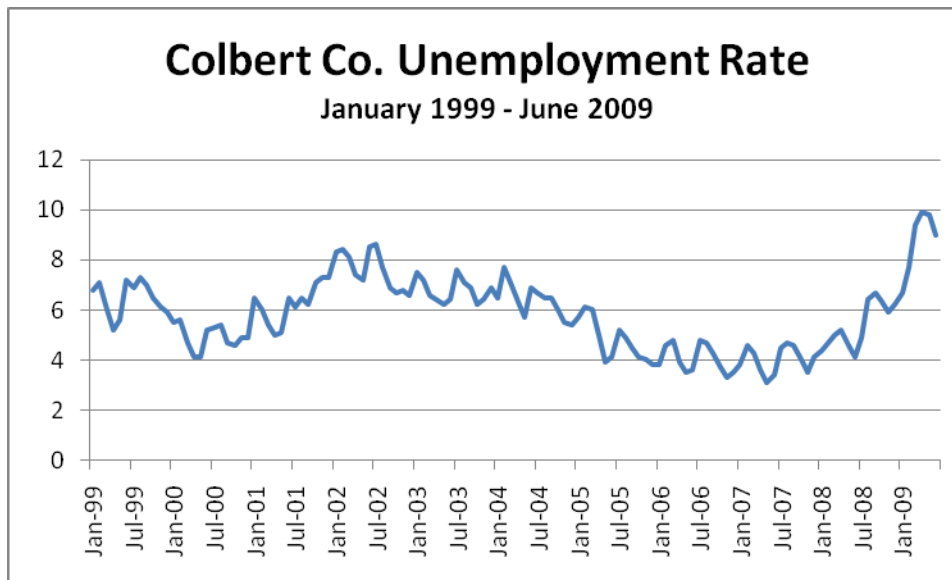
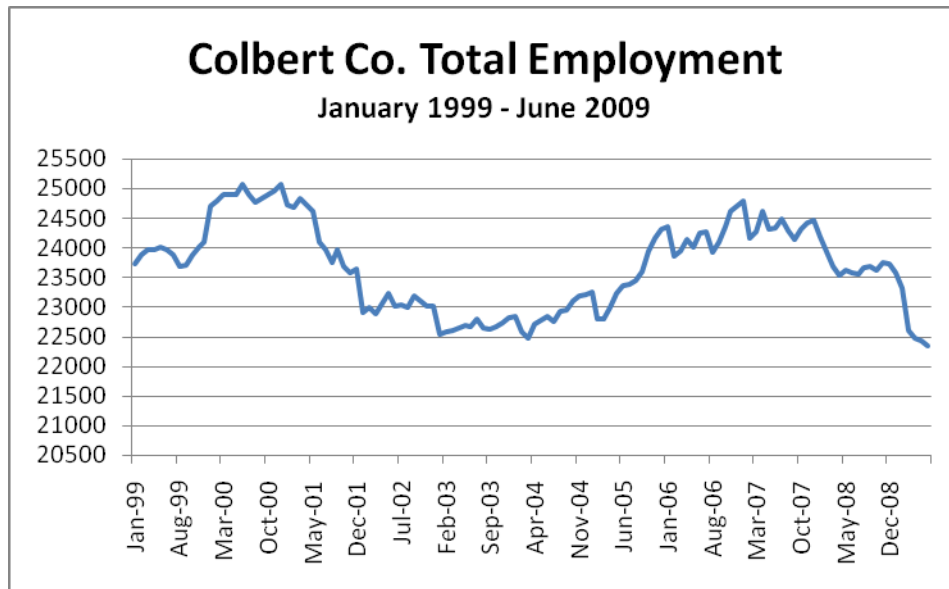
_____, Marion County Community Development Foundation
Susan Burrow, Beville State Community College
Steve Foshee, Tombigbee Electric Cooperative
Margeurite Kelley, Private Sector Representative
Delmo Payne, Private Sector Representative
_____, Private Sector Representative
Warren Williford, Private Sector Representative
Phil Fowler, Private Sector Representative
Jason Post, Private Sector Representative

Winston County

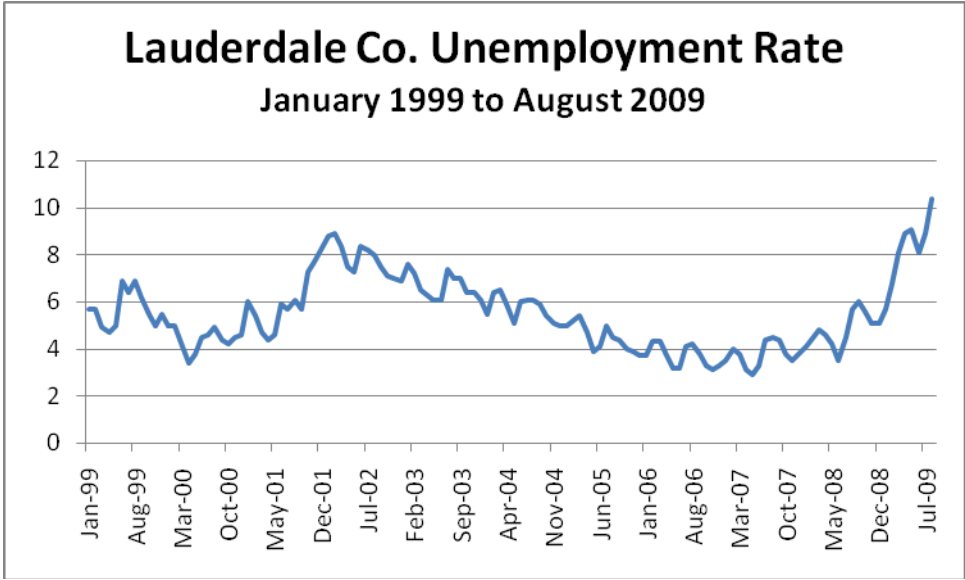
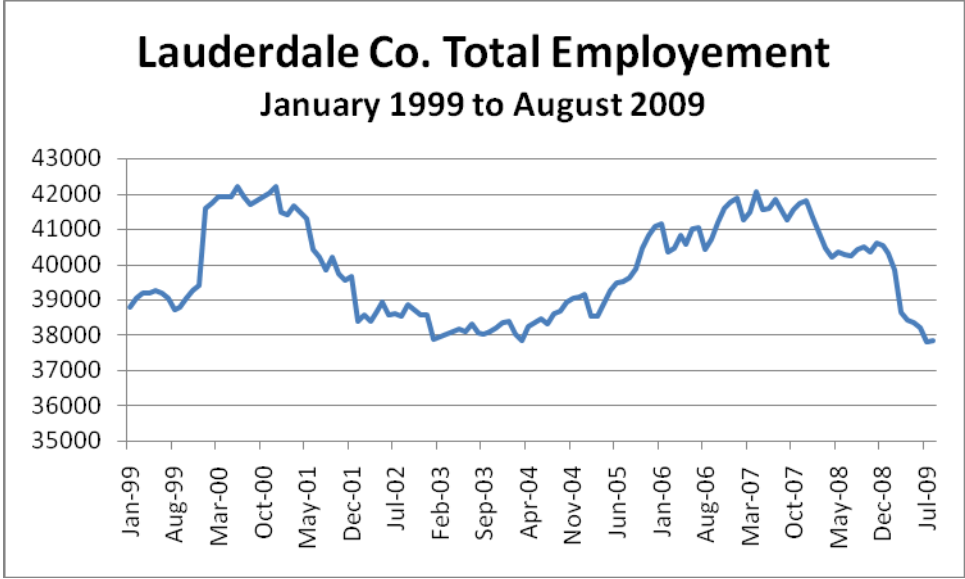
Ken Sunseri, City of Haleyville, Ex-officio Elected Representative
Roger Hayes, Winston County Commission, Ex-officio Elected Representative
Grady Batchelor, Winston County Industrial Development Authority
_____, Private Sector Representative
Frank Tidwell, Private Sector Representative
Shane Cook, Private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

Recent Changes in the District Economy

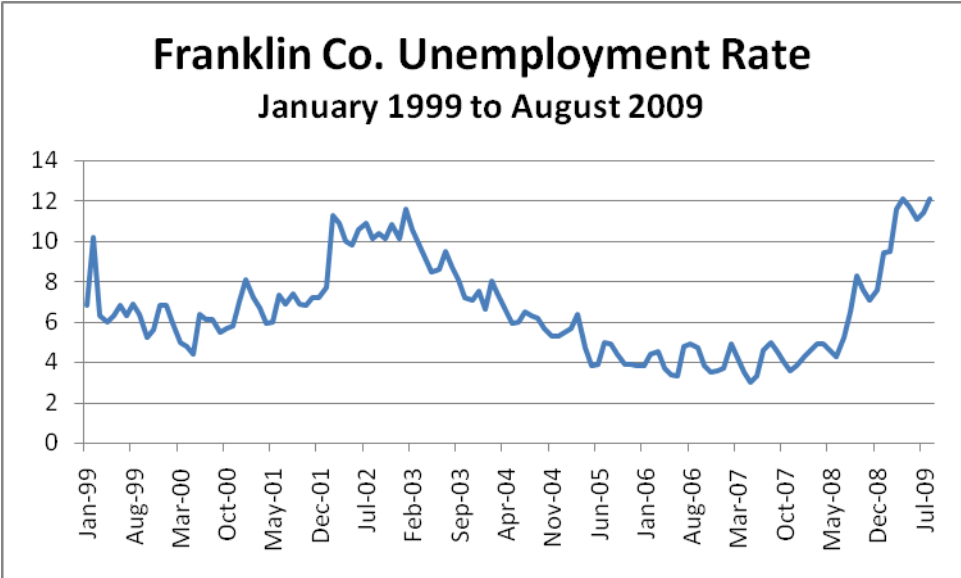
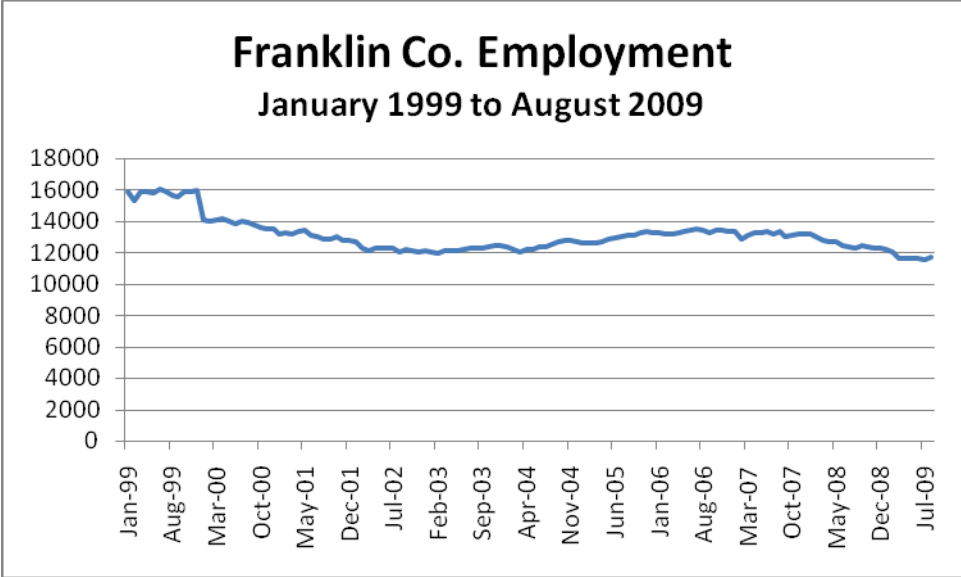
Since the original CEDS publication in August 2007, economic conditions in the development district have deteriorated significantly. From late 2007 and throughout 2008 and 2009, employment opportunities in the district steadily deteriorated. The following graphs illustrate changes in the local economy throughout the last decade.



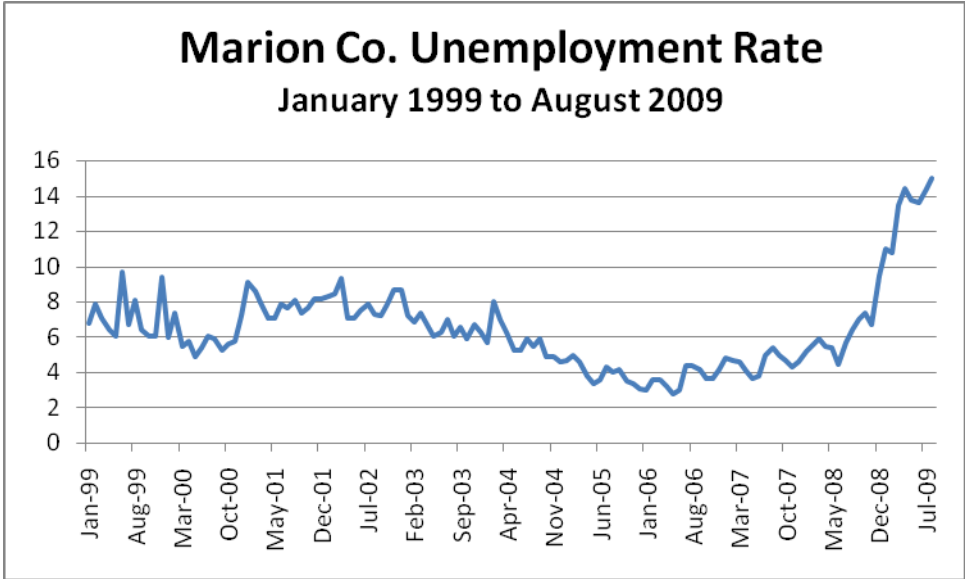
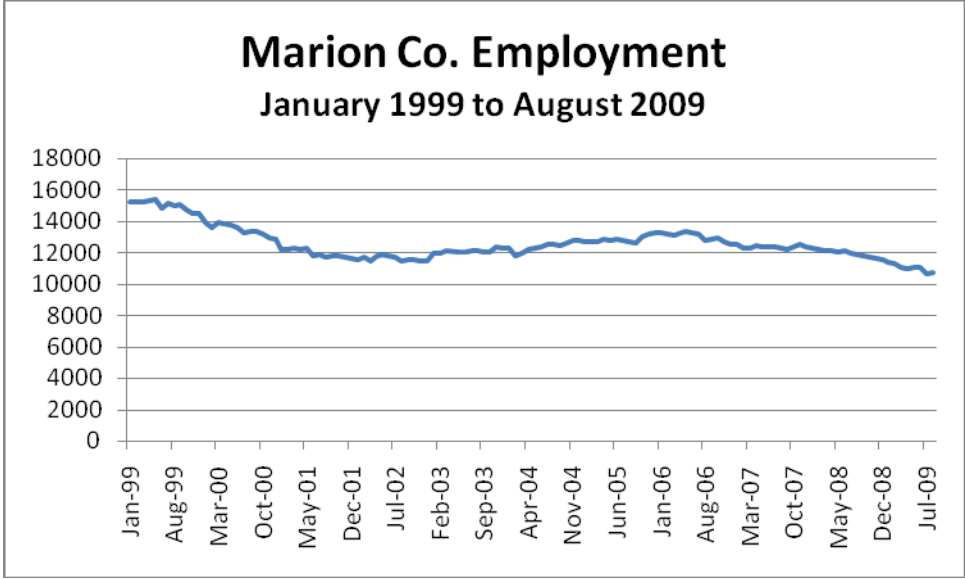
Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics. Contains revised and preliminary estimates.



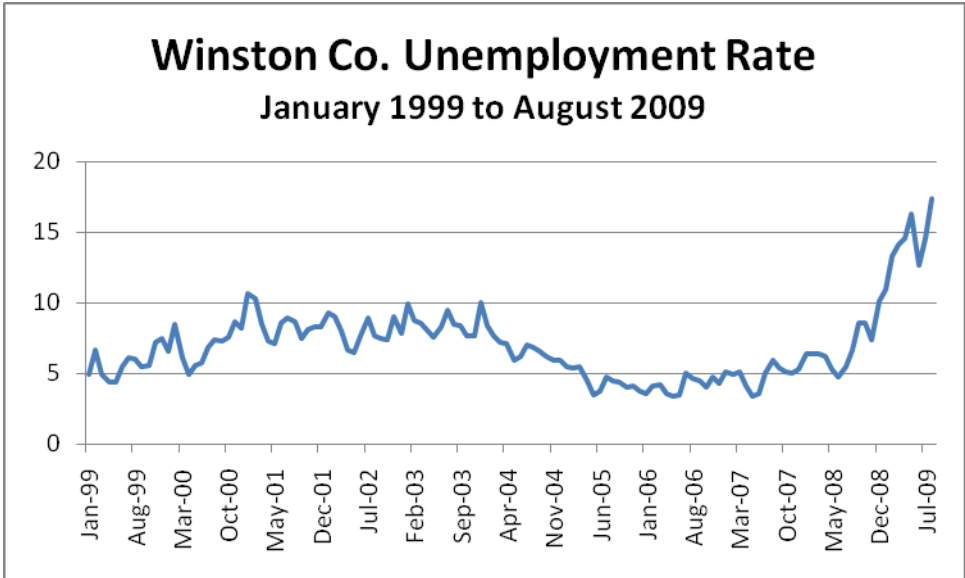
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Economic Development Priorities in Northwest Alabama Goals, Objectives and Strategies

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.

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.

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	Construction of next phase anticipated in FY 2010 under ARRA investment.
Port of Florence improvements	Colbert-Lauderdale	101	No Significant	6 to 10	
Recycling facility	Colbert-Lauderdale	102	No Significant	10 to 15	
Sheffield CBD/redevelopment plan implementation	Colbert-Lauderdale	103	Significant	6 to 10	Construction underway for community bicycle pedestrian trail
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.
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.
Barton Riverfront Industrial Park improvements	Colbert-Lauderdale	109	Significant	0 to 5	Haley Drive interchange nearing completion.
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 is producing a redevelopment plan to assess feasible reuse alternatives for TVA Reservation site.
Entertainment Industry Study proposals	Colbert-Lauderdale	115	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 2008-2010
Red Bay bypass (AL 24/Corridor V)	Franklin	120	Moderate	0 to 5	Various phases of construction are underway or scheduled to commence 2008-2010
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	
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	RFP for Economic Development Study completed and set for publication.
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	Project is complete
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	No Significant	0 to 5	
Northwest Alabama Civic Entertainment center	Marion	144	No Significant	0 to 5	
Guin industrial park improvements	Marion	145	Moderate	0 to 5	Industrial access road 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	No Significant	0 to 5	
Haleyville Comprehensive Plan	Winston	156	Complete	0 to 5	Complete
Addision wastewater facility improvments	Winston	157	Significant	0 to 5	Improvements are approximately 48% 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	Significant	0 to 5	Building construction is complete, parking pavement remains incomplete.
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	No Significant	0 to 5	
Winston County workforce needs assessment	Winston	166	Moderate	0 to 5	RFP for Economic Development Study completed and set for publication.
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 improvements	Regional	175	Complete	0 to 5	Complete
Florence-Muscle Shoals transit study	Regional	176	No Significant	0 to 5	
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	No Significant	0 to 5	
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

Recommended Practice (pg. 190)	Performance	Comments
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	Needs Improvement	Although public sector participation is high and private participation is improving, continued outreach and efficacy are required to maintain consistent high levels of private participation
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	Needs Improvement	Planning staff will present an updated CEDS to the CEDS Committee and EDD Board by the end of the calendar year; document will contain most recent economic profile data and updates to strategy and performance sections

Project Updates

In early 2009, in anticipation of the unprecedented action of the U.S. Congress in passing the American Recovery and Reinvestment Act (ARRA), NACOLG and other development agencies were asked to identify potential projects to compete for stimulus funding. The list that resulted contained a tremendous number of infrastructure projects deemed critical to local development. Many of these projects were not previously included in the northwest Alabama CEDS. After analyzing this listing and the existing CEDS, a number of additional strategies were identified as important projects to be included in the CEDS. Additionally, several ongoing projects have been identified throughout the previous year and are included as newly added projects.

CEDS Update Priority Projects List			
<u>Entity</u>	<u>County</u>	<u>Project Description</u>	<u>Activity</u>
Cherokee	Colbert	Sewer System Rehabilitation to meet ADEM requirements	Sewer
Cherokee	Colbert	Radio Communication Tower	Broadband/Emergency
Cherokee	Colbert	Wastewater Improvements	Sewer
Colbert County (Colbert Heights High School)	Colbert	Wastewater Treatment Interconnect	Sewer
Colbert County	Colbert	Spring Valley Water Improvements	Water
Colbert County	Colbert	White Oak Water Improvements	Water
Colbert County	Colbert	Leighton Minority Entrepreneurial Opportunity Center	Jobs
Colbert County	Colbert	West End Water Improvements	Water

Colbert County	Colbert	Sewerline Extension on County RD 20	Sewer
Leighton	Colbert	Wastewater Treatment Plant Renovation	Sewer
Leighton	Colbert	Water Tank Renovation & Waterline Improvements	Water
Littleville	Colbert	Community Medical Center	Building
Littleville	Colbert	Jackson Hwy and Quarry Rd Sewer	Sewer
Littleville	Colbert	Lakeview Sewer Extension	Sewer
Littleville	Colbert	Water System Improvements	Water
Littleville	Colbert	Lynwood and Colburn Mills Rd	Sewer
Littleville	Colbert	Industrial Park Roadway Improvements	Roads
Muscle Shoals	Colbert	Brown Street Sewer	Sewer
Muscle Shoals	Colbert	Airport Sewer/Water Rehab.	Sewer/water
Muscle Shoals	Colbert	Peachtree Street Extension (Shoals Research Airpark)	Street
Sheffield	Colbert	18" Sewer Replacement	Sewer
Sheffield	Colbert	Southeast Sheffield Sewer Rehabilitation	Sewer
Sheffield	Colbert	Repair Sewer Main on Tennessee River Bluff	Sewer
Sheffield	Colbert	Wastewater Improvements	Wastewater

Sheffield/ Tuscumbia	Colbert	Avalon Avenue 4 Lane	Road
Tuscumbia	Colbert	Wastewater Treatment Plant Renovation	Sewer
Tuscumbia	Colbert	Sanitary Lift Station & Pump Hwy. 43 & 72	Water
Tuscumbia	Colbert	Helen Keller-Ivy Green Develop. (on the Commons)	Historic
Tuscumbia	Colbert	Water Treatment Plant	Water
Tuscumbia	Colbert	Water Line Loop	Water
Franklin County	Franklin	Industrial Park	Water/Sewer Infrastructure
Franklin County	Franklin	Courthouse Restoration	Building Rehabilitation
Franklin County	Franklin	Repair Franklin Archives Roof	Building
Franklin County	Franklin	Masonic Lodge	Building Rehabilitation
Franklin County	Franklin	Mike Green Industrial Park	Roadway Improvements
Hodges	Franklin	Equestrian Trails & Trailhead	Economic Development
Phil Campbell	Franklin	Industrial Park-Roads/water service	Industrial Park
Phil Campbell	Franklin	Industrial Park-grade and drain	Industrial Park
Red Bay	Franklin	Phase 1- Wastewater Treatment Electrical Improvements(Duct Bank)	Sewer
Red Bay	Franklin	Phase 2 -(Aerators, valves, effluent box, chemical storage, baffle curtain, pumps)	Sewer

Red Bay	Franklin	Phase 3-Lift Station Upgrades	Sewer
Russellville	Franklin	Shoals Entrepreneurial Center- Franklin Co. Location	Building
Russellville	Franklin	Russellville Infrastructure Upgrade Phase	Water/Sewer
Russellville	Franklin	Cedar Creek Lift Station Upgrade	Sewer
Russellville	Franklin	Mulberry Tank Cleaning & Coating Project	Renovations
Russellville	Franklin	Adams Street Booster Pump Station Modifications	Renovations
Russellville	Franklin	Street/Sidewalks	Streets/Sidewalks
Russellville	Franklin	Armory Renovation	Renovations
Russellville	Franklin	Downtown Revitalization	Renovations
Vina	Franklin	Industrial Development Park	Water System Improvements
Vina	Franklin	Industrial Development Park	Sewer
Anderson	Lauderdale	Community Center	Building
Florence/Lauderdale	Lauderdale	Industrial Park Expansion	Water/Sewer/Roads
Florence/Lauderdale	Lauderdale	Standby Power Generators -Water Treatment Facilities	Water
Florence/Lauderdale	Lauderdale	Drinking Water Transmission Line & Storage Tank	Water
Florence/Lauderdale	Lauderdale	Wilson Creek Sewer Project	Sewer
Killen	Lauderdale	Sewer Project	Sewer
Lauderdale County(Greenhill Water Authority)	Lauderdale	Greenhill 8" Water Main Along U.S. 43	Water

Lauderdale County(Greenhill Water Authority)	Lauderdale	Greenhill 8" Water Main Along AL 64 to Center Hill	Water
Lauderdale County(West Lauderdale Water)	Lauderdale	W. Lauderdale 500,000-gallon Standpipe Type Water Tank (Waterloo)	Water
Lauderdale County(West Lauderdale Water)	Lauderdale	W. Lauderdale Water Booster Station & Metered Connection	Water
Lexington	Lauderdale	City well water filtration system	Water Improvements
Lexington	Lauderdale	Wastewater lagoon upgrade	Sewer
Rogersville	Lauderdale	New Municipal Building	Building
Rogersville	Lauderdale	Water Tank	Water
St. Florian	Lauderdale	Sewer Project	Sewer
St. Florian	Lauderdale	Buffler Historic Home Restoration	Restoration
St. Florian	Lauderdale	Community Storm Shelter	Building
St. Florian	Lauderdale	Police Car	Safety
Bear Creek	Marion	Water Improvements	Water
Brilliant	Marion	Waterline Replacement	Water
Brilliant	Marion	Industrial Park Road	Road
Brilliant	Marion	Industrial Park Sewer Improvements	Sewer
Brilliant	Marion	Black Creek Industrial Park	Study
Guin	Marion	Ind/Com Site Access Rd(Combination 4&3 lane Access Rd)	Industrial Park

Guin	Marion	Ind. Site Access Rd(entrance roadway into Ind. Site)	Industrial Park
Guin	Marion	Spec. Industrial Building	50,000 sq ft Spec Building
Guin	Marion	Sewer Project-Woodland Area	Sewer
Hamilton	Marion	Senior Center	Senior Center
Hamilton	Marion	Interstate Project @ Fikes Crossing(Weston)	Water/Sewer
Hamilton	Marion	Wastewater Infrastructure Improvements	Wastewater
Hamilton	Marion	Musingwear Building	Renovation
Hamilton	Marion	Downtown Revitalization	Revitalization
Marion County	Marion	Byrd Community Water Project	Water Expansion
Marion County	Marion	75/29 Community Water Project	Water Expansion
Marion County	Marion	Hamilton/Pea Ridge Water Interconnect	Water
Marion County	Marion	Water Authority Infrastructure	Water
Marion County	Marion	Multipurpose Complex	Building
Winfield	Marion	Industrial Park Improvements-grade and drain	Industrial Park
Winfield	Marion	Industrial Park Improvements-water	Industrial Park
Winfield	Marion	Industrial Park Improvements-sewer	Industrial Park
Winfield	Marion	Industrial Park Improvements-base and pave	Industrial Park

Winfield	Marion	Water Treatment Plant Upgrade	Water
Winfield	Marion	Co. Rd 49 and Smith Rd Water Extension	Water
Winfield	Marion	Co. Rd 49 West Water Extension	Water
Winfield	Marion	South Industrial Park Clearing	Industrial Park
Winfield	Marion	Speculative Building	Building
Arley	Winston	Water Intake at Smith Lake	Water
Arley	Winston	Curry Interconnect	Water
Double Springs	Winston	Double Springs/Lynn Interconnect	Water
Double Springs	Winston	Bankhead Forest Community of Winston County	Water
Double Springs	Winston	Sewer Renovations	Sewer
Haleyville	Winston	North Industrial Park	Paving & Drainage
Haleyville	Winston	Rehabilitation of Sewer Pumping Station # 6,7, and 8	Rehabilitation
Haleyville	Winston	Rehabilitation of Delmar Tank & Water System Improvements	Water Rehab
Winston County	Winston	Industrial Park	Water
Winston County	Winston	Industrial Park	Sewer
Winston County	Winston	Industrial Park	Grade & Drain
Winston County	Winston	Industrial Park	Base & Pave 3 Lane access road
Winston County	Winston	Judicial Building & Jail	Building