

# A GREATER SHOALS: THE WORKING GROUPS RESULTS





## Investors



Scott Angle  
James Bobo  
Charles Crow  
Stanley Goldstein  
Tony McDougal  
Chester McKinney  
Joe McKinney  
Alvin Rosenbaum

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Deborah Paseur  
Lisa Patterson  
Robert Potts  
Rusty Trapp  
Jim Blasingame  
Tom Greene



**A  
GREATER  
SHOALS**

# Steering Committee

Macke Mauldin,  
President and CEO, BancIndependent Inc.

Caitlin Holland  
President, Shoals Chamber of Commerce

Robert Potts  
Former President, University of North Alabama

Alvin Rosenbaum  
UNA Senior Policy Advisor; author,  
The Muscle Shoals

Tom Greene  
Retired Southern Company, Current Rotarian



# Do you want a Greater Shoals?

 Respond at [PollEv.com/grsh](https://PollEv.com/grsh)  Text **GRSH** to **22333** once to join, then **A or B**

Yes

A

82

No

B

Total Results: 82





# Alvin Rosenbaum

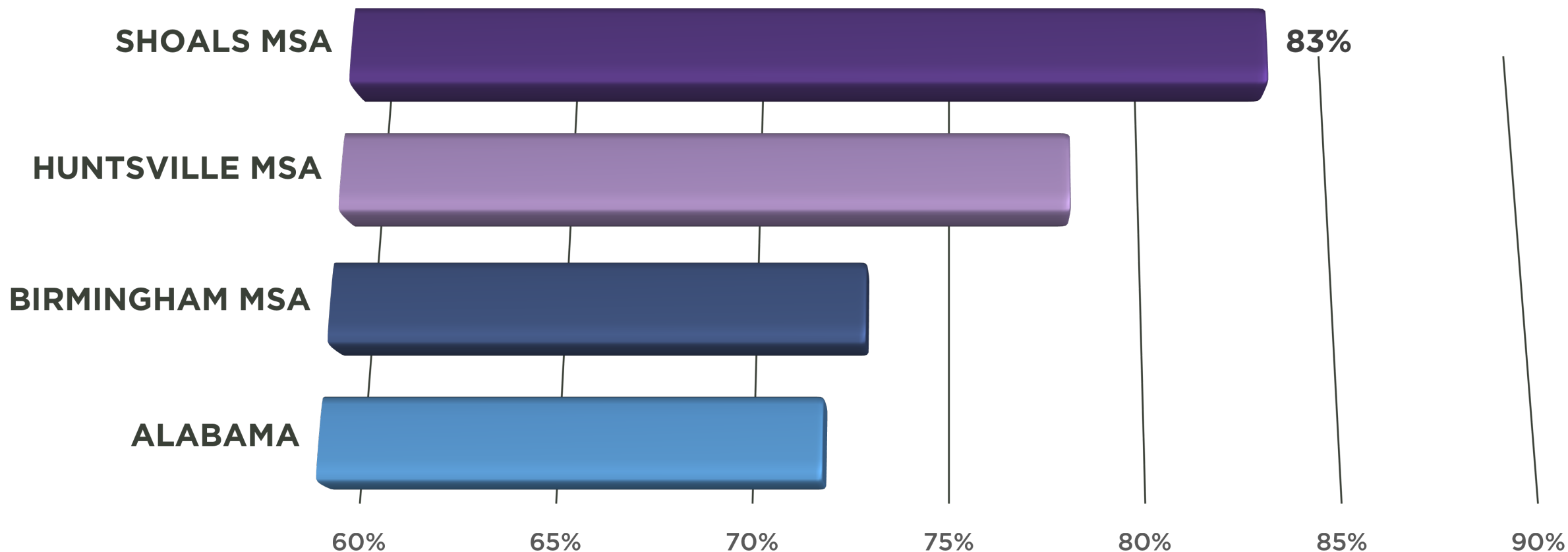
Author, The Muscle Shoals  
Senior Policy Advisor, UNA



**We are...** a great place to learn,  
a great place to live,  
a great place to visit.



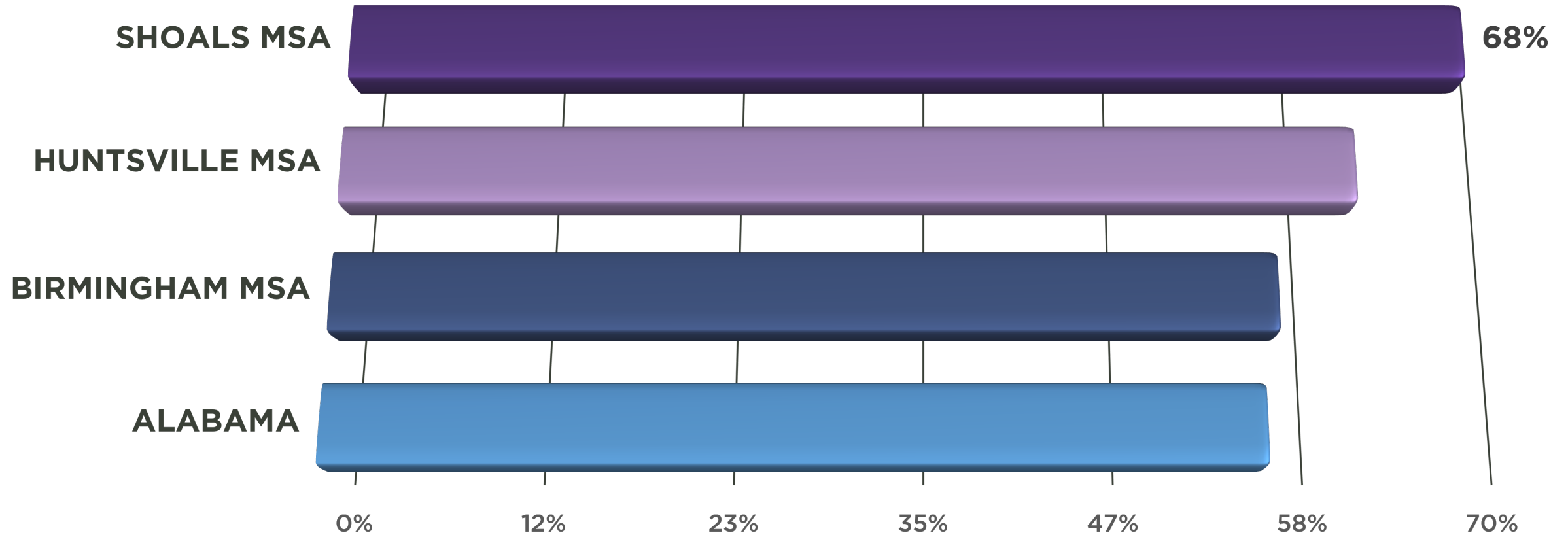
# Percent of High School Seniors College & Career Ready by MSA



**A  
GREATER  
SHOALS**



# Percent of High School Seniors Workforce Ready by MSA



# The Shoals is fragmented and has...

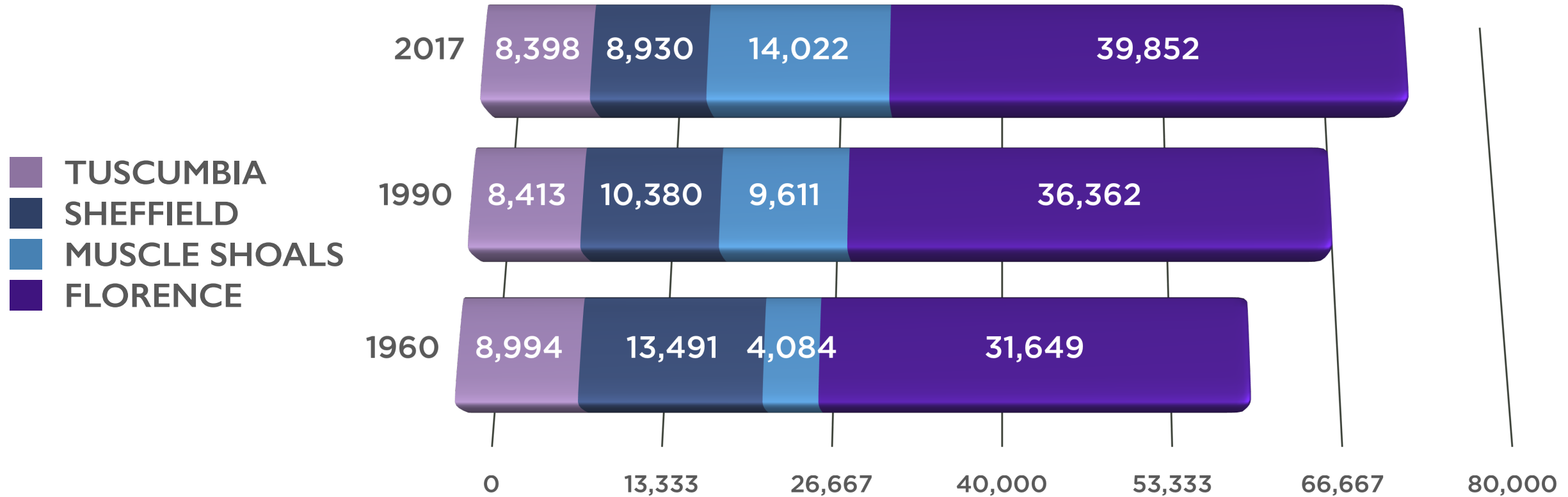
more deaths than births,  
has too many agencies of  
government with a need for  
an updated economic  
development and tourism  
marketing mission.



**A  
GREATER  
SHOALS**

# MORE DEATHS THAN BIRTHS

## Shoals Population Change Over Time



**A  
GREATER  
SHOALS**



# TOO MANY AGENCIES OF GOVERNMENT

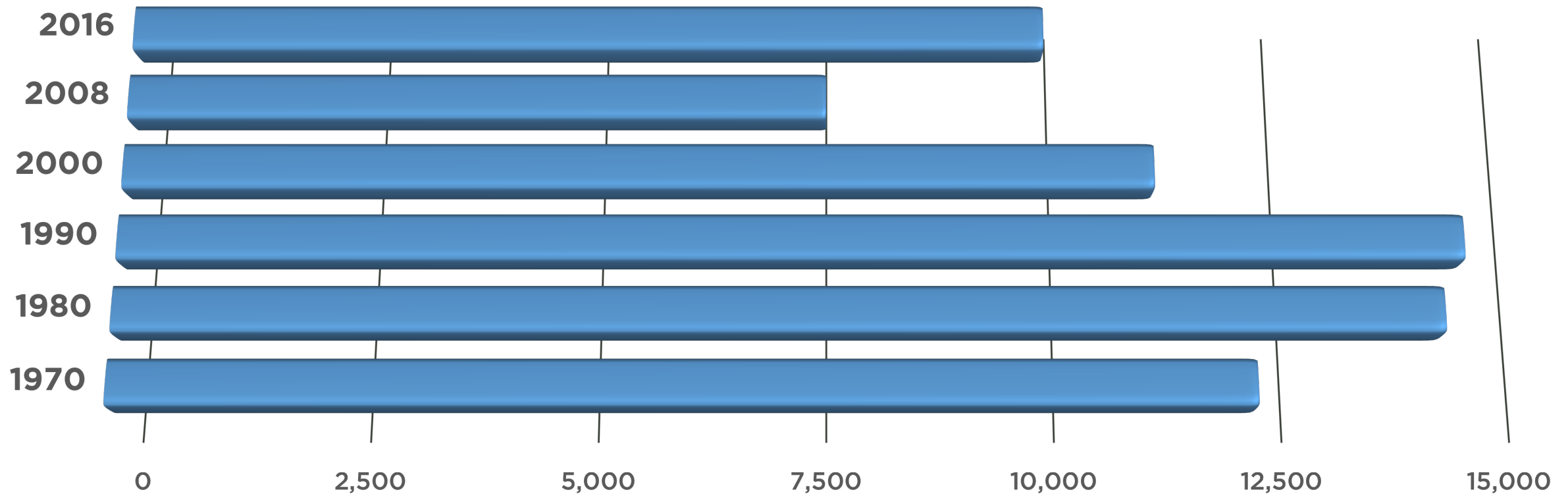
## Rank in Governments per 10,000 in Population

MSA	Rank in Total Governments	Rank in Municipal Governments	Rank in Special Districts	Rank of School Systems
Dothan	1	1	1	3
Shoals	2	3	2	2
Huntsville	10	11	11	8
Mobile	11	10	10	11



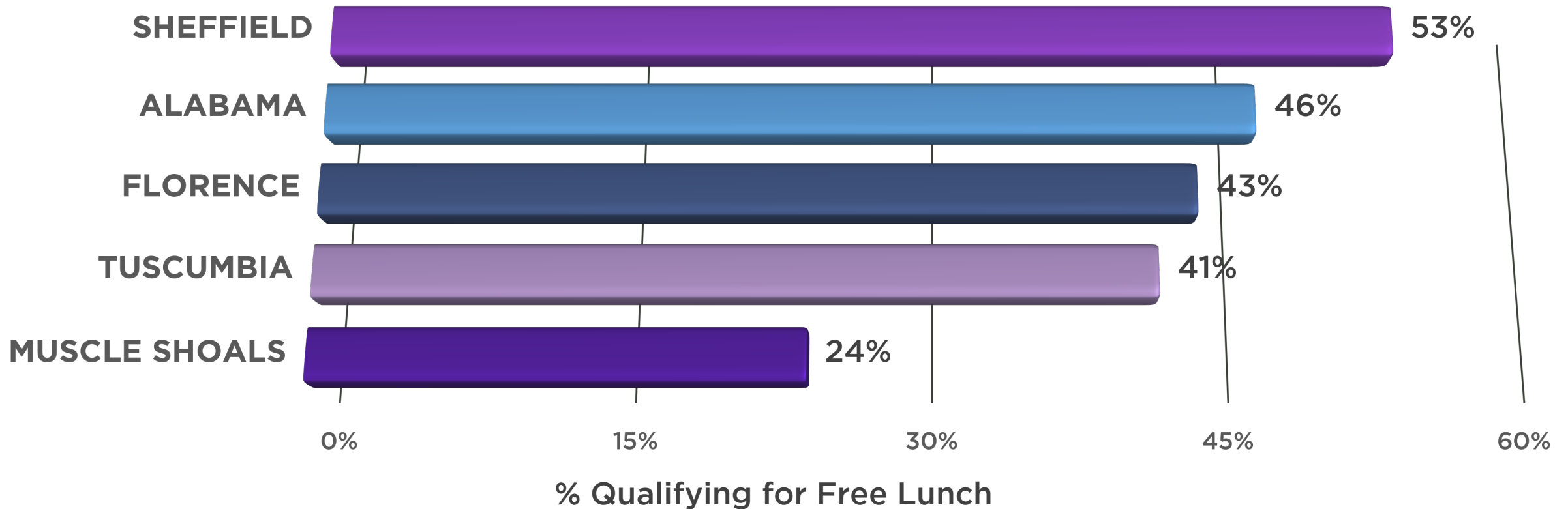
# MANUFACTURING EMPLOYMENT DECLINES

Manufacturing Employment in the Shoals, 1970-2016



# LEVELS OF POVERTY IN OUR REGION REMAIN HIGH

Percentage of Students in Poverty, 2018



**A  
GREATER  
SHOALS**



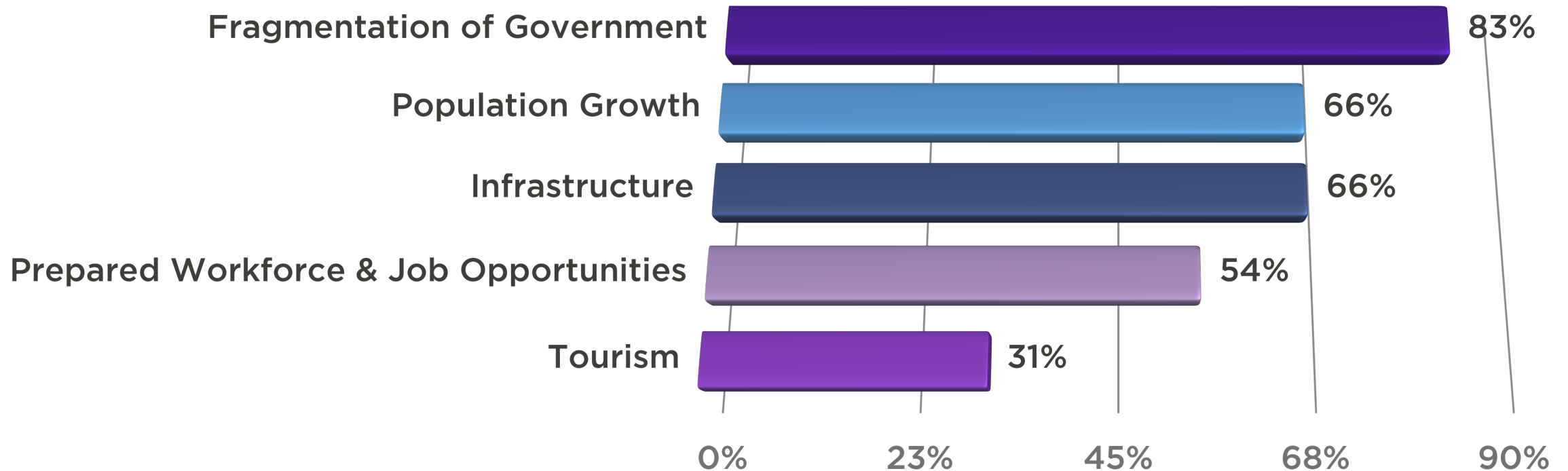
# Caitlin Holland

President  
Shoals Chamber of Commerce



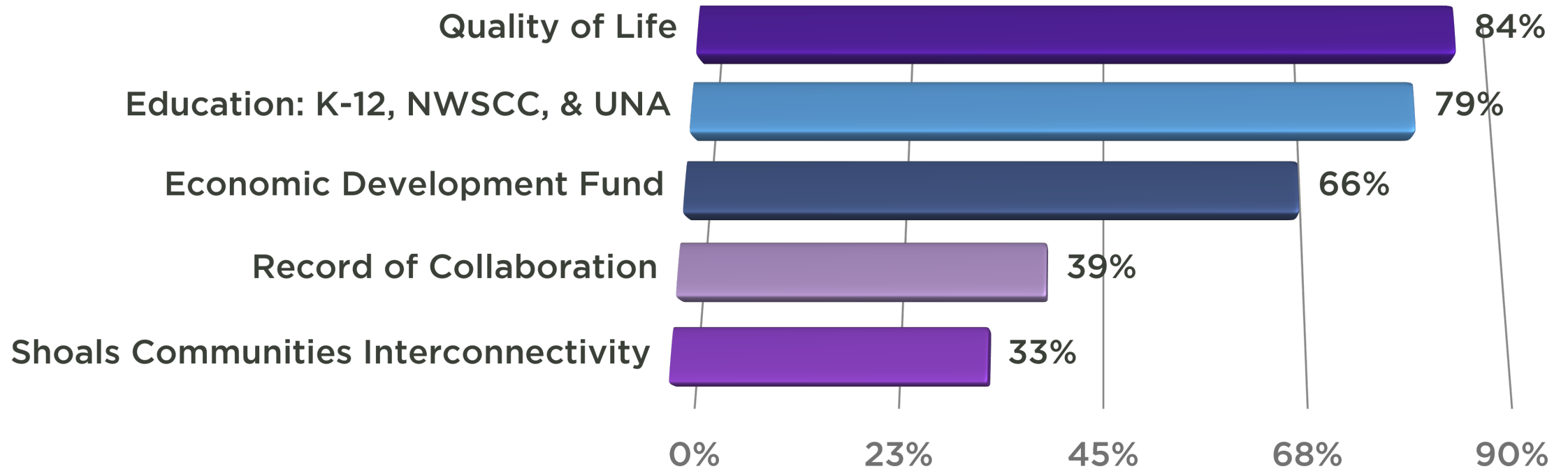
# POLL RESULT FROM PARCA PRESENTATION

## What is the greatest threat we face in the Shoals?



# POLL RESULT FROM PARCA PRESENTATION

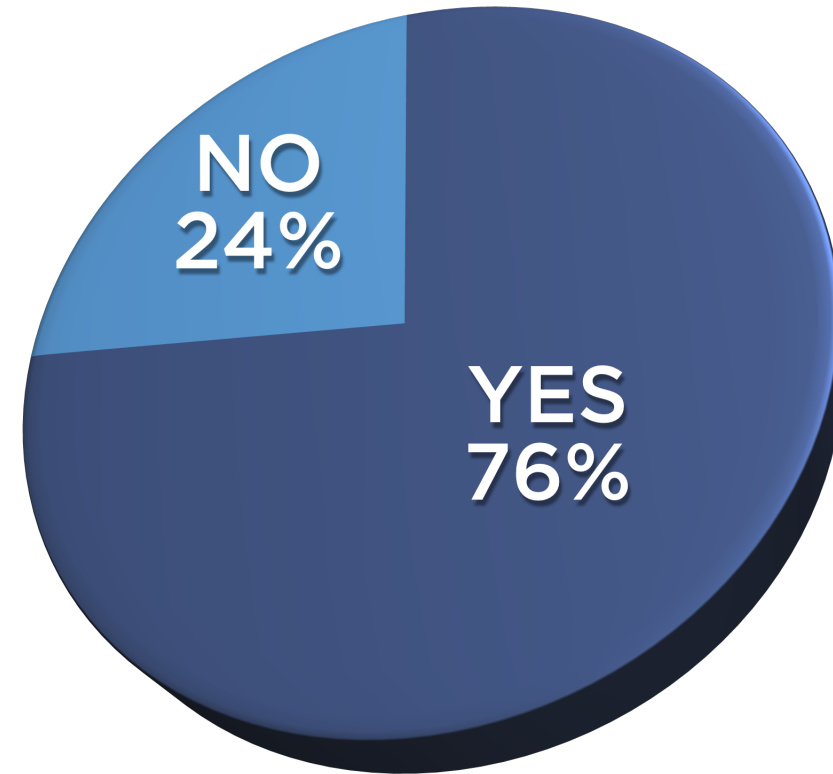
## What is the greatest strength in the Shoals?





# POLL RESULT FROM PARCA PRESENTATION

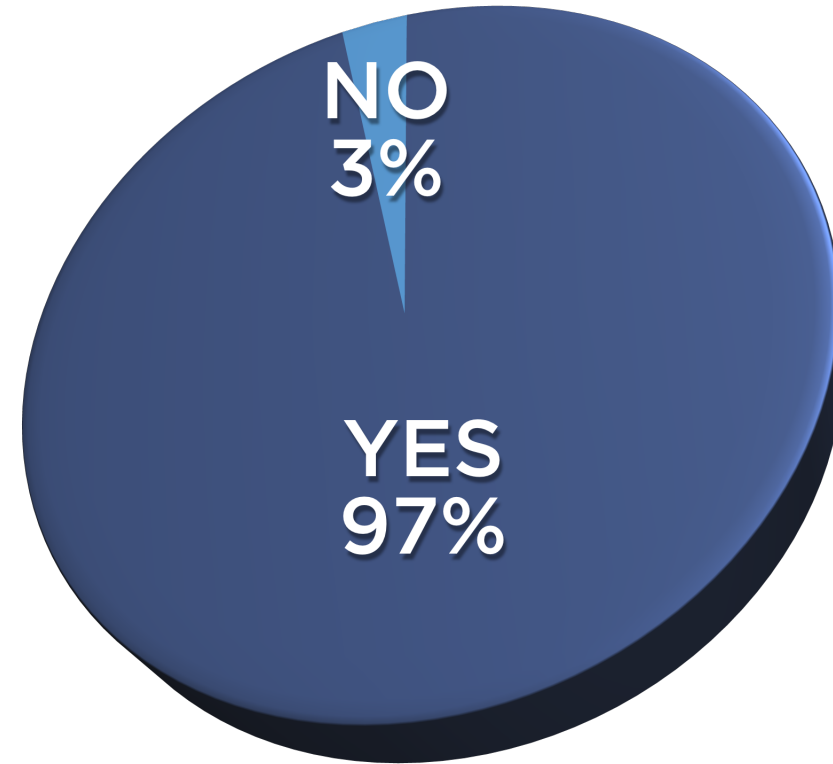
Are you surprised that the Shoals MSA is **FIRST** in Alabama in the percentage of high school seniors that are college and career ready?



**A  
GREATER  
SHOALS**

# POLL RESULT FROM PARCA PRESENTATION

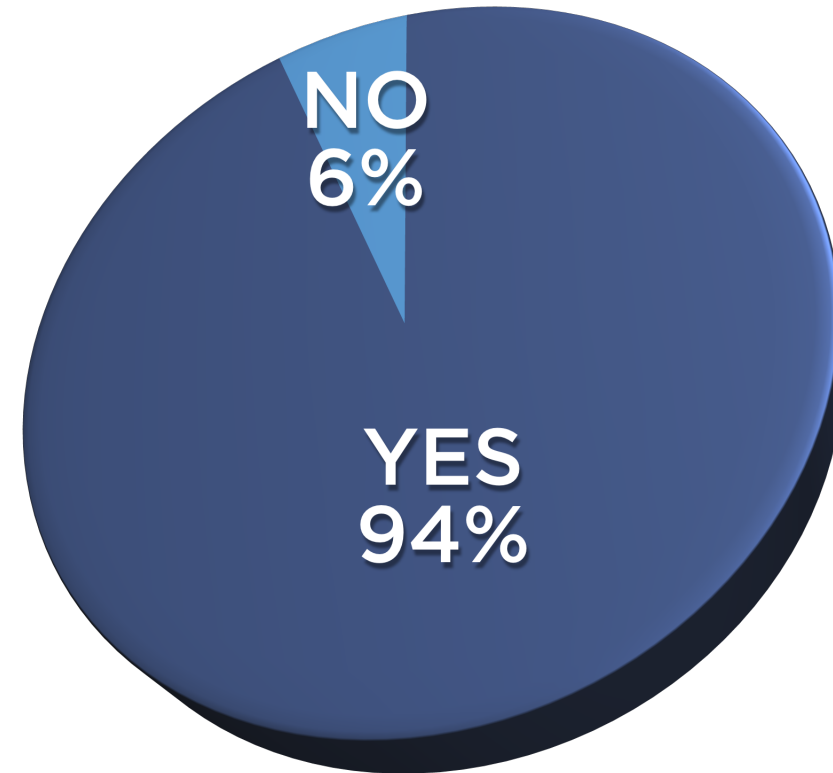
Should the Shoals have  
a comprehensive  
strategic plan for  
tourism?



**A  
GREATER  
SHOALS**

# POLL RESULT FROM PARCA PRESENTATION

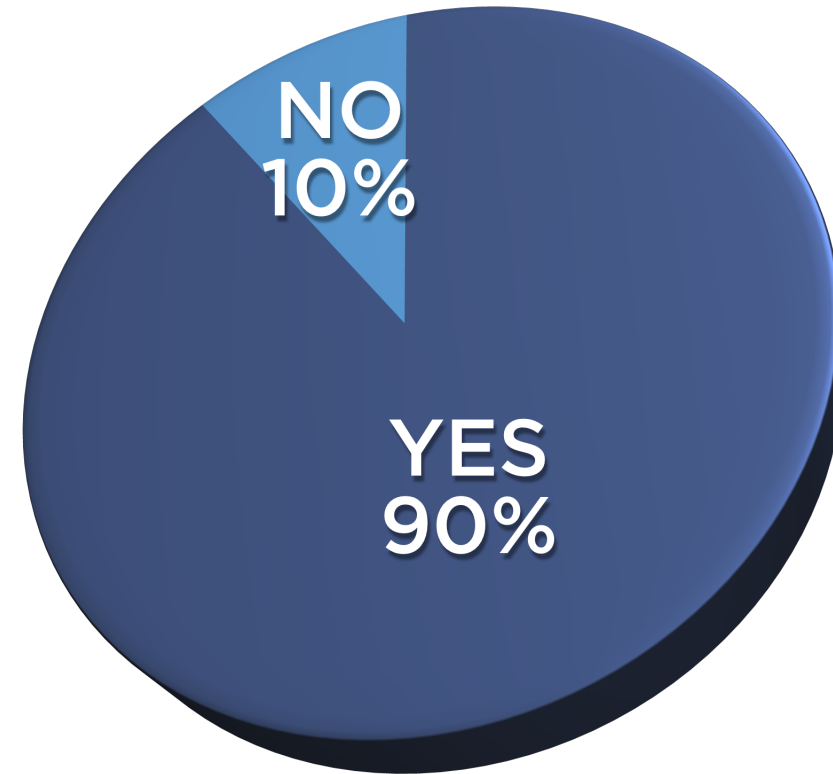
Do you see  
fragmentation in the  
Shoals as a hindrance to  
quality, positive growth?



**A  
GREATER  
SHOALS**

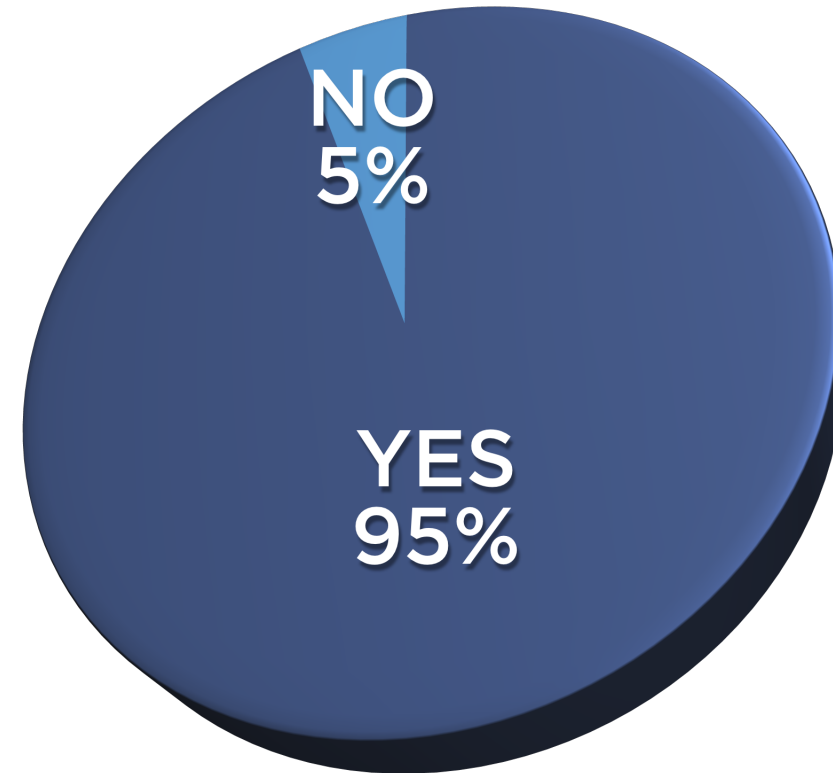
# POLL RESULT FROM PARCA PRESENTATION

Should the scope of the Shoals Industrial Development Fund be expanded?



# POLL RESULT FROM PARCA PRESENTATION

Should we explore opportunities for merging and/or consolidating entities and/or services?

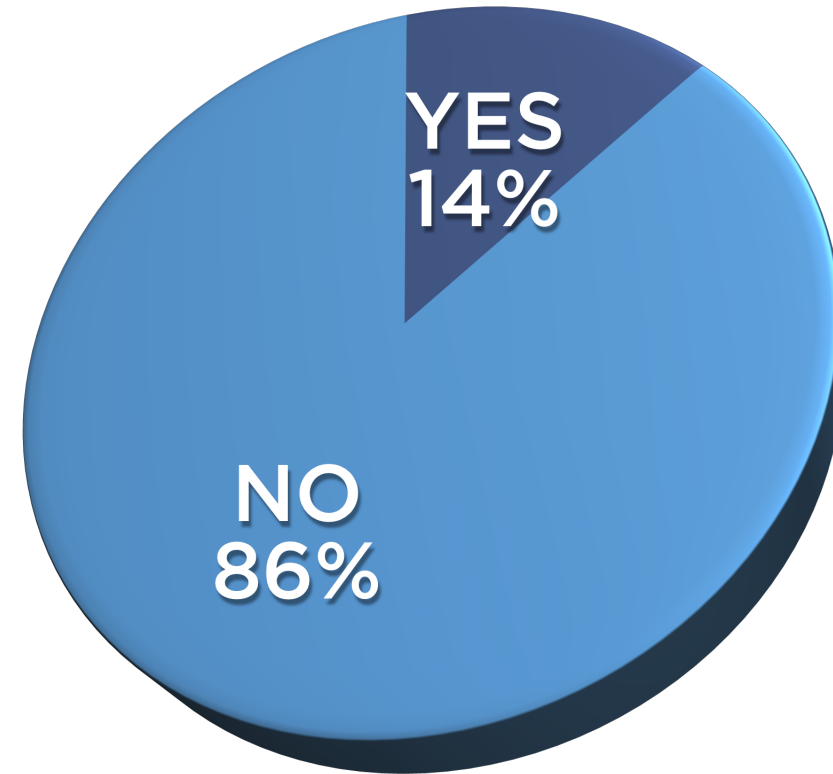


**A  
GREATER  
SHOALS**



# POLL RESULT FROM PARCA PRESENTATION

Are we doing enough to  
combat poverty and  
promote equal  
opportunity in the  
Shoals?



**A  
GREATER  
SHOALS**

# **The PARCA study is only a beginning...**

In 2018 the Committee for a Greater Shoals was formed.

It now has six working groups — March to May — for citizens to weigh-in to create a regional plan.



# **The PARCA study is only a beginning...**

- Digital Infrastructure
- Tourism
- Workforce Development
- Economic Development
- Quality of Life
- Governmental Collaboration

# Tom Greene

Retired Southern Company  
Current Rotarian



# WORKING GROUP PHASES

**Visioning and Priorities**

**SWOT Analysis**

**Findings and Recommendations**



# Robert Potts

Former President and Chancellor  
University of North Alabama  
Arkansas State University  
North Dakota University System





# Working Group Reports



# Digital Infrastructure

# David Carpenter



# DIGITAL INFRASTRUCTURE

Develop a digital infrastructure in the Greater Shoals in order to become one of the best-connected communities of our size in the USA.



# DIGITAL INFRASTRUCTURE

## Working Group Findings:

1. Create a new entity as shaped by all of the Shoals utility departments to design, finance and implement a modern digital infrastructure throughout the Greater Shoals to take advantage of the significant TVA investment in broadband fiber resources already installed in the Shoals area.
2. Assure that the implementation, availability, affordability and customer service provided are markedly better than that which is currently available from existing providers.
3. Provide widespread training on uses of the Internet as services continue to migrate to online-only communications.

# DIGITAL INFRASTRUCTURE

## Suggestions:

- Develop broadband coverage throughout the Greater Shoals.
- Attract, train and retain a highly talented digital workforce.
- Provide Incentives to speed the development of highest access to broadband in the Greater Shoals.
- Attract high-tech companies to locate in the Greater Shoals.



# How well have we addressed Digital Infrastructure?

Respond at [PollEv.com/grsh](https://poll-ev.com/grsh) Text **GRSH** to **22333** once to join, then **A, B, or C**

Be More  
Bold

63

About  
Right

22

Do Even  
Less

2

Total Results: 87



**A**  
**GREATER**  
**SHOALS**



# Economic Development

**Marty Abroms**

Abrom Associates

**Jackie Hendrix**

Party Pros



# ECONOMIC DEVELOPMENT

The Greater Shoals should be known in the Southeast as the most effective, aggressive and diverse economic development community of its size in the region.



# ECONOMIC DEVELOPMENT

## Working Group Findings:

1. Expand and clarify uses for the Shoals Economic Development Fund.
2. Explore a stronger collaboration among The Generator, SBDC, and SBI to better expand opportunities for small business, to include more effective funding levels.
3. Expand SEDA's focus on workforce development.



# ECONOMIC DEVELOPMENT

## Suggestions:

- SEDA should develop and implement a 21st Century Economic Development Model for The Greater Shoals.
- Use Shoals Economic Development Fund and other resources prudently and strategically.
- SEDF should provide funding support to additional mandated, local organizations that contribute to important economic development to include:
  - Shoals Business Incubator
  - Shoals Scholar Dollars
  - UNA and NWSCC Business and Work Force Development Programs

# How well have we addressed Economic Development?

Respond at [PollEv.com/grsh](https://PollEv.com/grsh) Text **GRSH** to **22333** once to join, then **A, B, or C**

Be More  
Bold

57

About  
Right

30

Do Even  
Less

Total Results: 87



# Workforce Development

# **Kyrel Buchanan**



# WORKFORCE DEVELOPMENT

To leverage our well-documented educational successes and to combat poverty, the Greater Shoals education, business and employer communities must more closely cooperate and communicate to meet the needs of our evolving economy.





# WORKFORCE DEVELOPMENT

## Working Group Findings:

1. Expand Shoals Scholar Dollars support.
2. Marry skills development more closely with labor needs.
3. Increase education and vocational retention and quality.



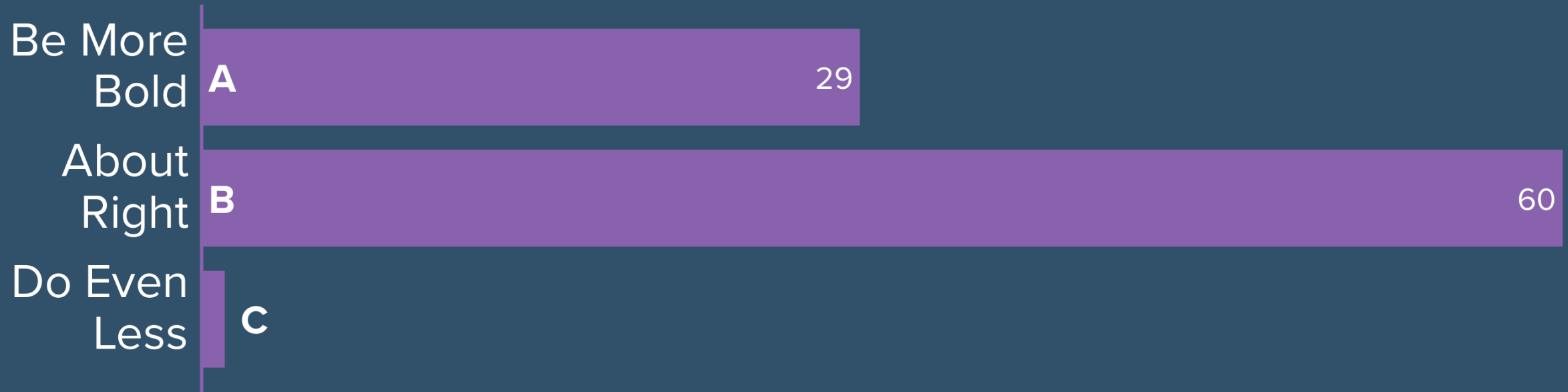
# WORKFORCE DEVELOPMENT

## Suggestions:

- Scholar Dollars leadership should explore and develop ways to expand students' access to NWSCC and UNA.
- Develop Computer Coding Certificates and/or degrees.
- Develop a retention plan for NWSCC and UNA graduates.
- More closely collaborate all of workforce development groups in The Greater Shoals.
- Develop a mentoring program for workers.
- Determine the level and causes of under-employment in The Greater Shoals and then develop programs to address them.

# How well have we addressed Workforce Development?

Respond at [PollEv.com/grsh](https://poll-ev.com/grsh) Text **GRSH** to **22333** once to join, then **A, B, or C**



Total Results: 90



Quality of Life

**Pat Burney**

**Debbie Bradford**



# QUALITY OF LIFE

With our planned smart growth, the Greater Shoals must maintain and improve access to our abundant natural and cultural resources. Additionally, we need to work to become a regional model of collaboration to foster poverty alleviation.



# QUALITY OF LIFE

## Working Group Findings:

1. Develop riverfront beauty, recreational facilities and more public access to the Tennessee River.
2. Encourage and promote cooperation among agencies and organizations concerned with poverty alleviation.
3. Anticipate, recognize and address the possible unintended consequences of actions taken to improve The Greater Shoals and the impact they may have on the Quality of Life.



# QUALITY OF LIFE

## Suggestions:

- Mesh local businesses and industries into providing support for all areas to enhance the Quality of Life.
- Develop a Greater Shoals Poverty Council that can work cooperatively with existing programs and create needed new ones to provide assistance and relief for the mentally ill, under-employed, homeless, aging, disabled, and unemployable.
- Promote and educate the Greater Shoals of its natural, recreational, cultural and historic assets.



# How well have we addressed Quality of Life and Poverty?

 Respond at [PollEv.com/grsh](https://PollEv.com/grsh)  Text **GRSH** to **22333** once to join, then **A, B, or C**



Total Results: 90





Unified Tourism

**Nancy Sanford**

**Alvin Rosenbaum**



# UNIFIED TOURISM

Tourism leadership must leverage the Greater Shoals global recognition to boost regional tourism through collaboration with all tourism groups, hotels, restaurants, museums and tourism related entities or attractions.



# UNIFIED TOURISM

## Working Group Findings:

1. Create a single brand for The Greater Shoals.
2. Expand “things to do and buy” and product development.
3. Use data analytics to target generating markets and areas to expand offers.



# UNIFIED TOURISM

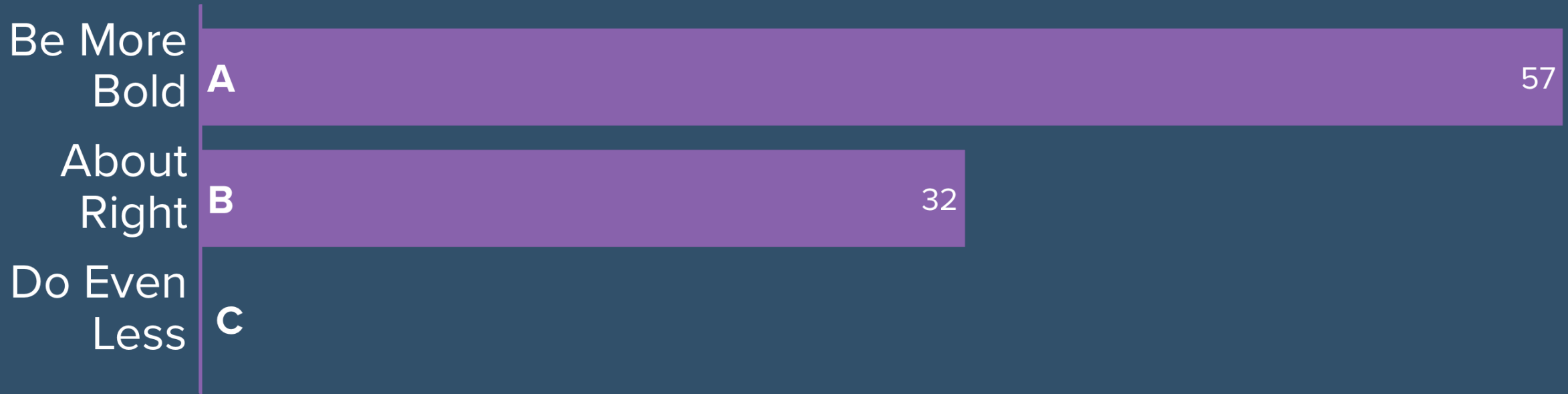
## Suggestions:

- Eliminate friction and promote cooperation between the two tourism organizations in the Greater Shoals or merge them.



# How well have we addressed Unified Tourism?

Respond at [PollEv.com/grsh](https://poll-ev.com/grsh) Text **GRSH** to **22333** once to join, then **A, B, or C**



Total Results: 89



# Government Cooperation

## **Robert Potts**

Former President and Chancellor  
University of North Alabama  
Arkansas State University  
North Dakota University System



# GOVERNMENT COOPERATION

To compete in the new digital economy, we must leverage the cooperative spirit of elected officials to seek every opportunity to combine public services, while at the same time, maintaining names and unique identities of each Greater Shoals Community.



# GOVERNMENT COOPERATION

## Working Group Findings:

1. Seek to harmonize and recodify ordinances among the four cities.
2. Combine municipal services where efficiencies can be achieved.
3. Move, with dispatch, towards consolidation of adjacent cities and other government entities with a collaborative metro government.





# GOVERNMENT COOPERATION

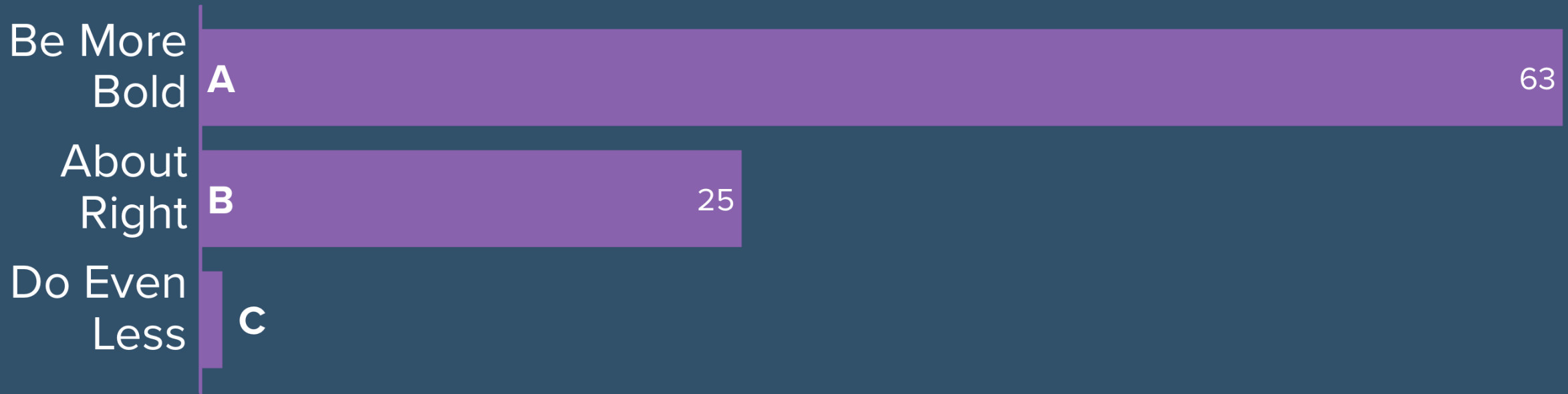
## Suggestions:

- Tuscumbia and Sheffield should develop an immediate plan to share sewer and water plants saving the Greater Shoals taxpayers millions of dollars in unnecessary expenses and debt.
- Develop a working group for Tuscumbia and Sheffield and other interested entities to seek opportunities for cost savings or consolidation of identical municipal services.



# How well have we addressed Government Cooperation?

Respond at [PollEv.com/grsh](https://PollEv.com/grsh) Text **GRSH** to **22333** once to join, then **A, B, or C**



Total Results: 89



# Help us move forward



# NEXT STEPS

**Review Polling**

**Establish Priorities**

**Develop Budget for Implementation**

**Begin Processes**

**Report Progress to Community in early November**

