PHIL CAMPBELL, ALABAMA

Long-Term Community Recovery Plan
November 2011

MUSIC

PHIL CAMPBELL, ALABAMA

Long-Term Community Recovery Plan
November 2011

OFFICE OF THE GOVERNOR

ROBERT BENTLEY
GOVERNOR

STATE CAPITOL
MONTGOMERY, ALABAMA 36130

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STATE OF ALABAMA

November 4, 2011

The Honorable Jerry Mays
Mayor of Phil Campbell
Post Office Box 489
Phil Campbell, AL 35581-0489

Dear Mayor Mays:

RE: Long Term Community Recovery Plan

Let me begin by saying how very proud I am of the people of Phil Campbell for their incredible resilience in the face of the devastation left in the wake of the April 27th tornado. It is a great honor to be associated with the State of Alabama. Virtually every time I have been in the Franklin County area since the storm, I have witnessed unbelievable acts of selflessness, kindness, determination and adaptability among those who have lost so much, and those who have come to provide aid and assistance.

It has been extremely gratifying to see city, county, state and federal officials working closely together and with the Federal Emergency Management Administration (FEMA) representatives. I appreciate everyone's efforts – action committee meetings, stakeholder meetings and individual interviews – to craft a recovery plan that supports the long term viability of the community of Phil Campbell and those who live in and around it.

In the weeks and months to come, I look forward to staying involved with the citizens of Franklin County, the various agencies, both private and public aid organizations including FEMA, to ensure that this plan moves forward effectively and efficiently. We will need all our patience, cooperation, creativity and vision to rebuild the future together.

Sincerely,

Robert Bentley

Robert Bentley

RB:RM:cf

Enclosure

OFFICE OF THE GOVERNOR

ROBERT BENTLEY
GOVERNOR

STATE OF ALABAMA

ALABAMA DEPARTMENT OF ECONOMIC AND COMMUNITY AFFAIRS

JIM BYARD, JR.
DIRECTOR

November 4, 2011

The Honorable Jerry Mays
Mayor of Phil Campbell
Post Office Box 489
Phil Campbell, AL 35581-0489

Dear Mayor Mays:

RE: Long Term Community Recovery Plan

It has been six months since a devastating tornado struck the community of Phil Campbell and Franklin County, severely disrupting the lives of the people who live and work there. At that time the State of Alabama's emergency response agencies moved swiftly to assist in rescue, debris removal, security, and restoration of essential services. Now the emergency clean-up effort is complete, but there still remains the long process of rebuilding and repairing businesses, homes and public property. I want to assure you that the State's Long Term Community Recovery staff will continue to offer assistance as you work to recover and rebuild.

This rebuilding effort, while painful and difficult, does present some opportunities for the community of Phil Campbell and Franklin County. Local officials are already considering the best way to approach a long term recovery plan. To succeed, that plan must involve all levels of government, as well as local businesses, private organizations and, most importantly, the citizens of Phil Campbell and Franklin County. Together, you have a great opportunity to develop a vision of your community's future, and to create a comprehensive plan to make that vision a reality.

To help Phil Campbell and Franklin County develop their Long Term Recovery Plan, an Alabama Long Term Community Recovery Team representing several agencies throughout the State of Alabama and elsewhere are working closely with the Federal Emergency Management Agency. I strongly endorse this effort. I have directed the participating agencies to identify potential sources of funding to implement and complete projects proposed in the plan. I commend you and the citizens of Phil Campbell and Franklin County for the dedication and willingness you have demonstrated by working together through this difficult time, and I look forward to working with you as the long term recovery effort continues.

Sincerely,

Jim Byard, Jr.
Director

JB:RM:cf

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“An idea is salvation by imagination”

– Frank Lloyd Wright

EXECUTIVE SUMMARY

The Phil Campbell Long-Term Community Recovery Plan is a community-driven effort initiated by local officials and directed by the Phil Campbell Recovery Committee. The contents of the plan are based on committee decisions that were guided by input from the community. This recovery planning effort constitutes the beginning of an endeavor to rebuild the Town of Phil Campbell, Alabama following the destruction of the April 27, 2011 tornadoes. The planning process began when Phil Campbell officials formally invited the Federal Emergency Management Agency (FEMA) Long-Term Community Recovery (LTCR) division to provide technical assistance during the town's recovery process. The objective of LTCR is to build local capacity to recover while facilitating the initial recovery planning process as a step in the community's long-term recovery efforts.

The Phil Campbell Recovery Committee, with community input and LTCR support, analyzed the disaster impacts and identified six general sectors for recovery: Community Planning and Capacity Building, Economic Development, Health and Social Services, Housing, Infrastructure, and Natural and Cultural Resources. These provided the framework for the committee and the LTCR Team to develop recovery projects based on community input. The committee invited the public to community meetings to share their ideas about essential recovery needs, their vision for Phil Campbell's future and feedback on the project ideas generated by the committee.

The LTCR Team adhered to some basic principles in their role of providing technical assistance to the recovery committee. First and foremost, the LTCR Team recognized the need for community-based leadership throughout the process. Second, the community-generated vision was embodied by the recovery projects that were developed.

Phil Campbell's vision statement:

> *All aboard the train we go, full steam ahead on the journey to recovery for Phil Campbell … building upon family values, enhancing our natural beauty, and celebrating our community spirit.*

Finally, sustainability was considered as projects were developed. Each of the projects generated are either sustainable or they pave the way to sustainable development.

After considering comments from the community, the Phil Campbell Recovery Committee developed 22 projects or studies needed to rebuild their community and support future growth and resiliency. They are described in this plan.

INTRODUCTION

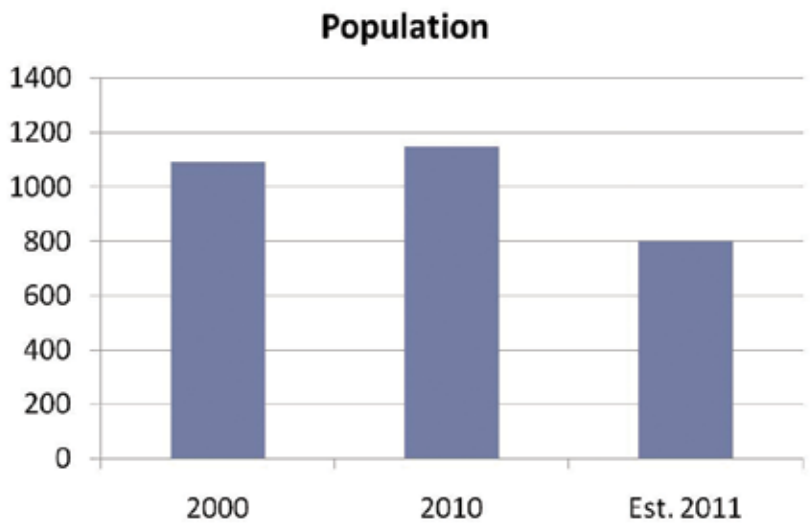
INTRODUCTION

COMMUNITY BACKGROUND

Phil Campbell, a small rural town located in Northwest Alabama's Franklin County, is the only town in Alabama that uses the entire name of its namesake. Phil Campbell, the man, was a railroad employee in the 1880s who built a depot and side track in the area. The town of nearly 1,000 people encompasses 4.1 square miles of land and is near several lakes and creeks with an abundance of good fishing. Dismals Canyon, a privately-owned natural conservatory designated as a Natural Landmark by the National Park Service, is also located near the town. In 1995, Phil Campbell of Brooklyn, New York, coordinated a gathering in the town of Phil Campbell of approximately two dozen Phil and Phyllis Campbells from all over the United States. That gathering has evolved into an annual hoedown in downtown Phil Campbell. Since the first gathering, the town has kept a record of all the Phil and Phyllis Campbells who have visited.

PHIL CAMPBELL DEMOGRAPHICS

In the ten years prior to the storm, Phil Campbell saw a modest increase in population, from 1,091 in 2000 to 1,148 in 2010. Since the storm, approximately 300 people have relocated to other areas because of tornado damage to their homes. Most housing units in Phil Campbell are single-family homes, but a multi-family apartment complex and 42 public housing units also were present before the storm. Seventy percent of residents are homeowners, and 30 percent are renters. Franklin County's unemployment rate of 10.7 percent is slightly above the state average (9.6 percent) and national average (9.2 percent) for June 2011. Despite this high unemployment figure, the town enjoys a diverse economy with employment spread across a range of market sectors: 37 percent manufacturing, 15 percent education, 4 percent transportation, 10 percent retail and 10 percent construction. Median household income in 2009 was $23,945, compared to $40,489 for the state.



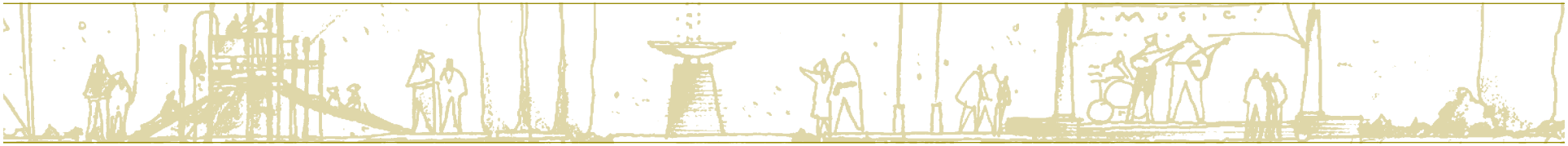
PHIL CAMPBELL TORNADO IMPACTS

According to meteorological data between 1950 and 1995, Alabama ranks thirteenth for tornado frequency, third for number of tornado deaths and injuries, and fourteenth for cost of damages compared to the rest of the United States. When compared to other states in terms of frequency per square mile, Alabama ranks twelfth for tornado frequency, fourth for fatalities, sixth for injuries, and thirteenth for cost of damages.

On April 27, 2011 Phil Campbell saw its first EF-5 tornado path since 1974. The tornado's path was 132-miles long, up to 1.25 miles wide, with winds in excess of 200 miles per hour. The tornado, three-quarters of a mile wide when it hit Phil Campbell, caused 27 fatalities, injured hundreds and damaged or destroyed more than 400 structures. Three-fourths of the businesses, all restaurants, the schools, most municipal facilities, and four churches — including Phil Campbell's oldest church First United Methodist — were damaged or destroyed. Summary data derived from FEMA Individual Assistance applications indicates 138 homes were destroyed, and another 175 were deemed unsafe after the storm. In addition to private houses that were destroyed, all of the public housing units were rendered unsafe after the storm. Approximately three-hundred residents of Phil Campbell were displaced. Due to sewer outages, a boil-water order remained in effect several days after the storm. Power outages lasted up to ten days, and debris necessitated several detours throughout the town. Property damage is estimated to exceed $100 million.

Neighbors helped neighbors in the wake of the destruction. Volunteers from all over the country came to Phil Campbell to help with the cleanup as well as meet the immediate needs of those impacted by the disaster. Mr. Phil Campbell, from Brooklyn, N.Y., organized a relief effort to help the community recover from the tornado and raised more than $30,000 through the "I'm With Phil" campaign. Eighteen Phil Campbells from as far away as Alaska and Scotland came to the Town of Phil Campbell to attend the annual hoedown festivities and help with tornado recovery efforts.

Even with the town's resiliency and support from other individuals and organizations, Phil Campbell faces significant financial obstacles in its disaster recovery. The tornado increased the weakness of the local economy, which has suffered a decline for years as local factories closed or relocated. Those closures continue to impact individuals, families, local businesses and the municipality as a whole.



RECOVERY PROJECTS

Food Pantry

RECOVERY PROJECTS

BACKGROUND AND PURPOSE OF THE PLAN

This plan is the result of a partnership between Phil Campbell, the State of Alabama and FEMA. The Alabama Emergency Management Agency (AEMA) and the Alabama Department of Economic and Community Affairs (ADECA) reached out to FEMA to provide support to impacted communities across the state. In turn, representatives of the state and FEMA contacted local leaders in identified communities to discuss the services that FEMA's Long-Term Community Recovery (LTCR) could provide at the community level. Phil Campbell's Town Council invited FEMA LTCR to assist the community in its recovery efforts.

This recovery plan is a guide for the Phil Campbell Recovery Committee, public officials, local stakeholders and the community at-large. The plan clearly speaks to Phil Campbell's recovery needs by including projects defined by the committee and local residents. It articulates those needs and their importance, not only to those within the community but also to potential resource providers from outside the community. This plan is the tangible result of community organization, participation and buy-in to the recovery process. Therefore, it serves as a critical tool to show potential resource providers that the community is organized and working together to make recovery a reality. Resources invested in Phil Campbell will likely yield positive results due to this plan and its community-driven process.

THE PHIL CAMPBELL RECOVERY COMMITTEE

On June 21, 2011 the town council passed a resolution to use the Long-Term Community Recovery planning process to facilitate the community's recovery planning efforts. The Phil Campbell Recovery Committee is comprised of residents from Phil Campbell and the surrounding county as well as representatives from local and regional organizations. The recovery committee established subcommittees focused on specific subject matter to assess the community's needs and interests and to develop key recovery projects in accordance with community issues, interests and populations. Nine subcommittees were established: Communications, Community Improvement, Education, Economic Recovery, Health and Social Services, Housing, Infrastructure, Natural and Cultural Resources and Youth.

The subcommittees developed plans and formulated key recovery projects under six major sectors: Community Planning and Capacity Building, Economic Development, Health and Social Services, Housing, Infrastructure, and Natural and Cultural Resources. Most of the subcommittees will continue to partner with the town to plan and implement recovery projects developed from extensive community input. The Phil Campbell Recovery Committee continues to convene regularly, coordinating the efforts of the subcommittees and managing overarching issues, including fundraising efforts.

COMMUNITY INVOLVEMENT

In addition to interviewing a wide array of community stakeholders about Phil Campbell's assets and needs, the Phil Campbell Recovery Committee held three community workshops to gather input and feedback on plan ideas, concepts and projects. Extensive outreach efforts were made to include all community members in this series of workshops to gain insight as to what they think are priority recovery needs.

The first community meeting was the Visioning Workshop on July 21, 2011 at Northwest Shoals Community College. Facilitators and recovery committee members asked questions and solicited feedback about different areas of interest. The responses were recorded on poster boards and displayed for everyone to review. The informal interview process was followed by a community mapping exercise where residents shared what they like about Phil Campbell and what they would like to see for the town in the future. Hundreds of comments were compiled into the following prevailing ideas:

- Revitalized downtown with more businesses and restaurants
- New businesses and industries for more jobs
- Memorial for the tornado victims
- Parks and recreational options
- Retirement community and amenities
- Infrastructure improvements
- A new, modern high school
- Stronger ties with Northwest Shoals Community College

The second meeting was a design workshop. The community worked with architects and planners in a hands-on exercise to help visualize a newly-revitalized Phil Campbell. Northwest Alabama Council of Local Governments (NACOLG) coordinated the participation of Alabama design professionals to incorporate community input into a series of drawings. The designs depicted a revitalized downtown that included businesses, restaurants, a farmers' market, a gathering space and cultural attractions. A map of regional natural resources and attractions was created with access routes to promote ecotourism. Cohesive neighborhoods were designed with parks and paths. Senior housing was established with a health center. Refined versions of these designs illustrated a new vision for Phil Campbell.

COMMUNITY VISION

Before the second community meeting, the Phil Campbell Recovery Committee brainstormed vision statement ideas based on the information gathered at the first meeting. Seven vision statements were posted at the design workshop and community members were invited to vote on them.

The committee adopted the following vision statement based on community input:

> *"All aboard the train we go, full steam ahead on the journey to recovery for Phil Campbell ... building upon family values, enhancing our natural beauty, and celebrating our community spirit."*

This vision statement links Phil Campbell's past as a railroad depot with its current emphasis on strong family values and appreciation of natural resources to help guide the direction of the recovery effort. The recovery committee and subcommittees continually referred to this vision statement throughout the planning process to ensure that the proposed projects and programs work together to achieve this vision.

At the final community meeting, the Phil Campbell Recovery Committee and project champions described the recovery planning process, presented the key recovery projects to community members and solicited their feedback and buy-in. Community members provided valuable input to refine the projects further and most signed up to help with projects that interested them.

ORGANIZATION OF THE PLAN

The plan includes projects that are critical to community recovery as well as community interest projects. The 22 projects are categorized into six major sectors:

- Community Planning and Capacity Building
- Economic Development
- Health and Social Services
- Housing
- Infrastructure
- Natural and Cultural Resources

HOW TO USE THE PLAN

The recovery plan should be viewed as a guide, not specific instructions. Also, the contents of this plan represent a snapshot in time. The plan should be treated as a living document, one that can be modified by the community as project needs change. Evaluation and feedback are key components that make the recovery planning process effective. Furthermore, progress that is evaluated and tracked can be used to communicate success to stakeholders and the general public.

The Phil Campbell Recovery Committee employed the Long-Term Community Recovery planning process to distill the hundreds of ideas, thoughts, and concerns expressed during the community meetings and interviews into these 22 projects. The projects were prioritized based on their relevance to community recovery.

Project implementation priorities should be based upon two general principles:

1. Focus on projects that when completed will contribute most to community recovery. These should be the major focus of the implementation groups. Projects are categorized as having either long-term community recovery value, general recovery value or community interest value.

   - **Long-Term Community Recovery Projects**: These projects are vital to Phil Campbell's disaster recovery and future development. Typically, they address a broad range of issues to promote a healthy and sustainable community, strengthen the economy and directly impact disaster recovery. They are catalysts or building blocks for other recovery activities. For additional information about these projects, please refer to the Project Development Guides (PDGs).
   - **General Recovery Projects**: These projects are important for recovery and future development but are more limited in scope, impact or benefits than Long-Term Community Recovery Projects.
   - **Community Interest Projects**: These projects are desirable but not essential for recovery. These projects involve cultural resources and amenities that would provide some benefit to the community and contribute to the quality of life in Phil Campbell, but they generally do not have a direct relation to this disaster.

   For each Long-Term Community Recovery project, a recovery value, description, implementation action steps, cost estimates, potential resources and project champions are listed. The General Recovery and Community Interest projects include project summaries and key action steps.

2. Move forward on projects that can be completed quickly, have significant public support or already have available funding or other resources for implementation. Completion of these types of projects makes recovery visible to the community and helps solidify both community and political support for full recovery plan implementation.

You're Invited!
Phil Campbell
Community Design
Open House
August 11, 2011
6:30 PM - 8:30 PM
Rescue Squad Building
3520 Broad Street
The tornadoes of April 27, which destroyed
so much, have given us an opportunity to
rebuild better, stronger, and more sustainable
than ever before. Please join us on August 11

COMMUNITY PLANNING + CAPACITY BUILDING

Similar to the recovery planning process, community planning is a deliberate and inclusive process in pursuit of specific future outcomes, and capacity building is the gathering of resources — capabilities and people — necessary to complete a task or implement a project. These activities involve gathering people with expertise, interest, enthusiasm and dedication to follow through with project implementation. In the case of Phil Campbell's recovery, this means having the right stakeholders involved. The community planning & capacity building goals are to (1) maximize opportunities for Phil Campbell and surrounding areas; (2) create new partnerships throughout the region; (3) develop local capacity in the areas of nonprofit operations, community building, planning, fundraising, grants management, project development and program management; and (4) strengthen the community. A number of projects serve these purposes:

- 501(c)(3) Charitable Nonprofit Corporation
- Land Use – Zoning, Building Codes and Enforcement Assistance
- Comprehensive Revenue Analysis & Projections
- Technology for Teaching

Note that additional discussion about capacity building strategies is included at the end of this document.

501(c)(3) CHARITABLE NONPROFIT ORGANIZATION

PROJECT STATEMENT

Creating local organizations to implement the plan is a critical step for the Phil Campbell Recovery Committe. This project establishes a 501(c)(3) for this purpose.

PROJECT CHAMPION

Bruce Forman
Phil Campbell Recovery Committee Vice Chair and Civitan President

BACKGROUND

Effective community recovery and plan implementation depend upon funding success and effective project management. To maximize recovery efforts and implementation, the Phil Campbell Recovery Committee decided to establish a 501(c)(3) charitable nonprofit corporation that will partner with the Town of Phil Campbell to pursue all feasible funding opportunities. Nonprofit leadership can help to ease the burden on the municipal staff by coordinating and managing recovery projects and programs. This project is the primary building block to recovery; it provides a method to plan, develop, fund and manage recovery projects.

DESCRIPTION

The Phil Campbell Recovery Committee will incorporate as a 501(c)(3) charitable nonprofit organization to serve a number of purposes such as,

- Work in partnership with the Town of Phil Campbell for a strong and sustainable future to benefit area residents, businesses, organizations and schools.
- Help implement the Long-Term Community Recovery Plan and other projects and programs important to the town's recovery and sustainable future.
- Raise funds for recovery and other projects and programs, accepting tax-deductible donations and applying for grant funding available only to organizations with a 501(c)(3) nonprofit status.

Until the nonprofit organization is firmly established, the Phil Campbell Recovery Committee will need to work through an established nonprofit to accept tax-deductible donations and apply for available funding.

ACTION STEPS

- Negotiate and execute a Memorandum of Agreement with Y.E.S. Education Foundation to serve as the umbrella organization.
- Identify potential board members and resources to support the organization.

- Obtain an experienced facilitator to lead a strategic planning workshop to help make decisions related to incorporating the new nonprofit:
  - ◊ Select a unique name.
  - ◊ Elect originating board and name incorporators.
  - ◊ Draft articles of incorporation and bylaws.
  - ◊ Develop mission statement.
  - ◊ Develop vision, program goals, staffing requirements, budget and financial plan.
  - ◊ Determine roles and responsibilities of board members, management/ committee structure, bylaws and meeting schedule.
  - ◊ Gather information necessary for developing articles of incorporation, filing for corporate status with the Secretary of State and applying for 501(c)(3) status with the Internal Revenue Service.

- Obtain legal assistance through Legal Services Alabama and/or other experienced professionals to incorporate and file for 501(c)(3) designation.
- Seek capacity building support and guidance from LTCR implementation partners and other experienced entities and individuals.

SUSTAINABLE OPPORTUNITIES

- Adopt sustainability as an organizational value that guides all activities, investments and project/program development.
- Sponsor community education about best practices for sustainability, energy efficiency and safe building methods.
- Hire a staff person to help integrate these best practices into its programs and projects.

FINANCIAL CONSIDERATIONS

PRELIMINARY COST ESTIMATE
Filing fees, supplies and other costs: up to $3,000

POTENTIAL FUNDING SOURCES
Donations

FUNDING GAPS
$3,000

TECHNICAL ASSISTANCE
- Alabama Department of Economic and Community Affairs (ADECA)
- Northwest Alabama Council of Local Governments (NACOLG)
- Alabama Communities of Excellence (ACE)
- Alabama Association of Nonprofits
- United Way of Northwest Alabama
- Auburn University Economic and Community Development Institute
- Franklin County Chamber of Commerce
- Y.E.S. Education Foundation
- Legal Services Alabama

LAND USE – ZONING, BUILDING CODES AND ENFORCEMENT ASSISTANCE

PROJECT STATEMENT

The Town of Phil Campbell's land use ordinances are 10 – 25 years old and do not include adequate enforcement provisions.

PROJECT CHAMPION

Mike Rice
Phil Campbell's Building Inspector, Floodplain Manager, and Recovery Committee Member

BACKGROUND

Many buildings, even newer buildings and those currently being rebuilt, are not required to integrate strong or sustainable building methods required by newer building codes. Given the abundance of post-disaster rebuilding, the town has an excellent opportunity to improve a significant portion of its residential and commercial building stock to create a stronger and more sustainable community.

DESCRIPTION

The project consists of three components designed to address the regulatory issues facing Phil Campbell as they begin to rebuild.

1. Permanent adoption of an ordinance replacing the existing building code with the 2009 International Building Code (IBC) to track with Alabama's State Building Code. This update will adopt all IBC codes, as they relate to different uses, safety, utilities and sustainability. Phil Campbell also could consider adopting the International Energy Conservation Code, upon its adoption by the state, Enterprise Green Community criteria and Leadership in Energy and Environmental (LEED) standards.

2. A code enforcement assistance program designed to provide temporary enforcement assistance to the Phil Campbell municipal staff – Hire two code enforcement officers with relevant IBC certifications for a three-year period. Sufficient enforcement staff would ensure that post-disaster construction and renovations are compliant with adopted building codes.

3. A rezoning study and plan document designed to identify needed changes to the Phil Campbell Zoning Ordinance. This study/plan should describe the types of development permitted by zones, apply zoning to all parcels within the city, address how to prevent inconsistent uses and variance requirements, and include the following elements:
   - Future land use: Residential (with a density range), commercial, mixed-use, industrial, etc.
   - Development intensity: Recommended building types, including guidance on height and mass within different zones.

- Overlays or character areas: Plan narrative and graphics providing other guidance for geographic sub-districts within the plan study area (e.g., a downtown district).
- Downtown building guidelines to support a compatible integrated approach to rebuilding structures in the downtown business district.
- A nuisance ordinance related to vacant and dilapidated properties that create health and safety issues, impact property values and discourage reinvestment in the community.

ACTION STEPS

IBC Code Adoption, building standards, and nuisance ordinances

- Obtain technical assistance to draft ordinances.
- Advertise if necessary and present to town council.
- Adopt and implement.

Code Enforcement Assistance

- Acquire funding commitment.
- Draft job description.
- Submit to town council for approval of position(s).
- Advertise, interview and hire candidates.

Rezoning Study

- Acquire funding.
- Obtain technical assistance to draft a Request for Proposals and assist with reviewing proposals.
- Compile baseline data and maps.
- Conduct study using a public participation process.
- Implement recommended changes as per state regulations.

SUSTAINABLE OPPORTUNITIES

- Implement building codes and design standards that require sustainable building standards and construction methods.
- Incentivize the use of recycled materials and efficient energy systems.

FINANCIAL CONSIDERATIONS

PRELIMINARY COST ESTIMATE

Building Code Adoption Ordinance – Legal/Advertising cost:	$ 2,000
Two inspection officers (salary + fringe benefits) for 3 years costs:	307,200
Rezoning Study – RFP, Advertising, and Consultant Fees:	40,000
Total	**$ 349,200**

FUNDING GAPS

$349,2000

POTENTIAL RESOURCES

Funding

- FEMA's Hazard Mitigation Grant Program (depending on state priorities) or Pre-Disaster Mitigation program
- U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant program

Technical Assistance

- International Code Council
- Alabama Building Commission
- Northwest Alabama Council of Local Governments (NACOLG)
- Enterprise Community Partners
- Southface (www.southface.org) and other green building consultants

COMPREHENSIVE REVENUE ANALYSIS AND PROJECTIONS

PROJECT STATEMENT

A comprehensive revenue analysis and projection will determine the post-disaster impact on municipal revenue and project the change in revenue that may occur due to fluctuations in local demographics and the economy over the next five years.

PROJECT CHAMPION

Mayor Jerry Mays

BACKGROUND

This project has long-term community recovery value because it allows Phil Campbell officials to project its capacity to fund various recovery projects in the future while continuing their day-to-day operations. Currently, no capital improvement plan or budget exists.

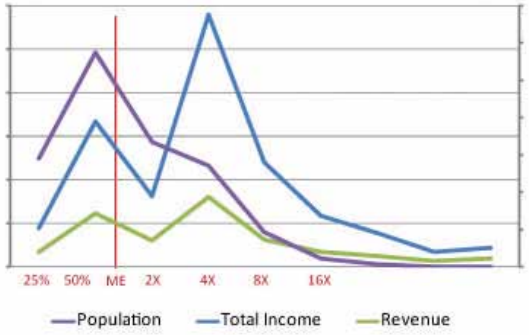
DESCRIPTION

The study will provide recommendations and strategies for identifying sources of local grant match funds and structuring of tax revenue to meet municipal obligations. The revenue analysis will help Phil Campbell to determine what types of recovery projects are feasible in the coming years and plan accordingly. Financial planning also contributes to the sustainability of local finances by allowing officials to make decisions based on realistic revenue projections.

The project will identify revenue sources including tax revenue, user fees and other sources. It will also define credit and debt, fee structure, budget analysis, fund balance analyses and funding strategies.

ACTION STEPS

- Identify technical assistance resources or in-kind services (e.g., a university).
- Identify funding sources and seek funding (if a consultant is required).
- Develop Request for Proposals (RFP), advertise and bid project, if a consultant is required.
- Identify data sources and timelines and complete the study.
- Determine strategy for utilizing revenue or implementing revenue structure changes to provide recovery project funding.



LONG-TERM COMMUNITY RECOVERY VALUE

GENERAL RECOVERY VALUE

FINANCIAL CONSIDERATIONS

PRELIMINARY COST ESTIMATE

Fees and RFP advertising:

(university study)	$ 15,000 – $25,000
(private sector study)	$ 30,000 – $50,000

FUNDING GAPS

Up to $49,000 (depending on the type of study and assuming the town bears the cost of the RFP, estimated at $1,000)

POTENTIAL RESOURCES

- International City/County Management Association (ICMA)
- International Economic Development Council (IEDC)
- Alabama Department of Revenue
- University Center for Economic Development (UCED) at the University of Alabama
- Economic Development Administration (EDA)
- Appalachian Regional Commission (ARC)

TECHNOLOGY FOR TEACHING

BACKGROUND

The tornado significantly damaged the elementary school and high school in Phil Campbell. Wind-driven rain soaked the buildings' interiors after the roof, walls, windows and doors were damaged. Textbooks, teaching tools and other equipment were damaged. The high school students are sharing a limited number of textbooks that remain at the school. To facilitate both general and technological learning, the high school would like to purchase laptops and other teaching tools for students. This project will help equip students with the technology skills needed for today's jobs.

ACTION STEPS

- Outline needs and specific equipment requirements, including quantities and uses.
- Draft user guidelines and responsibilities.
- Seek donations.
- Prepare grant applications.
- Upon award, purchase equipment.

NORTHWEST
SHOALS
COMMUNITY COLLEGE

TEAM, HEALTH & FITNESS

CHAT'N CHEW

ECONOMIC DEVELOPMENT

Projects related to economic development are designed to help build a community's vitality and sustainability, and improve quality of life and community spirit. They serve to encourage current residents to shop where they live and attract both new residents and non-residents to the community for services. This growth in commerce will also increase local government revenues. Economic development is especially critical in Phil Campbell because of the tornado's extensive damage to local businesses. More than 75 percent of local businesses were damaged or destroyed by the tornado. The economic development goals are to (1) revitalize the local economy with downtown as a central district; (2) attract jobs, new residents, new employers, visitors, investors and developers; (3) regulate and support business development to ensure sustainability and coherence to local vision; and (4) increase revenues for the town. The Phil Campbell Recovery Committee determined that a study is needed as the first step to stimulate economic revitalization in the area. Two projects serve these purposes:

- Economic Revitalization Plan
- Farmer's Market/Cooperative

ECONOMIC REVITALIZATION PLAN

PROJECT STATEMENT

An economic revitalization plan will increase the competitive advantage of the region — particularly Phil Campbell — as an excellent place to live and grow a business.

PROJECT CHAMPIONS

Bob Guthrie
Phil Campbell Recovery Committee Member

Deb Ryan
Phil Campbell Recovery Committee Member

Rayburn Bishop
Phil Campbell Recovery Committee Member

Roy Nagle
Town Councilman and Phil Campbell Recovery Committee Member

BACKGROUND

A 2010 Economic Development Study and Target Industry Analysis for Franklin, Marion and Winston Counties identified the need for development of Arts, Entertainment, Recreation and Visitor industry clusters in the region. The study deemed this development as "...vital in attracting potential residents and employees." Given the assets within the community and eventual completion of a four-lane bypass of Alabama State Route 13 around Phil Campbell, there is great potential for growth and increased tax revenues. These increases are necessary for long-term prosperity and stability. Many steps need to be taken to shape how such development or redevelopment will occur to best prepare for commercial and industrial growth. These steps will produce a community suited to become more self-sufficient. The need for a broad yet relevant economic development strategy has become apparent to leverage Phil Campbell's economic assets, help damaged businesses repair and reopen, and attract new commerce.

DESCRIPTION

Phil Campbell's Economic Revitalization Plan is a holistic process for recovering the industrial and commercial sectors of the local economy while working with the region to enhance workforce development opportunities and develop business recruitment strategies. This plan consists of three efforts:

- **Commercial District Revitalization,** including the following components:
  - ◊ A commercial district master plan, including needs assessment and design standards to provide a singular and specific blueprint for the type of public and private investment and amenities.
  - ◊ Retail market analysis, including supply and demand analysis, retail strategy, evaluations and recommendations for action.
  - ◊ Retail attraction kit to be used in soliciting businesses.
- **Small Business Cooperative** – a business development assistance and growth cooperative aimed at providing advice, business planning, feasibility studies and financial assistance to existing and start-up businesses within the community.

- **Industrial Development Plan** – evaluation of available spaces, infrastructure, transportation access and necessary improvements to target/attract potential sectors by business type.

ACTION STEPS

To complete the studies, plans and attraction kits

- Identify technical assistance source — consultant or in-kind services.
- Identify funding sources and seek funding, if a consultant is required.
- Develop requests for proposals, advertise and bid the projects, if a consultant is required.
- Identify data source and availability timelines.
- Complete studies and plans, make recommendations and compile attraction kits.

To complete the small business cooperative component of this project

- Determine interest, scope and feasibility — meeting, survey, market analysis, feasibility study.
- Incorporate and complete strategic planning.
- Implement long-term strategy — recruit members, acquire capital/funding, conduct and share market research, create opportunities for members.

FINANCIAL CONSIDERATIONS

PRELIMINARY COST ESTIMATE

Commercial District Revitalization Program
(study, retail attraction kit, and master plan):

(university study)	$15,000 – 25,000
(private sector study)	30,000 – 50,000
Small Business Cooperative (technical assistance and legal services):	7,000
Industrial Development Plan	5,000
Total (cost can go up to)	**$ 62,000**

FUNDING GAPS

Up to $62,000

POTENTIAL RESOURCES

- U.S. Department of Agriculture (USDA) Rural Development
- U.S. Small Business Administration (SBA)
- U.S. Economic Development Administration (EDA)
- Appalachian Regional Commission
- U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG)
- Northwest Alabama Council of Local Governments (NACOLG)

FARMER'S MARKET/COOPERATIVE

Prior to the storm, Phil Campbell had a produce stand whose owners have chosen not to reopen. A number of people at the community workshops expressed that they would like to have a farmer's market in town. This type of local market, set up as a cooperative, would provide a place where farmers and gardeners could sell their locally grown produce and other items. This effort would support the local farmers and gardeners and make healthy foods available to residents. The State of Alabama's Farmer's Market Development Manual explains all of the steps to establish a local farmer's market. For a PDF of the manual, visit: www.ams.usda.gov/AMSv1.0/getfile?dDocName=STELPRDC5062526

ACTION ITEMS

- Organize a steering committee and necessary subcommittees.
- Conduct organizational and community interest meetings to survey interest levels.
- Determine market needs and identify potential sites.
- Develop a budget and marketing materials, begin fundraising, and recruit sponsors.
- Secure the site and plan facility requirements.
- Establish market rules in accordance with laws and regulations.
- Prepare the site and begin construction.
- Hire market manager(s).
- Plan and conduct opening day and grand opening events.
- Track the season to inform policy making.
- Hold end-of-season meeting and prepare for next season.

HEALTH + SOCIAL SERVICES

Health and Social Services refers to physical, mental and behavioral health and the social services needed for individuals to achieve and maintain overall health and well-being. In a post-disaster environment, children, seniors, persons living with disabilities or functional needs, cultural groups (especially non-English speakers), the underserved and first responders are at higher risk of suffering from disaster-related emotional trauma. The capacity and resiliency of essential health and social services, including school programs, are paramount to recovery. Health and Social Services should be available, affordable, accessible and sustainable. The Phil Campbell Recovery Committee identified four projects to work to achieve these goals. They include:

- Community Health Service – Feasibility Study and Organizational Development
- Youth Recreation and Development Center
- Basketball or Multi-Purpose Court at Community Center
- Athletic Track for Phil Campbell

COMMUNITY HEALTH SERVICE – FEASIBILITY STUDY AND ORGANIZATIONAL DEVELOPMENT

PROJECT CHAMPION

Lisa Forman
Licensed Clinical Social Worker
Recovery Committee Member

BACKGROUND

The tornado damaged the only doctor's office and pharmacy in Phil Campbell. Even when those two medical entities are fully operational, many individuals do not have ready access to health care due to limited (1) availability of medical-related and mental health services, (2) access to transportation, and/or (3) ability to pay. Based on U.S. Census Data, the 2011 estimate for uninsured adults, ages 18 – 64, in Franklin County is 21 percent, which is above both the Alabama (17 percent) and national (13 percent) averages.

The ratio of population to primary care physicians is 1,350:1. Phil Campbell is located within Franklin County, which is designated as a Medically Underserved Area (MUA) as well as a low-income Health Professional Shortage Area (HPSA) for primary care, mental health and dental by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services.

The tornado had a significant impact on residents' health. Hundreds of individuals were injured during the storm. Many people, including those not injured during the storm, have suffered mentally and emotionally. According to mental health professionals, symptoms of post-traumatic stress disorder commonly surface six months after the event.

P.T.S.D.

NOT ALL INJURIES ARE VISIBLE

DESCRIPTION

This project will provide services to meet the mental, dental, optometry and other health and wellness needs of the medically underserved populations, particularly the uninsured. Services would be provided by volunteer professionals free of charge, or possibly on a sliding scale based on a patient's income. A system would be developed to refer patients for specialized care not available through the community health service. The service seeks to help with the transportation gap as well by partnering with area churches and organizations. An advisory board of area medical and administrative professionals will provide support and guidance throughout this project. The Phil Campbell Recovery Committee has invited the members of Hackleburg's Health and Social Services Working Group to participate in this project.

ACTION STEPS

Phase One
Feasibility Study and Needs Assessment

The needs assessment and feasibility study will address issues and needs related to strategy, operations, management and funding to ensure that a free community health service is the most feasible and effective solution to the problem.

Phase Two
Organizational Development: Management Structure and Business Plan

After review and consideration of the feasibility study and needs assessment, the advisory board will work with a consultant, a professional facilitator or experts in health care fields to develop a sustainable organizational and management structure. This analysis will include a multi-year budget that best implements the most feasible delivery model to address unmet health-related needs of the medically underserved.

Phase Three
Implementation

After developing the organization and its business model, plan and budget, the advisory board and its partners will begin the implementation of the community health services including:

- Raising start-up funds.
- Recruiting and training additional volunteers.
- Acquiring and setting up space, utilities, supplies and equipment.
- Hiring and training staff.
- Holding an open house/grand opening for the community, supporters and media.
- Scheduling staff and volunteers to serve patients.

FINANCIAL CONSIDERATIONS

PRELIMINARY COST ESTIMATE

Consultant(s), facilitators, or expert technical assistance, supplies, marketing, etc: **$87,000**

Note: *The cost estimate may be reduced if donated technical assistance or volunteer professional services are used. This is a conceptual cost estimate. Further research on costs will be required.*

FUNDING GAPS

$87,000 + operational budget

POTENTIAL RESOURCES

- Volunteers In Medicine National Office and clinics
- Alabama Association of Free Clinics
- Alabama Department of Public Health
- Alabama Rural Health Association
- Franklin County Health Department
- Universities' rural health or medicine programs
- Area health care providers and organizations
- Northwest Alabama Council of Local Governments (NACOLG)
- Area churches and other organizations

YOUTH RECREATION AND DEVELOPMENT CENTER

PROJECT STATEMENT

This project consists of constructing a youth activity center with a basketball court, game room, computers, TVs and possibly a café.

PROJECT CHAMPION

Susan Hargett
Community Education Coordinator and
Grant Writer for Franklin County Schools

BACKGROUND

The April tornado damaged all community facilities that were available to the youth, including the schools and swimming pool. The youth of Phil Campbell have been identified as a group that needs support in terms of recovery as well as guidance in terms of learning life skills, preparing them for job and career opportunities. There is a need for a project to support the community youth's educational and recreational needs. By providing these benefits, Phil Campbell's youth can become a key element to the community's recovery and long-term sustainability.

DESCRIPTION

Local youth want a place where they can engage in a variety of social and recreational activities, competitive intramural sports and a range of learning activities. The youth center would be a community learning center that provides after-school homework help and tutoring services during the school year, academic enrichment opportunities during non-school hours, including literature themes, arts, crafts, games, recreational sports and field trips. The facility should incorporate a safe room and other sustainable elements.

ACTION STEPS

- Develop an Advisory Youth Committee to help identify and direct the activities, project/program planning.
- Develop program and activity plans, including staffing and operating costs for an after-school program, educational programs, activities and sports programs.
- Identify potential sites, complete conceptual design, develop operating/maintenance budgets and raise funds for developing the project(s).
- Upon award, produce design and construction documents, bid construction and begin construction.
- Hire staff and engage volunteers.

FINANCIAL CONSIDERATIONS

PRELIMINARY COST ESTIMATE

A minimal facility excluding land and site preparation could cost approximately $500,000 (the estimated cost for this type of facility is $ 130 – $170 per square foot). Costs could be higher based on facility size and nature of programs included.

FUNDING GAP

Approximately $500,000

POTENTIAL RESOURCES

- U.S. Department of Education
- U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG)
- Community Services Block Grant

COMMUNITY INTEREST VALUE

BASKETBALL OR MULTI-PURPOSE COURT AT THE COMMUNITY CENTER

BACKGROUND

This project would complement existing facilities by providing an outdoor basketball or multi-purpose court adjacent to the swimming pool and community center. If covered, this court could serve as a pavilion for community gatherings. This project would provide a safe place for people of all ages to engage in physical activity, thus contributing to a healthier lifestyle in Phil Campbell.

ACTION STEPS

- Establish a partnership between the Town Council and Parks and Recreation Board.
- Complete preliminary design and cost estimates.
- Begin funding research and grant writing.
- Recruit volunteer labor and donated materials.

COMMUNITY INTEREST VALUE

ATHLETIC TRACK FOR PHIL CAMPBELL

BACKGROUND

This project creates an athletic track in Phil Campbell for high school competitions, track team training and community use for fitness walking. A smooth, level track is especially appealing to older adults or people with physical limitations. Because of lot limitations, construction of an athletic track at the high school is not feasible.

ACTION STEPS

- Organize a steering committee.
- Work with Town Council, Parks & Recreation Board and School Board to identify and evaluate potential sites.
- If suitable sites are identified, negotiate with land owners, scope the project and solicit quotes.
- Begin funding research, grant writing and fundraising efforts.
- If grants are awarded and/or funds raised, acquire property if necessary.
- Negotiate with design professional to complete designs and plans and begin construction.
- Draft a Memorandum of Agreement with the Franklin County Schools regarding facility maintenance.

HOUSING

Housing is a critical and challenging component of disaster recovery because local economies cannot recover from disasters without adequate housing, which must be constructed at an accelerated pace after a disaster. These conditions create design, construction, materials, labor, permitting and financing issues. Housing goals include (1) adequate safe, accessible permanent housing for everyone in the community; (2) adoption and application of modern zoning and codes; (3) incorporation of resilience, sustainability and mitigation concepts; and (4) creation of walkable, pedestrian-safe neighborhoods.

During the community meetings, residents expressed an interest in rebuilding public housing, increasing rental options, developing senior housing and promoting safer and stronger homes. The Phil Campbell Housing Authority will rebuild its 42 units in 21 duplexes with modern updates. The Northwest Alabama Long-Term Recovery Committee has coordinated the establishment of Housing Resource Centers in both Hackleburg and Phil Campbell.

The Housing Resource Center provides housing-related services from a number of agencies in the same location to help homeowners as they rebuild. United Way of Northwest Alabama and Community Action Partnership of North Alabama have joined to secure locations and provide housing counselors and resource coordinators to area residents. The counselors and coordinators will assist homeowners and/or refer them to other nonprofit service agencies for technical assistance with financing, design and construction guidance, bidding or permitting, financial literacy and counseling, debt management planning, and homeowner pre-purchase counseling and education classes. Legal Services Alabama will help people with insurance settlements, contractor fraud and loan closings. Other agencies also may provide services through the center. With support from the Community Action Partnership, the Housing Resource Center could become a Community Housing Development Organization that could plan, manage, implement and seek funding for other recovery projects.

Other issues remain unaddressed and information is required to determine housing needs. Therefore, Phil Campbell's Housing Subcommittee developed three housing projects and supports well-built, planned development and a walkable/bikeable community.

- Housing Market Analysis and Strategy
- Community Safe Rooms
- Neighborhood Pocket Parks and Playgrounds

Other Potential Housing Options

- Financial Assistance to Help Homeowners Rebuild
- Pre-engineered Construction Plans and Housing Pattern Book
- Senior Housing Community

HOUSING MARKET ANALYSIS AND STRATEGY

PROJECT CHAMPION

Phil Campbell Housing Authority Board

Brenda Davis
Phil Campbell Recovery Committee Member

BACKGROUND

The tornado caused significant damage to Phil Campbell's housing sector, requiring many residents to relocate outside of Phil Campbell until their homes can be repaired or rebuilt. Summary data derived from FEMA Individual Assistance applications indicates that more than 200 homes were significantly damaged or destroyed. Many of the homeowners whose homes were damaged or destroyed indicated they would like to rebuild safer and stronger, but some of them require financial assistance as well as expert advice to help rebuild.

DESCRIPTION

A housing market study and post-disaster demand estimate will identify current housing uses and trends and include projections of future demographics, demand and analysis of existing or projected needs and trends. This project will include long-term strategies for meeting the post-disaster housing need. It will document the conditions, challenges and opportunities within the local housing market. The study will provide housing recommendations and appropriate strategies to move forward in meeting the current and future housing needs of the community. The study will also include implementation steps and specific actions for the local and state government, the public housing authority and private and nonprofit sectors. Examples could include:

- Utilization of city-owned lots for affordable housing projects.
- Partnership with a local affordable housing developer/nonprofit agency to rehab sections of the community.
- Potential mixed-used development in downtown.
- Senior or Assisted Living housing development.

ACTION STEPS

- Identify technical assistance resources or in-kind services.
- Develop a detailed scope of work and schedule.
- Identify data sources.

SUSTAINABLE OPPORTUNITIES

Homeowners should be encouraged to rebuild safer and stronger, such as including safe rooms. FEMA, National Storm Shelter Association, International Code Council, and the Wind & Science Research Center can provide helpful resources. Other opportunities include:

- Construct a sustainable facility to showcase green concepts.
- Provide information and resources about sustainable building designs, materials and techniques.
- Promote "green mortgages."
- Require or provide incentives to owners and developers that use sustainable and energy efficient designs, materials and techniques.
- Work with financing agencies and insurance commission to provide incentives for safer and sustainable designs and construction.

FINANCIAL CONSIDERATIONS

PRELIMINARY COST ESTIMATE
Market analysis and strategy cost estimate: $30,000 – $50,000

FUNDING GAPS
Up to $50,000 or less if in-kind services are used.

POTENTIAL RESOURCES
- Alabama Housing Finance Authority
- Association of General Contractors
- Alabama Association of REALTORS
- U.S. Department of Agriculture Rural Development Business Opportunities Grant
- Tennessee Valley Authority
- Alabama Power
- Alabama Communities of Excellence (ACE)
- Auburn University Economic and Community Development Institute
- University of Alabama Center for Economic Development
- U.S. Department of Housing and Urban Development (HUD) Community Development Block Grants (CDBG)
- Alabama Department of Economic and Community Affairs (ADECA)
- Northwest Alabama RC&D Council
- Northwest Alabama Council of Local Governments (NACOLG)

COMMUNITY SAFE ROOMS

PROJECT STATEMENT

This project constructs above-ground, handicap accessible, FEMA-compliant community safe rooms.

PROJECT CHAMPION

Mayor Jerry Mays

BACKGROUND

Currently the Town of Phil Campbell has only one community safe room, adjacent to the community center off College Street and about one mile west of the railroad tracks. This safe room has a capacity of 48 and was filled beyond its maximum occupancy during the April 27 event.

DESCRIPTION

Safe rooms provide near-absolute life safety protection during extreme wind events for occupants. In extreme wind events, like tornadoes, the threats posed afford little to no warning to allow the general population to seek immediate life safety protection. Consequently, the exact size and location of shelters must be determined by mapping the population relative to a location. In general, a community safe room's size is based upon the population within a half mile of the proposed site who can reach it quickly upon hearing the warning. FEMA 361 guidelines require that tornado community safe rooms in this area be designed and built to withstand 250-mph winds. The Phil Campbell Recovery Committee also discussed developing the safe room sites into pocket parks for the neighborhood(s) they serve. The first of these safe rooms will be built east of the railroad tracks.

ACTION STEPS

- Identify location(s) – specify street address and latitude/longitude coordinates; the first safe room location will be east of the railroad tracks.
- Contact Northwest Alabama Council of Local Governments (NACOLG), State Mitigation and Franklin County EMA for technical assistance as needed with safe room application and operations and maintenance (O&M) plan development.
- Provide necessary information, documentation, mapping and descriptive statement of the O&M plan to State Mitigation.
- Submit final draft of the O&M plan to State Mitigation.
- Acquire the land, prepare the site and build foundation.
- Install prefabricated safe room.
- Plan, publicize and hold ribbon-cutting ceremony at new safe room location.
- Submit final, adopted O&M plan to State Mitigation.
- Educate the public about the safe room operations and procedures and conduct drills of the O&M plan with key safe room personnel.
- Repeat this process as funding opportunities present themselves for additional safe room locations.

FINANCIAL CONSIDERATIONS

PRELIMINARY COST ESTIMATE

Current estimate per unit:

An installed prefabricated shelter, 80-person occupancy	$ 80,000
Annual operation and maintenance	1,000
TOTAL PER UNIT	**$ 81,000**

FUNDING GAPS

$80,000 per unit; if Alabama Emergency Management Agency (AEMA) funds are awarded through the safe room program, then $20,000 per unit with a 25 percent local cost share.

POTENTIAL RESOURCES

Funding

- AEMA Hazard Mitigation Grant Program
- U.S. Department of Agriculture (USDA) Rural Development
- Donations and in-kind services for non-federal cost share

Technical Assistance

- State Mitigation
- Northwest Alabama Council of Local Governments (NACOLG)
- Franklin County Emergency Management Agency (FCEMA)

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34

GENERAL RECOVERY VALUE

NEIGHBORHOOD POCKET PARKS AND PLAYGROUNDS

BACKGROUND

Currently Phil Campbell has no formal park or green spaces. There are grounds around the community center, swimming pool, water tower and ballpark, but none have been developed as a formal park. The housing subcommittee discussed the development of neighborhood pocket parks, including landscaping, benches and playground equipment. The parks should be located in areas where children live and could also include community safe rooms.

ACTION STEPS

- Organize a Steering Committee, recruiting from the different neighborhoods.
- Survey neighborhoods for interest.
- Identify potential locations and negotiate with land owners to obtain space (donated or right-to-use).
- Develop landscaping plan, park rules and maintenance plan.
- Solicit donations, volunteer labor, donated plants, benches, equipment, signage, etc.
- Draft grant applications, if necessary.
- Organize a "Build the Park" day.

GENERAL RECOVERY VALUE

FINANCIAL ASSISTANCE TO HELP HOMEOWNERS REBUILD

BACKGROUND

Housing counselors can help homeowners determine financial needs and access USDA Section 504 and Section 502 funding. Additionally, a low-interest loan fund to assist homeowners who cannot access traditional funding for repairs or rebuilding could be established. The Alabama Housing Finance Authority (AHFA) has a program called "Step Up" that is designed specifically for moderate-income home buyers who can afford a mortgage. Mortgage Credit Certificates (MCC) provide a direct dollar-for-dollar reduction in federal taxes worth 20 percent of the mortgage interest paid each year. AHFA combines low-interest loan funds with 30-year Federal Housing Administration (FHA), Veterans' Affairs (VA), Rural Development, or conventional mortgages.

ACTION STEPS

- Work with Community Action Partnership of North Alabama to identify funding to maintain housing counselors at the Housing Resource Center for a second year of operation.
- Obtain support from U.S. Department of Agriculture (USDA) Rural Housing to place an underwriter in the Housing Resource Center to accept USDA 504 and 502 applications.
- Solicit funding from foundations and local banks to participate in a Community Development Financial Institution (CDFI) loan pool to fund low-interest gap loans.
- Assist homebuyers in qualifying for the Mortgage Credit Certificate (MCC).
- In conjunction with the Housing Resource Center, compile and maintain information on financing programs available to assist homeowners rebuild.

PRE-ENGINEERED CONSTRUCTION PLANS AND HOUSING PATTERN BOOK

BACKGROUND

Pre-engineered home construction plans can help people rebuild their homes while saving the time and expense of purchasing architectural plans. The Alabama Council of the American Institute of Architects (AIA) is developing several plans for this purpose. The Community Action Partnership of North Alabama also supports expanding the effort to provide residents with more plan choices.

A Housing Pattern Book provides design options for homeowners, builders and nonprofit organizations by showing multiple design elements that can be combined in different ways to produce a range of home designs. The designs reflect the environmental, cultural and historical context for traditional housing design. Landscaping, site options and energy efficient concepts also could be incorporated into this pattern book. The plans with the options and additions will be priced with local suppliers so homeowners know the costs of the different design choices.

ACTION STEPS

- Coordinate with Alabama Council of the AIA and the Community Action Partnership to develop pre-engineered plans .
- Price the material packages for the different plans and negotiate predetermined discounts.
- Make copies of the plans available at the Housing Resource Center.
- Obtain technical assistance to develop the design portion of a pattern book using the plans and a wide range of optional features.
- Obtain technical assistance for developing material and pricing information.
- Assemble the components and sections into an easy-to-use pattern book and make copies available at the Housing Resource Center.

SENIOR HOUSING COMMUNITY

BACKGROUND

The Phil Campbell community has expressed support for developing a senior housing project or retirement community targeted to moderate-income seniors who do not qualify for public housing assistance. Residents are concerned that many displaced elderly homeowners do not have the capability to rebuild and would prefer to rent an affordable apartment with access to nearby services and amenities.

The Housing Market Analysis and Strategy will determine whether there is sufficient demand for a new senior housing community, including how many units are needed and preferences for design and amenities.

ACTION STEPS

- Conduct a survey of displaced residents to determine interest in relocating to a senior housing community in Phil Campbell.
- Work with a nonprofit developer with applicable experience to determine feasibility and conduct planning and predevelopment activities.

INFRASTRUCTURE

Infrastructure is comprised of all the fundamental facilities and systems serving the city. They include water, sewer transportation, communications and schools. The presence of critical infrastructure is an economic development driver as investors seek the services necessary to support their businesses. Damage to infrastructure can impact everyone in the community, just as it did when the April storms knocked out power for up to 10 days, debris blocked roads and the city hall was damaged and relocated.

Infrastructure goals include (1) mitigation, resiliency, and sustainability of utilities, systems and facilities; (2) preparedness and coordination for timely restoration; (3) rapid restoration of services and access; (4) improvement of transportation safety; and (5) utilities at Phil Campbell's 80-acre industrial park site. Identified projects include:

- Water, Sewer and Rail Spur at New Industrial Park
- Broad Street Corridor Improvement
- Redesign Intersection at State Highways 13 and 237

GENERAL RECOVERY VALUE

WATER, SEWER AND RAIL SPUR AT NEW INDUSTRIAL PARK

BACKGROUND

Phil Campbell has an 80-acre industrial park that has attracted interest in the past few years. However, this site needs to be fully served by utilities to garner any serious attention as a viable industrial site. The site needs a water tank and/or 10 – 12 inch PVC water pipes to the site for fire suppression, inclusion on a gravity sewer system and a rail spur. The approximate cost for each of the projects follows:

Extend a sewer line to the site:	**$528,000**
Extend improved pipes to the site:	**$500,000**
Construct a water tower:	**$500,000**
Extend a rail spur to the site:	**$400,000**

Given the nature of the damage caused by the tornado in the central business district, an industrial park will help diversify the local economy.

ACTION STEPS

- Attract interested employers and obtain commitment from at least one employer for the new site.
- Update cost estimates and pursue projects in the order required by committed employer.
- Seek economic development grants and other funding.

GENERAL RECOVERY VALUE

BROAD STREET CORRIDOR IMPROVEMENT

Downtown Phil Campbell needs improvements to attract economic development. State Highway 13 runs through the middle of downtown, where it is named Broad Street. Over the years, Broad Street has been repaved so that the crown in the road is higher than the adjacent sidewalks. This has created recurring flash flooding and a drainage problem which negatively impacts downtown properties. Parking on the east side of the street is at such an angle and slope that people have difficulty getting into and out of their vehicles.

To help with the economic revitalization downtown, the crown in the road needs to be lowered; the sidewalks need to be redesigned to include drainage and handicap access; and coordinated landscaping, lighting and benches need to be added.

ACTION STEPS

- Contact Alabama Department of Transportation (ALDOT) to discuss options to mitigate the crown in the road and develop a project timeline.
- Contact other interested parties who support the project.
- Work with a design professional to develop sidewalk and beautification plans based on the most feasible option.
- Seek funding for the project.

GENERAL RECOVERY VALUE

REDESIGN INTERSECTION AT STATE HIGHWAYS 13 AND 237

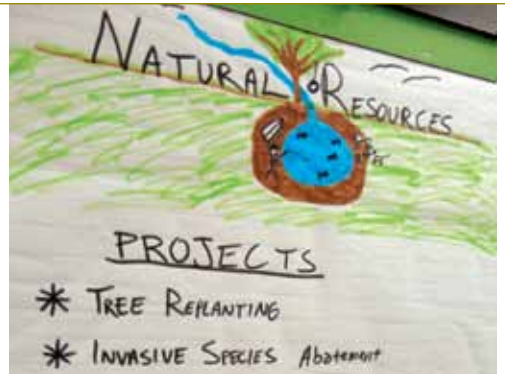
BACKGROUND

Highway 237 intersects with Highway 13 at a curve with limited visibility. The current construction makes a "Y." Visibility for drivers turning left off 237 onto 13 north and left off 13 north onto 237 is very limited, creating a hazardous condition for drivers. Both roads are frequented by tractor-trailer traffic. The safety of the intersection could be improved by making a "T"-intersection for the left-hand turns, using the "Y" only for right-hand turns and merge lanes. Safety also could be enhanced by adding a traffic light at the intersection. Project costs have not been estimated.

These roads are state highways maintained by the Alabama Department of Transportation (ALDOT) and are outside of the authority of the Town of Phil Campbell.

ACTION STEPS

- Contact ALDOT to discuss project feasibility and transportation study timeline.
- Contact other interested parties who support the project.


NATURAL RESOURCES
PROJECTS
* TREE REPLANTING
* INVASIVE SPECIES Abatement

NATURAL + CULTURAL RESOURCES

Natural and cultural resources are vital to maintain Phil Campbell's sense of identity as a special and unique place with an abundance of natural beauty. They also are essential components for a better quality of life and eco-tourism, which draws both residents and visitors.

Enhancement and marketing of the cultural and natural environment—Dismals Canyon, hiking trails and great fishing — bring people to the community and help others to learn about the community. The preservation and enhancement of natural and cultural resources are an important component of holistic recovery in Phil Campbell. Goals for Natural and Cultural Resources include identification, preservation, protection, conservation, rehabilitation, recovery, reforestation and sustainability. The Phil Campbell Recovery Committee established the Phil Campbell Heritage Group and developed six projects in pursuit of these goals.

- Memorial Park
- Re-Greening Phil Campbell
- Oral History Project
- Walking and Bicycle Paths for Community Use
- Restoration of "Log Cabins" Outdoor Classrooms at the Elementary School
- Outdoor Classroom at the High School

MEMORIAL PARK

PROJECT STATEMENT

The tornado that struck Phil Campbell damaged or destroyed hundreds of structures, injured many and claimed 27 lives. Many families and individuals lost spouses, siblings, parents, children, grandparents, aunts, uncles, cousins and friends. Places can be rebuilt and trees replanted, and while people can not be replaced, they can be remembered.

PROJECT CHAMPION

Bruce Forman
Phil Campbell Recovery Committee Vice Chair and Civitan President

DESCRIPTION

This project will create a memorial park as a physical symbol in the community to remember those who were lost — providing a place to remember, mourn and celebrate their lives. It is a place for healing and provides hope for those who survived, knowing their loved ones will not be forgotten. A memorial park with a fountain, benches and landscaping will be built on town property on Broad Street next to the Chat 'N Chew restaurant.

ACTION STEPS

- Create park design.
- Fundraising to purchase fountain, benches and other supplies.
- Site preparation.
- Construction, improvements and fountain installation.
- Clean-up and landscaping.
- Dedication ceremony.

FINANCIAL CONSIDERATIONS

PRELIMINARY COST ESTIMATE

Fountain, including installation of fixtures and landscaping: $ 65,800

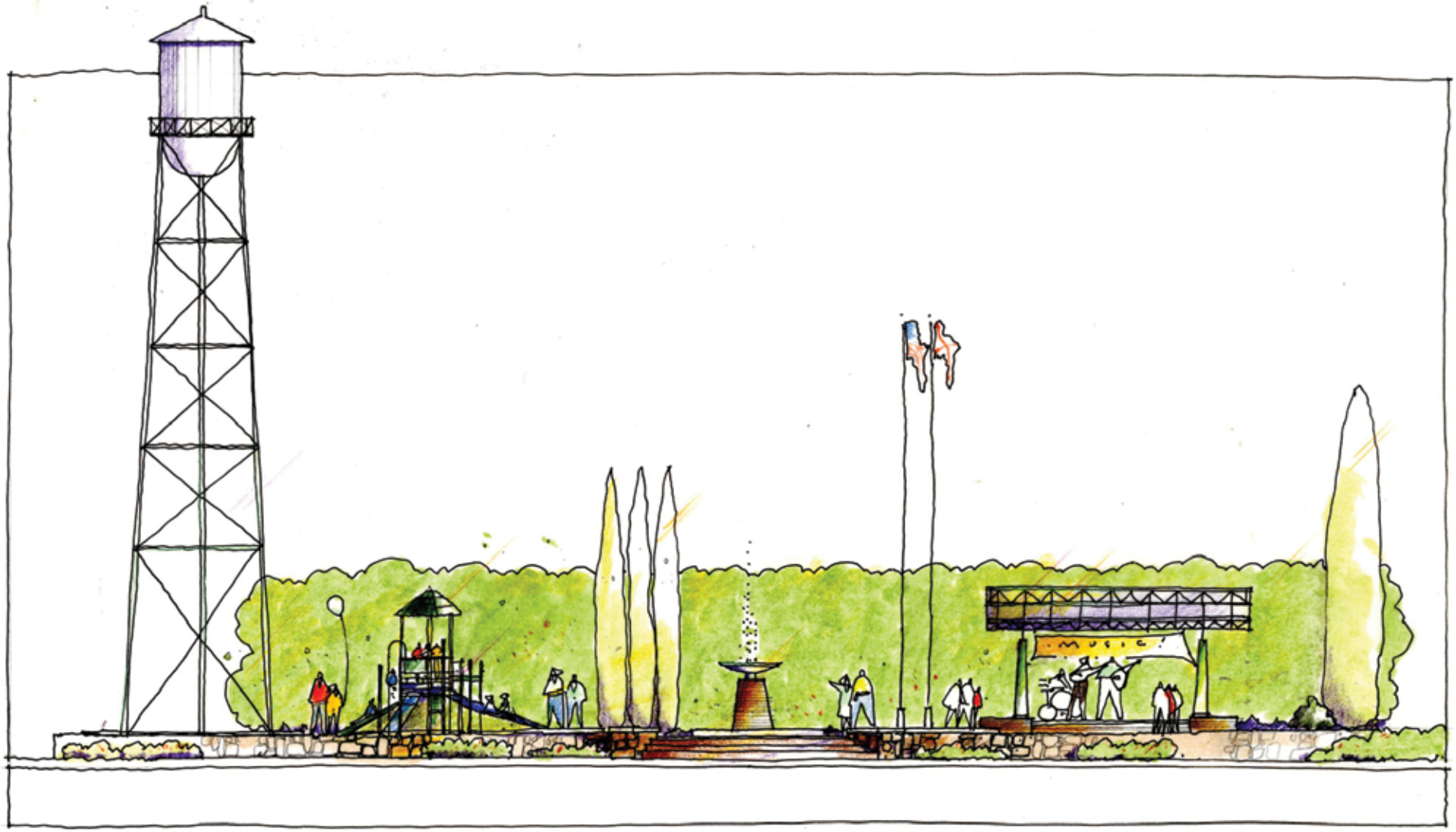
FUNDING GAPS

Approximately $37,000

Note: *Fundraising for this project is in progress. The funding gap shown is current as of October 2011.*

POTENTIAL RESOURCES

- Phil Campbell Civitan Club
- Lowe's Home Improvement
- Hammill Recreation, LLC
- Individual and corporate donations
- Alabama Department of Economic and Community Affairs (ADECA) – Land and Water Conservation Fund (LWCF)
- ADECA – Recreational Trails Program (RTP)



Memorial Park on Main Street

Phil Campbell, AL

RE-GREENING PHIL CAMPBELL

PROJECT STATEMENT

This project will replant the community's woodlands and dedicate green space in a strategic manner that will help revitalize the community and environment.

PROJECT CHAMPIONS

Karen Townsend
Phil Campbell Recovery Committee Member

Sherry Davis
Phil Campbell Recovery Committee Chair

BACKGROUND

The tornado damaged thousands of acres of public and private lands. Large portions were wooded ravines and forested areas. Before the tornado struck the area was heavily forested. Now, many of the trees have been sheared and much of the tree canopy destroyed, allowing invasive species, such as kudzu and mimosa, to thrive and overtake native species. This change in the landscape has had a profound impact on community members because it serves as a daily reminder of the tornado.

DESCRIPTION

This comprehensive program, guided by environmental biologists, involves multiple activities:

- Development of a planting guide for residential use.
- Invasive species abatement program.
- Planting of native trees, grasses and ornamental shrubs in a sustainable manner.
- Development of community green spaces and trails throughout the area.
- Landscaping of public spaces.

This will be a community-wide effort that brings together not only residents but any individual who has an interest in re-greening Phil Campbell. A well-planned approach to landscaping public areas will ensure sustainability and make maintenance more manageable.

ACTION STEPS

- Present this project to the community at large and identify volunteers to help pursue it.
- Work with the county to determine land ownership.
- Develop relationships with additional agencies or organizations to assist with the work.
- Study the disaster impacts on vegetation.
- Identify issues concerning invasive species and current programs for invasive species control.
- Establish a step-by-step plan for eradicating invasive species, planting native tree species and maintaining the plants for a 3-to-5 year period, or until established.
- Develop and publish planting guide with information from environmental biologists for residential use.
- Identify vacant properties that may be suitable for community green spaces and other property for walking paths .

FINANCIAL CONSIDERATIONS

PRELIMINARY COST ESTIMATE

No cost estimate is available because the scope of this project, in terms of affected land area and species planted, is to be determined.

FUNDING GAPS

To be determined

POTENTIAL RESOURCES

Funding

- U.S. Department of Agriculture (USDA) America the Beautiful Fund
- USDA Tree Assistance Program
- USDA Agriculture Extension Service
- USDA Natural Resources Conservation Service
- Lowe's Charitable and Educational Foundation
- Youth Garden Grants Program/National Gardening Association and Home Depot
- Arbor Day Foundation/Alabama Forestry Commission: Alabama Tree Recovery Campaign
- The Alabama Power Foundation: "Good Roots" program
- American Forests: Global ReLeaf Grant Program
- Home Depot: Community Impact Grant Program
- Lowe's Toolbox for Education Grants
- Auburn School of Forestry and Wildlife Management
- Volunteers
- Private donations

Technical Assistance

- Joel Pounders
- Jeff Pounders
- University of North Alabama Department of Biology
- Alabama Forestry Commission
- Franklin County Cooperative Extension

ORAL HISTORY PROJECT

PROJECT STATEMENT

The purpose of the Oral History Project is to conduct and record interviews that capture the history and stories of April 27, 2011.

PROJECT CHAMPION

Phil Campbell Heritage Group

BACKGROUND

Residents of Phil Campbell feel a strong need to record perspectives of what happened the day of the tornado for future generations to understand the impact it had, not just physically, but also culturally and historically. Members of the Phil Campbell Recovery Committee have formed the Phil Campbell Heritage Group to remember the town and honor those who have lived in their town.

DESCRIPTION

These Accounts from the April tornado will be gathered from community members who survived the tornadoes, honoring the survivors and remembering those who perished. The collection will record a tragic event that impacted thousands of lives. Information collected will benefit future generations.

This project involves many components:

- Collaborate with educational institutions and organizations.
- Train interviewers.
- Identify interviewees and schedule interviews.
- Conduct and record initial interviews.
- Present oral history works to the public.
- Complete archival storage of oral history works.
- Conduct and record additional and follow-up interviews, repeating the process.

The first round of interviews will address the April storm, but eventually the interviews would include an overall history of Phil Campbell for the benefit of generations to come.

ACTION STEPS

- Collaborate with local schools, Alabama universities and other organizations interested in recording the history of Phil Campbell.
- Create vision, goals, specific project plans, budgets, etc. with production partners.
- Raise funds and conduct public outreach.
- Train interested locals on how to conduct oral history interviews and/or work production equipment.
- Prepare for first round of interviews – to record tornado-related histories/stories.
- Conduct and record first round of interviews.
- Archive recorded interviews.
- Present to the public.

FINANCIAL CONSIDERATIONS

PRELIMINARY COST ESTIMATE

To be developed during the planning and budgeting phase

FUNDING GAPS

To be determined

POTENTIAL RESOURCES

- University of West Alabama's Center for the Study of the Black Belt – Dr. Alan Brown
- Muscle Shoals National Heritage Area – Judy Sizemore

Habitat

9061
GMTX

WALKING AND BICYCLE PATHS FOR COMMUNITY USE

BACKGROUND

Many community members have expressed interest in having paved paths and trails (up to 10 feet wide) to walk and bicycle between community points of interest, including neighborhoods. A biking and walking trail in the community would encourage physical activity, promote healthier living, provide safer places for residents to walk and bike, and add to the community amenities and quality of life.

There is potential to couple this project with other interests to expand funding opportunities. Some examples include:

- Honoring or remembering a specific group – a Veterans' Memorial with names and/or related historical events incorporated along the path.
- Historical education – a historical tribute to the people who have inhabited the area or a recording of key events in the town's history incorporated along the path.
- Environmental education – displays of native trees, plants, wildlife, and informational facts or environmental safety tips incorporated along the path.
- Health and wellness activities or educational signs – physical fitness activity work stations or health and wellness facts and information incorporated along the path.

ACTION STEPS

- Work with the Town Council and private land owners to identify potential routes and specific parcels affected.
- Develop conceptual design(s) and review sites for feasibility.
- Select desired site(s) and negotiate easements or land acquisition.
- Develop preliminary design(s), including environmental mitigation and cost estimate(s) based on those designs.
- Research funding options ,begin fundraising and preparing grant applications, and solicit project sponsors.

PHIL CAMPBELL REGIONAL CONNECTION

COMMUNITY INTEREST VALUE

RESTORING LOG CABINS AT THE ELEMENTARY SCHOOL

BACKGROUND

Prior to the April storm, the log cabins across from the elementary school were used as outdoor classrooms. The two log cabins were damaged by the tornado and have not been repaired. The Franklin County Schools' superintendent advised that they would pursue grant funds for repairs from FEMA Public Assistance.

ACTION STEPS

- Follow up with Franklin County Schools' superintendent for status update.
- If not funded, seek volunteer labor and donated materials required to reassemble and repair the log cabins.
- Coordinate volunteer resources with the schools superintendent and maintenance staff.

COMMUNITY INTEREST VALUE

OUTDOOR CLASSROOM AT THE HIGH SCHOOL

BACKGROUND

School personnel seek to construct an outdoor classroom at the high school for outdoor and environmental education. According to the National School Boards Association, research shows that students are happier and learn better when they spend time outdoors. Schools across the nation use outdoor classrooms for a range of educational opportunities.

Outdoor classrooms can include a variety of gardens, picnic tables and seating, weather stations, "archaeological digs," raising of tadpoles and other wildlife and bird watching.

Art teachers use outdoor classrooms for sketching, science teachers for environmental studies, language arts teachers for reading and writing exercises, music teachers for concerts, environmental teachers for making a compost pile and other projects.

http://schoolboardnews.nsba.org/2010/10/the-benefits-of-outdoor-classrooms

ACTION STEPS

- Coordinate interested parties from the school and other local organizations.
- Discuss educational activities and location options.
- Develop a project write-up that details elements of the classroom.

NEXT STEPS + IMPLEMENTATION

piggly wiggly

NEXT STEPS + IMPLEMENTATION

As noted throughout this document, implementation of this plan will require the Phil Campbell Recovery Committee — or future charitable nonprofit corporation — and Phil Campbell officials to think strategically. As the implementation of each project is considered, it is important that the committee and stakeholders think about some questions that will help guide the strategic development of "big picture" projects. Many projects involve multiple components and the order in which components are executed can streamline overall project implementation.

QUESTIONS TO CONSIDER

1. **Is there a project or a task that will make other projects easier to accomplish?**

   For example, the development of this plan makes the recovery process easier because it provides a framework for recovery. With respect to the projects included in project implementation recommended beyond the recovery values presented, stakeholders should consider the capacity of the community to undertake projects and how those projects will positively impact their ability to take on other projects.

2. **Are there any high visibility projects that should happen sooner rather than later?**

   Projects that have high visibility will maintain momentum and enthusiasm towards community recovery. Projects that address housing needs will raise community morale because they have a direct and visible impact on residents. The creation of a memorial park would impact residents by providing a tangible place to memorialize victims of the tornado. As mentioned previously, there is no prescribed order in which to implement recovery projects, but their visibility should be considered, especially in the early stages of the long-term community recovery process.

3. **Does the project address a priority issue in the community?**

   Projects that address priority issues for the community are likely to have the most support. For example, if economic development and the revitalization of downtown is a priority issue, projects that contribute to downtown restoration and revitalization may be considered first.

4. **Do stakeholders currently have the capacity to undertake the project?**

   Consider the resources you have at your disposal, in terms of technical expertise, funding and the availability of stakeholders to invest time in a project. Also, consider whether or not you have the right group of stakeholders to address the project. If all of the necessary resources are in place, taking on the project might be a good decision. If the resources are not in place, seeking those resources or the appropriate stakeholders may be considered before attempting to implement the project.

MAINTAIN MOMENTUM AND OPEN COMMUNICATION, BUILD ON YOUR SUCCESSES

In order for recovery projects to be successful, momentum must be sustained. The recovery committee — or future charitable nonprofit corporation— and other stakeholders should meet regularly to keep projects moving forward. Regular meetings also will ensure continued collaboration among stakeholders because communication is critical to keep projects on track and to maintain accountability among stakeholders and partners. In addition to regular committee and stakeholder meetings, the stakeholders should conduct periodic open house meetings to maintain community buy-in to the process. Communicate progress to the public regularly so that they understand that community recovery is continuing. Emphasize the successful implementation of projects and how they contribute to the revitalization of Phil Campbell, regardless of their profile or scope.

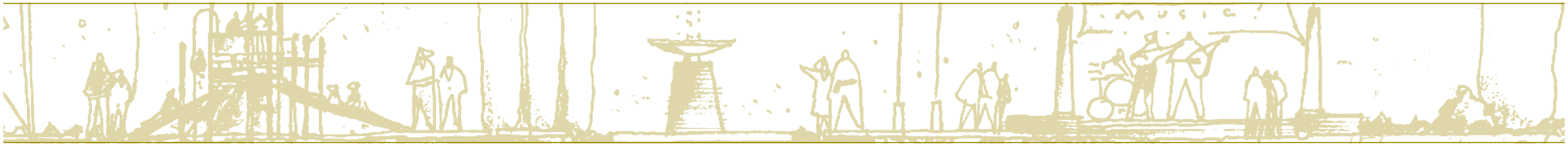
Be Adaptable

Community needs and priorities will evolve over time. This evolution may affect the projects in this plan. If projects need to be updated to meet changing community needs, revise them. This Phil Campbell-owned document represents the final product of what was discussed during initial recovery committee discussions and community meetings that took place between

June and October of 2011. But even as a final product of the community's long-term recovery efforts, this document will never be truly finished because community recovery needs and priorities can and will change. The committee and stakeholders must work together to revise this document as necessary to ensure that changing community needs and priorities continue to be addressed in Phil Campbell's Recovery Plan.

Be Optimistic

Recovery is a long process, and there will be challenges along the way. It is important that the committee and stakeholders remain optimistic through challenging circumstances. This optimism will help maintain momentum and help to assure the public that the community is recovering, despite potential setbacks. In time, a full recovery can happen as long as recovery efforts remain on the forefront of the community's mind and community members remain vested in the long-term community recovery process.



FUNDING + CAPACITY BUILDING

GUIDE AND TOOLS

Alabama Resource Guide and Resource Matrices — Federal, State and Regional Resources

The matrix of resources, entitled *Alabama Project Categories — Potential Resources* that supports this document, identifies specific agencies and organizations that the community can approach about potential funding or technical assistance resources to implement community recovery and revitalization projects. The matrix references the *Alabama Resource Guide* (included as a companion disc) that provides an overview of hundreds of federal, state and regional funding sources, both public and private. In addition, each Project Development Guide (included on a separate companion disc) is paired with a project-specific matrix of resources that are suggested starting points in researching potential funding sources. Unless otherwise noted, these project-specific matrices also refer to funding sources listed in the *Alabama Resource Guide*.

All grant programs have specific eligibility requirements for applicants. Some grant programs fund only 501(c)(3) charitable nonprofit organizations, while others fund only governmental units, such as towns or cities. Some grants are available to both types of applicants. Therefore, public-private partnerships are important to maximize funding, capacity building and other opportunities.

Some grant programs restrict their funding to communities that meet certain eligibility criteria, such as falling within a certain geographic area or possessing certain demographic characteristics like high poverty or unemployment rates. Meeting the specified program criteria could result in a special designation that allows the community to participate in programs and apply for grant funding unavailable to communities that do not meet the program criteria. Some designations specifically target more urban areas for assistance, while others specifically target rural areas. Examples of designations, often referred to as designated areas or zones, that provide funding opportunities include:

- Food deserts in metropolitan areas
- Distressed communities
- Housing or economic development hot zones
- Health professional shortage areas and/or medically underserved areas
- Brownfields

Many specific programs exist to support different types of designated zones or areas. Designations can be part of a successful strategy to secure funding to develop recovery strategies and implement projects that affect a community's economy and vitality.

The census tract matrix, *Census Tract Information for LTCR Communities* that supports this document, shows how the use of designations can help secure funding. This matrix identifies federal grant and financing opportunities, many of which are based on designations that can serve as a core part of the community's grant application, make the project competitive and facilitate funding. It should be noted that even if a census tract is not designated as eligible for funding or presents a financial resource opportunity, the governing federal agencies do have waiver procedures, especially when it comes to such factors as loss and devastation from disasters.

For more specific information about designations and related funding, contact your regional council of governments or planning commission.

IMPORTANT PARTNERS

Forming alliances and partnerships can increase grant-writing and project implementation success. Partnerships, especially public-private partnerships, can maximize funding, capacity building, and other opportunities. Alliances and partnerships can exist between two communities and/or communities and other organizations. For example, if two or more adjacent communities each submit an application to fund a medical center, they will compete against each other. Conversely, if they submit an application together for one shared facility, they will have a stronger application, less competition, and may even receive more funds. Programs that fund economic development activities often favor a regional approach to overcome challenges. A community and its recovery committee or nonprofit organization may partner with other local, regional, and statewide organizations to build capacity or develop, fund, and implement recovery strategies and projects.

Regional Councils or Planning Commissions

Regional councils are quasi-governmental organizations and another important resource for communities. A regional council or planning commission is a public organization that encompasses a multi-jurisdictional regional community. The governing bodies of councils are primarily composed of local government elected officials and appointed representatives of local communities and state government. The Alabama Association of Regional Planning Councils includes 12 regional planning councils/commissions to support Alabama communities. Five of these councils/commissions serve Alabama's communities that are engaged in the long-term community recovery planning process. Phil Campbell is served by the Northwest Alabama Council of Local Governments (NACOLG).

Through communication, planning, policymaking, coordination, advocacy, grant writing and technical assistance, the commission/council serves the local governments and citizens in the region. These commissions/councils frequently deal with issues and needs that cross city, town and county boundaries. Each region can provide special services as determined by its board of directors. The services and programs offered depend upon local needs and priorities within the region. These needs may exist currently or be based on projected growth, changing lifestyles and demographics and technological innovations.

Regional councils and planning commissions are an important asset for long-term community recovery work and are well-versed on recovery challenges and needs. They have resources and information that help a community to make decisions about implementation strategies, especially as they pertain to designations, alliances and grant applications. Additionally, each regional council or planning commission has a comprehensive economic development strategy (CEDS), which offers a detailed view of the opportunities, needs and challenges within the region to promote and sustain economic growth.

Community leaders and members may visit the NACOLG website (www.nacolg.org) for a full list of programs and services offered by the council.

501(c)(3) Charitable Nonprofit Organizations

A 501(c)(3) refers to a charitable nonprofit organization that is incorporated in a state and designated by the Internal Revenue Service (IRS) as a charitable entity. Nonprofits do not pay federal taxes on programs and services related to their charitable mission. Nonprofit missions can include aid to vulnerable populations; construction, erection and/or maintenance of historic buildings, monuments, or works; reducing the burdens of government; community development; youth programs; and other charitable purposes.

Many grant programs offer funding only to 501(c)(3) charitable nonprofits. A community's recovery committee may decide to incorporate as a charitable nonprofit and partner with the local government to strengthen the recovery effort and opportunities. Depending on the recovery goals and future development plans, the community may choose to structure its charitable nonprofit as a certain type of community service or development organization. These types of organizations are described below.

Community Development Corporations

Community Development Corporations (CDCs) are community-established organizations that anchor local capital through residential and commercial development, ranging from affordable housing to shopping centers and businesses.

Community Housing Development Organizations

Community Housing Development Organizations (CHDOs) earn designation through the federal HOME program and serve as a means to finance housing projects. A CHDO generally is defined as a nonprofit, community-based community service organization that develops affordable housing in the low-income community it serves.

Community Development Financial Institutions

Community Development Financial Institutions (CDFIs) earn designation from the U.S. Treasury Department. A CDFI is a private-sector financial institution that focuses on personal lending and business development efforts in local communities. They are primarily funding sources to support small business growth and development. CDFIs can be an important source for the use of New Market Tax Credits to finance economic development efforts.

Economic Development Organizations

Economic Development Organizations serve as the primary sources of grant funds from federal agencies involved in economic development.

Certified Development Corporations

Certified Development Corporations earn their designation from the U.S. Small Business Administration (SBA) and offer any form of SBA loan assistance. Small Business Development Centers (SBDCs) are partnerships primarily between the government and colleges to provide educational services for small business owners and aspiring entrepreneurs.

Housing Resource Centers

Housing Resource Centers (HRCs) are central points for technical assistance and a resource for stimulating new housing construction as well as rehabilitation. HRCs help existing and potential homeowners to locate resources to repair, build, or purchase a home.

A community or committee should explore all options to determine the best vehicle to develop its recovery strategies and projects. It may choose to structure as, or partner with, one of the community development organization types. Alternatively, the community or committee may elect to incorporate as a charitable nonprofit corporation but not structure it specifically as one of these organizations, based on what best meets the needs and goals of the community for the both its recovery and future development.

Agencies, Universities and Associations

State agencies, universities, and associations provide a broad range of financial and other support to communities and organizations of interest to them. They are an excellent resource for capacity building support, technical assistance, studies and projections, and sometimes even funding. The Alabama Department of Economic and Community Affairs (ADECA) is the coordinating agency under the Governor's Office for long-term community recovery efforts. There are numerous supporting state agencies that assist in long-term community recovery. A list of links to State agency websites is included in Section V of the *Alabama Resource Guide*.

Examples of Other Potential Partners

- Alabama Association of Nonprofits
  http://alabamanonprofits.org
- Alabama Communities of Excellence
  www.alabamacommunitiesofexcellence.org
- Your Town Alabama
  www.yourtownalabama.org
- Alabama Home Builders Association
  www.hbaa.org
- Local university centers and programs
- Local chambers of commerce
- Local development authorities

This is by no means a comprehensive list, but it does illustrate that numerous agencies and organizations can partner with communities to gain needed support during the recovery process. The regional council or planning commission that serves the region is an excellent resource for cultivating and strengthening relationships with these key partners, both public and private. Typically, the regional council or planning commission has existing relationships with the organizations and agencies that are active in the region and can provide insight and resources to help identify and secure critical support for projects. Assembling a strong team of partners to provide support is essential to holistic recovery.

TOWN OF PHIL CAMPBELL

P.O. Box 489 • Phil Campbell, Alabama 35581
(205) 993 - 5313 • Fax (205) 993 - 4888 • www.philcampbellal.com
"Home of Alabama's First State Public Junior College"

Jerry Mays
Mayor

Ann Bragwell
Town Clerk

Dear Citizens of Phil Campbell:

The tornado of April 27, 2011, changed the landscape of Phil Campbell and the lives of everyone in the area. More than two dozen lives were lost, and more than 400 structures were damaged or destroyed. Some of you lived without power for almost two weeks, and others are waiting still to rebuild and return to their homes. As a community, Phil Campbell suffered millions of dollars in damages.

Even in the midst of devastation, your Phil Campbell spirit continues to shine. Neighbors have helped neighbors, and many of you stepped up to help us plan for a strong recovery. More than thirty area residents and organizations have come together regularly since July to meet with you and FEMA's Long Term Community Recovery team to help plan for our recovery from the tornado. After many meetings and three community workshops, they have developed your thoughts, ideas, concerns, and vision into core recovery projects to lead us forward for a strong future. You all were essential to the process because you got the ball rolling at the Visioning Workshop, helped us see a new vision for Phil Campbell at the Design Workshop, and provided your feedback at the Project Presentation Workshop. You have been with us all along the way, and we appreciate your commitment to the community.

The Phil Campbell Recovery Committee has worked diligently, guided by recovery planning specialists, to take the first steps to make our vision for Phil Campbell a reality, and I commend them for their dedication. Their and your efforts have resulted in Phil Campbell's Long Term Community Recovery Plan.

Phil Campbell's Long Term Community Recovery Plan will be our guide to help Phil Campbell fulfill its potential. It represents an opportunity for our devastated community to rebuild and recover in a way that Phil Campbell can be a stronger and more sustainable community for our children, grandchildren, and generations to come.

Your continued participation and support are vital to our efforts. Our recovery task is not over. If we continue to work together for the common good, we will be Phil Campbell strong. We can be the Phil Campbell we envisioned for the future.

Sincerely yours,

Jerry Mays (Mayor)

Jerry Mays, Mayor
City of Phil Campbell

Franklin County Commission

P.O. Box 1028 • Russellville, Alabama 35653
Phone (256) 332-8850 • Fax (256) 332-8855

Courthouse

BARRY MOORE
Chairman
399 High Pine Drive
Russellville, AL 35654

CRISTA MADDEN
County Administrator

STRATT BYARS
Member • District 1
8275 Highway 48
Russellville, AL 35654

GREG SMITH
Member • District 3
1905 Shady Grove Road
Russellville, AL 35653

HOWARD HUTCHESON
Member • District 2
2611 Highway 63
Phil Campbell, AL 35581

DON HASTINGS
Member • District 4
801 Liberty Lane
Red Bay, AL 35582

Courthouse Annex

Dear Citizens of Franklin County:

Thank you for your dedication and hard work to help the Phil Campbell and East Franklin areas to recover from the April 27, 2011, tornado. It was an unprecedented event that forever changed the lives of many. The tornado caused the worst damage that the area has seen in years.

You came together to develop a Long Term Community Recovery Plan that will guide you into a promising future. The plan outlines important economic, housing, and health-related projects that will benefit Phil Campbell, East Franklin, and the surrounding areas for years to come. I commend your commitment to implementing the plan and continuing to better and strengthen the community.

You have my full support, and I look forward to working with the Town of Phil Campbell and the East Franklin community with the Recovery Committee as the area rebuilds.

Sincerely,

Barry Moore
Chairman, Franklin County Commission

ALABAMA STATE SENATE
ALABAMA STATE HOUSE
MONTGOMERY, ALABAMA 36130-4600

ALABAMA

ROGER H. BEDFORD, JR.
STATE SENATOR 6TH DISTRICT
POST OFFICE BOX 379
RUSSELLVILLE, ALABAMA 35653
RUSSELLVILLE (256) 332-2860
MONTGOMERY (334) 242-7962

COMMITTEES
CHAIRMAN, FINANCE AND TAXATION
GENERAL FUND
FINANCE AND TAXATION, EDUCATION FUND
RULES
CONFIRMATIONS
JUDICIARY
CONSTITUTION AND ELECTIONS
AGRICULTURE, CONSERVATION AND FORESTRY
BANKING AND INSURANCE
COMMERCE, TRANSPORTATION AND UTILITIES
HEALTH
ENERGY AND NATURAL RESOURCES
LOCAL LEGISLATION #1

October 24th, 2011

To My Friends and Neighbors in Phil Campbell:

Moments after the devastating tornado roared through Phil Campbell and the surrounding area people first thanked God for their survival and then went to work helping their neighbors. As bad as the death and destruction was that occurred on April 27th throughout Alabama and in particular here in Senate District 6 which included Hackleburg, Phil Campbell, East Franklin, Oak Grove and Mt. Hope. I tell you that I can not be prouder of the wonderful response of the people both in Alabama and outside it. In the hours and days that followed this devastation I witnessed untold acts of kindness, neighbors helping neighbors, strangers helping neighbors the amount of Christian charity that poured in to aid the people of Phil Campbell in their need was most humbling.

One of the hardest parts of the job that the FEMA officials faced was having people to sign up for a claim because they first said " no, go help my neighbor, they have it worse."

I was in Phil Campbell the day after the storm and the courage, determination and resourcefulness of the people and those that poured in to help was most inspiring. Our first responders did an outstanding job and all the volunteer groups that soon followed.

As I have said at many meetings this is a marathon and not a sprint but Phil Campbell with continued assistance from the State, Federal and Local level will rebuild even bigger, better and stronger.

I'm so impressed by the individuals and businesses that had the will and determination to stay and rebuild in Phil Campbell. It is also very gratifying to see so many Federal officials working so closely with our State, City, County and Local officials. By working closely together as a team and with the Federal Emergency Management Agencies, FEMA representatives, I know we can develop a long term plan and support it. I want you to know that I'm committed to continuing the work with our Federal, State, County and Local officials to support a long term economic growth plan for the Town of Phil Campbell and the individuals which live in and around it.

In the upcoming weeks and months I'm confident that Phil Campbell with assistance from the Federal Government as well as private and public aid organizations which include FEMA we can develop and implement a long term plan. We all need to continue to work together and with God's grace I know that we can rebuild and have a brighter future, so lets keep working together.

ALABAMA
HOUSE OF REPRESENTATIVES
11 S. UNION STREET, MONTGOMERY ALABAMA 36130

REP. JOHNNY MACK MORROW
DISTRICT NO. 18
1885 HIGHWAY 28
RED BAY, ALABAMA 35582

STATE HOUSE: 334-242-7688
DISTRICT: 256-356-8043

October 19, 2011

Dear Local Officials and Citizens of Phil Campbell:

I have always believed that tough people will survive tough times. On April 27, 2011, our lives were turned upside down when we were hit with an F-5 tornado. On the morning of April 28th, we all asked ourselves where we begin to restore our lives to some degree of normalcy.

The emergency clean-up efforts are nearly completed, but there still remains the process of rebuilding and repairing businesses, homes, and public property. The rebuilding effort will prevent problems and offer opportunities for the City of Phil Campbell and Franklin County. All levels of government as well as local businesses, private organizations, and private citizens must be involved if we are to succeed.

I endorse wholeheartedly any effort to continue this process and offer my assistance to recover and rebuild.

Sincerely,

Johnny Mack Morrow

JMM/ta

ACKNOWLEDGEMENTS

Town of Phil Campbell
Phil Campbell Volunteer Fire Department
Parks & Recreation Board
Water & Sewer Board
Phil Campbell Recovery Committee
Northwest Alabama Council of Local Governments
Create Architects
Goodwyn, Mills, and Cawood
Top of Alabama Council of Local Governments
Croy Engineering
Franklin County Chamber of Commerce
Community Action Partnership
Ground Zero Mission
Lions Club of North Alabama
Muscle Shoals National Heritage Area
Northwest Shoals Community College
Phil Campbell Rescue Squad
Franklin County Alabama Cattlemen's Association
Salvation Army
Wal-Mart of Russellville, AL
Franklin County Schools
Phil Campbell Elementary School
Phil Campbell High School
East Franklin High School

PHIL CAMPBELL, ALABAMA

Resolution Number 62011

WHEREAS, the City of Phil Campbell, Alabama and the surrounding communities in Franklin County received major devastation as a result of the tornado that struck our area on April 27, 2011.

WHEREAS, the impact of the tornado included loss of life in Phil Campbell as well as major losses to its housing, business, educational, government, church and community facilities.

And, WHEREAS, the City of Phil Campbell has lost a majority of its traditional tax base and revenue, including revenue necessary to cover operations resulting from the tornado.

Therefore, be it resolved that the City of Phil Campbell requests that FEMA's Long-Term Community Recovery group and its partner agencies, otherwise known as Emergency Support Function ESF-14, be deployed to fully support the City of Phil Campbell in our long-term recovery as soon as possible.

Further be it resolved that, the City Council of Phil Campbell encourages all citizens and staff to participate in the recovery activities coordinated through our process in partnership with the County Officials of Franklin County, the State of Alabama, FEMA's Long-Term Community Recovery group and other recovery partners.

Adopted at the June 21, 2011 Council Meeting

Twin Pines
Golf Course
Cedar Creek
Russellville
Dempsey
To Decatur
Hwy 243
43
Phil Campbell
Bankhead
National
Forest
Mondye
Bates
Landing
Hackleburg
Bear Creek
43