

# Comprehensive Economic Development Strategy (CEDS)

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## 2022

**Prepared for the Economic Development Agency (EDA)  
By the Northwest Tennessee Development District (NWTDD)**



**Northwest Tennessee  
Development District**

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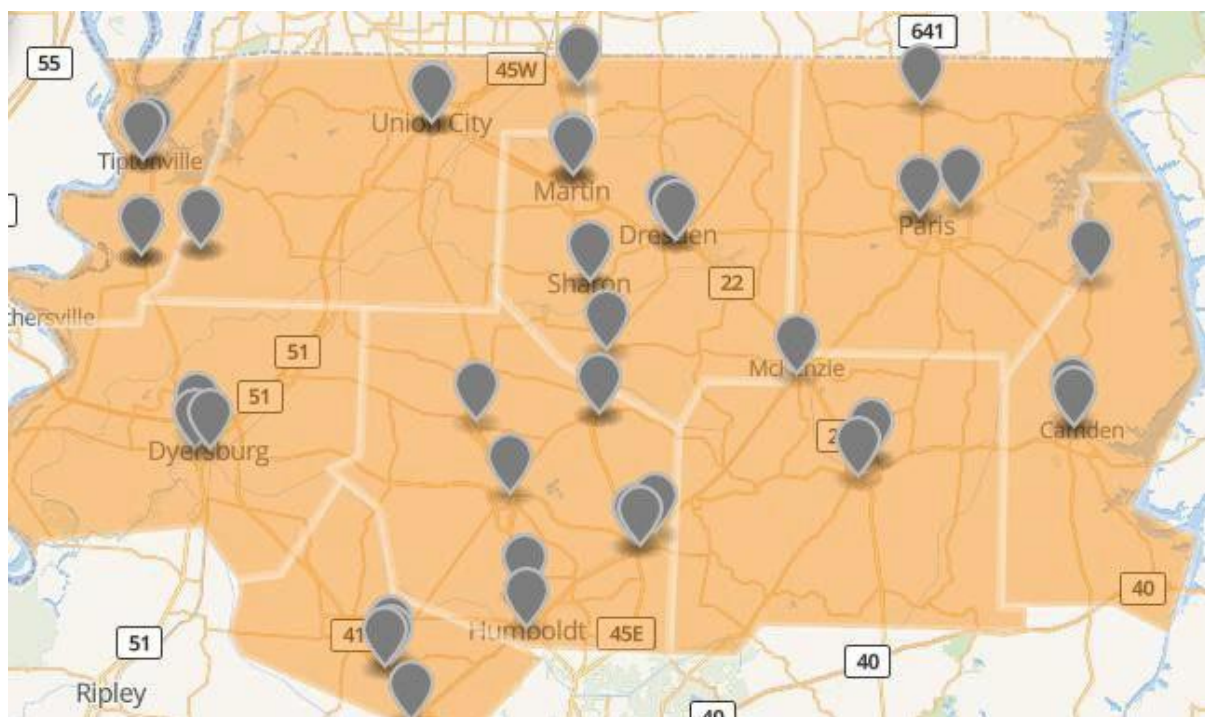
## NORTHWEST TENNESSEE DEVELOPMENT DISTRICT (NWTDD)

The NWTDD was founded in 1971 to provide planning, technical assistance, and staff support to local government, and to help develop projects and programs that benefit the communities, industries, and citizens in Northwest Tennessee. To this day the district planning office is the only source most counties and communities have available for technical assistance or planning.

The District concerns itself with the total social, economic, and environmental well-being of the Northwest Tennessee area. The NWTDD provides a network for technical assistance and resources in response to requests from local governments, nonprofits, and communities in our District. The goals are: to assist local governments, nonprofits, and communities in researching, obtaining, and administering State, Federal, and private funding; to bring together as many resources as possible in an effort to keep senior citizens active, healthy, and in an independent living setting; and to enhance the overall quality of life in Northwest Tennessee for all citizens.

## NORTHWEST TENNESSEE DEVELOPMENT DISTRICT

**Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Obion, and Weakley**



Summary Background:

S.W.O.T. (Strengths Weakness Opportunities Threats) Evaluation

Framework

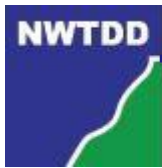
Strategic Direction / Action Plan

Concepts of Economic Resilience

Appendix A: NADO's peer standards of excellence

Appendix B: 10 defining noteworthy elements

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### **Acronyms**

|  |          |
|--|----------|
| Northwest Tennessee Development District                   | NWTDD    |
| Tennessee Department of Economic and Community Development | TDECD    |
| Tennessee Department of Environment and Conservation       | TDEC     |
| Tennessee Housing and Development Agency                   | THDA     |
| United States Department of Agriculture                    | USDA     |
| Bureau of Labor Statistics                                 | BLS      |
| Area Agency on Aging and Disability                        | AAA&D    |
| Tennessee Advisory Council on Intergovernmental Relations  | TACIR    |
| Comprehensive Economic Development Strategy                | CEDS     |
| Community Development Block Grant                          | CDBG     |
| Community Development Block Grant-Industrial Loan Program  | CDBG-ILP |
| Economic Development Administration                        | EDA      |
| Tennessee Department of Transportation                     | TDOT     |
| Tennessee Industrial Infrastructure Program                | TIIP     |
| Northwest Tennessee Certified Development Corporation      | CDC      |
| Tennessee Arts Commission                                  | TAC      |
| Tennessee Commission on Aging                              | TCA      |
| Strengths Weaknesses opportunities threats                 | SWOT     |
| National Association of Development Organization           | NADO     |
| West Tennessee Industrial Association                      | WTIA     |

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## Summary Background

Northwest Tennessee Development District (NWTDD) is a non-profit organization that provides planning, technical assistance, and staff support to local governments in Northwest Tennessee. NWTDD was founded in 1971 and is governed by a board of directors composed of mayors from the region's nine counties and forty-seven municipalities.

NWTDD's mission is to "advocate and promote economic and community development in Northwest Tennessee." The organization works to achieve its mission through a variety of programs and services, including:

- Research and grant writing assistance
- Technical assistance on a wide range of topics, including housing, transportation, and economic development
- Planning and GIS support
- Assistance with environmental issues
- Education and outreach

NWTDD's staff is experienced and knowledgeable in a variety of areas, including:

- Housing
- Transportation
- Economic development
- Planning
- GIS
- Environmental issues

NWTDD is a valuable resource for local governments in Northwest Tennessee. The organization's expertise and experience can help communities to develop and implement plans that will improve the quality of life for residents and attract new businesses and investment to the region. A S.W.O.T. Analysis: Strengths, Weaknesses, Opportunities, and Threats; is in-depth analysis of our regions strengths weaknesses, opportunities and threats.

Northwest Tennessee is a region with a number of strengths, including a central location, low taxes, state incentives, public transportation, a water supply, and transportation infrastructure. The region also has a number of educational institutions and an educated workforce. Additionally, Northwest Tennessee has a strong agricultural sector and a growing tourism industry.

However, Northwest Tennessee also faces a number of challenges, including a lack of interstate highway access, a declining population, an aging population, a high poverty rate, and a lack of high-paying jobs. Additionally, the region is vulnerable to natural disasters such as earthquakes, tornadoes, and flooding.

Despite these challenges, Northwest Tennessee has a number of opportunities for growth, including the completion of I-69, the development of the Port of Cates, and the growth of advanced manufacturing. The region is also well-positioned to attract new businesses and investment due to its central location, low taxes, and state incentives.

Overall, Northwest Tennessee is a region with a bright future. The region has a number of strengths that can be leveraged to overcome its challenges and achieve its full potential.

### **S.W.O.T. Analysis**

#### **Strengths**

- Central location
- Low taxes
- State incentives
- Public transportation
- Water supply
- Transportation (roads, rail, and four-lane highways)
- NWTDD leader in securing grants for development
- Tennessee Valley Authority
- Available industrial property
- Three schools of higher education
- Educated workforce
- West Star Leadership
- Agricultural strengths
- Tourism

### **Weaknesses**

- Transportation (no interstate)
- Youth flight
- Limited to state incentives
- No major cities in district
- No commercial air service
- Declining population
- Aging population
- Recent hospital closing
- High poverty rate
- Low education level
- Lack of high-paying jobs
- Limited high-speed broadband
- Prevalence of cost-burdened homeowners
- Lack of adequate/quality affordable rental housing



### **Opportunities**

- Complete interstate highway
- Funding of I-69
- Training workforce
- Port of Cates
- Advanced manufacturing

### **Threats**

- Other locations
- Domestic and foreign competition for same industries
- Earthquake zone
- Tornado threat
- Flooding
- Youth flight
- Aging population

## Strengths

Northwest Tennessee is located east of the Mississippi River; bordered by Kentucky to the north, Arkansas to the west, and the Tennessee River to the east. The proposed Interstate 69 corridor will pass through Obion and Dyer counties in Northwest Tennessee. Forty percent of US manufacturing occurs along the Interstate 69 corridor. Northwest Tennessee is roughly halfway along the 2,600-mile highway connecting Canada to Mexico; the portion connecting Union City to the existing route running north is planned for opening in 2023.

Tennessee's newest port sits in the center of a multistate agricultural region producing cotton, grain and meat among other products. The Port of Cates Landing is located on the Mississippi River in Northwest Tennessee near Tiptonville. It is built on the only developable site on the Mississippi River above the 100-year flood plain between Memphis and Cairo, Illinois. The port sits on 150 acres. The neighboring 350 acre Lake County Industrial Park is soon to be home to Sinova Global, a silicon metal refining plant providing 140 jobs. A 5.5 mile rail line will connect the port and industrial park to the existing Tenn-Ken line, allowing the port to become a distribution hub for the whole area. This project is being completed with funding from EDA, DRA, and the State of Tennessee.

The Northwest Tennessee Human Resource agency provides public transportation for the nine county area of Northwest Tennessee. This service is provided by the Federal Transit Authority and the Tennessee Department of Transportation. West Tennessee has an ample water supply; situated in the Memphis water aquifer between the Mississippi and the Tennessee rivers. The Memphis aquifer is fed by these rivers, providing an immense quantity of water available for industrial growth.

Northwest Tennessee is serviced by a number of highways and rail lines. Four-lane routes like Hwy 45, running from South Fulton thru Gibson County, and Hwy 51, running from Dyersburg and Dyer County to South Fulton, provide rapid transit across the area while leaving plenty of room for agricultural and manufacturing traffic. There are three short rail lines in the district. West Tennessee R.R. has 41.9 miles of rail, Tenn-Ken has 43.7 miles, and K.W.T. R.R. has 51.5 miles. West Tennessee R.R. connects with Norfolk Southern, CN, CSX, Kansas City Southern, and Canadian National. Tenn-Ken R.R. connects with CN, and K.W.T. R.R. connects with CSX. Nearby Memphis is the third largest rail center in the U.S.

Northwest Tennessee Development District has led the state in securing grants for numerous industries. As of this report, the planning staff has secured grants totaling more than \$45 million. These include 11 Community development Block Grants, 10 TDEC American Rescue Plan grants, 5 Delta Regional Authority grants, 3 Site Development Grants, and 4 Industrial Planning Grants among others. Another 20 applications are currently up for review.

The Tennessee Valley Authority (TVA) supplies lower cost power to our district as compared to other regions of the country. TVA has a long history of working with industries to customize their power needs. TVA work with local power distributors to attract industries to the area. TVA has invested over 5.5 Billion dollars in Tennessee which created or retained over 57,150 jobs. There are a number certified industrial properties available in Northwest Tennessee. A certified site has a minimum of 20 developable acres, has utilities in place or a formal extension plan in place, has a boundaries surveyed and topography maps already in place, has documented environmental conditions and geotechnical analysis, has minimized development risk factors, and is certified by Austin Consulting.

Northwest Tennessee has three institutions of higher learning. The University of Tennessee at Martin, Bethel University in McKenzie, and Dyersburg State Community College. Also in Northwest Tennessee are two technical training colleges located in McKenzie and Newbern. UT Martin serves over 6,800 students and has an economic impact of over \$10,000 per year per student to the district. Bethel University has an enrollment of 7,600 students. Bethel was founded in 1842 as a Presbyterian seminary. Dyersburg State Community College opened in 1969 and has improved the quality of education in the district. The two technical training colleges in McKenzie and Newbern provide competence based instruction through traditional and distance learning instructional delivery systems that will qualify individuals for employment or job advancement.

West Star is a leadership group that puts together leaders from all over West Tennessee. They interact with other class member and with people that shape the future of West Tennessee. West Star benefits the people of West Tennessee as a result of knowledge and commitment. The participants gain from the knowledge and skills they learn from the seminar. Participants must have already completed a local-level leadership course before admittance.

There are fifteen senior centers in Northwest Tennessee that are contracted with the Northwest Tennessee Area Agency on Aging and Disability (NWTAAAD). These centers provide a wide range of supportive services to seniors, including; educational and recreational activities, general information and assistance, health promotion/disease prevention services, outreach, and home care support services.

### **Weaknesses**

The I-69 project has been stalled for many years due to a lack of funding. This makes it difficult for businesses to locate in the district, as they need good transportation links to be able to reach their customers and suppliers. Some progress has been made, but it is unknown when the route will be completed from Union City to Memphis.

Another problem is that there is a lack of good-paying jobs in the district. This is leading to youth flight, as young people are moving to other areas where they can find better opportunities. This is further depleting the workforce in the district, making it even more difficult for businesses to operate. The average salary in the region is roughly \$20,000 below the national average. The local governments in the district do not have the resources to attract businesses to the area. They rely on state and federal funding to provide incentives, but this funding is often limited. This makes it difficult to compete with other areas that have more resources to offer businesses. The district also lacks a metropolitan area. This means that there is a smaller pool of potential customers and suppliers for businesses. It also means that there are fewer cultural and recreational amenities for residents.

There is no commercial air service in the district. This makes it difficult for businesses to attract and retain employees who need to travel for work. It also makes it difficult for residents to travel for leisure or medical appointments.

The population in the district is declining. This is due to a combination of factors; including youth flight, an aging population, and a lack of job opportunities. This decline is putting a strain on the local economy and making it difficult to provide essential services.

There have been several community hospital closings in the district. This has made it more difficult for residents to access healthcare. Good healthcare is important for people of all ages, but it is especially important for older adults and people with chronic health conditions. As of the 2020 Census, three counties in Northwest Tennessee ranked in the top-ten in the state for poverty rates, including number 1. Poverty can have a negative impact on people's health, education, and employment opportunities.

There is limited access to high-speed internet in the district. This makes it difficult for students to do their schoolwork, for businesses to operate, and for residents to stay connected with friends and family.

Home ownership is a cost burden for many residents in the district. This is due to a combination of factors, including low wages, high housing costs, and a lack of affordable rental housing. Home ownership is important for people's financial security and well-being. The district faces a number of challenges, but there are also opportunities for growth. By addressing the challenges, the district can improve its economy and quality of life for its residents.

According to the Tennessee Department of Economic and Community Development, 51.1% of people in Northwest Tennessee have access to broadband internet. This is lower than the state average of 61.2% and the national average of 74.1%.

The region is more rural than other parts of the state, which makes it more difficult and expensive to provide broadband service. There is a lower population density in Northwest Tennessee, which means that there are fewer potential customers for broadband providers. Some residents of Northwest Tennessee may not be able to afford the cost of broadband service.

### **Opportunities**

The completion of Interstate 69 through the district would improve access to markets and suppliers, which would make it easier for businesses to locate here. Tennessee leads the nation in advanced manufacturing, and we can capitalize on this by training our workforce in the latest technologies.

The Port of Cates is a potential economic driver for our district, and we can develop it by investing in infrastructure and marketing it to potential users.

The Tennessee Department of Economic and Community Development is working to improve broadband access in Northwest Tennessee by providing grants to broadband providers and by working with local governments to develop plans to expand broadband service.

### **Threats**

Northwest Tennessee is competing with businesses from all over the world for industrial development. Part of the district is located in the New Madrid earthquake zone, which is a potential risk for businesses and residents. The region is bordered by the Tennessee River and the Mississippi River, which makes some areas prone to flooding. Despite these challenges, we believe that the district has a bright future. By addressing the challenges and taking advantage of the opportunities, we can create a strong economy and a high quality of life for our residents.

### **Conclusion**

Northwest Tennessee has a number of strengths, including a central location, low taxes, and state incentives. The region also has a strong transportation system, a water supply, and available industrial property. However, the region also has some weaknesses, including a lack of an interstate highway, a declining population, and a high poverty rate.

The region has a number of opportunities, including the potential to complete the interstate highway, to receive funding for I-69, to train its workforce, to develop the Port of Cates, and to attract advanced manufacturing. However, the region also faces some threats, including competition from other locations, domestic and foreign competition for the same industries, the risk of earthquakes, tornadoes, and flooding, and the continued youth flight and aging population. Overall, Northwest Tennessee is a region with a number of strengths and opportunities. However, the region also faces some challenges, including a lack of an interstate highway and a declining population. The region can overcome these challenges by focusing on its strengths and opportunities, and by working to address its weaknesses.

The Northwest Tennessee Development District (NWTDD) has developed a Comprehensive Economic Development Strategy (CEDS) to guide the region's economic development efforts. The CEDS is a collaborative effort of the NWTDD, local governments, businesses, and community organizations.

The CEDS identifies the following key economic development challenges facing the region:

- **Poverty:** Northwest Tennessee has a high poverty rate, with several counties in the region ranking among the poorest in the state.
- **Low educational attainment:** Northwest Tennessee has a lower educational attainment rate than the state average.
- **High unemployment:** Northwest Tennessee has a higher unemployment rate than the state average.
- **Poor infrastructure:** Northwest Tennessee has a below-average infrastructure, with roads, bridges, and water systems in need of repair.
- **Inadequate healthcare:** Northwest Tennessee has a below-average healthcare system, with fewer hospitals and doctors per capita than the state average.
- **High crime rate:** Northwest Tennessee has a higher crime rate than the state average.

The CEDS also identifies the following key economic development assets in the region:

- **Abundant natural resources:** Northwest Tennessee has abundant natural resources, including clay, timber, and water.
- **A skilled workforce:** Northwest Tennessee has a skilled workforce that is capable of working in a variety of industries.
- **A strategic location:** Northwest Tennessee is located in a strategic location between Memphis and Nashville. This location makes it easy to access markets and suppliers.
- **A supportive community:** Northwest Tennessee has a supportive community that is committed to economic development.

The CEDS outlines a number of strategies to address the economic challenges and leverage the assets in the region. These strategies include:

- Investing in education and workforce training to improve the skills of the workforce and make it more attractive to businesses.
- Improving infrastructure, such as roads, bridges, and water systems, to make it easier for businesses to operate and for residents to live and work.
- Expanding access to healthcare, including preventive care, to improve the health of residents and reduce the cost of healthcare.
- Working to reduce crime to make Northwest Tennessee a safer place to live and work.
- Marketing the region to attract new businesses and investment.

The CEDS identifies a number of economic clusters within the NWTDD region. These include:

- Manufacturing
- Healthcare
- Agriculture
- Tourism
- Logistics

### **CEDS Plan of Action**

The CEDS Plan of Action outlines how the goals and objectives of the CEDS will be implemented. The plan includes a timeline for implementation, as well as a list of resources that will be needed.

### **Performance Measures**

The CEDS includes a set of performance measures that will be used to evaluate the plan's success. These measures will track progress in reducing poverty, increasing educational attainment, creating jobs, and improving the quality of life for residents. The NWTDD CEDS is a comprehensive plan that provides a roadmap for the region's economic future. The plan is ambitious, but it is achievable with the cooperation of all stakeholders. By working together, we can create a strong economy and a high quality of life for all residents of the NWTDD region.

The CEDS is a living document that will be updated on a regular basis to reflect changes in the region's economy and demographics. The NWTDD is committed to working with local governments, businesses, and community organizations to implement the CEDS and create a strong economy and high quality of life for the region's residents.

### **Workforce Background**

Northwest Tennessee has a population of 252,000 people. The average county population is 28,000. The median age is 38.2 years old. The percentage of the population with a high school degree is 67.1%. The median annual household income is \$29,800. The labor force participation rate is 56.9%.

There is considerable variation in economic conditions across the nine counties in Northwest Tennessee. Dyer and Obion counties have median family incomes of \$32,700 and \$30,000, respectively. Lake County has a median family income of \$22,000.

The labor force in Northwest Tennessee is concentrated in the retail trade and manufacturing industries. Respondents to a survey indicated a desire for new job skill training, with basic computer training and medical field training being the most popular choices.

Of those not currently employed, 25.7% are unable to work due to raising a family. 22.9% are unemployed due to attending school. 20% are unemployed due to retirement. The desire to work among Northwest Tennessee's unemployed is quite high. Of those who want to work, 55.2% seek full-time employment with a requested annual median income of just \$15,600. 79.3% of unemployed respondents stated that they are interested in receiving new job skills training.



The unemployment rate in Northwest Tennessee is 6.3%, which is higher than the national average of 3.6%. The unemployment rate in Northwest Tennessee has been increasing in recent years, and it is expected to continue to increase in the coming years.

There are a number of factors that contribute to the high unemployment rate in Northwest Tennessee. One factor is the decline of manufacturing jobs in the region. Manufacturing jobs used to be a major source of employment in Northwest Tennessee, but many of these jobs have been moved overseas or automated. Another factor contributing to the high unemployment rate is the lack of education and training among the workforce in Northwest Tennessee. Many people in the region do not have the skills necessary to get good jobs, and there are not enough training programs available to help them develop the skills they need.

The high unemployment rate in Northwest Tennessee has a number of negative consequences for the region. It leads to poverty, crime, and a decline in the quality of life. It also makes it difficult for businesses to find workers, which can stifle economic growth. Overall, Northwest Tennessee has a relatively low median income and a high unemployment rate. The region has a large number of retirees and young people who are unable to find work. The loss of manufacturing jobs has further exacerbated the economic challenges facing the region.

### **Poverty**

Poverty is a major problem in Northwest Tennessee. The poverty rate in Northwest Tennessee is 16.2%, which is higher than the national poverty rate of 11.4%. The poverty rate in Northwest Tennessee has been increasing in recent years, and it is expected to continue to increase in the coming years.

There are a number of factors that contribute to poverty in Northwest Tennessee. One factor is the decline of manufacturing jobs in the region. Manufacturing jobs used to be a major source of employment in Northwest Tennessee, but many of these jobs have been moved overseas or automated. Another factor contributing to poverty is the lack of education and training among the workforce in Northwest Tennessee. Many people in the region do not have the skills necessary to get good jobs, and there are not enough training programs available to help them develop the skills they need.

Poverty has a number of negative consequences for individuals and families in Northwest Tennessee. It can lead to poor health, crime, and a decline in the quality of life. It can also make it difficult for children to get a good education and for adults to get good jobs. The disparities in poverty rates in Northwest Tennessee are due to a number of factors, including the education level of the population, the type of jobs available in the region, and the cost of living. There are a number of organizations working to address poverty in Northwest Tennessee. These organizations provide a variety of services, including food assistance, housing assistance, and job training.

## **Education**

Education attainment in Northwest Tennessee is lower than the national average. According to the U.S. Census Bureau, 25.7% of adults in Northwest Tennessee have a bachelor's degree or higher, compared to 31.3% of adults nationwide. The high school graduation rate in Northwest Tennessee is 87.1%, compared to 87.5% nationwide.

There are a number of factors that contribute to the lower education attainment in Northwest Tennessee. One factor is the high poverty rate in the region. Poverty can make it difficult for people to afford college or other post-secondary education. Another factor is the lack of access to quality education in some parts of the region. Some school districts in Northwest Tennessee do not have the resources they need to provide a high-quality education.

There are a number of things that can be done to improve education attainment in Northwest Tennessee. One thing that can be done is to increase funding for education. This will help to ensure that all children have access to a high-quality education. Another thing that can be done is to provide more support for teachers and schools. This will help to improve the quality of education in Northwest Tennessee.

## **Health**

Health in Northwest Tennessee is a complex issue. The region has a number of challenges, including a high poverty rate, a lack of access to healthcare, and a high rate of chronic diseases. One of the biggest challenges facing health in Northwest Tennessee is the high poverty rate. Poverty can make it difficult for people to afford healthcare, healthy food, and other necessities. This can lead to a number of health problems, including obesity, heart disease, and diabetes. Another challenge facing health in Northwest Tennessee is the lack of access to healthcare. There are a number of factors that contribute to this, including the rural nature of the region, the lack of providers, and the high cost of healthcare. This can make it difficult for people to get the care they need, when they need it.

Finally, Northwest Tennessee has a high rate of chronic diseases. Chronic diseases are diseases that last for a long time and can be very serious. Some of the most common chronic diseases in Northwest Tennessee include heart disease, stroke, cancer, and diabetes. These diseases can lead to a number of other health problems, including disability, death, and financial hardship.

## **Geographic Information**

The geography of Northwest Tennessee is characterized by its flatness. The region is part of the Mississippi Alluvial Plain, which is a vast area of fertile land that was created by the Mississippi River. The region is also home to a number of lakes, including Reelfoot Lake, Kentucky Lake, and Lake Barkley.

The vegetation of Northwest Tennessee is a mix of forests and farmland. The forests are home to a variety of trees, including oak, hickory, and pine. The farmland is used to grow a variety of crops, including soybeans, corn, and cotton.

The value of agriculture in Northwest Tennessee is over \$1 billion annually. The agricultural industry employs over 10,000 people in Northwest Tennessee. The top five crops grown in Northwest Tennessee are soybeans, corn, cotton, wheat, and hay. The top five livestock raised in Northwest Tennessee are cattle, hogs, poultry, sheep, and goats.

Northwest Tennessee is also home to a variety of mineral resources, including clay, limestone, and sand and gravel. These resources are used for a variety of purposes, including energy production, construction, and manufacturing. The mining industry is a significant contributor to the region's economy, generating over \$200 million in revenue each year.

## **Demographics**

The demographics of Northwest Tennessee are diverse. The region is home to a variety of racial and ethnic groups, including white, black, Hispanic, and Asian. The region is also home to a variety of religious groups, including Protestant, Catholic, and Jewish. The population breaks down as:

- White: 76.7%
- Black: 19.4%
- Hispanic: 2.5%
- Asian: 1.0%
- Christian: 77.2%
- Jewish: 1.2%
- Muslim: 0.5%

The population of Northwest Tennessee is about 254,605. The population is growing, and it is expected to continue to grow in the future. The growth is being driven by a number of factors, including the region's low cost of living, its proximity to major cities, and its natural beauty. The median age in Northwest Tennessee is 39. The population is aging, and the median age is expected to continue to increase in the future. The aging population is putting a strain on the region's resources, and it is a challenge for the region's businesses and governments.

The crime rate in Northwest Tennessee is below the national average. About 3,000 crimes are reported each year in Northwest Tennessee. The low crime rate is a positive sign for the region, and it is a sign that the region is a safe place to live and work.

The demographics of Northwest Tennessee are changing. The region is becoming more diverse, and the population is growing. The aging population is putting a strain on the region's resources, and the low education level is a challenge for the region's economy. However, the low unemployment rate and the low crime rate are positive signs for the region.

### **Transportation**

Transportation in Northwest Tennessee is a mix of private and public options. The region is served by a number of major highways, including Interstate 55, Interstate 40, and U.S. Route 45. The region also has a number of airports, including the Dyersburg Regional Airport and the Union City Municipal Airport.

Public transportation in Northwest Tennessee is provided by the Northwest Tennessee Human Resource Agency (NWTTHRA). NWTTHRA operates a fleet of buses that serve the nine counties in Northwest Tennessee. The buses provide service to a variety of destinations, including medical appointments, grocery stores, and schools.

NWTTHRA also offers a paratransit service for people with disabilities. The paratransit service provides door-to-door service to people who are unable to use the regular bus service. Transportation in Northwest Tennessee is a vital part of the region's economy and culture. The region is home to a number of businesses and organizations that rely on transportation to get their employees and customers to and from work and school. The region is also home to a number of tourist attractions that rely on transportation to get visitors to and from the region.

The transportation system in Northwest Tennessee is facing a number of challenges. The region is growing, which is putting a strain on the existing infrastructure. The region is also facing a shortage of drivers, which is making it difficult to provide reliable service.

The region is working to address these challenges. The region is investing in new infrastructure, such as new roads and bridges. The region is also working to recruit new drivers. The transportation system in Northwest Tennessee is a vital part of the region's economy and culture. The region is working to address the challenges facing the transportation system and to ensure that the system is able to meet the needs of the region's residents and businesses. New projects that are conducted by the West Tennessee Industrial Board, Workforce Development, Southern Growth Policies Board, and the Northwest Tennessee Development District provide much needed data and funding avenues to support necessary paradigm shifts to attract new types of employment opportunities.

Northwest Tennessee experienced dramatic employment and labor force loss due to overseas outsourcing and NAFTA agreements. To fill the vacuum, the region looked to other general manufacturing plants. Organizations such as the Southern Growth Policy Board, Workforce Development, West Tennessee Industrial Association, USDA Rural Development, ECD, and various other organizations helped reform its educational system, provide training opportunities, increase awareness of technological benefits, and look for innovative solutions.

### **Educational Analysis**

A region's educational attainment level is closely associated with occupational mix, quality of life, industrial composition, and wage rates. Census 2020 data indicate that educational attainment in the study area is low compared to that of the United States and Tennessee. West Tennessee counties have a higher percentage of people aged 25 and over without a high school diploma than the state average of 12.9%. For example a few counties that fall into this category include Lake County at 20.9% and McNairy County at 20.6% just to name a few.

"No skill" refers to the level of educational attainment without training or skill requirements, while "semi-skilled" means having or requiring less training than skilled labor and more than unskilled labor. Only Tipton County had a semi-skilled population percentage that was higher than the state average and closer to the U.S. average.

Northwest Tennessee's citizens lack both "hard" and "soft" skills when it comes to working with large employers, according to recent "Northwest Tennessee Workforce Study." This study found that 25% of adults in northwest Tennessee lack the necessary reading skills to comprised basic written materials, such as job postings, safety manuals, and instructions. Large employers also found that northwest Tennessee applicants lack basic math and writing skills which can complicate the employee's ability to complete their assignments given. A large majority of northwest Tennessee employers reported soft skills need to be improved. The "Northwest Tennessee Workforce Study" surveyed over 100 employers in the region and found that the top three soft skills that employers were looking for were communication, teamwork, and problem-solving.

Weakley County Vocational Schools in northwest Tennessee have made changes to provide students with technical skills necessary in today's workplace. Virtual Enterprises is a new venture in business education, and dual path classes are now offered to provide college credit for high school classes. These changes are being implemented in other counties as the need for soft and hard skills improvements becomes apparent. Post-secondary education is being made more accessible to northwest Tennessee's population through satellite school programs in McKenzie where the only requirements are a valid driver's license and proof of Tennessee residence. The courses offered are taught by accredited professors from the University of Tennessee at Martin. These programs are essentially paid for through grants and students rarely if ever are required to pay out of pocket. Recent Tennessee lottery scholarships insure that a 4 year Bachelor's and beyond are obtainable even by those from low to moderate income families.

## **Transportation Analysis**

Within northwest Tennessee most transportation projects were developed with a 3-5 year planning horizon. These projects were often developed and implemented without regional consensus and were of primary benefit of the host county. Most of these projects consisted of road widening, the development of four lane rural routes, and basic repair and repaving. Industrial Access Roads were of primary concern as northwest Tennessee became highly dependent on the manufacturing sector for employment. The northwest Tennessee Rural Planning Organization is currently meeting once a quarter to develop regional rapport and consensus regarding future roads projects in order to make commercial and citizen travel more efficient and safe across the region. The Tennessee Department of Transportation is working with local officials to better develop future roads projects on a “needs based” approach. The Rural Planning Organization is currently considering future roads projects within the region to handle increased traffic flow from the interstate.

There are seven general aviation airports within the region, but no commercially served examples. Runways within northwest Tennessee are unable to serve freight aircraft or commercial jets due to their short length. A 7,000’ runway is required for heavy aircraft (freight craft) to land and can accommodate approximately 90% of all aircraft flying today. The largest runway in West Tennessee is McKellar-Sipes Regional Airport (M03) in Jackson, Tennessee. It is the only public airport in West Tennessee with an 8,000-foot runway, making it the largest and most capable airport in the region.

Current use, as determined by the FAA, is not at capacity and therefore not suitable for funding through FHWA. Northwest Tennessee Rural Planning Organization (NWTNRPO) members are currently working with TDOT and FAA officials to secure funding for a runway expansion based on projected use as determined through private sector surveys. Northwest Tennessee is currently well-served by rail transportation and freight. Very much an essential part of trade and commerce in the region, it is expected to grow in order to better serve to large projects within Northwest Tennessee. In Lake County, the 3,500 acre Cates Landing Port Project currently has access to Tenn-Ken rail, a substantial short line railroad that terminates in Kentucky. In order to sustain the large amount of raw and finished products being unloaded off of commercial barges, approximately 5.5 miles of new rail is being built to contest the port to existing lines using state and federal funds.

## Conclusions

From analysis gathered of Northwest Tennessee's socioeconomic structure, several necessary changes for the area can be deducted. First, population growth is to some extent stagnant compared to adjoining areas. This stagnation is due in large part to the lack of employment opportunities in the region. Increased economic opportunities and relatively high wage rates attract economic migrants to a region from other counties and states. Unfortunately, Northwest Tennessee may lack certain dynamics to grow at the same rate as metropolitan areas or other rural regions. The percentage ratio of dependent-age population (0-17 and 65+) is higher in the study area than in the Memphis area, the Nashville area, and Tennessee. Disproportional population growth within the area is a large concern. Although some of this may be attributed to an increase in retiree migration, there is much to do in order to attract a working age demographic. Increases in standard wage rates, employment opportunities, and a focus on new innovative industries will help retain and curb the out migration of 18-25 labor force demographic. The increase in retirees and the elderly within northwest Tennessee will result in a direct need for more service industry jobs and nursing staff. According to a Northwest Tennessee Workforce study, nurses will comprise the top three occupations in shortest supply in the next 10 years; Workforce Development intends to implement a nursing "step" program designed to provide increasing levels of training for those wishing to gain employment in the field.

Northwest Tennessee lacks certain racial demographics, leading to a lack of economic opportunity. Labor force quality is driven by the population aged 25 and over with at least a high school education, lagging behind Tennessee and the US.

Of further concern is the level of adult literacy in the northwest Tennessee. According to BLS estimates, Level 1 or 2 adult literacy is very high in the study area relative to Tennessee. Workforce Development has recently undertaken a program to bring together stake holders in northwest Tennessee to better understand the needs and requirements of employers. As a result of this program public schools are shaping their curriculum accordingly. Proactive policies are being incorporated to break the vicious cycle northwest Tennessee was hampered with.

The study area's skill supply as measured by educational attainment may create impediments for companies considering expanding or relocating to northwest Tennessee. Workforce Development analysis indicates that the supply of skills in the region matches only a few sectors closely, and future job trends are moving towards more professional and related services. A regional emphasis on skill supply and demand issues is necessary to prepare skilled labor across the sectors.

Third, Northwest Tennessee per capita income is well below the state and national averages. Over the years, the gap between per capita income for Northwest Tennessee and the United States is growing rather than converging. This widening gap has a lot to do with the structure and level of economic activity in the study area. The unemployment rate is high, the civilian labor force is not growing at a level comparable to other parts of Tennessee, and the occupational mix is tilted toward low-skilled and low-paying jobs.



Fourth, it is projected that one in every three new occupations in the United States will be in the professional and related services occupations. These occupations require a high skill level and pay relatively high wages. In the study area, one in 10 new jobs is expected to be in this category. Currently northwest Tennessee is not equipped to handle the national trend, but has the necessary educational paradigm shifts in place to ensure that future employees will graduate with the required skill-set to perform in professional and technical employment positions.

Fifth, total wages in the study area are highly concentrated in the manufacturing sector. Almost 60% of every dollar in northwest Tennessee wages is generated in manufacturing. This wage concentration in the manufacturing sector creates potential instability. In the Memphis area for example, the manufacturing share in total wages is only about 15 percent. A need for skills training is being addressed within the region, although it is slow to be adopted by more rural counties due to costs associated with startup and operation. Lack of tax base may figure heavily in the inability of more rural counties to adopt such programs.

Finally, study area payroll employment growth is stagnant compared to Tennessee regions. Payroll employment is highly concentrated in the manufacturing sector, unlike the Memphis area, Nashville area, and Tennessee economies, where payroll employment is more concentrated in the services sector. The region should look to become more dynamic and versatile in an effort to attract innovative industry and professional level employment. Satellite training centers, revamping of public school curriculum to meet today's employer needs, and funding sources for postsecondary education are currently being implemented.

Fortunately, many counties are looking toward the future for significant economic gain. Ford and SK are constructing facilities at Blue Oval near Memphis. This project is expected to create numerous satellite projects across the region and create more than 5,800 new jobs and more in support. Northwest Tennessee has seen industrial site development in Union City and McKenzie in recent years in anticipation of meeting the needs of the Blue Oval project; other areas such as Benton County are working toward similar goals at this time.

Advanced manufacturing is the new growth area for Tennessee as a whole. Several firms have located in other parts of the state. Our team will be actively pursuing manufacturing in this area. The Green Plains ethanol plant in Rives provides 900 jobs and processes 330 million bushels of corn.

Industrial diversification, increased employment opportunities, improved school curriculum, and the utilization of geographic benefits will converge to better prepare northwest Tennessee for potential nation-wide economic downturn. Communication and planning between counties continues to improve in all aspects of economic development. Inter-county financial and planning cooperation on regional projects continues to improve as leaders recognize the need for regional economic stability as a key component of county development. Various Delta region economic development entities are being utilized to help restructure, improve, and plan in stagnant counties as well as to secure funding for future projects.



## Unemployment rates BENTON COUNTY



### Historical Data | Seasonally Adjusted

|          | Labor Force | Employment | Unemployment | Unemployment Rate | Sales Tax Collections (\$1,000) |
|----------|-------------|------------|--------------|-------------------|---------------------------------|
| Aug 2020 | 7,097       | 6,442      | 618          | 8.71%             | 1,078                           |
| Jul 2020 | 6,531       | 5,976      | 505          | 7.73%             | 1,071                           |
| Jun 2020 | 6,568       | 6,026      | 527          | 8.02%             | 1,026                           |
| May 2020 | 6,986       | 6,280      | 739          | 10.57%            | 1,032                           |
| Apr 2020 | 6,827       | 5,836      | 1,025        | 15.02%            | 958                             |
| Mar 2020 | 7,006       | 6,658      | 349          | 4.98%             | 998                             |
| Feb 2020 | 6,938       | 6,530      | 385          | 5.55%             | 1,025                           |
| Jan 2020 | 6,929       | 6,567      | 340          | 4.91%             | 920                             |
| Dec 2019 | 6,999       | 6,655      | 345          | 4.93%             | 920                             |
| Nov 2019 | 6,972       | 6,649      | 325          | 4.66%             | 947                             |
| Oct 2019 | 7,007       | 6,676      | 335          | 4.78%             | 912                             |
| Sep 2019 | 6,978       | 6,684      | 313          | 4.49%             | 906                             |
| Aug 2019 | 6,954       | 6,635      | 307          | 4.41%             | 911                             |

### Benton County | August 2020

| Indicator                           | Seasonal Adjustment     | Current Month | Last Month | % Change over Month | Year Ago | % Change over Year |
|-------------------------------------|-------------------------|---------------|------------|---------------------|----------|--------------------|
| Labor Force                         | Not Seasonally Adjusted | 7,080.0       | 6,419.0    | 10.3                | 6,930.0  | 2.2                |
|                                     | Seasonally Adjusted     | 7,097.3       | 6,531.2    | 8.7                 | 6,953.8  | 2.1                |
| Employment                          | Not Seasonally Adjusted | 6,434.0       | 5,841.0    | 10.2                | 6,612.0  | -2.7               |
|                                     | Seasonally Adjusted     | 6,442.0       | 5,975.8    | 7.8                 | 6,635.3  | -2.9               |
| Unemployment Rate (%)               | Not Seasonally Adjusted | 9.1           | 9.0        | 0.1                 | 4.6      | 4.5                |
|                                     | Seasonally Adjusted     | 8.7           | 7.7        | 1.0                 | 4.4      | 4.3                |
| Unemployment                        | Not Seasonally Adjusted | 646.0         | 578.0      | 11.8                | 318.0    | 103.1              |
|                                     | Seasonally Adjusted     | 618.0         | 504.8      | 22.4                | 306.6    | 101.6              |
| Sales Tax Collections (thousand \$) | Not Seasonally Adjusted | 1,147.8       | 1,192.4    | -3.7                | 966.0    | 18.8               |
|                                     | Seasonally Adjusted     | 1,077.6       | 1,070.9    | 0.6                 | 911.4    | 18.2               |

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CARROLL COUNTY



| Carroll County   August 2020        |                         |               |            |                     |          |                    |
|-------------------------------------|-------------------------|---------------|------------|---------------------|----------|--------------------|
| Indicator                           | Seasonal Adjustment     | Current Month | Last Month | % Change over Month | Year Ago | % Change over Year |
| Labor Force                         | Not Seasonally Adjusted | 12,088.0      | 11,202.0   | 7.9                 | 12,011.0 | 0.6                |
|                                     | Seasonally Adjusted     | 12,183.0      | 11,284.0   | 8.0                 | 12,114.7 | 0.6                |
| Employment                          | Not Seasonally Adjusted | 11,182.0      | 10,205.0   | 9.6                 | 11,449.0 | -2.3               |
|                                     | Seasonally Adjusted     | 11,345.9      | 10,324.7   | 9.9                 | 11,609.0 | -2.3               |
| Unemployment Rate (%)               | Not Seasonally Adjusted | 7.5           | 8.9        | -1.4                | 4.7      | 2.8                |
|                                     | Seasonally Adjusted     | 7.5           | 7.6        | -0.1                | 4.6      | 2.8                |
| Unemployment                        | Not Seasonally Adjusted | 906.0         | 997.0      | -9.1                | 562.0    | 61.2               |
|                                     | Seasonally Adjusted     | 910.2         | 856.0      | 6.3                 | 561.2    | 62.2               |
| Sales Tax Collections (thousand \$) | Not Seasonally Adjusted | 1,385.3       | 1,429.2    | -3.1                | 1,186.7  | 16.7               |
|                                     | Seasonally Adjusted     | 1,359.3       | 1,355.2    | 0.3                 | 1,167.2  | 16.5               |

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**CROCKETT COUNTY**



| Crockett County   August 2020       |                         |               |            |                     |          |                    |
|-------------------------------------|-------------------------|---------------|------------|---------------------|----------|--------------------|
| Indicator                           | Seasonal Adjustment     | Current Month | Last Month | % Change over Month | Year Ago | % Change over Year |
| Labor Force                         | Not Seasonally Adjusted | 6,939.0       | 6,478.0    | 7.1                 | 7,055.0  | -1.6               |
|                                     | Seasonally Adjusted     | 6,945.0       | 6,475.3    | 7.3                 | 7,055.8  | -1.6               |
| Employment                          | Not Seasonally Adjusted | 6,519.0       | 6,029.0    | 8.1                 | 6,811.0  | -4.3               |
|                                     | Seasonally Adjusted     | 6,558.0       | 6,048.2    | 8.4                 | 6,836.0  | -4.1               |
| Unemployment Rate (%)               | Not Seasonally Adjusted | 6.1           | 6.9        | -0.8                | 3.5      | 2.6                |
|                                     | Seasonally Adjusted     | 6.1           | 6.5        | -0.4                | 3.5      | 2.6                |
| Unemployment                        | Not Seasonally Adjusted | 420.0         | 449.0      | -6.5                | 244.0    | 72.1               |
|                                     | Seasonally Adjusted     | 423.8         | 418.9      | 1.2                 | 246.2    | 72.1               |
| Sales Tax Collections (thousand \$) | Not Seasonally Adjusted | 493.2         | 538.0      | -8.3                | 406.6    | 21.3               |
|                                     | Seasonally Adjusted     | 488.6         | 486.1      | 0.5                 | 406.2    | 20.3               |

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**DYER COUNTY**



**Dyer County | August 2020**

| Indicator                           | Seasonal Adjustment     | Current Month | Last Month | % Change over Month | Year Ago | % Change over Year |
|-------------------------------------|-------------------------|---------------|------------|---------------------|----------|--------------------|
| Labor Force                         | Not Seasonally Adjusted | 16,935.0      | 15,832.0   | 7.0                 | 16,584.0 | 2.1                |
|                                     | Seasonally Adjusted     | 16,933.9      | 15,858.3   | 6.8                 | 16,580.1 | 2.1                |
| Employment                          | Not Seasonally Adjusted | 15,554.0      | 14,307.0   | 8.7                 | 15,764.0 | -1.3               |
|                                     | Seasonally Adjusted     | 15,568.8      | 14,446.4   | 7.8                 | 15,779.1 | -1.3               |
| Unemployment Rate (%)               | Not Seasonally Adjusted | 8.2           | 9.6        | -1.4                | 4.9      | 3.3                |
|                                     | Seasonally Adjusted     | 8.0           | 8.7        | -0.6                | 4.9      | 3.2                |
| Unemployment                        | Not Seasonally Adjusted | 1,381.0       | 1,525.0    | -9.4                | 820.0    | 68.4               |
|                                     | Seasonally Adjusted     | 1,361.2       | 1,374.1    | -0.9                | 808.4    | 68.4               |
| Sales Tax Collections (thousand \$) | Not Seasonally Adjusted | 3,208.7       | 3,548.9    | -9.6                | 2,897.7  | 10.7               |
|                                     | Seasonally Adjusted     | 3,261.0       | 3,357.7    | -2.9                | 2,941.6  | 10.9               |

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## GIBSON COUNTY



| Gibson County   August 2020         |                         |               |            |                     |          |                    |
|-------------------------------------|-------------------------|---------------|------------|---------------------|----------|--------------------|
| Indicator                           | Seasonal Adjustment     | Current Month | Last Month | % Change over Month | Year Ago | % Change over Year |
| Labor Force                         | Not Seasonally Adjusted | 22,366.0      | 20,890.0   | 7.1                 | 22,367.0 | 0.0                |
|                                     | Seasonally Adjusted     | 22,373.0      | 20,965.9   | 6.7                 | 22,384.6 | -0.1               |
| Employment                          | Not Seasonally Adjusted | 20,705.0      | 19,057.0   | 8.6                 | 21,427.0 | -3.4               |
|                                     | Seasonally Adjusted     | 20,820.9      | 19,223.4   | 8.3                 | 21,526.7 | -3.3               |
| Unemployment Rate (%)               | Not Seasonally Adjusted | 7.4           | 8.8        | -1.4                | 4.2      | 3.2                |
|                                     | Seasonally Adjusted     | 7.2           | 7.8        | -0.5                | 4.1      | 3.1                |
| Unemployment                        | Not Seasonally Adjusted | 1,661.0       | 1,833.0    | -9.4                | 940.0    | 76.7               |
|                                     | Seasonally Adjusted     | 1,621.6       | 1,625.4    | -0.2                | 919.0    | 76.5               |
| Sales Tax Collections (thousand \$) | Not Seasonally Adjusted | 3,251.5       | 3,472.4    | -6.4                | 2,838.7  | 14.5               |
|                                     | Seasonally Adjusted     | 3,235.9       | 3,236.0    | 0.0                 | 2,830.2  | 14.3               |

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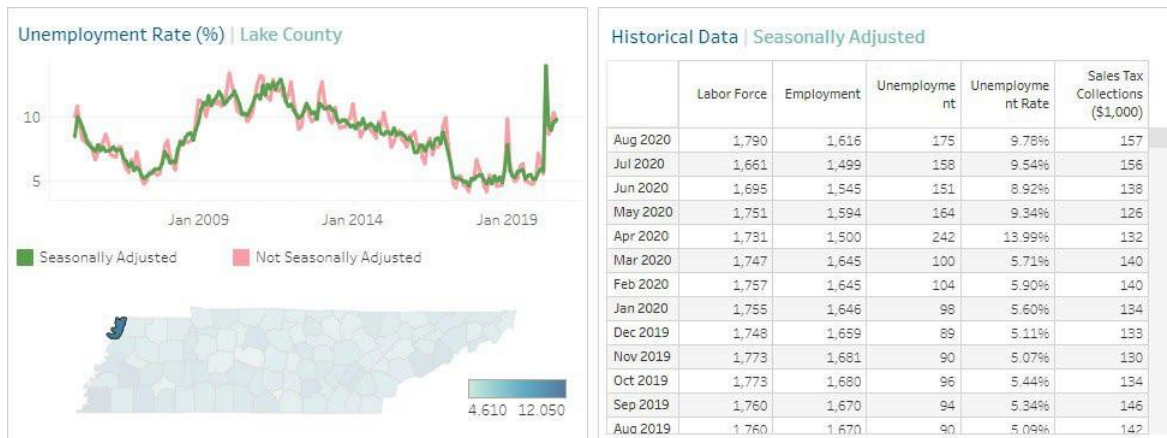
## HENRY COUNTY



| Henry County   August 2020          |                         |               |            |                     |          |                    |
|-------------------------------------|-------------------------|---------------|------------|---------------------|----------|--------------------|
| Indicator                           | Seasonal Adjustment     | Current Month | Last Month | % Change over Month | Year Ago | % Change over Year |
| Labor Force                         | Not Seasonally Adjusted | 14,420.0      | 13,344.0   | 8.1                 | 14,408.0 | 0.1                |
|                                     | Seasonally Adjusted     | 14,354.2      | 13,322.9   | 7.7                 | 14,335.5 | 0.1                |
| Employment                          | Not Seasonally Adjusted | 13,387.0      | 12,248.0   | 9.3                 | 13,844.0 | -3.3               |
|                                     | Seasonally Adjusted     | 13,296.5      | 12,292.0   | 8.2                 | 13,744.5 | -3.3               |
| Unemployment Rate (%)               | Not Seasonally Adjusted | 7.2           | 8.2        | -1.0                | 3.9      | 3.3                |
|                                     | Seasonally Adjusted     | 7.5           | 7.5        | 0.0                 | 4.1      | 3.4                |
| Unemployment                        | Not Seasonally Adjusted | 1,033.0       | 1,096.0    | -5.7                | 564.0    | 83.2               |
|                                     | Seasonally Adjusted     | 1,080.2       | 1,000.7    | 7.9                 | 586.1    | 84.3               |
| Sales Tax Collections (thousand \$) | Not Seasonally Adjusted | 3,137.9       | 3,439.4    | -8.8                | 2,768.7  | 13.3               |
|                                     | Seasonally Adjusted     | 2,989.2       | 3,043.1    | -1.8                | 2,650.5  | 12.8               |

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LAKE COUNTY

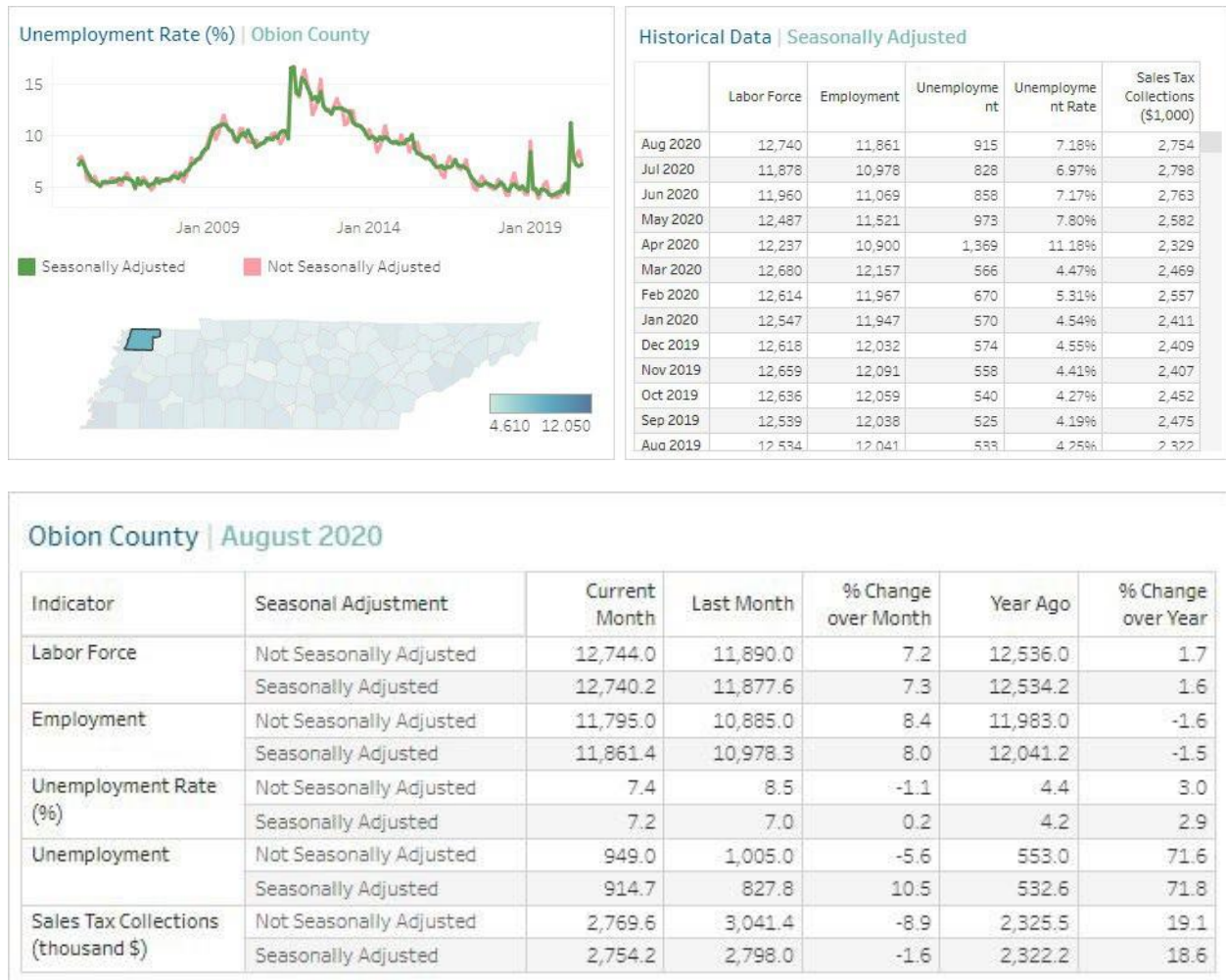


**Lake County | August 2020**

| Indicator                           | Seasonal Adjustment     | Current Month | Last Month | % Change over Month | Year Ago | % Change over Year |
|-------------------------------------|-------------------------|---------------|------------|---------------------|----------|--------------------|
| Labor Force                         | Not Seasonally Adjusted | 1,790.0       | 1,641.0    | 9.1                 | 1,763.0  | 1.5                |
|                                     | Seasonally Adjusted     | 1,789.8       | 1,660.6    | 7.8                 | 1,759.6  | 1.7                |
| Employment                          | Not Seasonally Adjusted | 1,619.0       | 1,472.0    | 10.0                | 1,676.0  | -3.4               |
|                                     | Seasonally Adjusted     | 1,616.0       | 1,499.2    | 7.8                 | 1,670.0  | -3.2               |
| Unemployment Rate (%)               | Not Seasonally Adjusted | 9.6           | 10.3       | -0.7                | 4.9      | 4.7                |
|                                     | Seasonally Adjusted     | 9.8           | 9.5        | 0.2                 | 5.1      | 4.7                |
| Unemployment                        | Not Seasonally Adjusted | 171.0         | 169.0      | 1.2                 | 87.0     | 96.6               |
|                                     | Seasonally Adjusted     | 175.1         | 158.4      | 10.6                | 89.6     | 95.4               |
| Sales Tax Collections (thousand \$) | Not Seasonally Adjusted | 152.3         | 172.8      | -11.8               | 136.8    | 11.4               |
|                                     | Seasonally Adjusted     | 157.1         | 155.7      | 0.9                 | 142.0    | 10.7               |

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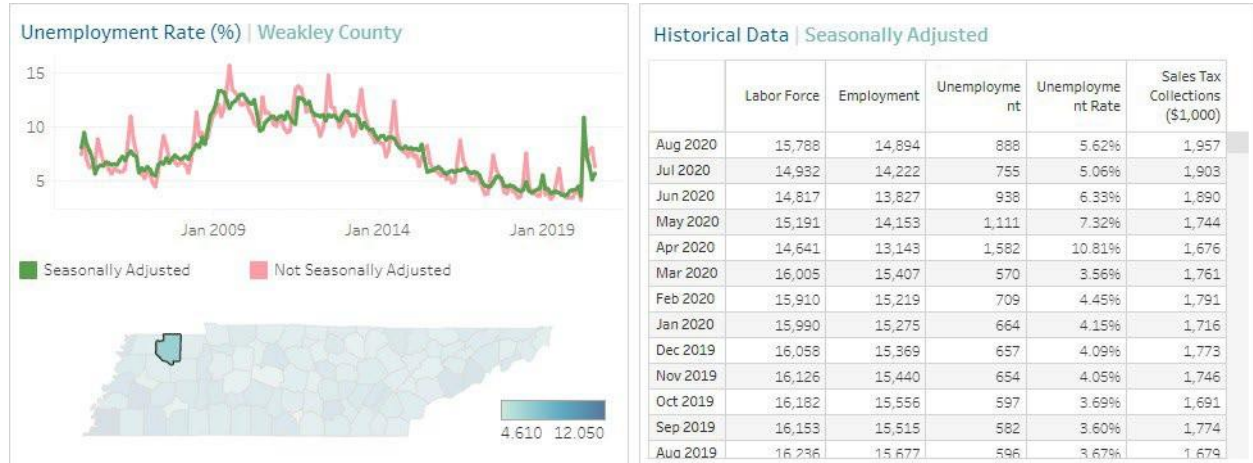
OBION COUNTY



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## WEAKLEY COUNTY



| Weakley County   August 2020        |                         |               |            |                     |          |                    |
|-------------------------------------|-------------------------|---------------|------------|---------------------|----------|--------------------|
| Indicator                           | Seasonal Adjustment     | Current Month | Last Month | % Change over Month | Year Ago | % Change over Year |
| Labor Force                         | Not Seasonally Adjusted | 15,617.0      | 14,167.0   | 10.2                | 16,053.0 | -2.7               |
|                                     | Seasonally Adjusted     | 15,788.0      | 14,932.5   | 5.7                 | 16,235.5 | -2.8               |
| Employment                          | Not Seasonally Adjusted | 14,631.0      | 13,031.0   | 12.3                | 15,384.0 | -4.9               |
|                                     | Seasonally Adjusted     | 14,893.7      | 14,222.5   | 4.7                 | 15,676.6 | -5.0               |
| Unemployment Rate (%)               | Not Seasonally Adjusted | 6.3           | 8.0        | -1.7                | 4.2      | 2.1                |
|                                     | Seasonally Adjusted     | 5.6           | 5.1        | 0.6                 | 3.7      | 2.0                |
| Unemployment                        | Not Seasonally Adjusted | 986.0         | 1,136.0    | -13.2               | 669.0    | 47.4               |
|                                     | Seasonally Adjusted     | 888.0         | 755.2      | 17.6                | 595.6    | 49.1               |
| Sales Tax Collections (thousand \$) | Not Seasonally Adjusted | 1,909.4       | 1,962.8    | -2.7                | 1,630.0  | 17.1               |
|                                     | Seasonally Adjusted     | 1,957.3       | 1,903.0    | 2.8                 | 1,678.9  | 16.6               |

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## FINI Project Summary - RCIP

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| County: Benton Active Projects |                            |   |              |   |              |               |
|--------------------------------|----------------------------|---|--------------|---|--------------|---------------|
| Project Type                   | Owner                      | Project Name  | FY Start/End | Location  | Project Cde. | Est. Cost     |
| Fire Protection                | Benton County              | EOC County Emergency Operations Center              | 2021 / 2023  | Benton County Industrial Park                     | 0020794      | \$1,065,000   |
| Law Enforcement                | Benton County              | Sheriff's Department Enhancements                   | 2024 / 2026  | 116 S. Rosemary Avenue                            | 0021887      | \$1,500,000   |
| New Public Schools             | Benton County              | Benton County Adult High School                     | 2022 / 2024  | On current school property in Camden              | 0012564      | \$200,000     |
| Public Buildings               | Benton County              | Farmer's Market/Ag Center Complex                   | 2022 / 2024  | South Forrest Avenue/Extension Street             | 0020793      | \$3,000,000   |
| Public Buildings               | Benton County              | Senior Citizen Center Renovations                   | 2022 / 2023  | 119 Cole Avenue                                   | 0020796      | \$100,000     |
| Public Buildings               | Benton County              | Courthouse Annex                                    | 2022 / 2024  | 115 Church Avenue South                           | 0020798      | \$400,000     |
| Public Buildings               | Benton County              | Courthouse Restructuring                            | 2022 / 2024  | Downtown Court Square                             | 0020799      | \$2,000,000   |
| Recreation                     | Benton County              | TRRD Recreational Events Complex                    | 2022 / 2023  | Eva Lake Access Road                              | 0020795      | \$1,500,000   |
| Recreation                     | Camden                     | Park Upgrade  | 2022 / 2024  | Camden City Park                                  | 0021888      | \$750,000     |
| Transportation                 | Benton County              | Safety Safety                                       | 2021 / 2023  | County wide                                       | 128634.02    | \$380,000     |
| Transportation                 | Big Sandy                  | Sidewalks   | 2022 / 2024  | Hwy. 69A  | 0020791      | \$1,000,000   |
| Transportation                 | Camden                     | Sidewalk Project                                    | 2020 / 2023  | Highway 69A                                       | 0020797      | \$450,000     |
| Transportation                 | Camden                     | Sidewalk Project #2                                 | 2022 / 2024  | South side of Court Square to Extension Street    | 0021890      | \$1,000,000   |
| Transportation                 | TN Dept. of Transportation | Legislative   | 2019 / 2022  | SR-147  | 040813.03    | \$2,000,000   |
| Transportation                 | TN Dept. of Transportation | LEGISLATIVE - Reconstruction                        | 2014 / 2023  | Route # SR-1                                      | 105768.00    | \$93,720,500  |
| Transportation                 | TN Dept. of Transportation | Legislative Widen                                   | 2018 / 2022  | I-40  | 124119.00    | \$134,050,000 |
| Transportation                 | TN Dept. of Transportation | Legislative Widen                                   | 2022 / 2026  | I-40  | 124119.02    | \$81,000,000  |
| Transportation                 | TN Dept. of Transportation | Legislative Weigh Station or Rest Area Improvements | 2018 / 2023  | I-40  | 124123.00    | \$4,800,000   |
| Water and Wastewater           | Big Sandy                  | Sewer System Improvements                           | 2022 / 2024  | city wide and a few residents outside city limits | 0020790      | \$1,200,000   |
| Water and Wastewater           | Big Sandy                  | Wastewater Treatment Plant Improvements             | 2020 / 2022  | Ball Park Road                                    | 0021891      | \$301,000     |
| Water and                      | Camden                     | Water System Rehab                                  | 2022 / 2025  | All over the city                                 | 0013437      | \$4,500,000   |
| Water and                      | Camden                     | New Water Plant                                     | 2023 / 2025  | 4405 Hwy. 70                                      | 0020803      | \$15,000,000  |
| Water and Wastewater           | Camden                     | Main Waterline Project                              | 2022 / 2024  | Court Square to Westview Avenue                   | 0021889      | \$650,000     |
| County: Benton Active Projects |                            |   |              |   | Total        | \$350,566,500 |

## PINI Project Summary - RCIP

## County: Carroll

## Active Projects

| Project Type               | Owner                              | Project Name                             | FY Start/End | Location                                | Project Cde. | Est. Cost   |
|----------------------------|------------------------------------|--|--------------|---|--------------|-------------|
| Fire Protection            | Bruceton                           | New fire hydrants                        | 2022 / 2024  | Northside of Hwy 70 in two locations    | NW093006     | \$100,000   |
| Fire Protection            | McKenzie                           | Auxillary Fire Station                   | 2022 / 2025  | to be determined                        | 0010718      | \$300,000   |
| Industrial Sites and Parks | Huntingdon                         | Site Development                         | 2018 / 2022  | Huntingdon Industrial Park, Hwy.22 S    | 0020179      | \$257,462   |
| Other Facilities           | McKenzie                           | Street Department Building               | 2022 / 2024  | Locust Street                           | 0010720      | \$375,000   |
| Public Buildings           | Carroll County                     | Courthouse Project                       | 2022 / 2024  | Downtown                                | 0021923      | \$80,000    |
| Public Buildings           | Clarksburg                         | City Hall Expansion                      | 2019 / 2022  | 65 Clarksburg Road                      | 0021097      | \$147,000   |
| Public Buildings           | McKenzie                           | City Hall Annex                          | 2022 / 2024  | Cedar Street                            | 0009505      | \$150,000   |
| Recreation                 | Bruceton                           | Walking Track Improvements               | 2022 / 2023  | Bruceton Memorial Park                  | 0020856      | \$80,000    |
| Recreation                 | Bruceton                           | Park Improvements                        | 2022 / 2028  | South Side Memorial Park and North Park | 0022197      | \$150,000   |
| Recreation                 | Carroll County Watershed Authority | Walking Trail                            | 2018 / 2022  | Boyd's Landing Road                     | 0020177      | \$500,000   |
| Recreation                 | McKenzie                           | Pocket Park Creation Project             | 2020 / 2022  | Lee Street                              | 0022143      | \$50,000    |
| Recreation                 | McKenzie                           | Pickle Courts and Fitness Arena Project  | 2022 / 2024  | Near Bethel College                     | NW093026     | \$300,000   |
| Storm Water                | Carroll County                     | Drainage Project                         | 2022 / 2024  | Hwy. 22 and Crooked Creek               | 0021924      | \$5,000,000 |
| Storm Water                | McKenzie                           | Storm Water Control and Sidewalks        | 2019 / 2022  | Main Street South                       | 0010719      | \$443,275   |
| Transportation             | Atwood                             | Sidewalks                                | 2022 / 2025  | city wide                               | 0020786      | \$250,000   |
| Transportation             | Atwood                             | Safety Miscellaneous Safety Improvements | 2021 / 2026  | SR-77                                   | 129803.00    | \$1,129,000 |
| Transportation             | Carroll County                     | Safety Safety                            | 2021 / 2023  | County wide                             | 128634.08    | \$380,000   |
| Transportation             | Carroll County                     | Safety RSAR                              | 2021 / 2025  | SR-76                                   | 128889.00    | \$168,200   |
| Transportation             | Carroll County                     | Safety RSAR                              | 2021 / 2025  | SR-22                                   | 128896.00    | \$828,200   |
| Transportation             | Carroll County                     | SIA Construction-New                     | 2020 / 2022  | SIA                                     | 128975.00    | \$1,960,500 |
| Transportation             | Clarksburg                         | Downtown Sidewalk Project                | 2022 / 2026  | Downtown                                | 0022192      | \$250,000   |
| Transportation             | McKenzie                           | New Sidewalks                            | 2019 / 2022  | Cedar Street                            | 0020819      | \$990,000   |
| Transportation             | McKenzie                           | New Sidewalks and Bike Lanes             | 2022 / 2024  | Hwy.79                                  | 0020820      | \$990,000   |
| Transportation             | McKenzie                           | Downtown Area ADA Sidewalk Project       | 2020 / 2022  | Broadway Street                         | 0022146      | \$344,000   |
| Transportation             | McKenzie                           | State Bicycles and Pedestrian Facility   | 2016 / 2022  | SR-124                                  | 123635.00    | \$990,000   |

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|                |          |                                      |             |  |           |           |
|----------------|----------|--------------------------------------|-------------|--|-----------|-----------|
| Transportation | McKenzie | TAP Bicycles and Pedestrian Facility | 2021 / 2023 | Main Street South from East Maple Street to the McKenzie Shopping Center | 128168.00 | \$443,275 |
|----------------|----------|--------------------------------------|-------------|--|-----------|-----------|

## PINI Project Summary - RCIP

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|  |                            |   |             |                                  |              |                     |
|--|----------------------------|---|-------------|----------------------------------|--------------|---------------------|
| Transportation                         | McKenzie                   | STBG Miscellaneous Improvements 2020 / 2022 |             | SR-124                           | 128523.00    | \$439,100           |
| Transportation                         | TN Dept. of Transportation | LEGISLATIVE Reconstruction                  | 2015 / 2023 | SR-76                            | 100326.02    | \$50,264,000        |
| Transportation                         | TN Dept. of Transportation | LEGISLATIVE Reconstruction                  | 2015 / 2023 | SR-76                            | 100326.03    | \$16,256,000        |
| Transportation                         | TN Dept. of Transportation | Safety RSAR                                 | 2022 / 2026 | SR-22                            | 128893.00    | \$1,115,200         |
| Water and                              | Atwood                     | Sewer Repairs - Phase 1                     | 2020 / 2022 | city wide                        | 0020787      | \$288,500           |
| Water and                              | Atwood                     | Sewer Repairs - Phase 2                     | 2023 / 2025 | city wide                        | 0021942      | \$283,000           |
| Water and                              | Atwood                     | Sewer Repairs - Phase 3                     | 2023 / 2025 | city wide                        | 0021943      | \$121,000           |
| Water and                              | Atwood                     | Water System Project                        | 2022 / 2023 | city wide                        | 0021944      | \$456,000           |
| Water and                              | Bruceton                   | Pumping Station Replacement                 | 2022 / 2024 | Railroad and Highland            | 0022193      | \$650,000           |
| Water and                              | Bruceton                   | Water Improvement Project                   | 2022 / 2023 | city wide                        | 0022194      | \$185,000           |
| Water and                              | Bruceton                   | Water Improvement Project Phase II          | 2022 / 2023 | Poplar Lane                      | 0022195      | \$60,000            |
| Water and Wastewater                   | Bruceton                   | Sewer Rehabilitation and Extension          | 2022 / 2026 | Chestnut Street and Wyatt Street | 0022196      | \$500,000           |
| Water and                              | Hollow Rock                | Water System Improvements                   | 2022 / 2024 | City wide                        | 0016434      | \$364,000           |
| Water and Wastewater                   | McKenzie                   | Wastewater Improvement Project              | 2022 / 2023 | city wide                        | 0022145      | \$692,400           |
| Water and                              | McLemoresville             | Water Line Extension                        | 2022 / 2024 | three sides of town              | 0001528      | \$375,000           |
| <b>County: Carroll Active Projects</b> |                            |   |             |                                  | <b>Total</b> | <b>\$88,705,112</b> |

## PINI Project Summary - RCIP

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### County: Crockett

### Active Projects

| Project Type                     | Owner           | Project Name                        | FY Start/End | Location                     | Project Cde. | Est. Cost    |
|----------------------------------|-----------------|-------------------------------------|--------------|------------------------------|--------------|--------------|
| Community                        | Gadsden         | Community Center Renovation         | 2022 / 2025  | High St.                     | NW173011     | \$500,000    |
| Fire Protection                  | Friendship      | Fire Station Addition               | 2022 / 2024  | 125 Church Street            | 0022087      | \$200,000    |
| Public Buildings                 | Bells           | Bells Theater Renovation Project    | 2017 / 2022  | Downtown                     | 0019412      | \$995,757    |
| Public Buildings                 | Crockett County | Renovate county buildings           | 2020 / 2026  | Alamo                        | 0021006      | \$500,000    |
| Public Buildings                 | Crockett County | Courthouse External Renovation      | 2020 / 2023  | Court square                 | 0021911      | \$75,000     |
| Public Buildings                 | Friendship      | Community Center Addition           | 2022 / 2025  | City Park                    | 0022086      | \$200,000    |
| Public Buildings                 | Gadsden         | Fire Station/City Hall              | 2022 / 2025  | High Street                  | NW171025     | \$200,000    |
| Public Buildings                 | Maury City      | Community Center Renovations        | 2022 / 2027  | College Street               | 0022133      | \$50,000     |
| Public Buildings                 | Maury City      | New City Hall                       | 2025 / 2031  | Broadway Street              | 0022139      | \$200,000    |
| Recreation                       | Alamo           | Park Project                        | 2022 / 2025  | Hwy. 88                      | 0011581      | \$250,000    |
| Recreation                       | Maury City      | City Park Improvements              | 2022 / 2024  | City Park                    | 0021077      | \$75,000     |
| Recreation                       | Maury City      | Splash Pad                          | 2022 / 2025  | City Park                    | 0021078      | \$150,000    |
| Storm Water                      | Friendship      | Storm Water Mitigation              | 2022 / 2026  | Moore Avenue                 | 0022083      | \$200,000    |
| Water and Wastewater             | Alamo           | Sewer Plant and Sewer Rehab Phase I | 2020 / 2023  | S. Bells Street              | 0021950      | \$559,000    |
| Water and Wastewater             | Alamo           | Manhole and Sewer Rehab Phase II    | 2022 / 2026  | city wide                    | 0021951      | \$200,000    |
| Water and Wastewater             | Alamo           | Wastewater Grit Removal System      | 2022 / 2025  | city wide                    | 0021952      | \$50,000     |
| Water and Wastewater             | Bells           | Lagoon Improvements                 | 2021 / 2022  | Sullivan Drive               | 0022167      | \$652,130    |
| Water and Wastewater             | Friendship      | Sewer Main Expansion/Extension      | 2022 / 2024  | Old Hwy. 20                  | 0022084      | \$1,100,000  |
| Water and Wastewater             | Friendship      | Water Well Relocation               | 2022 / 2024  | 2 miles north of town        | 0022085      | \$2,400,000  |
| Water and Wastewater             | Gadsden         | Water System Improvements           | 2022 / 2025  | City wide                    | 0016422      | \$279,001    |
| Water and Wastewater             | Gadsden         | City Sewer System - City Wide       | 2022 / 2025  | City Wide                    | NW171016     | \$2,000,000  |
| Water and Wastewater             | Maury City      | Lagoon Rehab                        | 2022 / 2025  | Hwy 88 and Hillcrest         | 0022134      | \$150,000    |
| Water and Wastewater             | Maury City      | Lift Station Replacement            | 2022 / 2025  | Hwy. 189 and College Street  | 0022135      | \$80,000     |
| Water and Wastewater             | Maury City      | Equipment Building                  | 2022 / 2024  | Wastewater Plant             | 0022136      | \$50,000     |
| Water and Wastewater             | Maury City      | Pump Replacement                    | 2022 / 2024  | 3rd Street and Jennings Road | 0022137      | \$50,000     |
| Water and Wastewater             | Maury City      | Water Well Rehab                    | 2022 / 2024  | 3rd Street                   | 0022138      | \$50,000     |
| Water and Wastewater             | Maury City      | Water Line Replacement              | 2022 / 2025  | City wide                    | 0022140      | \$75,000     |
| County: Crockett Active Projects |                 |                                     |              |                              | Total        | \$11,290,888 |

## PINI Project Summary - RCIP

## County: Dyer

## Active Projects

| Project Type               | Owner                      | Project Name   | FY Start/End | Location  | Project Cde. | Est. Cost    |
|----------------------------|----------------------------|--|--------------|---|--------------|--------------|
| Business District          | Trimble                    | Downtown Rehabilitation                                    | 2022 / 2026  | Downtown  | 0021990      | \$200,000    |
| Community                  | Dyer County                | Civic Center   | 2024 / 2028  | at the fairgrounds                                    | 0016380      | \$21,000,000 |
| Community Development      | TN Dept. of Transportation | Legislative Weigh Station or Rest Area Improvements        | 2018 / 2023  | I-155   | 124207.00    | \$3,400,000  |
| Fire Protection            | Dyersburg                  | Regional Training Facility for Fire Department             | 2022 / 2024  | Morgan Road   | 0021921      | \$1,000,000  |
| Fire Protection            | Dyersburg                  | New fire station construction                              | 2022 / 2024  | Lake Road   | NW231030     | \$1,000,000  |
| Industrial Sites and Parks | Dyersburg                  | Industrial Park Water Capacity Expansion                   | 2022 / 2024  | Industrial Park                                       | 0021922      | \$400,000    |
| Law Enforcement            | Dyer County                | Women's Re-Entry Program                                   | 2020 / 2023  | Cedar Street  | 0020896      | \$750,000    |
| Law Enforcement            | Dyersburg                  | Criminal Investigation Department Offices                  | 2020 / 2022  | Shelby Drive  | 0021920      | \$75,000     |
| Libraries, Museums,        | Newbern                    | Library Upgrades   | 2023 / 2025  | downtown on Main Street                               | 0020912      | \$875,000    |
| Libraries, Museums,        | Newbern                    | Depot Renovations  | 2024 / 2028  | 108 Jefferson Street                                  | 0020913      | \$200,000    |
| Public Buildings           | Dyer County                | Courthouse Heating and Air Conditioning                    | 2022 / 2023  | Downtown Court Square                                 | 0021879      | \$1,000,000  |
| Public Buildings           | Newbern                    | City Hall Building   | 2020 / 2022  | 103 Jefferson Street                                  | 0020908      | \$1,800,000  |
| Public Buildings           | Newbern                    | Community Center/Fire Department                           | 2022 / 2025  | Hwy. 77   | 0021885      | \$400,000    |
| Recreation                 | Dyer County                | Dyer County Park Renovations                               | 2022 / 2023  | At the Dyer County Park which is near the fairgrounds | 0016379      | \$250,000    |
| Recreation                 | Dyersburg                  | Jennie Bell Park   | 2022 / 2026  | Phillips Street                                       | 0021918      | \$200,000    |
| Recreation                 | Dyersburg                  | Reagan Levee Trailhead West                                | 2022 / 2024  | Reagan Levee Road                                     | 0021919      | \$75,000     |
| Recreation                 | Newbern                    | Park Improvements  | 2020 / 2025  | Newbern City Park                                     | 0020909      | \$200,000    |
| Recreation                 | Newbern                    | Park Upgrades and Improvements                             | 2025 / 2028  | Oakview Recreation Park                               | 0020910      | \$500,000    |
| Recreation                 | Newbern                    | Oakview Park Lighting                                      | 2022 / 2024  | Oakview Park  | 0021882      | \$100,000    |
| Recreation                 | Newbern                    | Golf Course Cart Paths                                     | 2022 / 2025  | Golf Course   | 0021883      | \$150,000    |
| Transportation             | Dyer County                | Safety Intersection Improvements                           | 2015 / 2022  | SR-78   | 118852.01    | \$797,800    |
| Transportation             | Dyer County                | Safety Safety  | 2021 / 2025  | Dyer County   | 128634.21    | \$288,000    |
| Transportation             | Dyersburg                  | BRIDGE WIDENING (NO DECK REPAIRS NEEDED) FRANK MAYNARD DR. | 2022 / 2036  | IC RAILROAD   | 0003813      | \$541,000    |
| Transportation             | Dyersburg                  | BRIDGE REHABILITATION PARR AVE.                            | 2022 / 2036  | BRANCH  | 0003827      | \$323,000    |
| Transportation             | Dyersburg                  | Street Reconstruction                                      | 2020 / 2022  | Mall Blvd.  | 0016384      | \$1,200,000  |



## PINI Project Summary - RCIP

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|                              |                            |  |             |                                |           |               |
|------------------------------|----------------------------|--|-------------|--------------------------------|-----------|---------------|
| Transportation               | Dyersburg                  | Sidewalk Project                         | 2022 / 2024 | South Main Street              | 0021917   | \$1,000,000   |
| Transportation               | Newbern                    | Downtown Sidewalk Project                | 2019 / 2022 | Main Street downtown           | 0020907   | \$486,720     |
| Transportation               | Newbern                    | Sidewalk Rehab                           | 2020 / 2022 | West Main Street               | 0020911   | \$200,000     |
| Transportation               | Newbern                    | State Bicycles and Pedestrian Facility   | 2016 / 2022 | SR-77                          | 123636.00 | \$700,000     |
| Transportation               | Newbern                    | TAP Bicycles and Pedestrian Facility     | 2020 / 2022 | SR-211                         | 126670.00 | \$451,650     |
| Transportation               | TN Dept. of Transportation | Legislative Construction-New             | 2014 / 2023 | I-69                           | 100329.12 | \$65,500,000  |
| Transportation               | TN Dept. of Transportation | Legislative Construction-New             | 2014 / 2023 | I-69                           | 100329.13 | \$39,200,000  |
| Transportation               | TN Dept. of Transportation | LEGISLATIVE Right of Way                 | 2014 / 2023 | SR-104                         | 104123.01 | \$3,676,000   |
| Transportation               | TN Dept. of Transportation | Legislative Widen                        | 2015 / 2023 | SR-104                         | 104123.07 | \$54,000,000  |
| Transportation               | TN Dept. of Transportation | Legislative Widen                        | 2014 / 2022 | SR-104                         | 104123.08 | \$42,500,000  |
| Transportation               | TN Dept. of Transportation | Legislative Widen                        | 2018 / 2022 | SR-211                         | 124213.00 | \$21,500,000  |
| Water and                    | Dyersburg                  | Sewer Rehab                              | 2020 / 2023 | The older sections of the city | 0016383   | \$9,000,000   |
| Water and                    | Dyersburg                  | Water Supply Well Rehab                  | 2022 / 2024 | Downtown                       | 0021916   | \$2,500,000   |
| Water and                    | Newbern                    | Water Tower                              | 2022 / 2028 | undetermined                   | 0021884   | \$500,000     |
| Water and                    | Trimble                    | Water Pump Rehab                         | 2022 / 2024 | Parks Plaza and Obion Street   | 0021991   | \$130,000     |
| Water and Wastewater         | Trimble                    | Rural Water on Eastwood Drive and Hwy 89 | 2022 / 2024 | Eastwood Drive and HWY 89      | NW233000  | \$150,000     |
| County: Dyer Active Projects |                            |  |             |                                | Total     | \$278,219,170 |



## PINI Project Summary - RCIP

### County: Gibson

### Active Projects

| Project Type               | Owner         | Project Name   | FY Start/End | Location  | Project Cde. | Est. Cost   |
|----------------------------|---------------|--|--------------|---|--------------|-------------|
| Business District          | Milan         | Land Purchase  | 2022 / 2024  | Hwy. 45   | 0021859      | \$2,000,000 |
| Community Development      | Bradford      | Senior Citizens Center/Safe Room                     | 2022 / 2024  | East Main Street  | 0011507      | \$500,000   |
| Community Development      | Milan         | Farmers Market, Street Lighting, and Sidewalk Update | 2021 / 2023  | Southwest Front Street/2nd Street (behind City Hall)  | 0021863      | \$500,000   |
| Fire Protection            | Bradford      | EMS/Fire Station                                     | 2022 / 2024  | Center of community   | 0011506      | \$300,000   |
| Industrial Sites and Parks | Gibson County | Industrial Park Entrance Improvement                 | 2022 / 2024  | Gibson County Industrial Park   | 0021886      | \$3,000,000 |
| Law Enforcement            | Dyer          | Police Department                                    | 2026 / 2028  | downtown area   | 0011585      | \$150,000   |
| Libraries, Museums,        | Humboldt      | Library Expansion                                    | 2022 / 2024  | Downtown  | 0018457      | \$400,000   |
| Public Buildings           | Gibson        | Safe Room  | 2022 / 2023  | Next to City Hall   | 0022173      | \$300,000   |
| Recreation                 | Gibson        | City Park  | 2022 / 2024  | Hwy. 79   | NW273021     | \$150,000   |
| Recreation                 | Humboldt      | Pavilion Project                                     | 2022 / 2024  | downtown area   | 0017259      | \$200,000   |
| Recreation                 | Humboldt      | City-Wide Park Improvements                          | 2020 / 2022  | All public parks  | 0021102      | \$996,750   |
| Recreation                 | Milan         | Walking Trail  | 2022 / 2024  | Between Hwy.45 and Ellington Drive  | 0021858      | \$1,000,000 |
| Recreation                 | Milan         | New Basketball and Pickle Ball Courts                | 2022 / 2024  | Milan City Park   | 0021860      | \$200,000   |
| Recreation                 | Milan         | Upgrade Recreational Field Lighting                  | 2022 / 2024  | Milan City Park   | 0021861      | \$1,300,000 |
| Recreation                 | Rutherford    | Swimming Pool Upgrade                                | 2022 / 2024  | School playground/Park  | 0021878      | \$100,000   |
| Recreation                 | Rutherford    | Park Upgrade   | 2022 / 2024  | City Park   | NW273045     | \$50,000    |
| Storm Water                | Bradford      | Creek Rehab/Flood Mitigation Project                 | 2022 / 2024  | Bradford Creek runs throughout the town   | 0011505      | \$350,000   |
| Storm Water                | Bradford      | Drainage Improvements                                | 2022 / 2024  | Meadow Brook Drive and Old Highway 45   | NW273033     | \$150,000   |
| Storm Water                | Humboldt      | Drainage Project Phase I                             | 2022 / 2024  | West side of Humboldt   | 0022132      | \$1,000,000 |
| Transportation             | Dyer          | Paving Project                                       | 2020 / 2022  | South Main, North Main, Scattered Acres Drive, Scattered Acres Loop, portion of High Street and Elm Street and College Street | 0021853      | \$614,000   |
| Transportation             | Dyer          | Safety RSAR  | 2021 / 2023  | SR-5  | 128335.00    | \$1,002,600 |
| Transportation             | Gibson County | Safety Safety  | 2021 / 2023  | county wide   | 128634.25    | \$380,000   |
| Transportation             | Gibson        | Road Project   | 2022 / 2023  | Rozzell Street  | 0022176      | \$250,000   |
| Transportation             | Gibson        | Sidewalks  | 2022 / 2025  | City Wide   | NW271035     | \$200,000   |

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|---|----------------------------|--|-------------|--|-----------|-------------|
| Transportation  | Humboldt                   | TAP Bicycles and Pedestrian Facility   | 2016 / 2022 | South 14th Avenue  | 119921.01 | \$905,635   |
| Transportation  | Humboldt                   | STP Miscellaneous Improvements         | 2017 / 2022 | East Main Street   | 123516.00 | \$477,863   |
| Transportation  | Medina                     | TAP Bicycles and Pedestrian Facility   | 2020 / 2022 | SR-152   | 126664.00 | \$850,913   |
| Transportation  | Milan                      | Sidewalk Rehab                         | 2020 / 2024 | various areas of city  | 0011510   | \$200,000   |
| Transportation  | Milan                      | Traffic Light Replacement              | 2022 / 2023 | Intersection of South First Street and Van Hook Street   | 0021862   | \$350,000   |
| Transportation  | Milan                      | Safety RSAR                            | 2021 / 2025 | SR-43  | 129810.00 | \$1,024,500 |
| Transportation  | Milan                      | TAP Bicycles and Pedestrian Facility   | 2021 / 2025 | Main Street from Church Street to College Street and Cedar Street from Main Street to Second Street                                    | 129824.00 | \$685,188   |
| Transportation  | TN Dept. of Transportation | LEGISLATIVE Stage Construction- New    | 2014 / 2022 | SR-104   | 104123.02 | \$3,975,230 |
| Transportation  | Trenton                    | Safe Routes to School sidewalk project | 2020 / 2022 | 4th Street to 8th Street   | 0021855   | \$98,000    |
| Transportation  | Trenton                    | ADA Compliant Sidewalks                | 2022 / 2026 | City wide  | 0021856   | \$650,000   |
| Transportation  | Trenton                    | SRTS Bicycles and Pedestrian Facility  | 2015 / 2022 | Trenton Elementary School  | 120875.00 | \$160,223   |
| Water and Wastewater  | Bradford                   | Sewer Rehabilitation Project Phase I   | 2022 / 2024 | City wide  | 0022141   | \$600,000   |
| Water and Wastewater  | Bradford                   | Water Line Rehab                       | 2022 / 2024 | Woodrow and Cross Streets  | NW273039  | \$500,000   |
| Water and Wastewater  | Dyer                       | Sewer Line Rehab                       | 2020 / 2022 | New Hope Street, Freemont, Parkview, North Range Street, North Street, North Main Street, Broad Street, Elm Street, and Madison Street | 0021854   | \$380,000   |
| Water and Wastewater  | Dyer                       | Water and Sewer Line Extension         | 2024 / 2026 | Industrial Development Property  | NW273008  | \$600,000   |
| Water and Wastewater  | Dyer                       | Water Line Replacement                 | 2028 / 2029 | City wide  | NW273009  | \$750,000   |
| Water and Wastewater  | Gibson                     | Sewer Main Extension                   | 2022 / 2025 | 1600 feet east of White Rose, 3000 feet north of Gibson Cemetery Road, 1500 feet of 70/79 Hwy West/South                               | 0001609   | \$60,000    |
| Water and Wastewater  | Gibson                     | Sewer System Improvements              | 2022 / 2024 | Rozzell Street   | 0022174   | \$380,000   |
| Water and Wastewater  | Gibson                     | Sewer Line Extension - City-Wide       | 2022 / 2024 | City Wide  | NW271036  | \$500,000   |

**PINI Project Summary - RCIP**

|                                       |            |                          |             |             |              |                     |
|---------------------------------------|------------|--------------------------|-------------|-------------|--------------|---------------------|
| Water and                             | Gibson     | Water Line Extension     | 2022 / 2024 | city wide   | NW273019     | \$50,000            |
| Water and                             | Rutherford | Waterline Extension/Loop | 2022 / 2024 | City wide   | 0021864      | \$150,000           |
| Water and                             | Rutherford | Sewer Upgrade            | 2022 / 2024 | Fain Street | NW273044     | \$125,000           |
| <b>County: Gibson Active Projects</b> |            |                          |             |             | <b>Total</b> | <b>\$28,565,902</b> |

## PINI Project Summary - RCIP

| County: Henry Active Projects |                            |  |              |  |              |               |
|-------------------------------|----------------------------|--|--------------|--|--------------|---------------|
| Project Type                  | Owner                      | Project Name                                       | FY Start/End | Location   | Project Cde. | Est. Cost     |
| Industrial Sites and Parks    | Henry County               | Industrial Park                                    | 2016 / 2022  | on old American Colloid site on Russell Street       | 0011517      | \$1,000,000   |
| Recreation                    | Puryear                    | Walking Trail Project                              | 2022 / 2024  | within city limits (specific location unknown)       | 0021892      | \$100,000     |
| Recreation                    | Puryear                    | Park Upgrades                                      | 2022 / 2024  | City Park - Chestnut Street                          | 0021893      | \$150,000     |
| Storm Water                   | Paris                      | Drainage Project Phase I                           | 2022 / 2024  | Brooks Street  | 0022078      | \$400,000     |
| Transportation                | Henry County               | Rehab Apron and Medivac Area                       | 2019 / 2023  | Airport 1949 Diggs Road                              | 0021060      | \$800,000     |
| Transportation                | Henry County               | Rehab Fuel Apron                                   | 2019 / 2023  | Airport 1949 Diggs Road                              | 0021061      | \$500,000     |
| Transportation                | Henry County               | Fuel System Upgrade                                | 2019 / 2023  | Airport 1949 Diggs Road                              | 0021062      | \$250,000     |
| Transportation                | Henry County               | Medivac Area Project                               | 2019 / 2022  | Airport 1949 Diggs Road                              | 0021063      | \$300,000     |
| Transportation                | Henry County               | Land Acquisition                                   | 2021 / 2023  | Airport 1949 Diggs Road                              | 0021064      | \$425,000     |
| Transportation                | Henry County               | Runway Drainage Damage Project                     | 2020 / 2022  | 1949 Diggs Road                                      | 0022200      | \$340,000     |
| Transportation                | Henry County               | Fed Land Access Prog<br>Miscellaneous Improvements | 2017 / 2022  | Bobcat Den Road                                      | 123307.00    | \$322,530     |
| Transportation                | Henry County               | Fed Land Access Prog<br>Miscellaneous Improvements | 2021 / 2025  | Elkhorn Nobles Road                                  | 123307.01    | \$595,000     |
| Transportation                | Henry County               | Safety Miscellaneous Safety<br>Improvements        | 2020 / 2023  | SR-54  | 127754.00    | \$330,500     |
| Transportation                | Henry County               | Safety Safety                                      | 2021 / 2025  | Henry County   | 128634.36    | \$233,000     |
| Transportation                | Paris                      | Signalization and Safety                           | 2021 / 2022  | city-wide  | 0021055      | \$600,000     |
| Transportation                | Paris                      | Fairground Sidewalks                               | 2021 / 2023  | Fairgrounds Road and Royal Oak Road                  | 0021056      | \$1,200,000   |
| Transportation                | Paris                      | School Sidewalks                                   | 2018 / 2022  | Wilson and Patriot Streets                           | 0021057      | \$1,000,000   |
| Transportation                | Paris                      | TAP Bicycles and Pedestrian Facility               | 2020 / 2022  | Wilson Street  | 126655.00    | \$1,041,200   |
| Transportation                | Paris                      | STBG Signalization                                 | 2020 / 2022  | SR-69  | 128109.00    | \$630,850     |
| Transportation                | Paris                      | State Bicycles and Pedestrian Facility             | 2021 / 2025  | SR-69  | 130270.00    | \$1,000,000   |
| Transportation                | Puryear                    | Sidewalk Rehab                                     | 2022 / 2024  | downtown area  | 0021894      | \$250,000     |
| Transportation                | Puryear                    | Street Rehab                                       | 2022 / 2024  | Downtown area and in various other parts of the city | 0021896      | \$100,000     |
| Transportation                | Puryear                    | Lower Street/Storm Drains                          | 2022 / 2024  | North Front Street                                   | 0021897      | \$250,000     |
| Transportation                | TN Dept. of Transportation | LEGISLATIVE - Construction-New                     | 2014 / 2023  | Route # SR-54  | 101886.01    | \$41,086,382  |
| Transportation                | TN Dept. of Transportation | Legislative Widen                                  | 2018 / 2022  | SR-54  | 101886.02    | \$103,300,000 |

## PINI Project Summary - RCIP

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|                                      |                                     |                           |             |                   |              |                      |
|--------------------------------------|-------------------------------------|---------------------------|-------------|-------------------|--------------|----------------------|
| Water and                            | Northeast Henry Co Utility District | Water System Rehab        | 2022 / 2024 | Rison Street area | 0013444      | \$153,050            |
| Water and                            | Northwest Henry Co Utility Dt       | Water System Improvements | 2022 / 2024 | Osage             | 0011560      | \$184,916            |
| Water and                            | Puryear                             | Water System Improvements | 2022 / 2024 | city wide         | 0020865      | \$250,000            |
| Water and                            | Puryear                             | Sewer Improvements        | 2022 / 2024 | city wide         | 0020866      | \$200,000            |
| Water and                            | Puryear                             | Water Valves              | 2022 / 2023 | city wide         | 0021895      | \$100,000            |
| <b>County: Henry Active Projects</b> |                                     |                           |             |                   | <b>Total</b> | <b>\$157,092,428</b> |

## PINI Project Summary - RCIP

| County: Lake                 |             |   | Active Projects |   |              |              |
|------------------------------|-------------|---|-----------------|---|--------------|--------------|
| Project Type                 | Owner       | Project Name                                    | FY Start/End    | Location  | Project Cde. | Est. Cost    |
| Community                    | Lake County | Civic Center                                    | 2022 / 2024     | Cedar Street  | 0016403      | \$500,000    |
| Industrial Sites and         | Lake County | Gas Pipeline Expansion Project                  | 2020 / 2024     | Lake County Industrial Park                                     | 0022056      | \$250,000    |
| Industrial Sites and         | Lake County | Water Tower Project                             | 2022 / 2024     | Lake County Industrial Park                                     | 0022057      | \$500,000    |
| Industrial Sites and         | Lake County | Cates Landing Rail Spur                         | 2020 / 2024     | Lake County Industrial Park                                     | 0022058      | \$7,000,000  |
| Law Enforcement              | Lake County | RAMP Facility                                   | 2022 / 2024     | Church Street   | 0020915      | \$200,000    |
| Other Utilities              | Lake County | Community Solar Project Power Lines             | 2022 / 2024     | Southern Lake County  | 0022059      | \$500,000    |
| Post-secondary               | Lake County | TCAT Center                                     | 2022 / 2024     | Site not determined   | 0020914      | \$200,000    |
| Storm Water                  | Lake County | Bud Wade Levee Pump Project Phase I             | 2020 / 2023     | Tiptonville-Obion Levee   | 0022054      | \$3,000,000  |
| Storm Water                  | Lake County | Bud Wade Levee Pump Project Phase II            | 2022 / 2024     | Tiptonville-Obion Levee   | 0022055      | \$450,000    |
| Storm Water                  | Ridgely     | Stormwater Drainage                             | 2022 / 2024     | Entire City   | NW481007     | \$500,000    |
| Transportation               | Lake County | Safety RSAR                                     | 2020 / 2022     | SR-78   | 127948.00    | \$138,100    |
| Transportation               | Lake County | Safety Safety                                   | 2021 / 2023     | Lake County   | 128634.43    | \$380,000    |
| Transportation               | Lake County | Safety Miscellaneous Safety Improvements        | 2021 / 2023     | SR-78   | 128885.00    | \$1,673,000  |
| Transportation               | Ridgely     | Sidewalk Construction                           | 2022 / 2024     | various areas in Ridgely  | NW481017     | \$50,000     |
| Transportation               | Tiptonville | Sinkhole Mitigation                             | 2022 / 2024     | Survey of sinkhole locations and scope of project are underway. | 0021868      | \$1,000,000  |
| Transportation               | Tiptonville | Widening and Replacement of Residential Streets | 2022 / 2031     | Clifton, Headden, Tipton, Parnel, and Frierson Streets          | 0021869      | \$500,000    |
| Water and                    | Ridgely     | Water Plant Upgrade                             | 2022 / 2025     | Water Plant   | 0021908      | \$500,000    |
| Water and                    | Ridgely     | Sewer System Improvements                       | 2022 / 2025     | city wide   | 0021909      | \$1,000,000  |
| Water and                    | Ridgely     | Water Meter Upgrade                             | 2022 / 2025     | city wide   | 0021910      | \$300,000    |
| Water and                    | Tiptonville | Lagoon Expansion                                | 2022 / 2024     | Wastewater Plant  | 0021867      | \$500,000    |
| County: Lake Active Projects |             |   |                 |   | Total        | \$19,141,100 |

**PINI Project Summary - RCIP****County: Obion****Active Projects**

| <b>Project Type</b>        | <b>Owner</b>               | <b>Project Name</b>                                 | <b>FY Start/End</b> | <b>Location</b>   | <b>Project Cde.</b> | <b>Est. Cost</b> |
|----------------------------|----------------------------|---|---------------------|---|---------------------|------------------|
| Community Development      | TN Dept. of Transportation | Legislative Weigh Station or Rest Area Improvements | 2018 / 2022         | SR-3  | 101345.01           | \$2,000,000      |
| Industrial Sites and Parks | Troy                       | Industrial Park Road and Utility Extension          | 2020 / 2022         | Troy Industrial Park, Gurien Road                         | 0021852             | \$250,000        |
| Law Enforcement            | Hornbeak                   | Tornado Sirens                                      | 2022 / 2026         | city wide   | 0020767             | \$50,000         |
| Public Buildings           | Hornbeak                   | Rehab Retired Fire Station                          | 2022 / 2024         | West Main Street  | 0021949             | \$50,000         |
| Public Buildings           | Hornbeak                   | Rehab. Of Town Hall                                 | 2022 / 2026         | Current City Hall and Police Services Building on Hwy. 21 | NW661018            | \$200,000        |
| Public Buildings           | Obion County               | Hot Mix Asphalt Plant                               | 2021 / 2022         | Phebus Lane   | 0024222             | \$2,000,000      |
| Public Buildings           | Obion                      | Emergency Shelter                                   | 2022 / 2025         | site not selected   | 0022082             | \$75,000         |
| Recreation                 | Kenton                     | Splash Pad  | 2022 / 2024         | downtown off Main Street                                  | 0020747             | \$150,000        |
| Recreation                 | Kenton                     | Park Improvements                                   | 2022 / 2025         | City Park   | 0020748             | \$200,000        |
| Recreation                 | Rives                      | Park Improvements                                   | 2022 / 2024         | Rives City Park   | 0020733             | \$75,000         |
| Recreation                 | South Fulton               | Park Additions                                      | 2022 / 2024         | Near city hall  | 0020891             | \$100,000        |
| Recreation                 | South Fulton               | Farmers Market                                      | 2022 / 2023         | Near city hall  | 0020892             | \$150,000        |
| Recreation                 | Troy                       | Park Renovations                                    | 2022 / 2025         | Troy Town Square  | 0020770             | \$700,000        |
| Recreation                 | Union City                 | Graham Park Renovations                             | 2017 / 2023         | Graham Park   | 0019429             | \$1,049,888      |
| Recreation                 | Union City                 | Park Project  | 2019 / 2022         | Graham Park   | 0020761             | \$1,000,000      |
| Recreation                 | Union City                 | Community Playground                                | 2022 / 2023         | Graham Park   | 0020765             | \$500,000        |
| Recreation                 | Woodland Mills             | Dog Park  | 2022 / 2023         | City park   | 0020744             | \$50,000         |
| Recreation                 | Woodland Mills             | Playground  | 2022 / 2024         | Cannon Moore Drive and S. Thompson Street                 | 0021989             | \$50,000         |
| Recreation                 | Woodland Mills             | Walking Trail Park Project                          | 2022 / 2024         | City Park   | NW663022            | \$50,000         |
| School-System-wide         | Union City                 | School Bus Service Building                         | 2022 / 2023         | 1308 High School Drive                                    | 0009933             | \$192,000        |
| Storm Water                | Obion                      | Storm Water Mitigation                              | 2022 / 2027         | city wide   | 0022081             | \$150,000        |
| Storm Water                | Rives                      | Culvert Project                                     | 2019 / 2023         | Rives to Hwy. 45  | NW663024            | \$320,000        |
| Storm Water                | Samburg                    | Imminent Threat Storm Water Project                 | 2022 / 2024         | Around Reelfoot Lake                                      | 0021947             | \$650,000        |
| Storm Water                | Samburg                    | Stormwater Drainage Project                         | 2019 / 2022         | City-Wide   | NW661016            | \$140,654        |
| Transportation             | Hornbeak                   | Street Renovation                                   | 2022 / 2025         | city wide   | 0020766             | \$800,000        |
| Transportation             | Hornbeak                   | Sidewalk project                                    | 2021 / 2026         | Downtown  | NW663014            | \$158,219        |
| Transportation             | Kenton                     | Road Replacement                                    | 2022 / 2025         | Maple Heights and Tighman Street                          | 0021851             | \$160,000        |
| Transportation             | Kenton                     | Emergency Helicopter Landing Zone                   | 2022 / 2023         | West College Street                                       | 0021866             | \$50,000         |

## PINI Project Summary - RCIP

|                      |                            |                                |             |  |           |              |
|----------------------|----------------------------|--------------------------------|-------------|--|-----------|--------------|
| Transportation       | Obion County               | Airport Hangar                 | 2020 / 2022 | Everett-Stewart Regional Airport               | 0020768   | \$400,000    |
| Transportation       | Obion County               | Other Widen and Resurfacing    | 2015 / 2022 | Woodland Mills Road                            | 121045.00 | \$683,430    |
| Transportation       | Obion County               | Safety Safety                  | 2021 / 2023 | Obion County                                   | 128634.58 | \$380,000    |
| Transportation       | Rives                      | Sidewalk Rehab                 | 2022 / 2024 | city wide                                      | 0020734   | \$150,000    |
| Transportation       | Samburg                    | Road Replacements              | 2022 / 2024 | Main Street and side streets                   | 0021946   | \$250,000    |
| Transportation       | TN Dept. of Transportation | LEGISLATIVE - Construction-New | 2014 / 2023 | Route # I-69PROP                               | 101341.00 | \$70,200,000 |
| Transportation       | TN Dept. of Transportation | LEGISLATIVE - Construction-New | 2014 / 2023 | Route # I-69PROP                               | 101342.00 | \$79,700,000 |
| Transportation       | TN Dept. of Transportation | LEGISLATIVE - Construction-New | 2016 / 2023 | Route # I-69PROP                               | 101343.00 | \$51,807,725 |
| Transportation       | TN Dept. of Transportation | Legislative Paving             | 2014 / 2023 | I-69 PROP                                      | 101343.01 | \$12,027,000 |
| Transportation       | TN Dept. of Transportation | Legislative Paving             | 2014 / 2023 | I-69 PROP                                      | 101344.01 | \$23,129,000 |
| Transportation       | TN Dept. of Transportation | LEGISLATIVE - Construction-New | 2014 / 2023 | Route # I-69PROP                               | 101345.00 | \$6,663,100  |
| Transportation       | TN Dept. of Transportation | Legislative Construction-New   | 2019 / 2023 | I-69 PROP                                      | 101345.02 | \$80,200,000 |
| Transportation       | TN Dept. of Transportation | LEGISLATIVE - Construction-New | 2014 / 2023 | Route # SR-5                                   | 101888.00 | \$28,250,000 |
| Transportation       | TN Dept. of Transportation | LEGISLATIVE - Construction-New | 2014 / 2023 | Route # SR-5                                   | 102238.00 | \$19,100,000 |
| Transportation       | TN Dept. of Transportation | Legislative Widen              | 2018 / 2022 | I-69   | 124745.00 | \$53,500,000 |
| Transportation       | TN Dept. of Transportation | Spot Safety Safety             | 2018 / 2022 | SR-3   | 125076.00 | \$271,500    |
| Water and Wastewater | Hornbeak                   | Sewer Extension                | 2022 / 2026 | city wide                                      | 0021948   | \$500,000    |
| Water and Wastewater | Kenton                     | Sewer Line Extension           | 2022 / 2024 | Highway 45N and Mirella Road                   | 0011586   | \$200,000    |
| Water and Wastewater | Kenton                     | Sanitary Sewer Improvements    | 2020 / 2022 | city wide                                      | 0020749   | \$370,096    |
| Water and Wastewater | Kenton                     | Grinder Pump                   | 2022 / 2024 | Kenton Wastewater Treatment Plant              | 0021850   | \$120,000    |
| Water and Wastewater | Obion                      | Water Line Rehab               | 2022 / 2028 | Palestine St. Main St., Highland St., Hurt St. | 0022079   | \$200,000    |
| Water and Wastewater | Obion                      | Sewer Rehab                    | 2020 / 2025 | citywide                                       | 0022080   | \$1,000,000  |
| Water and Wastewater | South Fulton               | Sewer System Rehab             | 2018 / 2023 | Taylor Street                                  | 0020120   | \$2,504,000  |
| Water and Wastewater | South Fulton               | Wastewater Treatment Upgrades  | 2020 / 2023 | Wastewater Treatment Plant                     | 0021881   | \$600,000    |
| Water and Wastewater | Union City                 | Main Waterline Replacement     | 2022 / 2028 | Union City and Rives and unincorporated area   | 0021941   | \$2,500,000  |
| Water and Wastewater | Woodland Mills             | Sewer Rehab                    | 2022 / 2024 | Sewer system near Williams Sausage             | 0020745   | \$200,000    |
| Water and Wastewater | Woodland Mills             | Water Tower                    | 2022 / 2028 | city wide need                                 | 0020746   | \$300,000    |



## PINI Project Summary - RCIP

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**County: Obion Active Projects**

**Total**

**\$446,526,612**

## PINI Project Summary - RCIP

### County: Weakley

### Active Projects

| Project Type               | Owner          | Project Name   | FY Start/End | Location  | Project Cde. | Est. Cost   |
|----------------------------|----------------|--|--------------|---|--------------|-------------|
| Fire Protection            | Dresden        | New Fire Station                                       | 2022 / 2024  | Hillcrest Street  | 0020732      | \$750,000   |
| Industrial Sites and Parks | Greenfield     | Industrial Site Preparation - Excavation               | 2022 / 2024  | 30 Acres North of The Current Industrial Site and 17 Acres on The Southside | NW921002     | \$500,000   |
| Industrial Sites and       | Martin         | SIA Reconstruction                                     | 2021 / 2025  | SIA   | 129857.00    | \$1,007,935 |
| Law Enforcement            | Weakley County | Roof Replacement                                       | 2022 / 2023  | Hwy. 22   | 0022189      | \$125,000   |
| Libraries, Museums,        | Martin         | Library Stage  | 2020 / 2024  | Downtown  | 0022154      | \$150,000   |
| Public Buildings           | Gleason        | City Hall Addition                                     | 2022 / 2023  | current City Hall   | 0011520      | \$100,000   |
| Public Buildings           | Gleason        | Safe House   | 2022 / 2025  | somewhere in the center of town   | 0020731      | \$300,000   |
| Public Buildings           | Weakley County | Elevator Replacement                                   | 2018 / 2022  | Weakley County Courthouse on court square in Dresden                        | 0019402      | \$350,000   |
| Public Buildings           | Weakley County | County Maintenance Facility                            | 2019 / 2022  | County Maintenance Road   | 0020527      | \$3,500,000 |
| Public Buildings           | Weakley County | Safe House and Community Center                        | 2022 / 2024  | Hwy.22 on campus of elementary and middle school                            | 0020529      | \$4,000,000 |
| Recreation                 | Dresden        | Park Upgrade   | 2022 / 2024  | City Park   | NW923028     | \$100,000   |
| Recreation                 | Gleason        | Park Upgrade   | 2022 / 2024  | Snyder Park   | 0022201      | \$150,000   |
| Recreation                 | Greenfield     | Park Upgrades  | 2022 / 2024  | Evergreen Street Extended   | NW923030     | \$750,000   |
| Storm Water                | Greenfield     | Stormwater Ditch Adjacent to Highland St. - Renovation | 2022 / 2024  | Adjacent to Highland Street   | NW921004     | \$1,000,000 |
| Transportation             | Greenfield     | Sidewalk Project                                       | 2022 / 2024  | Woodlawn Road   | 0022188      | \$145,300   |
| Transportation             | Martin         | TAP Bicycles and Pedestrian Facility                   | 2016 / 2022  | University Street   | 121514.01    | \$1,092,890 |
| Transportation             | Martin         | TAP Bicycles and Pedestrian Facility                   | 2021 / 2023  | Elm Street  | 126659.01    | \$1,593,750 |
| Transportation             | Martin         | Safety Miscellaneous Safety Improvements               | 2020 / 2022  | SR-22   | 127842.00    | \$556,000   |
| Transportation             | Martin         | STBG Lighting  | 2020 / 2022  | SR-431  | 128040.00    | \$325,215   |
| Transportation             | Martin         | TAP Bicycles and Pedestrian Facility                   | 2021 / 2025  | SR-373  | 129829.00    | \$1,568,750 |
| Transportation             | Martin         | State Bicycles and Pedestrian Facility                 | 2021 / 2025  | SR-43   | 130269.00    | \$940,000   |
| Transportation             | Weakley County | Safety Safety  | 2021 / 2025  | Weakley County  | 128634.80    | \$260,000   |
| Transportation             | Weakley County | Safety Safety  | 2021 / 2025  | SR-43   | 128897.00    | \$502,000   |
| Transportation             | Weakley County | Safety RSAR  | 2021 / 2025  | SR-43   | 131137.00    | \$111,880   |
| Water and                  | Gleason        | Automated Water Meters                                 | 2022 / 2024  | city wide   | 0022202      | \$200,000   |

## PINI Project Summary - RCIP

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|  |            |                                |             |                          |              |                     |
|--|------------|--------------------------------|-------------|--------------------------|--------------|---------------------|
| Water and                              | Gleason    | Sewer System Improvements      | 2022 / 2024 | city wide                | 0022203      | \$500,000           |
| Water and                              | Greenfield | Water and Sewer Line Extension | 2022 / 2024 | Hwy. 45 N.               | 0011512      | \$500,000           |
| Water and                              | Greenfield | Sewer Project                  | 2022 / 2024 | city wide                | NW923016     | \$1,000,000         |
| Water and                              | Martin     | Kenny Farm Sewer Project       | 2020 / 2022 | Southeast part of Martin | 0022155      | \$150,000           |
| Water and                              | Martin     | Sewer Improvements Phase VI    | 2020 / 2022 | city wide                | 0022156      | \$524,689           |
| Water and                              | Sharon     | New Well                       | 2020 / 2022 | Mill Street              | 0021079      | \$580,140           |
| Water and                              | Sharon     | Well Rehab                     | 2022 / 2023 | city wide                | 0021090      | \$300,000           |
| <b>County: Weakley Active Projects</b> |            |                                |             |                          | <b>Total</b> | <b>\$23,633,549</b> |



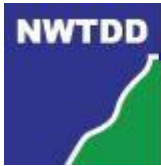
### Evaluation Framework

Foster cross-county consensus on regional transportation projects leading to more efficient, cost effective, and safer tourism and trade. Objectives:

- o Continue to support the Rural Transportation Planning Organization as effective means of reaching region-wide consensus on all transportation projects.
- o Continue to prioritize all projects within the region utilizing traffic accident data, geometric issues, capacity requirements, and potential economic development

*Performance Measures: Obtain discretionary funds from state and federal government, through which the Rural Planning Organization may use for transportation projects within the nine county region. Work to extend county planning horizon to a 7 to 10 year time frame. Build region-wide consensus regarding all transportation projects.*

Increase viability of air and water freight within the region  
Objectives:



- o Provide necessary runway lengths to accommodate commercial and freight aircraft
- o Market air and water accessibility to interested industries as a viable means of freight import/export
- o Build the necessary infrastructure to accommodate new industry, including increased runway lengths and river ports *Performance Measures: Extend at least one runway in*

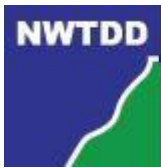
*Northwest Tennessee to 7,000' in order to support commercial aircraft.*

*Build a water port with access to the Mississippi River able to sustain river, rail, and truck containerized freight.*

*Construct necessary rail infrastructure to support ethanol production facility and Mississippi river port at Cates Landing. Identify and attract major freight industry that desire air and water freight accessibility.*

Increase retail and accommodations along major interstates Objectives:

- o Utilize proximity to interstate as means to increase sales tax and generate revenue for the county
- o Fund and build necessary infrastructure to accommodate new business
- o Attract increased tourism through available lodging, restaurants, and retail



*Performance Measures: Fund signage and infrastructure builds along I40 in bordering counties to better support tourism and increased retail trade.*

*Fund signage and infrastructure builds along the proposed I69 corridor in bordering counties to support increased commercial and tourism traffic.*

Increase variety of employment sector opportunities Objectives:

- o Reduce dependence on Manufacturing sector for employment
- o Support and fund service sector employment opportunities within the region
- o Utilize effective land use management
- o Research and plan for future technological improvements and work to bring them to the area
- o Increase regional tourism by supporting accommodation sector construction
- o Develop and implement skills training centers and post- secondary education opportunities for region-wide use. Encourage and promote secondary education and funding avenues.
- o Continue to improve the image of the area for more effective recruitment of business and industry
- o Form a synergy with local industry, economic and workforce development agencies, and the public school system to better understand the strengths and weaknesses of local workforce.
- o Promote and support a nursing “Step” program that will provide while-you-were-working training for nurses.



- o Attract younger labor force to area with more park and recreational facilities for young families.
- o Promote PILOT programs, federal/state funding avenues to decrease startup costs associated with relocating industry.

*Performance Measures: Encourage each county to utilize the Parks and Recreation grant program. The Northwest Tennessee Development District will begin holding region-wide meetings with elected officials to make to outline the capabilities of such a funding avenue.*

*The Northwest Tennessee Development District will hold region-wide meetings to educate elected officials on the use and guidelines concerning the Community Development Block Grant.*

*Promote technology-based curriculum at local vocational centers and at local high schools.*

*Foster professional-level jobs by attracting types of industry such as Ethanol Production plants or industrial technology centers with high median salaries and Bachelor's level education requirements.*

Objectives:

Utilize long-term planning to improve conditions, strategies and problem solving capabilities in our region to stay economically competitive with other regions.





- o The Northwest Tennessee Development District will assist communities with preparation of community plans.
- o Encourage each county chamber to develop a strategic plan for its yearly activities.
- o Maintain regular contact with those communities that have started the planning process.
- o Encourage the sharing of successful planning of communities in our region to serve as examples for other communities.

Continue to provide a Regional CEDS Update to illustrate the economic progress of Northwest Tennessee.

*Performance Measures: Each annual report should stress economic development.  
A list of Community Plans will be published annually.*

Assist in the improvement of community infrastructure to provide for new economic growth, as well as to support existing businesses. Objectives:

- o The CEDS steering committee will be informed of all TACIR requests as compiled by county and local governments.
- o The Northwest Tennessee Development District will assist communities and employers with utilization of existing federal, state, and local technical/financial assistance.
- o The Northwest Tennessee Development District will assemble and maintain specific data pertaining to funding and assistance options from local, state, and federal levels.

*Performance Measures: Grant and loan information should be obtained and updated from state and federal programs such as CDBG, FEMA, Tennessee Arts Commission, USDA Rural Development, TDEC, EDA, and other appropriate programs on an annual basis. This information will be maintained and available to all communities within the district on an as-needed basis.*

*The Northwest Tennessee Development District and staff will serve on various committees throughout the region as requested by the primary parties involved. These committees should be in step with the CEDS and the mission of the Northwest Tennessee Development District.*

Encourage the importance of land use planning in stimulating and directing economic development.

Objectives:

- o Identify a list of existing land use planning and zoning resources and have that list available for decision makers.
- o Promote instructional and informational events, materials, and resources on land use planning.

*Performance Measures: Overall reduction in environmental and historical issues when planning future industrial, recreational, or transportation development.*

*Maintain contacts and memberships with professional associations and agencies that can provide technical assistance to clients on an annual basis.*

Work with and assist economic development professionals in our region.

Objectives:

- o Host annual meetings with professional economic developers in the region to form a closer partnership.
- o Establish and strengthen the regional network of professional economic developers.
- o Encourage communities to recognize and utilize private sector professional developers as a tool to improve development in the public sector.

Encourage local economic and community development initiatives by providing technical support, offering facilitative services, and coordinating resources for individual communities, groups, and projects.

Objectives:

- o Promote the services the Development District offers through various media, as well as through outreach efforts and personal invitations.
- o Maintain a list of private sector, state, regional, and national program resources

*Performance Measures: A 5% increase in the number of grant applicants throughout the region and a subsequent percentage increase in number of approved applicants.*

*Identification of new measures passed by the Northwest Tennessee Development District Council on an annual basis. Completion of active projects related specifically to economic development.*

Facilitate and participate in regional networking activities in an effort to foster public/private relations.

Objectives:

- o Partner with communities and organizations outside our district, when appropriate, to help promote regional economic development efforts.
- o Provide technical assistance to “high priority” regional economic development projects that might cross jurisdictional boundaries.
- o Increase interactions with the private sector, manufacturers, small businesses, farmers, service sector, and accommodations sector to encourage those participants to become involved in local economic development policy-making.
- o The Northwest Tennessee Development District will act as the primary interface between state and federal economic development agencies and the local level.

*Performance Measures: Work with County Mayors and City Mayors to facilitate projects that are determined to have a regional impact.*

*Participate in and maintain contact with the organizations of private sector businesses in order to promote the services offered by the Economic Development District.*

*Consistent, continued contact with agencies including EDA, USDA, EPA, TDOT, USCEE, and other agencies, as deemed appropriate by the Northwest Tennessee Development District.*

Maintain the most current and relevant demographic and economic data available, and inform communities that this information is available.

Objectives:

- o Maintain contact with academic and professional institutions and agencies that collect and process pertinent information.
- o Continue to obtain references, such as the Tennessee Statistical Abstract, on a regular basis.
- o Promote and increase the use of information via the internet.
- o Continue to provide the most recent information about our area including available grants, where to locate the most recent area statistics, and contact information at the various agencies that provide such information.

*Performance Measures: Unemployment levels within the District will be tracked, using monthly TDES reports. The information will be available to communities and economic development professionals as needed. Workforce Development and Labor related internet websites will be kept on file and promoted throughout the district.*

*A community survey will be conducted on an “as necessary” basis.*

## Vital Projects

### 1.) Port of Cates landing

*Brief description:* A 150 acre slack water port facility that will include a 3,500 acre industrial park as part of the master build-out. The harbor will be 8,850 lineal feet in length. The topography of the site varies from around elevation 305 to 315 placing it not only above the 100-year flood plain, but above the 500-year level. The port will contain infrastructure for direct rail to water transfer of commodities. All essential utilities will be available on site.

**Funding:** Funding has been acquired through Tennessee Valley Authority, Economic Community Development, Delta Regional Authority, High Priority Project earmarks, Economic Development Agency, a BUILD Grant, and the Tennessee Department of Transportation with the assistance of the Northwest Tennessee Development District.

### Project Elements

**Roads:** Improvements to the existing highway, state route 22 and an existing county road would be required. The route begins approximately one mile north of Tiptonville on existing highway, state route 78. From there, the route to the industrial park will be west approximately ½ mile of an existing county road requiring weight carrying capacity improvements. This will then intersect existing highway, state route 22, and will continue north requiring approximately 3 miles of minor improvements to the existing highway, state route 22. Two new transitional radii will be constructed. In addition, there will be a new road constructed approximately one mile in length which will connect the port site to the industrial park road. This road will be constructed over the existing levee and will require both widening and paving necessary for a two lane road.

**Railroad:** A rail spur is being designed with two turnouts (delta intersection) at the main line located just north of the planned access road. The rail will run perpendicular from the main line intersection approximately ½ mile in a northwest direction then curve north and continue north to the industrial park and port site. The route proposed to the industrial site is approximately 4 ½ miles in length from the Tenn-Ken short line to the port site.

**Utilities:** Initially the only need for water and wastewater will be the port office. There is presently a 4" water line which serves the port area. The waste water will be treated with a septic system. Any additional water or wastewater treatment required for the industrial park prospects will be for "bird in hand" users. There is a 10" water line within 1 ¾ miles of the industrial site. There is presently a sewer connection approximately 2.5 miles from the site. Power will be supplied by a TVA furnished electric substation. Three phase power will be required for the facility operation.



**Berthing Area/Port Facility:** The public port will have loading and unloading capabilities for various raw and finished products onto and off barges with direct access to the barge berthing area.

A 300' turn-a-round for the tugboats will be provided at the end of the harbor. The 44 acres adjacent to the General Purpose Terminal will be constructed to an average elevation of around 312, which is 4' above the 100 year flood elevation. The port bulkhead will be constructed of interlocking steel pilings. The backfill behind the pilings will be select fill open grade stone and sand to allow for proper drainage. The select compacted fill will be capped off with both 15" and 9" thick reinforced concrete slab. Rail will be embedded into the concrete for rail access while also allowing for truck access.

**Loading and Offloading Equipment:** The public port will have loading and unloading capabilities for various raw and finished products onto and off barges utilizing the features of the slack water port with direct access to the barge berthing area.

Ample truck and equipment maneuvering space will allow for circulation around the general purpose port and trucks can be directly loaded from the barge. The proposed rail spur will also allow direct rail-car loading and unloading at the port. A 100 ton mobile crane would be utilized to load and unload trucks and rail cars at this general purpose barge terminal.

**Administrative Building:** There will be a need for an Administrative/Office building with two offices equipped with restrooms, telephone, fax, and computer hook-up. A modular building will be used until expansion and growth drive the need for a more permanent office facility.

**Parking Areas:** An asphalt paved parking area for ten cars would be placed adjacent to the Port Office. In addition, there will be a gravel road for trailer truck circulation, staging and parking located near the general purpose terminal.

**Warehouse, Storage Tanks, Storage areas:** The warehouse and storage tanks will not be required in the initial port construction. There will be a 100,000 square feet laydown gravel storage yard. This year it will be used to temporarily stage and store unloaded products.



## 2.) Construction of Interstate 69

*Brief Description:* I-69 is an integral part of High Priority Corridor 18 across mid-America. Corridor 18 originated with the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA) where the U.S. Congress designated certain highway corridors of national significance to be included in the National Highway System. The corridor now has been defined by Congress to extend from Port Huron, Michigan at the Canadian border.

- Corridor 18 incorporates the following elements Existing I-69 from Port Huron, Michigan/Sarnia, Ontario, Canada to Indianapolis.
- Existing I-94 from Port Huron through Detroit (including the Ambassador Bridge interchange) to Chicago, Illinois.
- A new Interstate route (I-69) from Indianapolis to the Lower Rio Grande Valley (LRGV) serving the following:
  - Evansville, Indiana
  - Memphis, Tennessee
  - Shreveport/Bossier City, Louisiana
  - Houston, Texas
- The Southeast Arkansas I-69 Connector from Pine Bluff, Arkansas to the I-69 Corridor identified in the vicinity of Monticello, Arkansas.
- In the Lower Rio Grande Valley:
  - US 77 from the Mexican border at Brownsville to US 59 in Victoria, Texas.
  - US 281 from the Mexican border at McAllen to I-37, then following US 59 to Victoria, Texas.
  - The Corpus Christi Northside Highway and Rail Corridor from the intersection of US 77 and I-37 to US 181.
- FM 511 from US 77 to the Port of Brownsville

SIU7, which comprises the segment which passes through the northwest Tennessee region is approximately 46 miles in length and has an estimated construction cost of \$167 million. The I69 project is comprised of the 3 segments in the state of Tennessee. The total construction costs vary and exclude the third segment due to the possibility of alternate routes, but preliminary estimates of \$750 million to \$1billion have been made. The stretch from Union City to Fulton, Ky is scheduled to open in 2023.

**Funding:** All funding for this project has come from NCPD funding and federal legislation.



### 3. Blue Oval/SK.

Although Blue Oval is being built in Southwest Tennessee, its impact on the northwest part of the state cannot be understated. Industrial sites in Obion, Carroll, and Benton County are actively looking to secure support facilities or other industries relocating to either take advantage of the Ford plant, or to avoid losing workers to it. Northwest Tennessee has the capacity to become a major shipping hub once the Port of Cates Landing rail project is complete, and I-69 is finished to Memphis. Both Blue Oval and the new facility in Glendale, KY are in prime locations to ship goods to and through the region and on more global destinations.

Satellite facilities supporting SK's EV battery production at the Tennessee and Kentucky site are seen as an especially attractive option for the Northwest Tennessee region given the areas location and available industrial location.

### Concept of Economic Resilience

Economic resilience is the ability of a community to bounce back from a disaster with little or no negative economic impact. In all situations fast emergency response and communication are imperative to lessen the economic impact. Disaster preparedness measures support the economic development organization's ability to effectively support economic recovery for the community following a disaster.

Following a disaster, the economic development organization will have the dual challenge of recovering its own business and that of assisting the business community as a whole. In recovery efforts, the economic development organization will need to be able to reach out to its members and communicate, discuss, and advocate for their needs and inform them of the status of emergency responses and programs. It may have to do this work from temporary quarters while it too is prevented from reaching its primary offices and support systems. The economic development organization, often the chamber of commerce, is the trusted representative of the business community and holds the local knowledge of business operation and will quickly understand what those businesses need to recover. An economic development organization that takes steps to prepare for a disaster, and that educates and trains local business in disaster preparedness will have the capacity to provide effective support at a very critical time for the community.

The local government will put emergency management plans into action after a crisis that are likely to have a direct impact on business recovery, such as community reentry, access to property, cleanup activity and rebuilding of infrastructure. The economic development organization is the business community's link to the emergency management response plans in advance of a major incident, and should prepare the information necessary to include business needs such as reentry and damage assessment into emergency management plans. The district currently works with the state VOAD (Voluntary Organizations Active in Disasters) and is working to establish a regional VOAD.

Small businesses are unlikely to have considered the effect of a disaster. The economic development organization can provide trainings on business continuity planning and disaster preparedness. Economic development organizations have a key role in connecting small businesses with these resources. The economic development organization can host speaking events to have local businesses hear from small business owners that have experienced a disaster. By sponsoring the conversations about disaster recovery, the economic development organization will promote valuable discussions within the community about particular risks and mitigation strategies for their community as well as the preparedness measures that should be taken through the business community.

A business continuity program is essential for a medium to small business. The program should be designed to be simple to use, administer and implement. With this plan you can follow the same disaster planning and recovery processes used by larger companies – but without a large company budget. A Business continuity plan should be user-friendly and does not require any previous experience with or knowledge of business continuity planning.

Knowing your risks will help you evaluate the extent of your business' vulnerability to disruptions. How potential threats impact each business varies considerably because no two businesses are exactly alike. Differences in location, industry, culture, business structure, management style, work functions and business objectives affect how you choose to protect your business from threats and how you respond to and recover from a business disruption. The two biggest mistakes many small businesses make are failing to identify a potential threat, and underestimating the severity of a known potential threat. After completing the risk assessment, you will be able to determine the greatest threats to your business, the likelihood or probability for each of those threats, how severe each event could be, and the potential impact on each business function or process.

For a list of natural hazards that may affect your business' location, use the Insurance Institute for Business & Home Safety's to identify hazards in your area, and generate a customized list of projects that can reduce your risk. You also should consider damage to infrastructure (e.g., roads, bridges, electric power, etc.) that could affect your ability to resume operations, and develop possible workarounds to expedite recovery. In addition, contact your local emergency management office to obtain a copy of your community's hazards vulnerability analysis for a list of possible natural and man-made hazards that could affect your area; this can be found at <https://www.tn.gov/tema/emergency-community/mitigation/local-and-county-mitigation-planning.html>

Your ability to respond quickly to any type of business disruption could make the difference between survival and closure. Determine the maximum amount of time you can endure being closed after a disaster occurs by identifying your key business functions and processes, and decide how long you can go without being able to perform them.

Think about your employees and what activities they perform on a daily, weekly, monthly, and annual basis. Think about the functions and processes required to run your business in: accounting/finance; production/service delivery; sales/marketing; customer service; human resources

Your employees are your business' most valuable asset. Suppose an emergency prevents access to your business.

- Would you know how to reach your employees?
- Do you have current home and mobile telephone numbers, addresses, email addresses, and emergency contact information?
- Is your employees' contact information available outside your business location?

Current employee contact information will enable you to reach employees to determine their safety and whereabouts, inform them about the status of your operations, where, when and if they should report, and what to do following a disaster. Two-way communication with employees is critical before, during and after a disaster. Create an employee telephone calling tree and an emergency call- in voice recording telephone number, and know how to email and text your employees. Designate a telephone number where employees can leave messages. Determine what assistance is needed for employees with disabilities or special needs, such as communications difficulties, physical limitations, equipment instructions and medication procedures. Determine whether employees are caring for individuals with special needs, which could prevent them from being available during a disaster. Identify employees who are certified in First Aid and CPR, and those with special skills that could be helpful during emergencies. Employee preparedness can make the difference between whether your business is able to effectively recover from a disaster or not. Encourage employees to make personal emergency preparedness plans. The more prepared your employees are at home, the faster they will be able to return to work to help your business respond and recover from a disaster.

To maintain your communication readiness, have your employees review and update their contact information at least every six months. Create a special emergency email account using free services provided by Yahoo, Gmail, Hotmail, etc., to enable people to contact the company regarding their status. Be sure all employees know how to access the emergency account.

Preparedness planning is about being ready to manage any disruption to ensure the continuation of services to your customers. Your key customers need to know that you can provide “business as usual” even if others around you are experiencing difficulties. They will want to know that you are still in business or how soon you will be back and how the disruption will affect their operations. Maintaining up-to- date contact information for your key customers, contacts, suppliers, and vendors is critical.

The ability to resume your business operations relies on the capability of your suppliers and vendors to deliver what you need on time.

- Be sure your suppliers and vendors are not all in the same geographic location as you.
- Have alternate or backup suppliers and shippers in place.
- Request copies of your suppliers’ business continuity plans.
- Establish a notification list and procedures.

You may lose customers if you cannot meet their needs due to your own business disruption. After an event, it is important to keep customers informed about the status of your business, your product or service, delivery schedules, etc., and to develop mutually agreeable alternative arrangements.

Identify various ways to communicate with customers after a disaster, such as direct telephone calls, a designated telephone number with a recording, text, e-mail, Twitter, Facebook, or announcements on your company website, by radio or through a newspaper.

Information and information technology (IT) are the lifeblood of most businesses, and must be included in your business continuity plan. Without access to your computer hardware, software, and digital data, your business operations can come to a standstill. It is likely that you communicate with or conduct business with your customers, partners, suppliers, and vendors via the Internet, which means your business is dependent on your computer system's connectivity and data communications.

Keep a backup copy of your computer's operating system, boot files, critical software, and operations manuals.

- Backup computer files, including payroll, tax, accounting and production records.
- Maintain an up-to-date copy of computer and Internet login codes and passwords.
- When possible, keep hard copies of critical virtual files offsite.
- Make arrangements with IT vendors to replace damaged hardware and software, and/or to set-up hardware and software at a recovery location.
- Request written estimates for rental or purchase of equipment, shipping costs and delivery times. Be sure to list these companies on your supplier and vendor form.
- When flooding is possible, elevate computer equipment stored on the floor.

Your business financially now so it is ready to respond, recover, and continue operating when a business disruption occurs is just as critical as knowing exactly what to do when disaster strikes.

It is critically important to protect your place of business, your contents and inventory, and/or your production processes with adequate insurance.

- Evaluate your insurance policies and meet regularly with your insurance agent/broker to be sure you understand your coverage, deductibles and limits, and how to file a claim.
- Most policies do not cover flood or earthquake damage and you may need to buy separate insurance for those events.
- Consider a policy that will reimburse you for business disruptions in addition to physical losses.

- Consider business income (or business interruption) and extra expense insurance. Even if you have to close your doors for a limited period, the impact on your revenue and net income can be substantial.
- Consider adding contingent business income coverage to your basic policy to be sure you are covered for expenses and loss of net business income, as well as income interruptions due to damage that occurs away from your premises, such as to your key customers, suppliers or utilities.

Your relationship with your community and outside agencies can strengthen your ability to protect your employees and property and return to normal operations.

Maintain a channel of communication with community leaders, public safety organizations such as the police, fire and emergency medical services, government agencies, utility companies, and others. Working together with outside agencies can be beneficial because they can provide a wealth of information to help you recover quickly from a disaster.



## **APENDIX A:**

NADO's Peer Standards of Excellence: EDA Economic Development Districts MISSION:

The nation's 380 economic development Districts (EDDs) share a common vision and mission of promoting economic prosperity, regional competitiveness, and quality of life through regional innovation, collaboration, and strategic investments across America.

SHARED COMMITMENT TO EXCELLENCE:

America's EDDs are committed to pursuing excellence and innovation in both regional economic development and organizational performance. This includes fostering a regional strategic planning and implementation framework that is results oriented, focused on aligning and leveraging resources, is inclusive of public, private and nonprofit sector leaders, and emphasizes the importance of asset-based regional economic development.

### **SEVEN PRINCIPLES OF CEDS STANDARDS OF EXCELLENCE:**

Under federal law, one of the primary functions of EDA-designated Economic Development Districts (EDDS) is to coordinate and lead a regional economic development strategy and implementation process known as the Comprehensive Economic Development Strategy (CEDS) process. As an industry, the nation's EDDs are committed to advance seven core principles for CEDS standards of excellence:

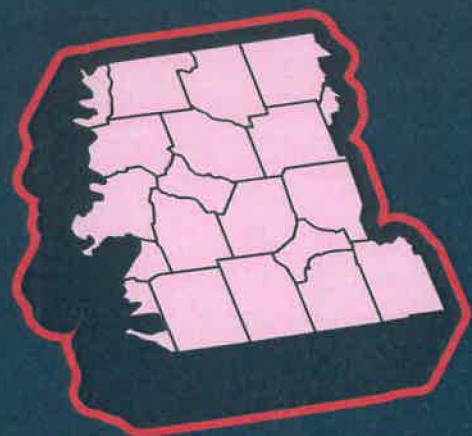
- 1.** Build more resilient economic and communities by focusing and targeting regional strategies on the existing and potential competitive advantages of each individual region.
- 2.** Foster a regional collaborative framework to strategically align public sector investments for federal, state and local sources, as well as private, nonprofit and philanthropic partners.
- 3.** Use modern scenario, data and analysis tools, and planning techniques that provide policy makers, stakeholders and the public with evidence –based and factual information.
- 4.** Transform the CEDS process into a more strategy-driven planning process focused on regional visioning, priority setting and performance outcomes, rather than broad –based encyclopedia or narrative of the region with a laundry list of random projects and programs.
- 5.** Promote and support peer reviews and exchanges of Economic Development District planning professionals and policy officials with the goal of increasing collaboration across EDD boundaries, enhancing organizational resources, and positioning regional CEDS as more effective building blocks for statewide and local strategies.
- 6.** Communicate in a compelling and modern communication style, including use of executive summaries, high quality print and online media, and social media.
- 7.** Engage the public, private, nonprofit and educational sectors, along with the general public in the development and implementation of the CEDS.

**APPENDIX B:****10 Defining Elements of Noteworthy Comprehensive Economic Development Strategies (CEDS) Processes**

- 1. Collaboration:** Meaningful and sustainable grassroots collaboration across public, private, nonprofit and traditional political boundaries.
- 2. Leadership Excellence:** Empower proactive leadership to take ownership of their economy; leaders with accountability, authority, legitimacy, and transparency.
- 3. Change Management:** Adopt the steps critical to managing change that enable the region to more effectively participate and compete in the global economy.
- 4. Balanced Approach:** Integrate economic development, education, and workforce development assets with the private sector to build effective knowledge based economic, human capital, and quality of place centers of excellence.
- 5. Asset Based Approach:** Identify, connect, and leverage tangible and intangible assets to sustainable grow and transform the regional economy.
- 6. Measurable Outcomes:** Employ measurable benchmarks, goals, and strategies that transform the region through measurable outcomes.
- 7. Innovation and Entrepreneurship:** Build innovation ecosystems that create a lasting regional climate of entrepreneurship, risk-taking and innovation.
- 8. Life Cycle Finance:** Provide access to a life cycle of equity and debt financing for regional public, private, and nonprofit ventures.
- 9. Regional Brand Promise:** Define, create, communicate, and deliver on a clear brand promise that promotes and sustains regional competitive advantages.
- 10. Regional Transformation Mindset:** Sustain Commitment to community and economic development as a journey that is transformative not incremental

## Appendix C

2022 Aging Profiles courtesy of Tennessee Commission on Aging and  
Disability



(Ages 60+)



# 8TH

## CONGRESSIONAL DISTRICT

% of Cost-Burdened Homeowners

**17%**

**359,013**

Current Population  
of Residents 60+

**2030**

**393,485**

**396,972**

**2032**

Older  
Tennesseans  
Below Poverty  
Level

**12%**

Grandparents  
Raising Grandchildren  
Under 18 Years

**5,050**

**37%**  
Have a disability



Older Tennesseans  
Without a Vehicle  
(65+)

Medicare  
Enrollees  
65+

**138,485**

**4+**

Chronic Conditions  
Among Medicare Enrollees

**41%**



Veterans  
**15%**





WEST  
TENNESSEE

(Ages 60+)

% of Cost-Burdened Homeowners **19%**

**362,794**

Current Population  
of Residents 60+

**2030**

**397,591**

**401,105**

**2032**

Older  
Tennesseans  
Below Poverty  
Level

**13%**

Grandparents  
Raising Grandchildren  
Under 18 Years

**8,472**

**39%**  
Have a disability



Older Tennesseans  
Without a Vehicle  
(65+)

Medicare  
Enrollees  
65+

**226,723**

**4+**

Chronic Conditions  
Among Medicare Enrollees

**45%**



Veterans  
**15%**



(Ages 60+)



# BENTON COUNTY

% of Cost-Burdened Homeowners **21%**

**5,318**

Current Population  
of Residents 60+

**2030**

**5,893**

**5,955**

**2032**

Older  
Tennesseans  
Below Poverty  
Level

**13%**

Grandparents  
Raising Grandchildren  
Under 18 Years

**126**

**43%**  
Have a disability



Older Tennesseans  
Without a Vehicle  
(65+)

Medicare  
Enrollees  
65+

**3,748**

**4+**

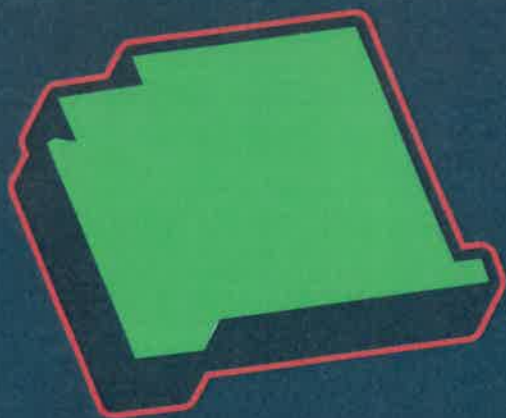
Chronic Conditions  
Among Medicare Enrollees

**42%**



Veterans  
**19%**





# CARROLL COUNTY

(Ages 60+)

% of Cost-Burdened  
Homeowners

**15%**

**7,748**

**2030**

**8,301**

Current Population  
of Residents 60+

**8,290**

**2032**

Older  
Tennesseans  
Below Poverty  
Level

Grandparents  
Raising Grandchildren  
Under 18 Years

Medicare  
Enrollees  
65+

**5,136**

**209**

**4+**

**46%**

Chronic Conditions  
Among Medicare Enrollees

**42%**  
Have a disability

**120**

Older Tennesseans  
Without a Vehicle  
(65+)

Veterans  
**14%**

**12%**





# CROCKETT COUNTY

(Ages 60+)

% of Cost-Burdened  
Homeowners

**19%**

**3,734**

**2030**

**4,059**

Current Population  
of Residents 60+

**4,042**

**2032**

Older  
Tennesseans  
Below Poverty  
Level

**9%**

Grandparents  
Raising Grandchildren  
Under 18 Years

**120**

**42%**  
Have a disability

Medicare  
Enrollees  
65+

**2,466**

**4+**

Chronic Conditions  
Among Medicare Enrollees

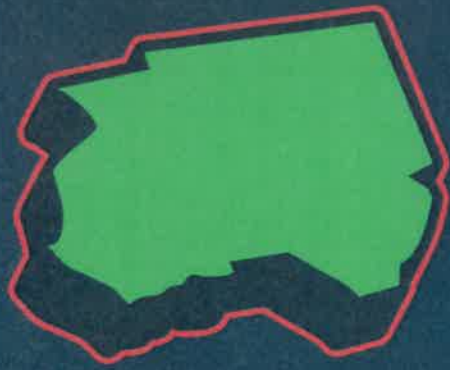
**48%**



Older Tennesseans  
Without a Vehicle  
(65+)



Veterans  
**12%**



# DYER COUNTY

(Ages 60+)

% of Cost-Burdened Homeowners **25%**

**9,142**

Current Population  
of Residents 60+

**2030**

**10,010**

**10,083**

**2032**

Older  
Tennesseans  
Below Poverty  
Level

**13%**

Grandparents  
Raising Grandchildren  
Under 18 Years

**109**

**38%**  
Have a disability

Medicare  
Enrollees  
65+

**6,059**

**4+**

Chronic Conditions  
Among Medicare Enrollees

**49%**



Older Tennesseans  
Without a Vehicle  
(65+)



Veterans  
**16%**





# GIBSON COUNTY

(Ages 60+)

% of Cost-Burdened Homeowners **14%**

**12,390**

Current Population  
of Residents 60+

**2030**

**13,467**

**13,596**

**2032**

Older  
Tennesseans  
Below Poverty  
Level

Grandparents  
Raising Grandchildren  
Under 18 Years

Medicare  
Enrollees  
65+

**7,957**

**163**

**4+**

Chronic Conditions  
Among Medicare Enrollees

**47%**

**44%**  
Have a disability

**223**

Older Tennesseans  
Without a Vehicle  
(65+)



Veterans  
**20%**

**11%**



# HENRY COUNTY

(Ages 60+)

% of Cost-Burdened Homeowners **14%**

**10,330**

**2030**

**11,235**

Current Population  
of Residents 60+

**11,177**

**2032**

Older  
Tennesseans  
Below Poverty  
Level

Grandparents  
Raising Grandchildren  
Under 18 Years

Medicare  
Enrollees  
65+

**7,106**

**251**

**4+**

**40%**

Chronic Conditions  
Among Medicare Enrollees

**40%**  
Have a disability

**13%**

**301**

Older Tennesseans  
Without a Vehicle  
(65+)



Veterans  
**21%**





# LAKE COUNTY

(Ages 60+)

% of Cost-Burdened Homeowners **22%**

**1,598**

**2030**

**1,507**

Current Population  
of Residents 60+

**1,532**

**2032**

Older  
Tennesseans  
Below Poverty  
Level

Grandparents  
Raising Grandchildren  
Under 18 Years

Medicare  
Enrollees  
65+

**863**

**50**

**4+**

**53%**

Chronic Conditions  
Among Medicare Enrollees

**40%**  
Have a disability

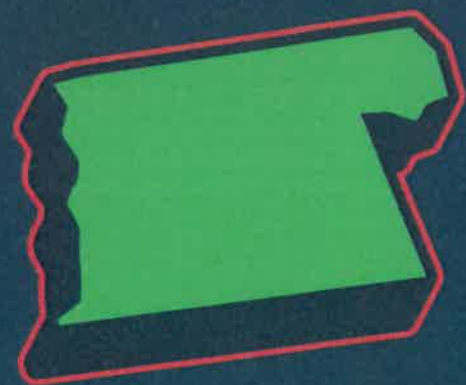
**21%**



Older Tennesseans  
Without a Vehicle  
(65+)



Veterans  
**15%**



# OBION COUNTY

(Ages 60+)

% of Cost-Burdened Homeowners **15%**

**8,631**

Current Population  
of Residents 60+

**2030**

**8,923**

**8,904**

**2032**

Older  
Tennesseans  
Below Poverty  
Level

**12%**

Grandparents  
Raising Grandchildren  
Under 18 Years

**165**

**44%**  
Have a disability

**175**

Older Tennesseans  
Without a Vehicle  
(65+)

Medicare  
Enrollees  
65+

**5,844**

**4+**

Chronic Conditions  
Among Medicare Enrollees

**45%**



Veterans  
**14%**





(Ages 60+)



# WEAKLEY COUNTY

% of Cost-Burdened  
Homeowners

**12%**

**8,610**

Current Population  
of Residents 60+

**2030**

**9,392**

**9,447**

**2032**

Older  
Tennesseans  
Below Poverty  
Level

Grandparents  
Raising Grandchildren  
Under 18 Years

**182**

**40%**  
Have a disability

Medicare  
Enrollees  
65+

**5,674**

**4+**

Chronic Conditions  
Among Medicare Enrollees

**47%**

**12%**



Older Tennesseans  
Without a Vehicle  
(65+)



Veterans  
**15%**