

ALABAMA COMMUNITIES OF EXCELLENCE BOAZ, ALABAMA

Phase 1
Assessment Visit Report
November 14 , 2017

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TABLE OF CONTENTS

INTRODUCTION TO BOAZ.....	4
PARTICIPANTS AND PROCESS.....	5
OBSERVATIONS AND RECOMMENDATIONS.....	6
Historic Resources & Tourism	
Industrial & Economic Development	
Leadership Development	
Infrastructure & Community Facilities	
Planning & Community Development	
Education & Workforce Development	
Healthcare	
Community Aesthetics	
APPENDIX.....	22
1. <i>Boaz Community Participants</i>	
2. <i>Citizen Community Assessment Survey</i>	
3. <i>Education Assessment Survey</i>	
4. <i>Windshield Survey</i>	
5. <i>Visual Assessment Survey</i>	

INTRODUCTION TO BOAZ CITY

Boaz, Alabama is located atop the Sand Mountain Plateau, in Marshall County. It is in northeast Alabama between Gadsden and Guntersville; only 77 miles from Birmingham and 57 miles from Huntsville. The Boaz economy grew from the soil of Sand Mountain, whose name originated from its sandy soil. This area was attracted early settlers, due to the ideal farm land with a mild climate. In it's early days, the city served as a magnet which drew to it farmers from around the region looking for supplies and other necessities of life that were not produced on the farm. These same farmers also came to Boaz to dispose with their fruits of labor at the local cotton gin and railway stations.

Although Boaz was a town primarily built upon the agriculture sector, it is no host to a diverse industrial base including: automotive parts manufacturing and distributing, pipe fittings, railroad and transit supplies, recycling, and parts for the aircraft industry. Similar to the Boaz of old, the city still serves as the nearest shopping center for many communities atop the mountain. The Historic Downtown area still offers some local small businesses, and the outlet malls and fast food restaurants near the edge of town attract shoppers. Boaz also offers a myriad of recreational opportunities, such as a golf course, camp ground, bowling alley, and movie theatre.

Boaz has many historical landmarks throughout the city including the Snelling Homestead, the Whitman House, the Julia Street Methodist Church, and Snead Community College Historic District. The local rotary club has also built a park near the recreation center in memory of iconic community member, Mr. Tom Gilbreath.

Education is another big attractor of regional community members to Boaz. Snead State Community College, founded in 1898 as a seminary, is now a local community college. It is within walking distance to downtown, and offers its students a variety of career opportunities: one-year certificates; two-year Associates in Applied Sciences which allow students to enter the workforce upon completion; and two-year Associates in Science which give students a head start on four-year bachelors programs. Along with education and career development, Snead State also offers their students opportunities to participate in competitive athletics including: volleyball, dance, cheerleading, men's and women's basketball, baseball, softball, tennis, and men's and women's golf.

The Boaz City School System, with its mission of "an expectation of excellence, everyday, by everyone", is made up of five schools: Boaz High School, Boaz Middle School, Boaz Intermediate School, Corley Elementary School, and Boaz Elementary School. Additionally, the Boaz Community Education Learning Center serves as an extended learning opportunity center. The school system serves students within the city limits of Boaz and other students outside of the attendance zone based on seats available.

Improving the quality of life for the community has been a focus of the city. The "friendliest people around" await you in Boaz, Alabama, a city that possesses a tradition rich in beauty and tranquility, of hospitality and southern delight.

PARTICIPANTS AND PROCESS

Boaz City ACE Technical Team

Captain: Lucas Blakenship, TARCOG, Director of Economic Development & Planning

Co-Captain: Brian Davis, Alabama International Trade Center, Director

Local Coordinator: Christy Farmer, City of Boaz

Community Development: Robby Centrell, NARCOG, Director of Transportation

Economic Development/Industrial: Brian Davis, Alabama International Trade Center

Education/Workforce Development: Falguni Patel, TARCOG, Principal Planner

Healthcare: Rene Breland, TARCOG, Director of Aging Programs

Leadership Development: Lucas Blakenship, TARCOG, Director of Econ. Development & Planning

Planning: Lucas Blakenship, TARCOG, Director of Economic Development & Planning

Tourism: Mary Shell, Alabama Historical Commission, Community Services/Preservation Planner

Infrastructure: Lupe Kirby, USDA, Rural Development Specialist

Boaz City ACE Local Team

David Dyar, Mayor of Boaz

Kerry Walls, City of Boaz, Director of Economic Development

Kerry Horton, Marshall Dekalb Electric Coop, Director of Communications

Christy Farmer, Marshall Dekalb Electric Coop, Accounts Receivable

Kelly Adams, People's Independent Bank, PR

A list of all Boaz community participants can be found in the Appendix.

Process:

Boaz is one of eight Alabama small cities selected to participate in the 2018 Alabama Communities of Excellence (ACE) program. Phase 1 of ACE consisted of a visit by the ACE Team to conduct a community assessment over a one day period on November 14, 2017. The Boaz ACE visit began with a morning introduction by Mayor David Dyar, followed by a community overview and visual assessment tour. Following a lunch, the ACE Team met with local leaders for assessment meetings. That evening, a community wide meeting was held at 6:00 pm.

OBSERVATIONS AND RECOMMENDATIONS

The following is a summary of the ACE team's observations and some initial suggestions to accommodate and enhance the progress and growth Boaz is experiencing in the following sectors:

Historic Resources & Tourism
Industrial & Economic Development
Leadership Development
Infrastructure & Community Facilities
Planning & Community Development
Education & Workforce Development
Healthcare
Community Aesthetics

OBSERVATIONS - *Historic Resources & Tourism*

- Boaz has an attractive and dense historic downtown core with opportunities for infill and compatible development.
- The historic Elementary School and First Baptist Church and cemetery are listed on the Alabama Register. Edwin Fenns Whitman House, Julia Street Memorial Methodist Episcopal Church, Snead Junior College and Snellgrove Homestead are listed on the National Register of Historic Places.
- Snead State Junior College is an excellent resource to partner with on historic preservation activities.
- Boaz outlet mall was once a huge tourist attraction for the area – in 1990's it attracted 4 to 5 million shoppers a year to Boaz. Since the outlet mall has closed, Boaz would like to attract tourism opportunities via sporting events and festivals.
- Boaz draws tourists from surrounding areas with two popular festivals – Boaz October Harvest Festival, and Alabama Farm & Poultry Expo and Spring Outdoor Show. It also attracts families and kids with swim competitions and tournaments hosted by the Boaz Recreation Center and Boaz SportPlex, which hosts youth and adult baseball, softball, and soccer games.

RECOMMENDATIONS - *Historic Resources & Tourism*

- The city could showcase their historic resources with a guided tour to cover the local religious and education history in Boaz.
- Survey the downtown area for eligibility for listing on the Alabama Register of Historic Places. Residential areas near downtown may also have Alabama Register eligibility and National Register eligibility.
- Work with Snead State Junior College to develop interpretive material on the history of Boaz and encourage student oriented shops and activities in the downtown area.
- Make connections between downtown, neighborhoods, and campus to encourage biking, walking, and alternatives to auto transportation via greenways and trail systems.
- Increase collaboration between the City, art and community organizations, and the Chamber of Commerce to expand special events to improve quality of life for the residents and attract more visitors to Boaz.
- Increase cross promotion of various events between neighboring cities and attractions to increase participation from tourists and local citizens
- Collaborate with regional and local tourism and sports organizations to attract championship games and swim competitions to Boaz.

OBSERVATIONS - *Industrial & Economic Development*

- Boaz has affordable basic infrastructure such as – water, power, gas, etc. – already in place to attract new businesses and expand current businesses.
- Boaz is easily accessible by roads and rail, has available industrial land at the industrial park as well as other affordable land along the highway and surrounding area with necessary infrastructure already in place.
- It is ideally located between Chattanooga, Birmingham, and Huntsville with a good school system and well trained available workforce that would be attractive to automotive sub-suppliers.
- Boaz has an attractive and dense historic downtown core with opportunities for infill and compatible development that could serve citizens as well as the students at Snead State Community College, considering its proximity to the downtown.
- It also provides an easy access to nearby outdoor recreational attractions such as Lake Guntersville, and Cumberland Mountain.
- It has potential to attract sporting events such as travel ball and swim competition, but needs hotel rooms to accommodate larger events attracting more visitors.
- Boaz has a diverse existing industrial base that can be expanded to include new industries and retail businesses.
- Boaz City School System, Marshall County School System, and Snead State Community College provide a great number of workforce development programs.
- Compared to other geographically advantaged cities in the region, Boaz has lower higher quality retail and lack of variety, especially in the downtown area.
- There is a tough competition for retail businesses from nearby cities with better highway access to the rural communities surrounding them. Access to downtown Boaz needs to be improve from Hwy 431.
- Boaz currently does not have an economic development plan.
- Boaz also does not have a “Buy Local” program that supports and promotes local businesses.
- There are plenty of lower wage part and full-time jobs available in the city, but there is a shortage of higher wage jobs. This results in young workers leaving Boaz to work at nearby cities and towns.
- Boaz does not have adequate marketing or promotion activities and organizations for the city, and requires a better involvement by community leaders and Chamber of Commerce to attract more businesses and industries to the city.

RECOMMENDATIONS - *Industrial & Economic Development*

- Boaz should focus on recruiting industrial projects in collaboration with the Marshall County Economic Development Council, while simultaneously working on bringing retail to the downtown area as well as main traffic corridor of highway 431.
- Foster input from local businesses in economic development and engage them in the creation of a strategic economic development plan.
- Invest in increasing the coverage and capacity of broadband network with improved infrastructure to support current business and attract high-tech and larger industries that provide more employment options for Boaz citizens.
- Improve appearance of industrial parks and available buildings to attract businesses and industries to these available properties.
- Work with owners of vacant buildings to improve façade and building condition to attract more businesses to downtown and surrounding areas.
- Promote Boaz downtown throughout the year to attract more visitors to benefit merchants, and make the downtown more attractive to businesses looking to start up or relocate in Boaz.
- Identify key people and organizations in the community that have expertise in various facets of running a business and collaborate the services to start an incubation program for local entrepreneurs.
- Work on recruiting new hotels or expanding existing hotels to accommodate larger sporting events such as travel ball and swim competition, attracting more visitors and increasing hospitality and retail revenue for the city.
- Collaborate with Snead State Community College, Boaz City Schools, and Chamber of Commerce to continually assess the industry needs for better workforce training.
- Continue to provide and increase Career Tech and STEM classes to prepare workforce that meets industry needs. Create a workforce that is capable of meeting the needs of existing and potential industries.

OBSERVATIONS - *Leadership Development*

- Marshall County has a leadership development program named Marshall County Leadership Challenge (MCLC).
- MCLC was founded in 1992 as an avenue to prepare and build leadership resources within the county for selected group of participants comprised of leaders and emerging leaders of the County.
- MCLC is designed to identify, prepare, and build upon leadership resources within Marshall County. It brings together participants and other current leaders to discuss the present and future direction of Marshall County and motivates participants to achieve their leadership potential.
- MCLC prepares participants as more effective professionals by sharpening their leadership skills by challenging them for greater involvement through volunteer roles in the community.
- The program provides an educational opportunity through participatory experience, and an intense view of civic and governmental leadership through direct contact with a wide spectrum of institutions that keep Marshall County solvent and moving forward.
- The MCLC Program is nine months long and consists of members visiting and learning about different aspects of the community. As part of the MCLC Program, class members are required to plan, coordinate, and implement a group project that would have a positive and long-term impact in the community.
- Marshall County Youth Leadership (MCYL) provides an educational opportunity to the youth in the County through participatory experiences. It is designed to prepare and build leadership resources in high school students from the County and operated by the Marshall County Leadership Alumni Association. The program strives to identify, empower and challenge area youth to utilize their leadership abilities in their home, school, and community.
- One member of Boaz Chamber of Commerce serves as a Board member for the Marshall County Leadership Challenge and nominates applicants from Boaz to the program. It has been noted that in recent years the participation from the community members in the program has been decreasing.

RECOMMENDATIONS - *Leadership Development*

- The city should increase the participation in the MCLC program by marketing the program to larger employers and key partners in the community.
- Per MCLC bylaws, Boaz Chamber of Commerce is one of the founding agencies for the program. Their role as a community liaison should be strengthened to improve program participation from the leaders of the community.
- Collaborate with community partners and stakeholders to provide various networking and mentoring opportunities for emerging leaders with movers and shakers of the community.
- Support the fundraising events benefiting both the adult and youth leadership programs to promote the participation in the program by increasing the awareness of civic responsibility among the residents and businesses.
- City of Boaz should promote the leadership program by requiring key city employees and administrator to participate in the program and continue to be involved in it after completing it.

OBSERVATIONS - *Infrastructure & Community Facilities*

- Capacity and condition of the basic utilities and infrastructure are in good shape within the City of Boaz including sewer services, gas, water, electricity, and broadband connectivity.
- Utilities within the city are reasonably priced comparative to other utilities within the region, except for water, fees have increased since the Pilgrim's Pride processing plant closed down in 2014.
- Boaz is also a home to city owned industrial park with available land and needed infrastructure for a new industry.
- It is ideally located on US Hwy 431, in a broad trade area between Birmingham, Atlanta, and Chattanooga with easy interstate access.
- This highway entrance brings more traffic that passes through the City, which could result in more economic opportunities for Boaz.
- City is connected via small block grid network within and closer to downtown and more spread out roads as we go further out of the community. Condition of the roads in certain areas is poor condition and need improvement.
- There are pedestrian connections via sidewalks on main routes in and around downtown, but they do not exist as we go further away from the downtown and within surrounding neighborhoods. There is also a lack of lighting on the outskirts of City.
- Boaz currently does not have any "true" public transportation.
- Lack of bike and pedestrian infrastructure (bike lanes and walking trails) – Except for one trail at the hospital.
- There is a need for more accessible playgrounds and parks.
- Signage and property appearance along key corridors and gateways needs to be improved in some areas.
- There are some narrow neighborhood roads that need to be widened as budget allow.
- The new library, baseball fields, and senior center are important civic facilities that are the strengths of the community and cherished by citizens of Boaz.
- Snead State Community College is an educational and civic asset for the community, which is located in the heart of the City.
- Boaz Recreation Center is ideally located close to downtown near ball parks and schools. It is currently being used for various youth activities including hosting swim competitions at the outdoor swimming pool. The rec center is in need of an upgrade.
- Boaz has a thriving regional hospital system with specialized doctors, which is hard to find in rural communities within the state. This is a strong positive factor for Boaz.

RECOMMENDATIONS - *Infrastructure & Community Facilities*

- Hwy 431 is a major truck route through the county and connects the poultry farms located within the rural area with the processing plants located along the highway within Boaz and neighboring cities. This results in heavy truck and vehicular traffic on Hwy431. Work with regional partners and county to alleviate the traffic issue.
- Plan and implement bike routes and pedestrian connections to increase alternative transportation activities by connecting key recreational and civic facilities as well as schools.
- Recruit new cable, internet, and phone providers to Boaz to increase competition for the current provider and more options of better service for the residents and businesses.
- Plan for expanding the gas and water service area that includes the whole City, and replace aging water lines in the old part of the City.
- Update current sign ordinances with uniform requirements to enhance appearance of the community, especially along Hwy 431, and key gateways to the community.
- Install updated way finding signs at key gateways to the community, near civic facilities, and through downtown including key corridors, such as Hwy 431, Hwy 205, and Hwy 168, etc.
- Analyze the requirements for the swim competitions hosted by the city, as well as current swim teams housed at the recreation center, to check the need for an improved and more efficient aquatic center for the community.
- Create a recreation facilities plan that improves current facilities and evaluates future needs for other facilities to improve quality of life for the residents, such as, indoor sports facilities, civic/community center, amphitheater, etc.

OBSERVATIONS - *Planning & Community Development*

- Boaz has good community facilities, such as – library, ball fields, parks, school system, junior college, etc.
- Comparative to other rural communities, Boaz has a great hospital system with specialized doctors serving the City, the County, as well as surround rural areas.
- Boaz is also a home to many diverse industries located on highway 431 corridor as well as the Industrial Park.
- It is located on highway 431, which is a major US Highway, bringing traffic through the City providing much needed retail dollars.
- It also provides an easy access to nearby outdoor recreational attractions such as Lake Guntersville, and Cumberland Mountain providing opportunities for fishing, boating, hiking, etc.
- Boaz is easily accessible by roads and rail, has available industrial land at the industrial park as well as other affordable land along the highway and surrounding area with necessary infrastructure already in place.
- City is connected via small block grid network within and closer to downtown with the Snead State Community College and many civic buildings located within and closer to the center of the City. This provides many opportunities to further develop the downtown.
- There are pedestrian connections via sidewalks on main routes in and around downtown, but they are in nonexistence as we go further away from the downtown and within neighborhoods surrounding it.
- Boaz currently does not have any “true” public transportation. There is also lack of bike and pedestrian infrastructure (bike lanes and walking trails) – Except for one trail at the hospital.
- Signage and property appearance along key corridors and gateways needs to be improved in some areas.
- Boaz provides opportunities for an aging population with activities at the library, senior center, and Manor House.
- Boaz has limited options for youth and young adults. Currently, there is a theater, bowling alley, gym, and parks, but they need upgrades to accommodate needs of all citizens.
- Compare to nearby cities, Boaz is limited in fine dining and night entertainment, as well as family entertainment options for wider spectrum of income levels.
- Boaz needs a comprehensive plan and updated ordinances such as zoning and sign ordinance, as well as building codes to promote desirable growth and community character.

RECOMMENDATIONS - *Planning & Community Development*

- Continue to provide educational entertainment opportunities at the library and strengthen the current events organized at the library to improve opportunities for children and lifelong learners.
- Continue to develop downtown area by providing support for local businesses in renovating vacant spaces and providing incentives to locate within the target area.
- Support grassroot activities within Boaz boosting community pride, engagement, and development.
- Foster input from local businesses in economic development and engage them in the creation of a strategic economic development plan.
- Invest in increasing the coverage and capacity of broadband network with improved infrastructure to support current business and attract high-tech and larger industries that provide more employment options for Boaz citizens.
- Create a community wide comprehensive plan, as part of the ACE program that identifies key opportunities for development within the City and develops strategies for sustainable growth.
- Update current ordinances to support the growth strategies identified in the comprehensive plan and improve overall community appearance, especially along main corridors, key growth areas, and community gateways.
- Continue to enhance community recreational facilities with expanding variety of options, such as parks and play grounds, trails, splash pad, concert and event space, etc. throughout the City and downtown.
- Improve the appearance of the vacant outlet mall area, and explore the options for revitalizing that area to provide mixed use and recreational development.
- Explore the opportunities to improve quality of life for the resident by providing wide range of activities that could be enjoyed by all ages, organizing more community events and supporting art opportunities involving school performing art programs.
- Currently there are limited sit-down restaurants in the City. Continue to recruit more restaurants, provide live music venues with variety of music to attract millennials back to Boaz.
- Continue to support and improve visible community events such as, the Harvest Festival, Christmas parade, Homecoming parade, etc. to improve community pride and quality of life for the residents.

OBSERVATIONS - *Education & Workforce Development*

- Boaz City School System (BCSS) has a mixture of old and new facilities in good building condition.
- Comparative to other rural communities, Boaz has a good education system that includes Boaz City School System, Snead State Community College, opportunity for high school student to attend Marshall County Trade School, and dual enroll at area colleges as well.
- BCSS strives to prepare life ready students by providing them with industry designed pathways and partnerships in middle and high schools.
- A collaboration between BCSS and Snead State CC provides the students with various option in trade and training for jobs in demand such as, robotics, construction, machinist, etc.
- Boaz City School System has relatively high percent (67%) of students that qualify for federally reduced or free lunches. This number is even higher in the elementary school – approximately 73-77%. Schools also have 27% ELL student population, mainly Spanish speaking students. Both these numbers are reflective of the community demographic composition.
- Boaz is located on Sand Mountain with higher number of poultry farms and processing plants in the region. This industry provides a higher number of lower wage, short term employment. This results in population that frequently moves between neighboring cities, and hard for school systems to impact on.
- In past few years, Boaz City School System has seen a few very quick turn arounds in the administration, especially superintendent position. These changes obstructed the school system in making any significant progress, or plan for longer future.
- School system is also in need for longitudinal data that can be used to plan various needs of the community based on demographics over long time.
- BCSS offers a variety of after school and summer program serving the community need. Some of these programs are funded by grant money, are dependent on the availability of the grants at the time.
- Boaz has a community foundation – The P.I.R.A.T.E. Foundation – it seeks to maximize community investment in the Boaz City Schools System to help deliver innovative and creative opportunities and experiences for every student.
- 70% of last year's graduating class of Boaz High School attended 2-year college.
- BCSS works with Snead State CC and other education partners to prepare for future opportunities for the students, but current partnerships are lacking with industry partners such as IDB and Chamber of Commerce.

RECOMMENDATIONS - *Education & Workforce Development*

- Continue to provide vocational training options aligned with the industry needs by collaborating with not only the educational partners like Snead State Community College, but also community and industry partners like the City, IDB, and Chamber of Commerce. Identify a workforce facilitator in the community that can help coordinate this effort.
- Continue to develop and adjust a facility plan that benefits the students and community as a whole. Collaborate with community partners to provide more opportunities for the student by leveraging community facilities.
- Foster input from local businesses in education program and engage them in the creation of internship opportunities for the students and apply "soft skills" they are learning in the school.
- Continue to update High School Wall of Fame program in partnership with the SSCC Alumni Association to encourage student to pursue higher career opportunities.
- Collaborate with local organizations and industries to provide student with apprenticeship opportunities. Implement a marketing plan to inform parents, students, and community about available vocational training at the school as well as Snead State CC.
- Dispel myths about career and technical education vs. two years and four years college education to expose students and parents to wide varieties of choices available in the City while providing support for both two years and four years college education, and career and technical education.
- Continue to seek opportunities to strengthen the art programs and theater by partnering with various art organizations and programs at Snead State CC and by leveraging resources of both these programs. Seek support from citizens and community partners to increase participation in these programs.

OBSERVATIONS - *Healthcare*

- Boaz is home to Marshall Medical South, which is a part of the countywide hospital system.
- It is one of the best hospitals available in the rural area of the state with progressive leadership committed to the best care for the patient.
- Currently recruiting the best physicians, investing in the latest equipment and delivering the finest healthcare.
- The hospital provides advanced interventional cardiology services with latest equipment, and is home to a modern Women's Center, Cancer Center, Nephrology Center, and In-patient Hospice Facility providing excellent care.
- Marshall South consistently provides residents of Boaz and Marshall County with cutting-edge medical care not usually found in a rural hospital.
- Its team is led by a medical staff of highly trained physicians, representing more than 25 specialties in the field of medicine. It is home to Level II Emergency Department that treats about 40,000 emergency patients each year.
- A newly renovated and expanded wellness center for patients and for the public is located on the hospital complex within City of Boaz. It also provides users with outdoor recreational opportunity with a walking trail in a beautiful natural setting.
- The hospital offers special programs and services for active seniors 55 years of age and older with registration into the program.
- Education system in the City provides wide variety of opportunities for the student to prepare for a career in health care, including Nursing and Medical Academy at the high school, and Nursing and other medical training at Snead State CC.
- Boaz is also served by multiple pharmacies and ambulance services.
- There is a need for behavioral health and addiction prevention services, speech pathology, and need for more specialists to add to existing services.

RECOMMENDATIONS - *Healthcare*

- Continue to provide specialty services available at the hospital and strive to attract more doctors to the area.
- Work with community partners, and regional and state health agencies to provide Telehealth services to enhance health care, public health, and health education delivery and support using telecommunications technologies for specialties not available at the hospital, and also for hard to reach rural population.
- Increase prevention efforts to educate youth and families to live healthy, tobacco-free and drug-free lives.
- Develop a citywide initiative to aid educators in identifying students and adults in need of various support services throughout the educational and vocational systems.
- Promote healthier lifestyles to improve overall health statistics in the City.
- Collaborate with healthcare providers, and civic organization to encourage healthier lifestyle to lower obesity rates in the City.

OBSERVATIONS - *Community Aesthetics*

- Vacant Pilgrim's Pride facility that can be used to attract a new industry to the City, the owner of the facility is looking for non-poultry use.
- Outlet mall is in bad condition; looking at the location of it and other factors, it has potential for redevelopment as recreation district, public events and entertainment space, etc.
- Boaz has new leadership team with strong interest in change and sustainable growth of the community.
- The center of Boaz has wonderful opportunities with multiple amenities for improvements: Snead State Community College, library, large open space by RR track – which can be used for park or walking space or event space, downtown housing and tree lined streets, old buildings in city center for downtown revitalization and main street, and other civic facilities.
- Lack of signage from 431 directing to downtown areas and signage for the industrial parks and poor signage throughout the downtown, except for the Snead State CC campus.
- General appearance of industrial parks with overgrown and not manicured landscapes to poor signage need to be improved.
- Highway 431 has some eye sore businesses with poor signs and building appearances. There are disproportionately higher number of used car lots on the highway, and empty buildings and blight on key community gateways.
- There is an abundance of parking at various shopping centers and businesses on main corridors and throughout the City with minimum landscaping at most places.
- Downtown businesses have adequate on-street parking as well as access to additional off-street parking lots in the back of the building or close by.
- During the visual survey, aesthetic condition of the City has scored average with distressed housing located throughout the City within various older neighborhoods. A breakdown of the visual survey results is attached to this report in the appendix.
- Housing in older neighborhoods closer to downtown are in varying conditions from well-kept properties with clean landscape to some rundown properties with overgrown landscape. Same is true for street characteristics – it varies from streets in good condition with sidewalk and/or mature trees, streets with deteriorating sidewalks or no sidewalk, to narrow streets in bad condition with no sidewalk.

RECOMMENDATIONS - *Community Aesthetics*

- Work with property owners to improve properties within Boaz, especially along the image corridors. Develop and enforce stricter ordinances to control litter and improve property appearances.
- Work on organizing “Pride in Boaz” events that boost community morale, and develop a branding campaign to create new marketing materials and wayfinding signage for the community.
- Develop a new park area along the railroad for public gathering and events. Link the park and downtown with pathways and open space to other community facilities to improve accessibility between them. Protect and enhance existing civic uses such as the City Hall, Parks, and Library. Concentrate pedestrian generating uses together.
- Promote infill construction to create a consistent building line and streetscape along all Downtown streets. Encourage outdoor pedestrian areas and public spaces throughout downtown; providing water features and community art.
- Improve the appearance of the area surrounding and leading to community gateways to boost the image of the downtown and the community.
- Redevelop outlet building with other recreational use if possible. This area has the advantages of being closer to downtown, has easy access to Highway 431 with large parking infrastructure, and has existing buildings that are owned by the city. This could be developed into a mixed use development with family entertainment options such as: climbing walls, indoor trampoline park, indoor sports complexes, music venues, etc.

APPENDIX

1. List of Boaz Participants
2. Online Survey Results
3. Strength, Weakness, Opportunity, Threat (SWOT) Results
4. Visual Assessment Survey Results

APPENDIX 1 - *List of Boaz Participants*

NAME	BUSINESS/ORGANIZATION	NAME	BUSINESS/ORGANIZATION
• Betty Gilbreath	- n/a-	• Brandon Culbert	Holy Snip Salon
• Ricky Ray	First Bank of Boaz	• Lynn Burgess	Boaz Public Library
• Chris Ross	CDG Engineers	• Josh Creed	Marshall Dekalb Electric
• Alan Davis	BPI Media Group	• Jeff Sims	City Council/Wells Fargo Bank
• Steve Davis	BPI Media Group	• Sonja Hard	City of Boaz, Parks and Rec.
• Mary T Smith	Danny L Smith - Atty. at Law	• Jeff Owen	- n/a-
• Danny L Smith	Danny L Smith, Atty. at Law	• John Anderson	Marshall Health System
• Toby Walker	Little Lots	• Dale Johnson	Boaz Discount Drugs
• Kelly Walker	Dressbarn	• Susan Dewall	Boaz Senior Center
• Tanya Rosenbauer	Hanesbrands	• Ashley Walls	Boaz City Schools
• Sherry Stallings	Mill Street Deli	• G Todd Haynie	Boaz City Schools
• Miranda Culbert	Holy Snip Salon	• Josh Walker	Boaz City Schools
• Sherry Abercrombie	Abercrombie Photography	• Chad Cofield	Boaz City Schools, BOE
• Joe Abercrombie	Associate Jobbens Warehouse	• Cara Whitehead	Boaz City Schools
• John Anderson	Marshall Health System	• Gary Minnick	Boaz City Schools
• Jill Bright	City of Boaz	• Shannon Stanley	Boaz City Schools
• Sonja Hard	City of Boaz	• Kip Williamson	NACC Adult Education
• Austin Goode	- n/a-	• Juliah Sanford	Northeast AL Adult Education
• Blake Lowe	- n/a-	• Anneette Cederholm	Sneed State Community College
• Taylor Beck	- n/a-	• Joe Whitmore	Sneed State Community College
• Jamie Pleasant	Danny L. Smith, Atty at Law	• Mark Parris	St. Paul Methodist Church
• Jim Connor	Connor Music Assoc	• Charles Crockett	- n/a-
• Patrick J Phillips	Mill Street Pharmacy	• Elaine Crockett	- n/a-
• Amanda Herman	- n/a-	• Joseph Lesinski III	- n/a-
• April McKinney	BCSS Teacher	• Bruce Thompson	- n/a-
• Charger McKinney	- n/a-	• Bromfn Haller	- n/a-
• Josh Gaskin	Boaz P.D.	• Jeff Davis	- n/a-
• Tammy Noblitt	- n/a-	• Patrick J Phillips	- n/a-
• Tommy Roe	- n/a-		
• Glenda Roe	- n/a-		
• Mike Matthews	- n/a-		
• Jill Bright	- n/a-		
• Leeboch Rhode	- n/a-		
• DeWitt Mullins	- n/a-		
• Norma Parker	- n/a-		
• Brianne Cornett	- n/a-		
• Kein J.	- n/a-		
• Anita C Exley	- n/a-		
• Raegan McKinney	- n/a-		
• Neal McKinney	- n/a-		
• Deidre Hill	- n/a-		
• Debra Slaton	- n/a-		
• Rhoda Johnson	- n/a-		
• Bin McDowell	- n/a-		
• Eddie Moman	Boaz Health Food Store		
• Whitney Hall	- n/a-		
• Brian Davis	Univ. of Alabama		
• Miranda Culbert	Holy Snip Salon		

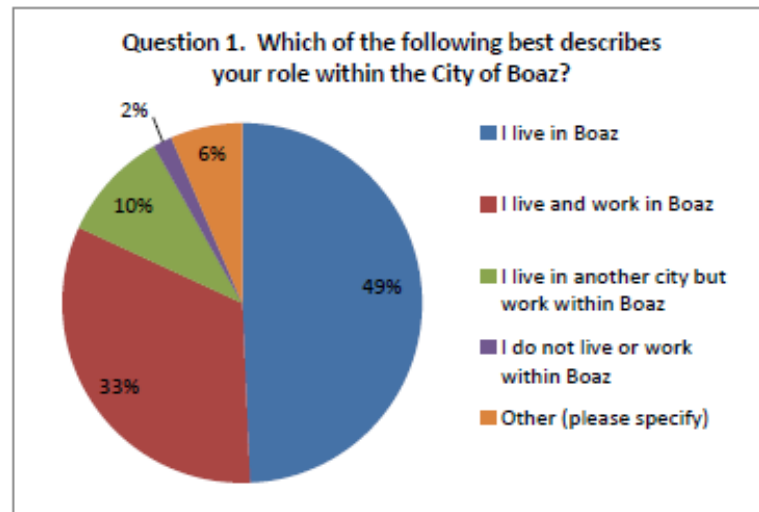
APPENDIX 2 - Online Survey Results

Boaz ACE Survey Results

These are the compiled results from the online survey available for all community members to participate in as part of Phase 1 of the Alabama Communities of Excellence program.

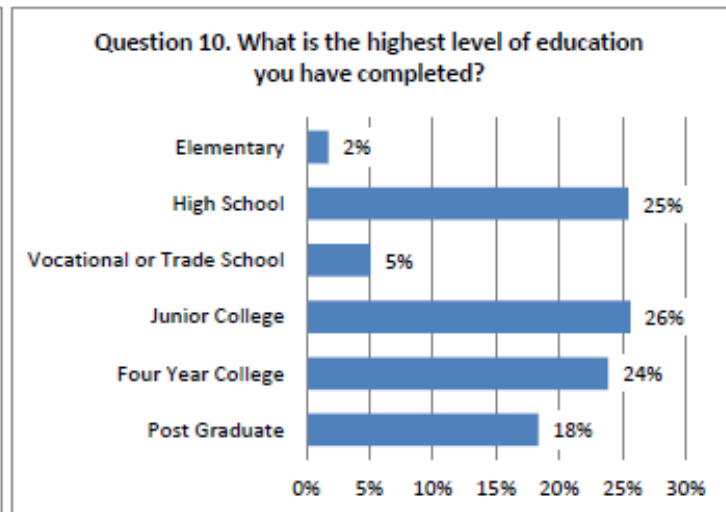
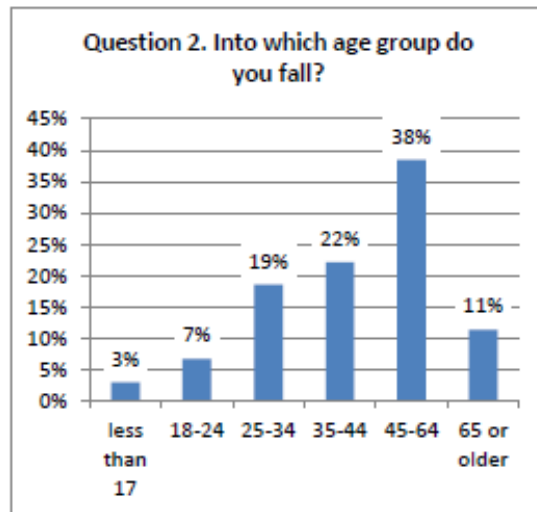
SURVEY PARTICIPANT INFORMATION

Of the community members surveyed, roughly 82% of respondents live within the City of Boaz; with the vast majority (91%) living in Boaz full-time. Those who responded “other” either live in Boaz; have a Boaz address, but live just outside the City Limits; or live in Boaz, but work in another city. The majority (38%) of respondents fell between the ages of 45 and 65; however the “young professional” age group was also well represented, with 41% of respondents falling between the ages of 25 and 44. Education levels of respondents were fairly evenly spread, with 25% completing High School; 26% completing Junior College; and 24% completing a Four Year College.



“Other” Responses:

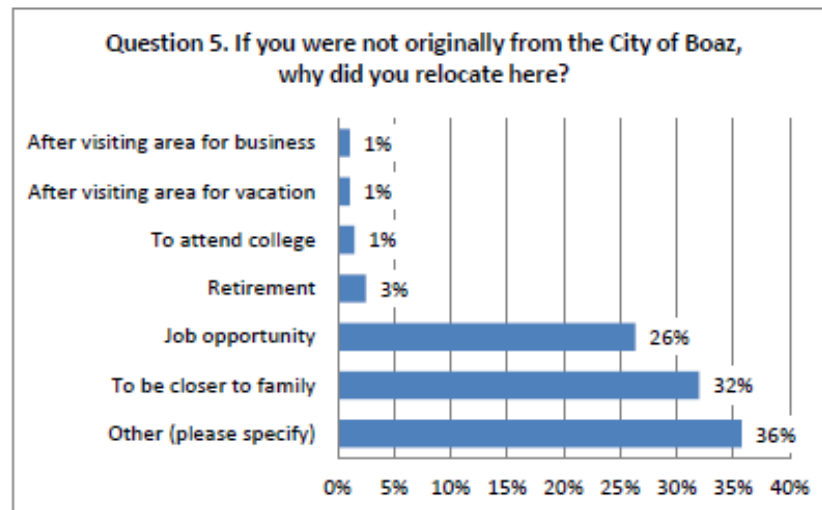
- Lives in Boaz
- Used to live in Boaz
- Lives in Boaz, but works in another city
- Live just outside city limits
- Lives outside city, but shops in Boaz
- Lives in the county
- Live outside city limits and works in Boaz
- Lives outside city, but works in Boaz
- Does not live in Boaz
- Used to work in Boaz
- Self or Spouse works in Boaz/Children go to Boaz schools
- Children attend Boaz Schools
- Owns a second home in Boaz



APPENDIX 2 - Online Survey Results, ctd.

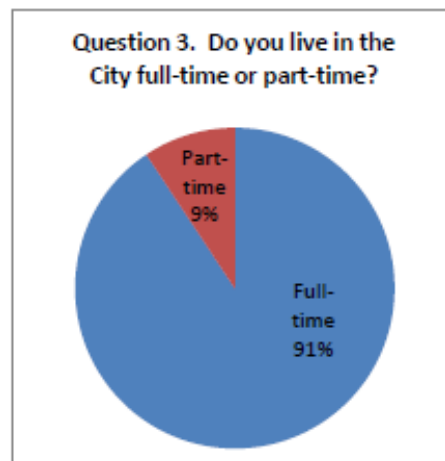
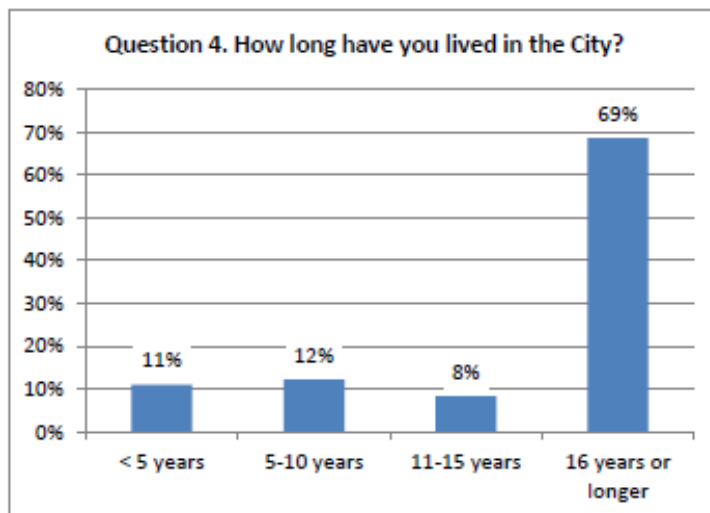
Boaz ACE Survey Results

Most respondents to this survey are long term residents of Boaz, having lived in Boaz for 16 years or longer. We also see that residents moved to community for a variety of reasons, however the main reason was in relation to family - to be closer to family (32%) or they "married into" the city (42 of 171 "other" responses). The second main reason for relocating to Boaz was for job opportunities, followed by educational opportunities.



"Other" Responses:

- Spouse/Partner
- The schools/education
- Family brought me here
- Moved closer to family
- Purchased a home
- Moved away, but came back
- Affordable real-estate
- Loved the town, people, or community
- Inherited property here
- Warmer weather & lower cost of living
- Proximity to jobs
- Small town atmosphere
- Better opportunities

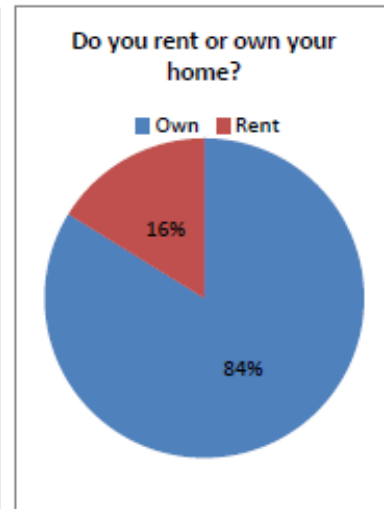
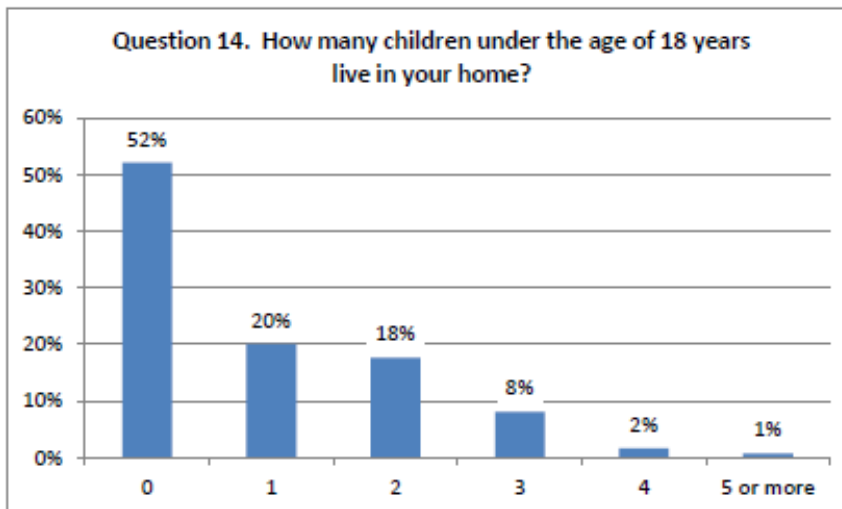
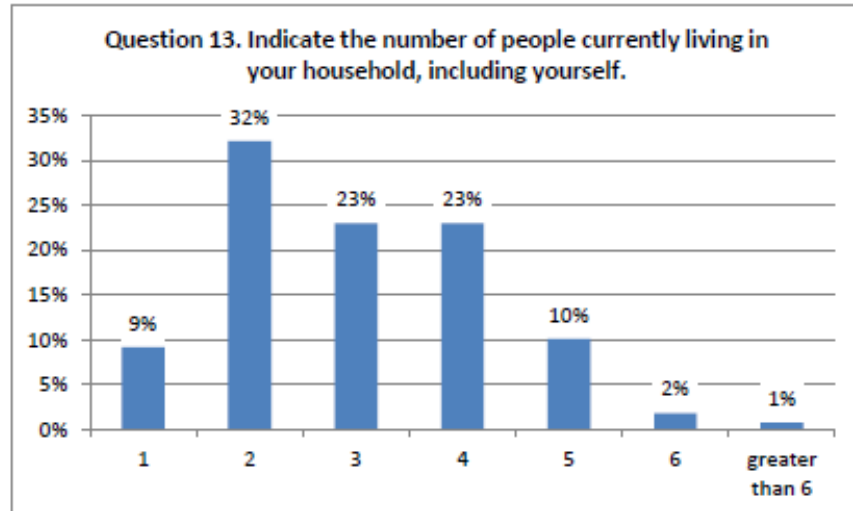


APPENDIX 2 - Online Survey Results, ctd.

Boaz ACE Survey Results

According to the responses shown on this page, the average respondent to this survey was a childless, homeowner, who lives in a two person household.

However, despite this, almost half (46%) of the respondents live in a 3 or 4 person household, with the average household size of the respondents to this survey being 3.01 persons/household.



2016 American Community Survey's data for the City of Boaz shows that:

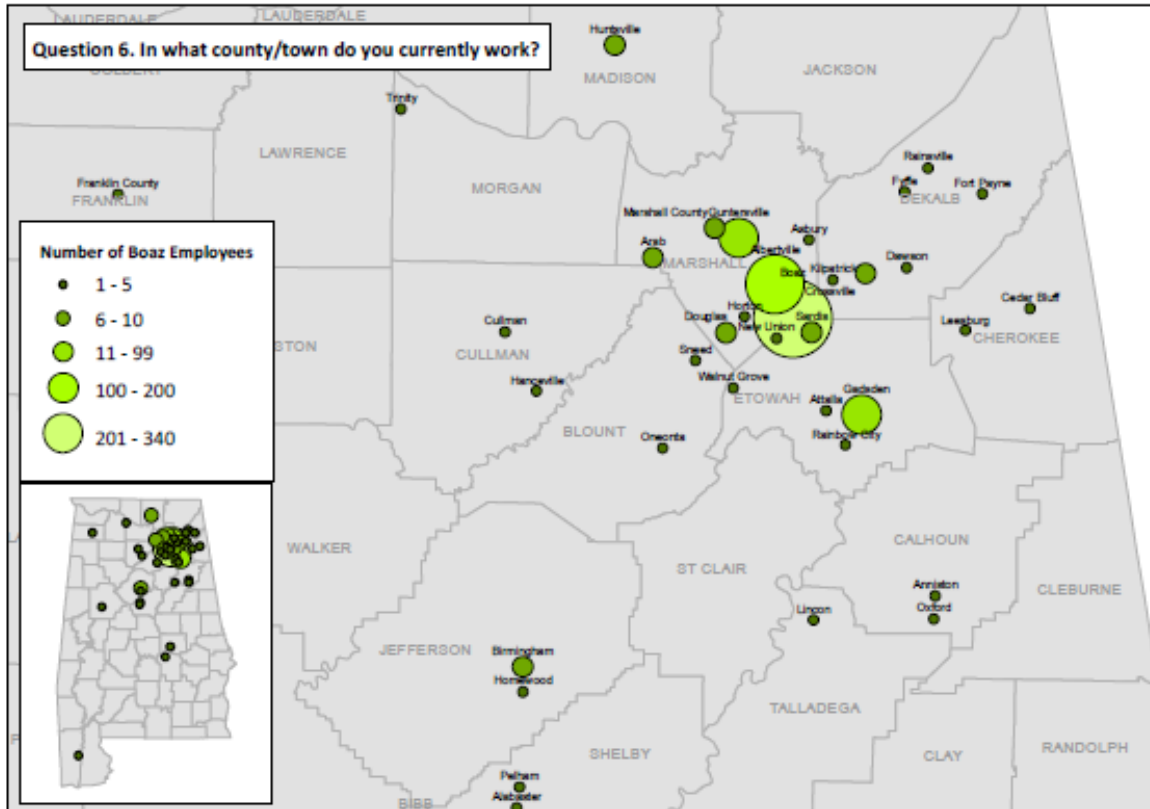
- the average household size is 2.87
- 39% of households are households with one or more people under 18 years
- 64.1% of housing units are owner-occupied; 35.9% are renter-occupied units

In comparison to the responses of this survey, homeowners and households with children are both slightly over-represented by this survey; while the average household size is fairly representative. This information should be kept in mind as you read through the rest of the survey's results.

APPENDIX 2 - Online Survey Results, ctd.

Boaz ACE Survey Results

EMPLOYMENT SURVEY



The map above provides a visualization of where Boaz residents work, and how many respondents are employed there. We can see that the Boaz community works all over the state; however respondents are predominately employed within Boaz and its surrounding communities.

The top 5 cities that employ Boaz community members are:

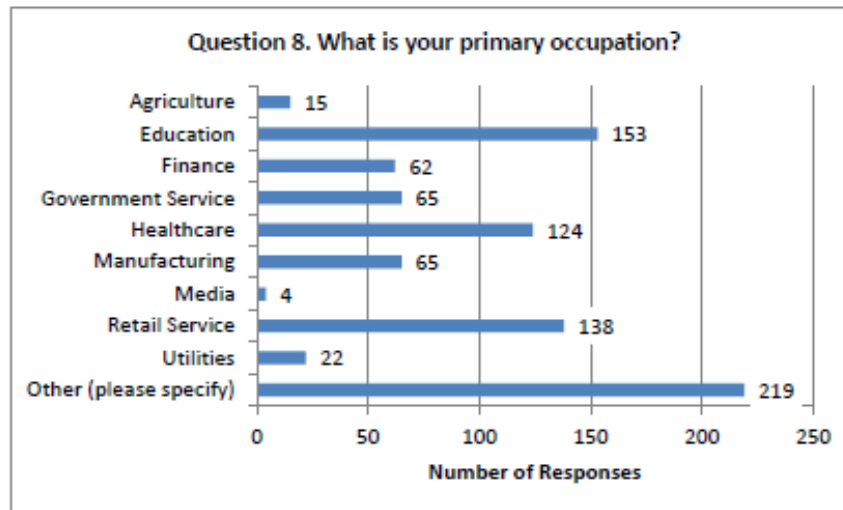
1. Boaz 355 employees
2. Albertville 109 employees
3. Guntersville 47 employees
4. Gadsden 31 employees
5. Crossville 9 employees

County	Number of Boaz Employees
Marshall	523
Etowah	61
DeKalb	17
Madison	8
Jefferson	7
Blount	4
Cullman	4
Outside Alabama	4
Calhoun	3
Talladega	3
Cherokee	2
Shelby	2
Franklin	1
Hamilton	1
Mobile	1
Montgomery	1
Morgan	1
Tulsa	1
Tuscaloosa	1

APPENDIX 2 - Online Survey Results, ctd.

Boaz ACE Survey Results

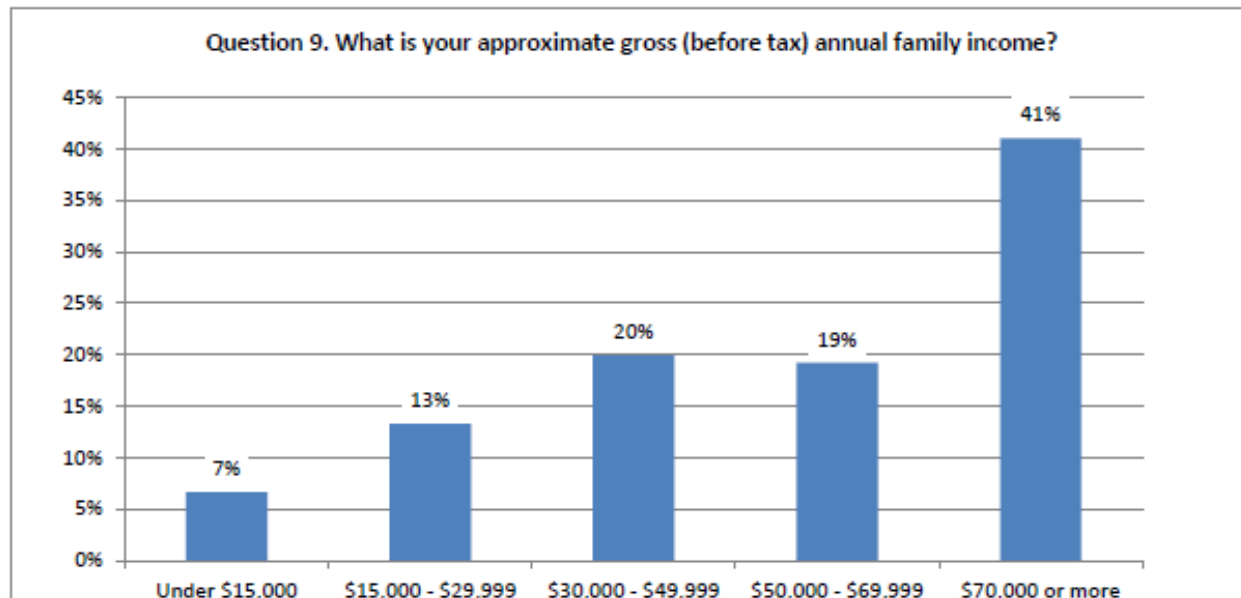
According to this survey, Education was the largest sector of employment, with Retail and Healthcare following close behind. Of the "Other" responses, the majorities (88 of 227) were not employed due to retirement, being a stay at home parent/homemaker, disability, or were unemployed (with retirement being the most common of those responses).



"Other" Responses (ranked):

- Not Working
- Service
- Admin/Office
- Construction/Engineering
- Legal/Insurance
- Other
- Food Service
- Information Technology
- Religion
- Student
- Transportation
- Arts/Culture
- Self Employed
- Real Estate

The majority of respondents reported their gross (before tax) annual family income to be within the \$70,000 or more bracket. The 2016 American Community Survey, however, shows that Boaz has a mean (average) household income of \$55,865 and a median (most common) household income of \$39,328. The American Community Survey also shows that Boaz's mean (average) family income is \$65,557 and the median (most common) family income is \$49,565. It should be noted that according to these responses, this survey greatly under sampled moderate to low income community members, and similar to the demographic information, the following results from this study should be read and analyzed with that in mind.

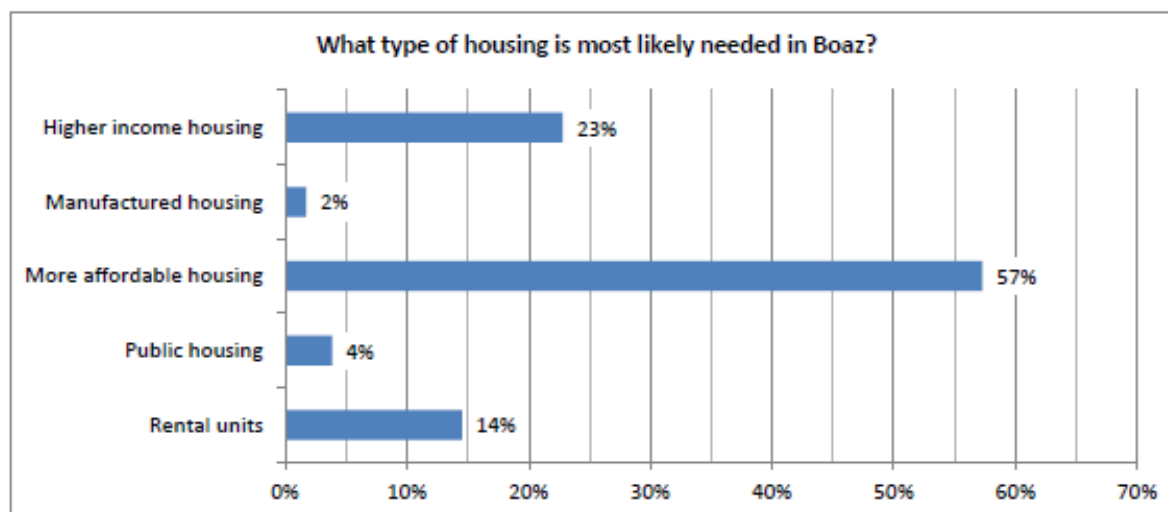
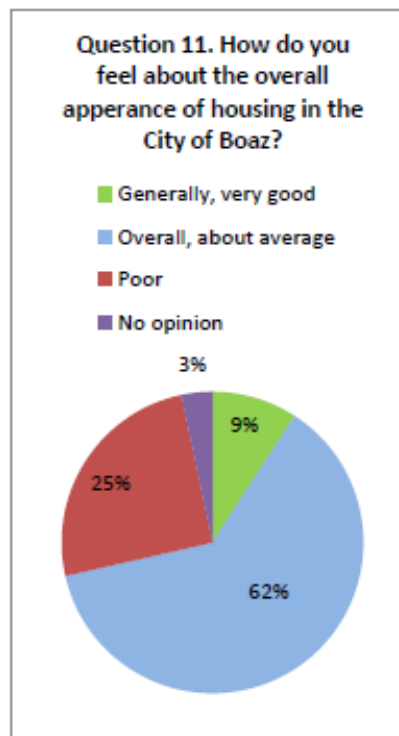
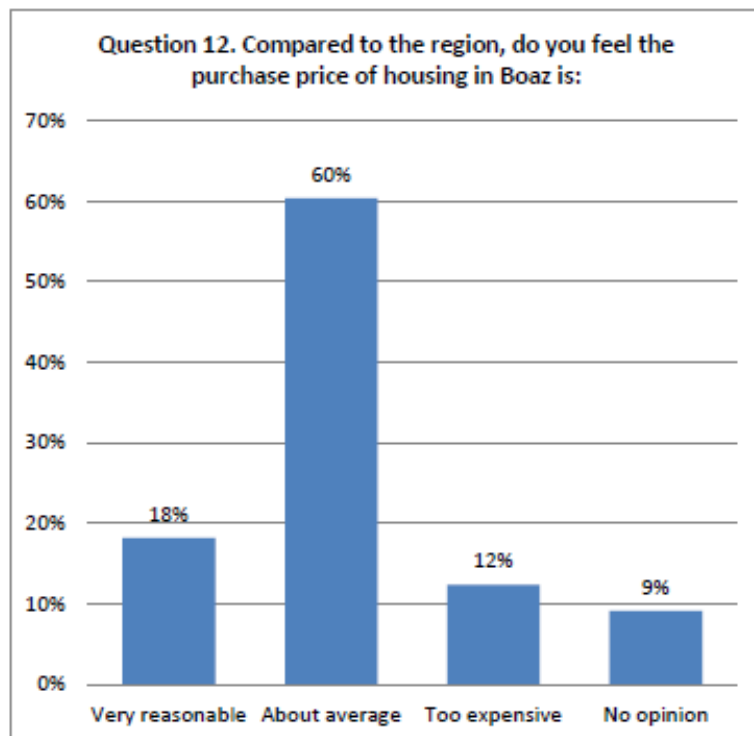


APPENDIX 2 - Online Survey Results, ctd.

Boaz ACE Survey Results

HOUSING SURVEY

Respondents felt that of the current housing stock in Boaz, the appearance was “overall, average” – leaving room for improvement. Even though respondents felt that the purchase price of housing in Boaz was “about average”, they also felt that “more affordable housing” is needed in the city.



APPENDIX 2 - Online Survey Results, ctd.

Boaz ACE Survey Results

EXPECTATIONS SURVEY

The following section of this survey measured how well the City of Boaz is meeting their expectation in a variety of categories. Each question is broken down by either a chart or a graph. In the charts, the highest percentage of responses are highlighted, with the second highest highlighted in a lighter color to show trends.

QUESTION 18	Very Satisfied	Satisfied	Average	Dissatisfied	Very Dissatisfied
Volunteer opportunities	8%	32%	48%	10%	2%
Safety	16%	42%	36%	4%	1%
Retail	2%	6%	24%	44%	24%
Race/ethnic relations	4%	23%	54%	13%	6%
Natural environment	17%	43%	34%	5%	1%
Local and regional leadership	3%	17%	47%	24%	10%
Healthcare	10%	36%	35%	14%	5%
Growth management	1%	4%	27%	44%	23%
Family friendliness	25%	43%	27%	4%	2%
Entertainment/recreation	2%	7%	23%	42%	27%
Cost of living	9%	36%	46%	7%	2%
Climate	20%	48%	28%	3%	0%
Arts and Culture	1%	6%	29%	44%	20%
Appeal to young professionals	1%	2%	18%	46%	33%

Respondents were mostly Satisfied in the following areas:

- Safety
- Natural Environment
- Healthcare
- Family Friendliness
- Climate

Respondents felt mostly Average about the following areas:

- Volunteer Opportunities
- Race/Ethnic relations
- Local and Regional Leadership
- Healthcare
- Cost of Living

Respondents felt mostly Dissatisfied about the following areas:

- Retail
- Growth Management
- Entertainment/Recreation
- Arts and Culture
- Appeal to Young Professionals

APPENDIX 2 - Online Survey Results, ctd.

Boaz ACE Survey Results

QUESTION 19.	Very Satisfied	Satisfied	Average	Dissatisfied	Very Dissatisfied
Water quality and service	10%	39%	42%	7%	3%
Sewer quality and service	9%	38%	45%	5%	3%
Quantity of recreational programs	3%	18%	39%	26%	14%
Quality of the Jr. & Sr. high schools	29%	38%	24%	5%	3%
Quality of the elementary schools	31%	38%	25%	4%	3%
Quality of municipal parks	1%	7%	34%	39%	18%
Police department service	31%	42%	22%	4%	1%
Gas and electric quality and service	14%	42%	39%	4%	2%
Fire department service	36%	45%	18%	0%	1%
Condition of community streets	2%	20%	48%	23%	7%
Availability of general healthcare services	13%	39%	33%	12%	3%
Availability of community sidewalks	2%	18%	44%	28%	8%
Ambulance service	27%	46%	23%	3%	1%
Accessibility of municipal parks	1%	12%	43%	29%	15%

Respondents were mostly Satisfied in the following areas:

- Quality of the Jr. and Sr. High Schools
- Quality of the Elementary Schools
- Police Department Service
- Gas and Electric Quality and Service
- Fire Department Service
- Availability of General Healthcare Services
- Ambulance Service

Respondents felt mostly Average about the following areas:

- Water Quality and Service
- Sewer Quality and Service
- Quantity of recreational programs
- Condition of Community Streets
- Availability of Community Sidewalks
- Accessibility of Municipal Parks

Respondents felt mostly Dissatisfied about the following areas:

- Quality of Municipal Parks

APPENDIX 2 - Online Survey Results, ctd.

Boaz ACE Survey Results

QUESTION 20	Very Satisfied	Satisfied	Average	Dissatisfied	Very Dissatisfied
Small business resources	1%	10%	44%	33%	13%
Image as a visitor destination	1%	3%	13%	45%	38%
Image as a business destination	1%	4%	21%	46%	28%
Future economic growth potential	2%	7%	21%	47%	24%
Cost of doing business	2%	13%	57%	21%	7%

Respondents felt mostly Average to Dissatisfied in the following areas:

- Small Business Resources
- Cost of Doing Business

While they felt Dissatisfied to Very Dissatisfied with

- Image as a Visitor Destination
- Image as a Business Destination
- Future Economic Growth Potential

QUESTION 21	Very Satisfied	Satisfied	Average	Dissatisfied	Very Dissatisfied
Wage levels	1%	4%	42%	34%	19%
Job availability	0%	4%	28%	45%	23%
Entrepreneurial support	1%	4%	43%	37%	14%
Career advancement opportunities	0%	4%	29%	44%	23%

Respondents felt Average to Dissatisfied in the following areas:

- Wage Levels
- Entrepreneurial Support

While they felt mostly Dissatisfied with the following areas:

- Job Availability
- Career Advancement Opportunities

APPENDIX 2 - Online Survey Results, ctd.

Boaz ACE Survey Results

BUSINESS AND ENTREPRENEURSHIP

Respondents had overwhelming support for the City of Boaz providing additional resources, effort and/or money in order to attract more businesses to the community. The top three businesses sectors they would like to see come to Boaz were: Restaurants, Retail, and General Industry. However respondents did not feel that there was adequate support from the city to grow and attract these businesses, with half (47%) of respondents feeling that entrepreneurs did not have what they needed to start and grow a business (only 17% of respondents feeling the opposite), and the majority of respondents feeling that the availability of programs and services for entrepreneurs provided by the City has either stagnant or declining over the past three years.

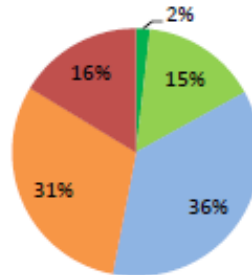
Question 22. If you are a business owner or entrepreneur, what do you need to expand or develop your business? (Choose up to three.)

Ranked Responses

1. Skilled Employees
2. Local Government Business Retention/Expansion Program
3. Street/Façade Improvements
4. Marketing
5. Networking with Similar Businesses and Industry Associations
6. Access to Capital
7. Business Planning/Counseling
8. Help with Licenses/ Permits/Regulations

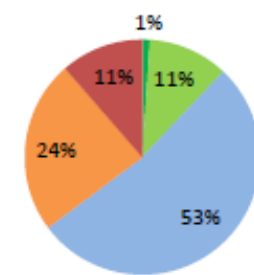
Question 28. Please indicate your agreement or disagreement with the following statement: "Entrepreneurs have what they need to start and grow a company in Boaz"

- Strongly Agree
- Somewhat Agree
- Neutral
- Somewhat disagree
- Strongly disagree



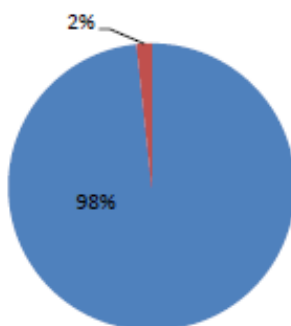
Question 29. How has the availability of programs and services for entrepreneurs in the City of Boaz changed over the last three years?

- Significantly Improved
- Somewhat Improved
- Neither Improved or Declined
- Somewhat Declined
- Significantly Declined

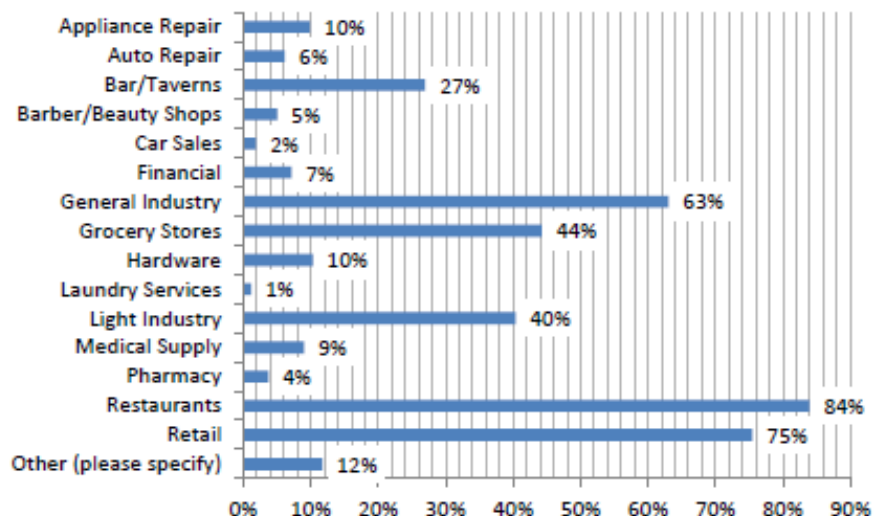


Question 23. Should the City of Boaz provide additional resources, effort and/or money to attract more businesses within the community?

- Yes
- No



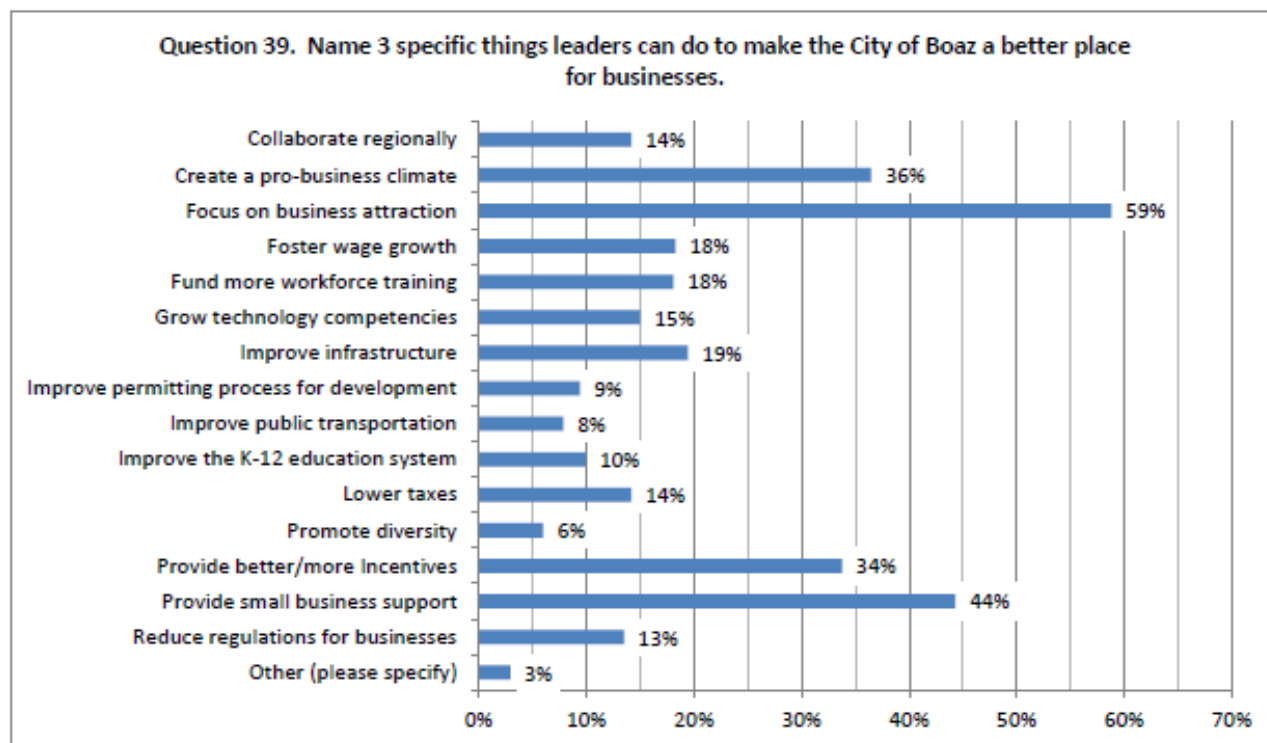
Question 24. If you answered 'yes' to the previous question, what type of job opportunities/businesses would you like to see? Please select all that apply.



APPENDIX 2 - Online Survey Results, ctd.

Boaz ACE Survey Results

When asked to name three specific things leaders can do to make the City of Boaz a better place for businesses, echoing previous sentiments, a focus on business attraction was again ranked the most important action the city can take, followed closely by providing small business support.



The ranked responses to this question are as follows:

- | | |
|-----------------------------------|--|
| 1. Focus on business attraction | 9. Lower taxes |
| 2. Provide small business support | 10. Collaborate regionally |
| 3. Create a pro-business climate | 11. Reduce regulations for businesses |
| 4. Provide better/more incentives | 12. Improve the K-12 education system |
| 5. Improve infrastructure | 13. Improve permitting process for development |
| 6. Foster wage growth | 14. Improve public transportation |
| 7. Fund more workforce training | 15. Promote diversity |
| 8. Grow technology competencies | 16. Other (please specify) |

Several "other" responses that stood out were:

- Promote infill development and fill vacant buildings
- Provide services and utilities for all areas within city limits in order to promote growth and development
- Provide resources and help for new businesses and entrepreneurs
- Create a better line of communication between the Business Licensing Department and the Chamber of Commerce in order to ensure all new businesses are reached out to and included.

APPENDIX 2 - Online Survey Results, ctd.

Boaz ACE Survey Results

STRENGTHS AND WEAKNESSES

Respondents were questioned about their perceptions of Boaz's strengths and weaknesses.

STRENGTHS:

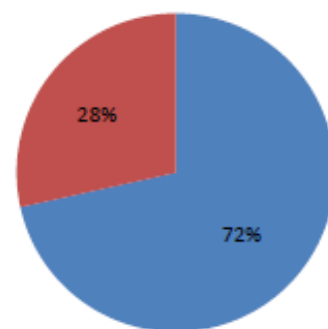
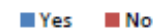
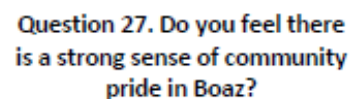
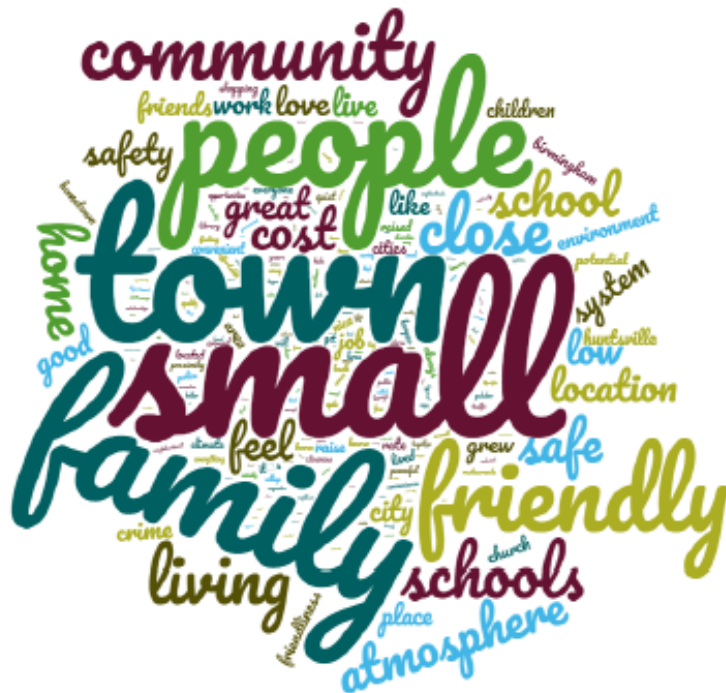
The compiled and ranked responses are shown in the tables below, and the word-cloud is a ranked compilation of people's responses to the question "Please list two reasons you like living in Boaz." (Question 25).

Question 16. What are the City's top 3 competitive strengths?
1. Cost of Living
2. Colleges and Universities
3. Pre K-12 Schools
4. Geographic Location
5. Lifestyle
6. Natural Environment
7. Workforce / Talent
8. Diversity of Residents
9. Business Sites / Real Estate
10. Other (please specify)
11. Career / Job Opportunities
12. Economy
13. Government / Political Leadership
14. Entrepreneurial Mindset
15. Transportation Infrastructure
16. Business Climate
17. International Presence

The most common "Other" strengths mentioned were:

- Healthcare
- friendly people and community
- family friendly

From these responses we can see that respondents highly value Boaz's education system and low cost of living; however the overarching theme respondents seemed to view as the city's biggest strength was a more abstract community oriented value. Time and time again, respondents wrote in their appreciation of Boaz's small town feel, the sense of community, the people, and the family friendly atmosphere. This is further driven home, by the fact that the majority of respondents feel that there is a strong sense of community pride in Boaz.



APPENDIX 2 - Online Survey Results, ctd.

Boaz ACE Survey Results

WEAKNESSES:

The same questions were asked about respondents' perceptions of Boaz's weaknesses. The compiled and ranked responses are shown in the tables below, and the word-cloud is a ranked compilation of people's responses to the question "Please list two things you would like to change about Boaz." (Question 26).

Question 17.
What are the City's top 3 weaknesses?
1. Career / Job Opportunities
2. Business Climate
3. Economy
4. Government / Political Leadership
5. Workforce / Talent
6. Business Sites / Real Estate
7. Entrepreneurial Mindset
8. Transportation Infrastructure
9. Lifestyle
10. Diversity of Residents
11. Cost of Living
12. Other (please specify)
13. International Presence
14. Geographic Location
15. PreK-12 schools
16. Natural Environment
17. Colleges and Universities

The most common "Other" weaknesses mentioned were:

- a lack of restaurants/businesses
- derelict and vacant properties

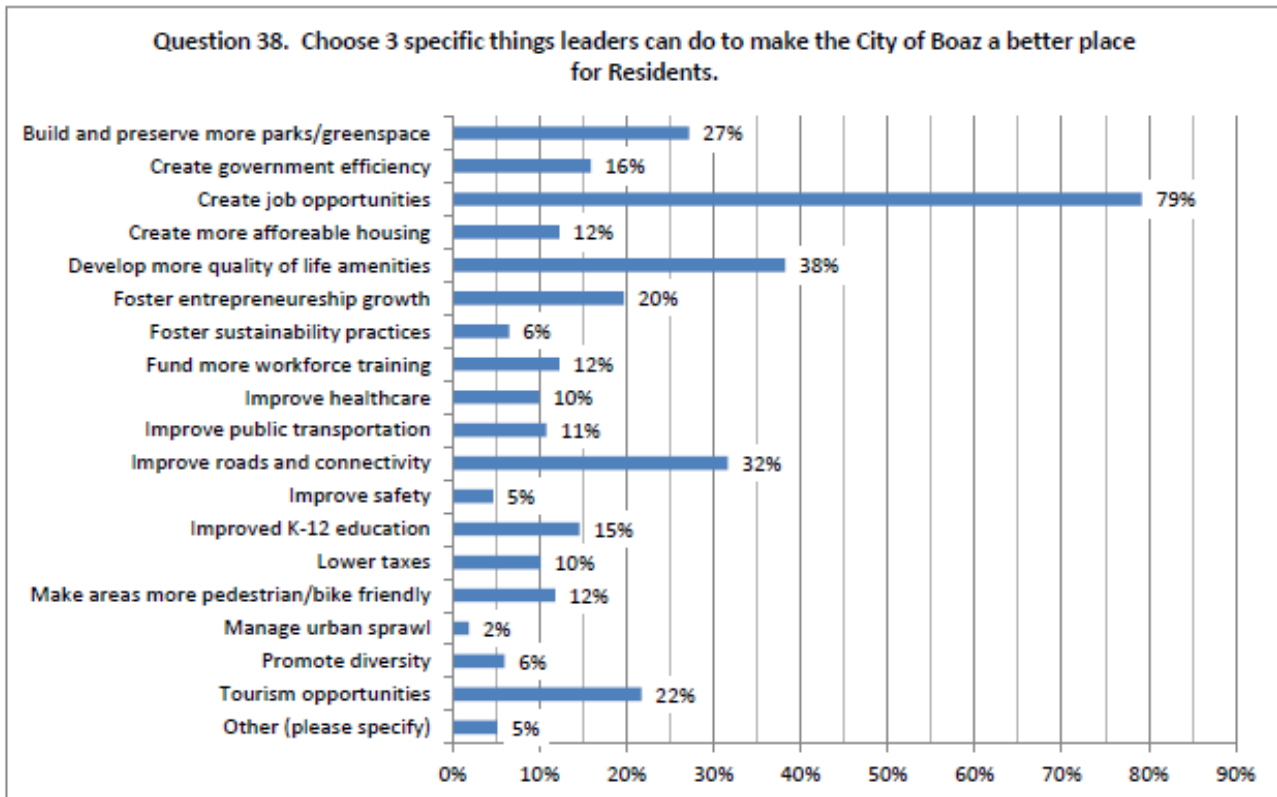


Boaz's perceived weaknesses all seem to revolve around economic and business opportunities (or the lack thereof). This is concurrent with the responses to earlier questions about business. From these responses we can see that respondents view the lack of restaurants, businesses, jobs, industry, and career opportunities as Boaz's greatest weakness.

APPENDIX 2 - Online Survey Results, ctd.

Boaz ACE Survey Results

The belief that a lack of job opportunities and businesses is once again reinforced with the response below to the question asking respondents to choose three specific things leaders can do to make the City of Boaz a better place for residents. It is easy to see that the 79% of percent of respondents choosing “create job opportunities” far outweighs all the other options; and in fact, is higher than the second and third place responses “develop more quality of life amenities” (38%) and “improve roads and connectivity (32%) combined.



The ranked responses to this question are as follows:

- | | |
|--|-------------------------------------|
| 17. Create job opportunities | 11. Create more affordable housing |
| 18. Develop more quality of life amenities | 12. Improve public transportation |
| 19. Improve roads and connectivity | 13. Lower taxes |
| 20. Build and preserve more parks/greenspace | 14. Improve healthcare |
| 21. Tourism opportunities | 15. Foster sustainability practices |
| 22. Foster entrepreneurship growth | 16. Promote diversity |
| 23. Create government efficiency | 17. Other (please specify) |
| 24. Improved K-12 education | 18. Improve safety |
| 25. Fund more workforce training | 19. Manage urban sprawl |
| 26. Create more affordable housing | |

The most common “other” response was:

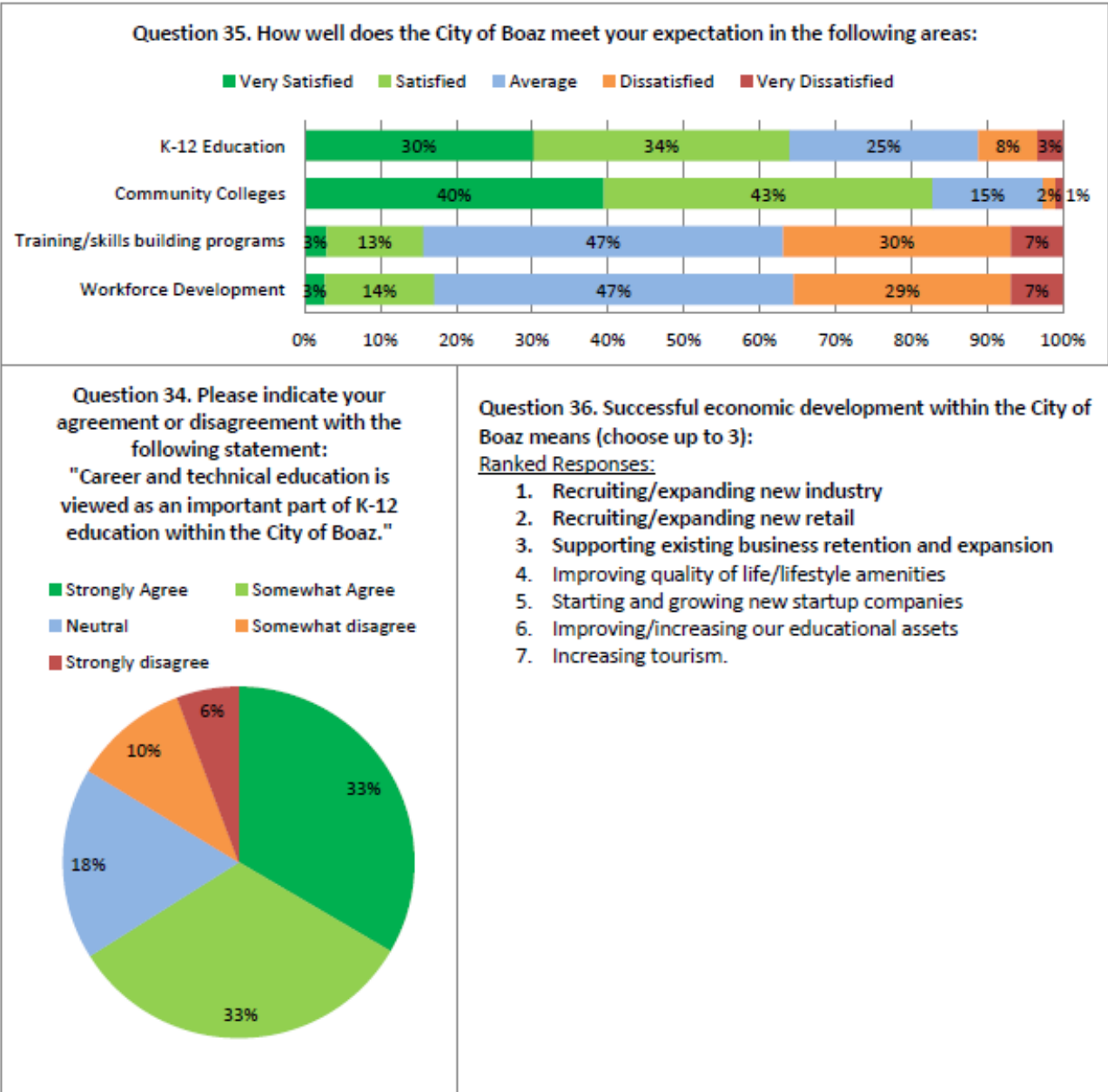
- Build an Aquatic center / improve parks and recreation center

APPENDIX 2 - Online Survey Results, ctd.

Boaz ACE Survey Results

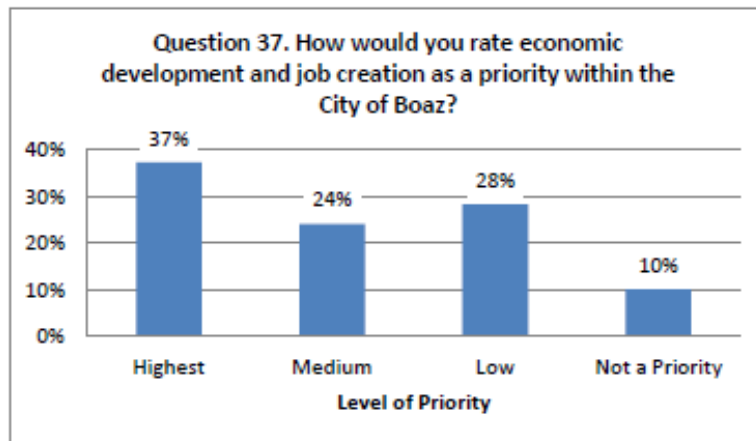
ECONOMIC & WORKFORCE DEVELOPMENT

Along with questions on business development and entrepreneurship; respondents were asked questions about economic development and workforce development. Mirroring the sentiments expressed in the strengths/weaknesses section, we see that while respondents' expectations on education were positive, they were neutral to dissatisfied about the city's training/skills building programs and workforce development. Echoing this, the majority (61%) of respondents viewed economic development and job creation as the highest or medium priority for the city, and ranked recruiting or expanding new industry and retail as the most successful form of economic development for the city.

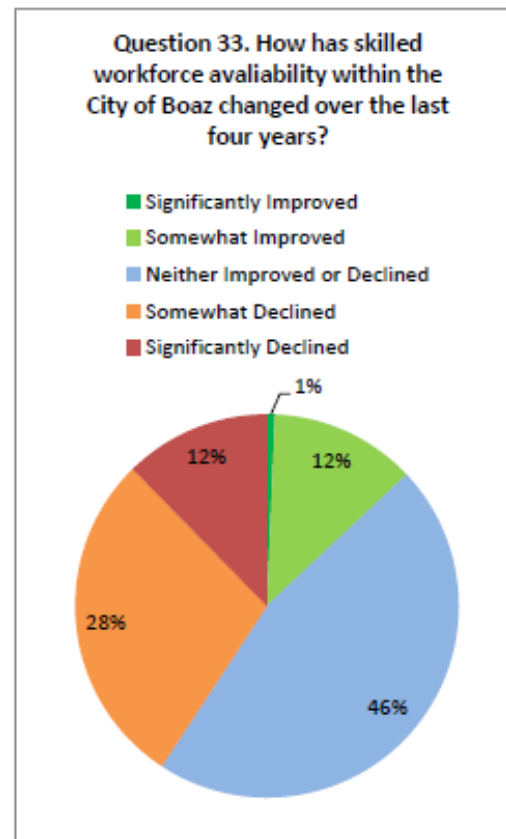
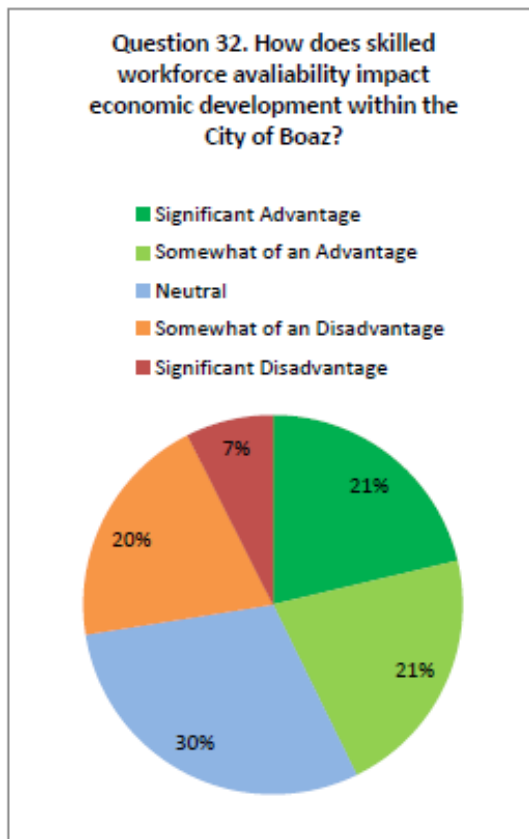


APPENDIX 2 - Online Survey Results, ctd.

Boaz ACE Survey Results



The majority (42%) of respondents recognized that having a skilled workforce provides advantage in economic development within Boaz, however respondents were almost evenly split between their perceptions that the skilled workforce availability has stayed either stagnate (46%) or declined (40%) in the past four years. It is important to note that only 13% of respondents believed the availability of a skilled workforce has improved within that time period.



Workforce development, and the availability of skilled workers, is an important factor in the attraction of jobs, businesses, and industry to the area – something that respondents have repeatedly indicated to be a high priority for themselves and the city. Despite the high satisfaction levels with the education systems within Boaz and the strong belief that “career and technical education is viewed as an important part of Pre K-12 education within the City of Boaz”, workforce development has not met expectations and is ripe for improvement – according to this survey.

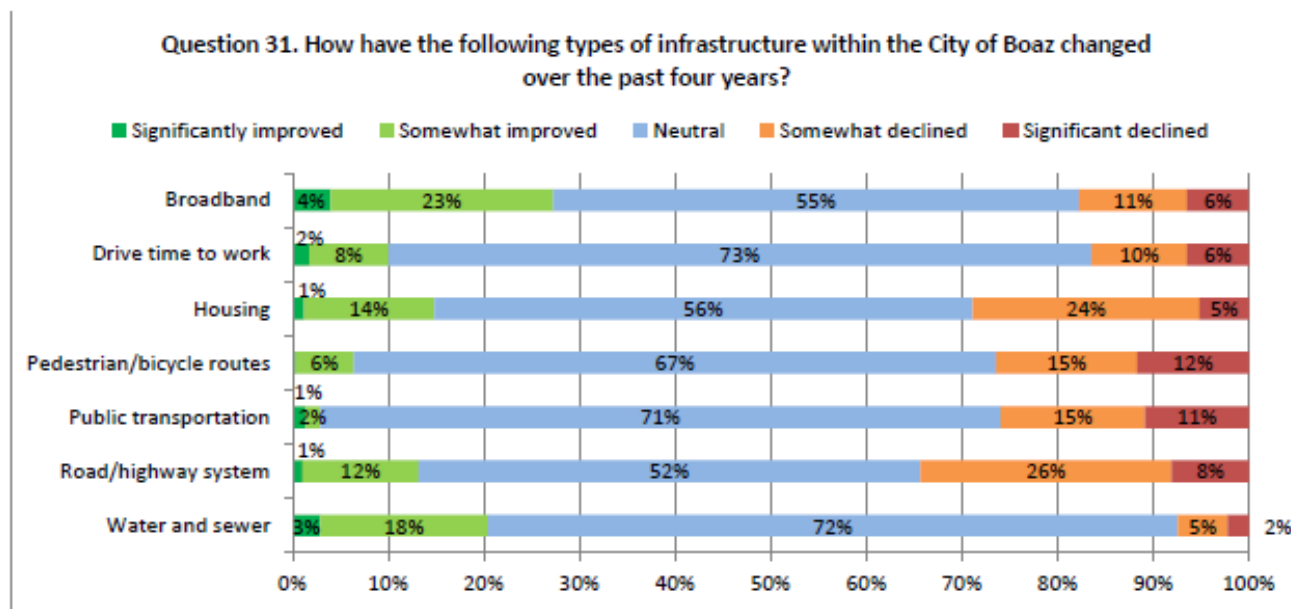
APPENDIX 2 - Online Survey Results, ctd.

Boaz ACE Survey Results

INFRASTRUCTURE

When asked about infrastructure and its impacts on economic development, most respondents held solidly neutral opinions. The following chart and graph show that “drive time to work” is the only variable of infrastructure that respondents believe to pose somewhat of an advantage to the city in terms of economic development.

QUESTION 30. How do the following types of infrastructure impact economic development in the City of Boaz?	Significant Advantage	Somewhat of an Advantage	Neutral	Somewhat of a Disadvantage	Significant Disadvantage
Water and sewer	21%	30%	42%	4%	2%
Road/highway system	17%	21%	34%	21%	6%
Railroad	10%	21%	59%	5%	5%
Public transportation	8%	11%	36%	27%	18%
Pedestrian/bicycle routes	5%	10%	36%	31%	18%
Housing	15%	21%	38%	21%	4%
Drive time to work	20%	35%	34%	7%	4%
Broadband	21%	17%	38%	17%	7%
Air Service	6%	11%	49%	16%	19%

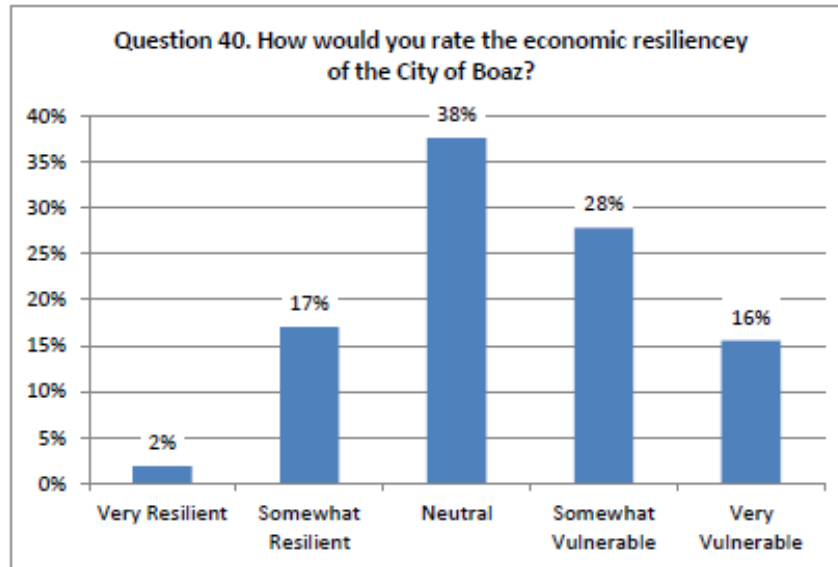


APPENDIX 2 - Online Survey Results, ctd.

Boaz ACE Survey Results

ECONOMIC RESILIENCY

A majority (44%) of respondents recognized that Boaz's economic resiliency is vulnerable. Echoing previous responses to a question on the weaknesses of the city, vacant buildings and an empty downtown pose a threat to the city's economic future. The prioritization of "an inability to attract and retain a population" seemingly parallels previous concerns about the decline in the availability of a skilled workforce; and the "overreliance on one industry or employer" parallels concerns of the lack of jobs and industry within the town.



Question 41. What are the biggest threats to resiliency within the City of Boaz? (Check all that apply)

Ranked Responses:

1. Vacant downtowns
2. Inability to attract and retain population
3. Overreliance on one industry or employer
4. Lack of civic participation
5. Housing affordability
6. Insufficient access to healthy foods
7. Inadequate/aged public infrastructure (water, sewer, ect.)
8. Inadequate housing supply
9. Other (please specify)
10. Inadequate preparation for a manmade or natural disaster

The most common "other" responses:

- Inability to attract and retain businesses/industry
- Loss of businesses/industry to neighboring areas
- Perception of a lack of leadership

Boaz ACE SWOT Analysis Results

The following lists of Strengths, Weaknesses, Opportunities, and Threats are compiled from a public meeting held on November 14, 2017. Asterisks were placed beside items that were circled on the original page to denote their importance to the panel.

ECONOMIC DEVELOPMENT

Strengths

- Pride
- Infrastructure – water, power, gas – all affordable
- Availability and affordability of land
- Access to roads and rail
- Access to recreation
- Schools and Labor Force

Weaknesses

- No economic development plan
- Not pursuing growth
- Focus on retail first (vs. industrial)
- Not marketing or promoting strengths

Opportunities

- Focus of recruiting industry
- Partner with county economic development
- Create more input from local businesses in economic development and the economic development plan
- Increasing broadband
- Improve attractiveness of industrial parks and available buildings

Threats

- Lack of action for growth
- Competition from nearby cities

APPENDIX 3 - SWOT Results, ctd.

HEALTHCARE

Strengths

- Nursing education
- Physician education
- Pharmacists
- Other clinical staff
- Cancer Center
- Nephrology Center
- Dialysis
- Physician choices
- Hospital
- In-patient Hospice Facility
- Women and Children's Center
- Wellness Center
- Growth and demand for services

Weaknesses

- Behavioral health/addiction needs
- Need for more specialists to add to existing services
- Speech pathology

Opportunities

- Consolidation of ambulance services
- Centralized gateway or entry into services
- Technology

Threats

- Medicaid/Medicare
- CMS/Insurance Issues
 - Cost of automobile insurance
 - ACA cost increases
- Technology

APPENDIX 3 - SWOT Results, ctd.

COMMUNITY DEVELOPMENT/INVOLVEMENT

Strengths

- Library
- Ball fields *
- Schools and Snead State
- Industry/Industrial Park
- Marshall Medical South
- Strong community – small businesses + citizens
- Major US Highway *
- Opportunities for an aging population
 - Senior Center
 - Manor House
- Footprint for Downtown Development *
- Wal-Mart

Weaknesses

- Commercial vacancies *
- Available residential space
- Inertia – lack of momentum
- Job opportunities *
 - Specifically for college students
 - Opportunities that attract young adults
- Hotels/Motels
- Retail opportunities
- Night Life **
- Activities for young adults/teens/children *
- Lack of city parks and playgrounds
- Sit down restaurants
- Grocery store options (Publix, Kroger)

Opportunities

- Undeveloped Land
- Recruitment
- Proposed City Park on I-68
- Amphitheater, splash pad, walking trail
- Downtown footprint
- Concerts, Festivals, Events (2 day events)
- Farmer's Market
- Sister Communities

Threats

- Wal-Mart Closing
- Work together
- Community Leadership
- Too hesitant to take a chance
- No competition in cable providers
- Lack of broadband
- Vision and foresight

APPENDIX 3 - SWOT Results, ctd.

LEADERSHIP DEVELOPMENT

Strengths

- Strong attrition (Note: I do not know what this means...attrition is to reduce gradually – AW)
- Longevity of program
- Retention of graduates from the Adult Program

Weaknesses

- Lack of participation
- Marketing
- Apathy
- Lack of money (funding)
- Lack of volunteer capacity

Opportunities

- Networking
- Promotion of civic responsibility
- Beneficial for business

Threats

- Lack of participation = lack of a program
- Finances

APPENDIX 3 - SWOT Results, ctd.

INFRASTRUCTURE

Strengths

- Sewer capacity
- 431 to I-59 distance is 15 miles
 - Ability to connect
- High Speed Broadband (wi-fi, cable, etc.)
- City owned Industrial Park (another industry)
 - Available land
- Cost of utilities (gas, electricity, etc.)

Weaknesses

- Road conditions
- Sewer expansion
- Available office space (that is already up to code)
- Outlet stores (overall condition)
- Ordinances need updating
 - Signage, property, etc.

Opportunities

- Trade area
- Large Tracts/land with frontage to Highways
- Develop industrial park
- College Housing
- Entertainment District

Threats

- Public perception of outlet area
- Public participation
 - Lack of the tax base needed to improve roads
- Local officials not working together
 - Need to be open minded
 - Need to set aside personal agendas
- Economic Development is decentralized (handled by Marshall County)

APPENDIX 3 - SWOT Results, ctd.

EDUCATION

Strengths:

- Family Focused
- Schools have “Open Door” mindset to partner with industries
- We have future workers
- Partnerships to help kids (but need to connect to industry)
- Opportunities for simulated workforce
- Proud of our school
- Supportive community
- Wall of fame partnerships / SSCC Alumni Association

Weaknesses:

- Need information for planning purpose
- Current partnerships are lacking (EX. IDB & Chamber of Commerce)
- K-12 academia can’t “see” what business looks like today and tomorrow
- How to let kids experience / apply “soft skills” they are learning
- Adult learning opportunities – plan for transiency / alternative learning

Opportunities:

- Industry designed pathways and partnerships (Prepare students as skilled workers)
- Potential skilled employees
- Student-to-Employer Loyalty to Industry program
- Workforce Facilitator among industry & schools
- Planning Advisory team that “Connects the dots” among all areas in city
- Marketing / Communication

Threats:

- Not common language between education and business / industry
- Constant pull between college-ready and job-ready – How do we balance this? Goal is Life Ready.
- How to address mindsets? (Perceptions)
- Tax Renewal Dependency
- After life preparations, how do we get our “kids” back home? (Why come back to Boaz?)
“Meth Mountain” Perception

APPENDIX 4 - Visual Assessment Results

Alabama Community of Excellence (ACE)

• Visual Assessment Form •

Boaz, AL
Name of Town

Nov 14, 2017
Date

Averages of all Reviewer's Scores
Reviewer

1 = Excellent-No recommended improvements • 2 = Above Average
3 = Average • 4 = Needs improvement • 5 = Improvement Mandatory

	Comment/Observation	Score (1-5)
I. Central Business District/ Downtown		
A. Building Conditions		3.5
1. Store Fronts (paint, sign repair broken windows, etc.)	<u>need facade improvements, paint</u>	3.3
2. Street Number Visibility	<u>needs greater visibility</u>	3.3
3. Storefront Signage		3.0
4. Vacancy	<u>not good/not bad</u>	4.2
B. Parking		2.8
1. Availability/adequacy of Off-street areas		3.0
2. Availability/adequacy of On-street areas		2.5
3. Maintenance of parking areas		2.8
4. Accessibility		2.7
C. Sidewalks		2.6
1. Clean		2.3
2. Maintained		2.5

2

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	Comment/Observation	Score (1-5)
3. Good width		2.3
4. Trash receptacles		2.8
5. Benches		2.8
6. Lighting		2.8
D. Rear of Stores/ Businesses/ Alleys		3.2
1. Storage of materials		3.5
2. Proper waste containers		3.2
3. Screening of waste containers and outdoor storage		3.5
4. Condition of rear entrances		3.3
5. Proper control of weeds, grass, etc.		2.8
II. Shopping Centers/ Malls/ Other Business Districts		
A. Location	<u>Outlets</u>	3.5
1. Maintenance, cleanliness	<u>outlets need attention</u>	4.0
2. Storefronts condition		4.0
3. Signage quality/condition		3.5
4. Percent vacant		4.0
5. Parking		2.5
6. Landscaping		3.5
7. ADA accessibility		3.0

3

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	Comment/Observation	Score (1-5)
B. Location	<u>Downtown</u>	3.0
1. Maintenance, cleanliness		3.0
2. Storefronts condition		3.0
3. Signage quality/condition		3.0
4. Percent vacant		3.0
5. Parking		3.0
6. Landscaping		3.0
7. ADA accessibility		3.0
C. Location	<u>Piper Station</u>	3.0
1. Maintenance, cleanliness		3.0
2. Storefronts condition		3.0
3. Signage quality/condition		3.0
4. Percent vacant		4.0
5. Parking		2.0
6. Landscaping		3.0
7. ADA accessibility		3.0
III. Residential Areas		
A. General appearance of Homes/Residences		
Neighborhood/Section		
1. Street signs/house numbers		

4

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	Comment/Observation	Score (1-5)
D. Location	<u>The Village</u>	2.0
1. Maintenance, cleanliness		1.0
2. Storefronts condition		1.0
3. Signage quality/condition		2.0
4. Percent vacant		5.0
5. Parking		1.0
6. Landscaping		2.0
7. ADA accessibility		2.0
A. Location	<u>Undefined A</u>	3.2
1. Maintenance, cleanliness		2.8
2. Storefronts condition	<u>Some areas need improvement</u>	3.3
3. Signage quality/condition		3.3
4. Percent vacant		4.3
5. Parking		2.3
6. Landscaping		3.7
7. ADA accessibility		2.5
III. Residential Areas		
A. General appearance of Homes/Residences		
Neighborhood/Section		
1. Street signs/house numbers		

4

APPENDIX 4 - Visual Assessment Results, ctd.

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	Comment/Observation	Score
B. Location <u>Undefined B</u>		3.2
1. Maintenance, cleanliness		2.8
2. Storefronts condition		3.8
3. Signage quality/condition		3.8
4. Percent vacant		4.3
5. Parking		2.8
6. Landscaping		3.0
7. ADA accessibility		2.0
C. Location <u>Undefined C</u>		3.2
1. Maintenance, cleanliness		2.7
2. Storefronts condition		4.3
3. Signage quality/condition		3.7
4. Percent vacant		4.3
5. Parking		2.7
6. Landscaping		3.0
7. ADA accessibility		2.0
III. Residential Areas		
A. General appearance of Homes/Residences		3.3
Neighborhood/Section <u>Undefined</u>		3.0
1. Street signs/house numbers		3.2

4

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	Comment/Observation	Score
2. Maintenance/cleanliness		3.0
3. General conditions of housing		3.3
4. Diversity of housing (house and lot sizes, prices, styles, etc.)		2.8
5. Neighborhood facilities (parks, recreation center, schools, etc.)		2.7
6. Other		-
Neighborhood/Section <u>Northside</u>		2.8
1. Street signs/house numbers		3.0
2. Maintenance/cleanliness		3.0
3. General conditions of housing		3.0
4. Diversity of housing (house and lot sizes, prices, styles, etc.)		3.0
5. Neighborhood facilities (parks, recreation center, schools, etc.)		2.0
6. Other		-
B. Public Housing		
1. Street signs/house numbers		
2. Maintenance/Cleanliness		
3. Diversity of housing (house and lot sizes, prices, styles, etc.)		
4. Neighborhood facilities (parks, recreation center, schools, etc.)		
5. Other		

5

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Neighborhood: <u>Southside</u>		2.8	Score
1. Street signs/house #s			3.8
2. Maintenance/cleanliness			3.0
3. General conditions of housing			3.0
4. Diversity of housing (house and lot sizes, prices, styles, etc.)			3.0
5. Neighborhood facilities (parks, recreation center, schools, etc.)			2.0
6. Other			-
Neighborhood/Section <u>Brown St.</u>			3.0
1. Street signs/house numbers			3.0
2. Maintenance/cleanliness			3.0
3. General conditions of housing			3.0
4. Diversity of housing (house and lot sizes, prices, styles, etc.)			3.0
5. Neighborhood facilities (parks, recreation center, schools, etc.)			-
6. Other			-
B. Public Housing			
1. Street signs/house numbers			
2. Maintenance/Cleanliness			
3. Diversity of housing (house and lot sizes, prices, styles, etc.)			
4. Neighborhood facilities (parks, recreation center, schools, etc.)			
5. Other			

5

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3 = Average • 4 = Needs improvement • 5 = Improvement Mandatory

Neighborhood: <u>Maple Ave</u>		4.5	Score
1. Street signs/house #		4.0	3.8
2. Maintenance/cleanliness			5.0
3. General conditions of housing			5.0
4. Diversity of housing (house and lot sizes, prices, styles, etc.)			4.0
5. Neighborhood facilities (parks, recreation center, schools, etc.)			-
6. Other			-
Neighborhood/Section <u>East of 431</u>			3.6
1. Street signs/house numbers			4.0
2. Maintenance/cleanliness			3.0
3. General conditions of housing			3.0
4. Diversity of housing (house and lot sizes, prices, styles, etc.)			3.0
5. Neighborhood facilities (parks, recreation center, schools, etc.)	<u>none</u>		5.0
6. Other			-
B. Public Housing			
1. Street signs/house numbers			
2. Maintenance/Cleanliness			
3. Diversity of housing (house and lot sizes, prices, styles, etc.)			
4. Neighborhood facilities (parks, recreation center, schools, etc.)			
5. Other			

5

APPENDIX 4 - Visual Assessment Results, ctd.

1 = Excellent-No recommended improvements • 2 = Above Average
3 = Average • 4 = Needs improvement • 5 = Improvement Mandatory

	Comment/Observation	Score 1,2,3,4,5
2. Maintenance/cleanliness		
3. General conditions of housing		
4. Diversity of housing (house and lot sizes, prices, styles, etc.)		
5. Neighborhood facilities (parks, recreation center, schools, etc.)		
6. Other		
Neighborhood/Section <u>905 to 431</u>		<u>3.6</u>
1. Street signs/house numbers		<u>4.0</u>
2. Maintenance/cleanliness	<u>Some areas more than others</u>	<u>4.0</u>
3. General conditions of housing	<u>Some areas more than others</u>	<u>4.0</u>
4. Diversity of housing (house and lot sizes, prices, styles, etc.)		<u>3.0</u>
5. Neighborhood facilities (parks, recreation center, schools, etc.)		<u>3.0</u>
6. Other		<u>-</u>
B. Public Housing		<u>3.0</u>
1. Street signs /house numbers		<u>2.7</u>
2. Maintenance/Cleanliness		<u>3.0</u>
3. Diversity of housing (house and lot sizes, prices, styles, etc.)		<u>3.2</u>
4. Neighborhood facilities (parks, recreation center, schools, etc.)		<u>3.1</u>
5. Other		<u>-</u>

5

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	Comment/Observation	Score 1,2,3,4,5
C. Concentration of Distressed Housing		<u>all 5.0</u>
1. Neighborhood <u>Summerville Rd</u>	<u>4. Neighborhood: Around OES</u>	
2. Neighborhood <u>Bethesda Rd</u>	<u>5. Neighborhood: Trussel Trailer Park</u>	
3. Neighborhood <u>Denson / Sneed</u>	<u>6. Neighborhood: Rental Homes & Farms around city</u>	
IV. Streets and Public Ways		
A. General		<u>3.7</u>
1. Street Signs		<u>3.8</u>
2. Paving		<u>4.0</u>
3. Road Maintenance		<u>3.8</u>
4. Street cleaning, litter control		<u>3.0</u>
B. Lane marking/stripping		<u>3.4</u>
1. Major thoroughfares		<u>4.0</u>
2. Business district		<u>3.6</u>
3. On-street Parking spaces		<u>3.2</u>
4. Crosswalks (markings, ADA ramps, signals)		<u>3.0</u>
a. Major intersections		<u>3.4</u>
b. Schools		<u>3.2</u>
c. Business districts		<u>3.4</u>
C. Traffic control		<u>3.5</u>
1. Adequate traffic signs		<u>3.4</u>

6

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	Comment/Observation	Score 1,2,3,4,5
2. Adequate directional signage		<u>4.0</u>
3. Access management on major roads (frequency of curb/driveway cuts)		<u>3.0</u>
4. Traffic speeds appropriate to surroundings	<u>To (sic) slow in many areas. 15mph is way too slow.</u>	<u>3.8</u>
D. Street lighting		<u>3.2</u>
1. Business districts		<u>3.2</u>
2. Major thoroughfares		<u>2.9</u>
3. Residential		<u>3.6</u>
H. Billboards and Signs		<u>3.2</u>
1. Presence/timely removal of political and temporary signs		<u>3.2</u>
2. Frequency, maintenance of billboards		<u>3.3</u>
3. Dilapidated billboards removed		<u>3.0</u>
V. City Approaches & Main Thoroughfare		
A. City Gateways		<u>2.8</u>
1. Welcome/gateway signs	<u>we don't even have them on Hwy 68</u>	<u>3.3</u>
2. Landscaping		<u>2.8</u>
3. Maintenance, litter control		<u>2.5</u>
4. Other	<u>would be nice to have digital signage noting city events</u>	<u>-</u>

7

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	Comment/Observation	Score 1,2,3,4,5
B. Image Corridors - Street or Highway Name/ <u>North Main</u>		<u>4.0</u>
1. Appearance/maintenance of Buildings/lots		<u>4.0</u>
2. Appearance/maintenance of Vacant Lots/open areas		<u>4.0</u>
3. Landscape areas		<u>4.0</u>
4. Litter control		<u>4.0</u>
5. Signs		<u>4.0</u>
6. Other		<u>4.0</u>
C. Image Corridors - Street or Highway Name/ <u>Hwy 431</u>		<u>3.4</u>
1. Appearance/maintenance of Buildings/lots		<u>3.8</u>
2. Appearance/maintenance of Vacant Lots/open areas		<u>3.8</u>
3. Landscape areas		<u>2.5</u>
4. Litter control		<u>3.0</u>
5. Signs		<u>3.8</u>
6. Other		<u>-</u>
D. Image Corridors - Street or Highway Name/ <u>Mill Street</u>		<u>3.0</u>
1. Appearance/maintenance of Buildings/lots		<u>3.0</u>
2. Appearance/maintenance of Vacant Lots/open areas		<u>3.0</u>
3. Landscape areas		<u>3.0</u>
4. Litter control		<u>3.0</u>
5. Signs		<u>3.0</u>
6. Other		<u>-</u>

8

APPENDIX 4 - Visual Assessment Results, ctd.

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	Comment/Observation	Score 1,2,3,4,5
B. Image Corridors - Street or Highway Name/ <u>Broad Street</u>		3.0
1. Appearance/maintenance of Buildings/lots		-
2. Appearance/maintenance of Vacant Lots/open areas		-
3. Landscape areas		3.0
4. Litter control		3.0
5. Signs		3.0
6. Other		-
C. Image Corridors - Street or Highway Name/ <u>205</u>		2.9
1. Appearance/maintenance of Buildings/lots		3.5
2. Appearance/maintenance of Vacant Lots/open areas		3.5
3. Landscape areas		2.0
4. Litter control		2.5
5. Signs		3.0
6. Other		-
D. Image Corridors - Street or Highway Name/ <u>168</u>		3.3
1. Appearance/maintenance of Buildings/lots		3.3
2. Appearance/maintenance of Vacant Lots/open areas		3.7
3. Landscape areas		2.3
4. Litter control		3.3
5. Signs		3.7
6. Other		-

8

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	Comment/Observation	Score 1,2,3,4,5
B. Image Corridors - Street or Highway Name/ <u>Billy Dyer Blvd</u>		3.0
1. Appearance/maintenance of Buildings/lots		3.0
2. Appearance/maintenance of Vacant Lots/open areas		3.0
3. Landscape areas		2.0
4. Litter control		4.0
5. Signs		3.0
6. Other		-
C. Image Corridors - Street or Highway Name/ <u>Koden Ave</u>		2.8
1. Appearance/maintenance of Buildings/lots		3.0
2. Appearance/maintenance of Vacant Lots/open areas		3.0
3. Landscape areas		3.0
4. Litter control		2.0
5. Signs		3.0
6. Other		-
D. Image Corridors - Street or Highway Name/ <u></u>		?
1. Appearance/maintenance of Buildings/lots		
2. Appearance/maintenance of Vacant Lots/open areas		
3. Landscape areas		
4. Litter control		
5. Signs		
6. Other		

8

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	Comment/Observation	Score 1,2,3,4,5
B. Image Corridors - Street or Highway Name/ <u>Undefined B</u>		3.6
1. Appearance/maintenance of Buildings/lots		3.0
2. Appearance/maintenance of Vacant Lots/open areas		4.0
3. Landscape areas		4.0
4. Litter control		3.0
5. Signs		4.0
6. Other		-
C. Image Corridors - Street or Highway Name/ <u>Undefined C</u>		3.6
1. Appearance/maintenance of Buildings/lots		4.0
2. Appearance/maintenance of Vacant Lots/open areas		4.0
3. Landscape areas		3.0
4. Litter control		3.0
5. Signs		4.0
6. Other		-
D. Image Corridors - Street or Highway Name/ <u>Undefined D</u>		3.6
1. Appearance/maintenance of Buildings/lots		4.0
2. Appearance/maintenance of Vacant Lots/open areas		4.0
3. Landscape areas		3.0
4. Litter control		3.0
5. Signs		4.0
6. Other		-

8

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	Comment/Observation	Score 1,2,3,4,5
E. Image Corridors - Street or Highway Name/ <u>Undefined E</u>		3.6
1. Appearance/maintenance of Buildings/lots		3.0
2. Appearance/maintenance of Vacant Lots/open areas		4.0
3. Landscape areas		4.0
4. Litter control		3.0
5. Signs		4.0
6. Other		-
	Comment/Observation	Score 1,2,3,4,5
VI. Wayfinding		
A. Is wayfinding adequate?		4.0
B. Are public buildings adequately signed?	We need guidelines, since have too much signage and don't look professional. Needs to be more uniform rec center, mins, city hall, police fire, public restrooms, all roads marked w/ overhead signs where possible, bigger street signs	3.6
1. Cite examples		
2. Cite examples		
VII. Public Buildings/Facilities		
A. Municipal/City government buildings	needs continuous, enlarged signs directing people to facilities from all directions (appearing good). Very difficult to find by outside observers. Needs to stand out more and have the look of a governmental/municipal building	3.2
1. City Hall		3.2
2. Library		1.8
3. Fire Dept(s)		2.4
4. Police Dept/jail		3.8
5. Recreation areas	existing ones need to be maintained and more attractive to those who use it. Need deterrent of illegal activities.	3.4

9

APPENDIX 4 - Visual Assessment Results, ctd.

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	Comment/Observation	Score 1,2,3,4,5
a. Community Center	need one!	2.5
b. Ball fields		2.8
c. Parks	existing ones need to be maintained and more attractive, to those who use it. need deterrent of illegal activities.	3.6
d. Tennis courts		4.0
e. Swimming pool/ splash pad		4.8
f. Other		-
B. Other public/civic areas (if applicable)	all need signage for directions to!	3.1
1. Chamber of Commerce	needs to be relocated and visible to new businesses and visitors. needs to look more inviting, professional, and have noticeable signage	3.0
2. Welcome Center		4.5
3. Civic Club signs	need these at the entrance of the city	4.5
4. County Courthouse		1.0
5. Hospital (including emergency medical services)		2.4
6. Airport		-
7. Industrial Park		3.3
C. Schools (public & private)	• needs larger signs and more signs, of same good appearance • traffic control - middle school and high school parking lots merge. all school drop off & pick up in this area a problem	2.3
1. Elementary		2.2
2. Junior High		2.2
3. High School	some areas a 1, but some areas a 5 (addition)	2.4
4. Other	Corley & BIS - 2 Corley - 4 intermediate - 1	-

10

1 = Excellent-No recommended improvements • 2 = Above Average
3 = Average • 4 = Needs improvement • 5 = Improvement Mandatory

	Comment/Observation	Score 1,2,3,4,5
VIII. Existing Industry		
A. Name <u>Overall</u>		2.5
1. Appearance/condition of building		3.0
2. Grounds and maintenance, Litter control		2.5
3. Signs		2.0
4. Access of transportation		2.5
5. Other		-
B. Name <u>Parker</u>		1.8
1. Appearance/condition of building		2.0
2. Grounds and maintenance, Litter control		1.5
3. Signs		1.5
4. Access of transportation		2.0
5. Other		-
C. Name <u>Federal Magal</u>		1.9
1. Appearance/condition of building		2.0
2. Grounds and maintenance, Litter control		1.5
3. Signs		2.0
4. Access of transportation		2.0
5. Other		-

11

1 = Excellent-No recommended improvements • 2 = Above Average
3 = Average • 4 = Needs improvement • 5 = Improvement Mandatory

	Comment/Observation	Score 1,2,3,4,5
VIII. Existing Industry		1.6
A. Name <u>TS Tech</u>		1.5
1. Appearance/condition of building		1.5
2. Grounds and maintenance, Litter control		1.5
3. Signs		1.5
4. Access of transportation		2.0
5. Other		-
B. Name <u>Entire Industrial Park off 431</u>		3.0
1. Appearance/condition of building		3.0
2. Grounds and maintenance, Litter control		3.0
3. Signs		3.0
4. Access of transportation		3.0
5. Other		-
C. Name <u>Pilgrims Pride</u>		4.5
1. Appearance/condition of building		5.0
2. Grounds and maintenance, Litter control		5.0
3. Signs		5.0
4. Access of transportation		3.0
5. Other		-

11

1 = Excellent-No recommended improvements • 2 = Above Average
3 = Average • 4 = Needs improvement • 5 = Improvement Mandatory

	Comment/Observation	Score 1,2,3,4,5
VIII. Existing Industry		
A. Name <u>BPI Media</u>		2.0
1. Appearance/condition of building		2.0
2. Grounds and maintenance, Litter control		2.0
3. Signs		2.0
4. Access of transportation		-
5. Other		-
B. Name _____		
1. Appearance/condition of building		
2. Grounds and maintenance, Litter control		
3. Signs		
4. Access of transportation		
5. Other		
C. Name _____		
1. Appearance/condition of building		
2. Grounds and maintenance, Litter control		
3. Signs		
4. Access of transportation		
5. Other		

11

APPENDIX 4 - Visual Assessment Results, ctd.

OVERALL APPEARANCE OF THE COMMUNITY

- Most of the community looks fine, however certain areas need to be improved such as the outlets and downtown.
- The overall appearance of the community needs to improve each day. This is a challenge that we face daily. We must do a better job of educating our community on the importance of maintaining our appearance.
- Overall appearance of the community would be an average of 3.
- I think the overall appearance of our town is good. When visitors comment about the appearance, we are doing something right. We need to improve our road and street signs as well as our street paving and striping.
- Downtown should be remodeled and used effectively. A lot of businesses need a strict guideline for appearance in order to make our city appear more professional.

IN PRIORITY ORDER, WHAT COULD THE COMMUNITY DO TO PRODUCE THE MOST IMPROVEMENT TO THE CITY AND ENHANCE THE OPPORTUNITIES FOR GROWTH AND DEVELOPMENT?

Reviewer

1. Revamp outlets
2. Revamp downtown
3. Clean up areas on Hwy 431
4. Eliminate trailer parks within the city.

Reviewer

1. Make everyone feel ownership in the community.
2. Elected officials listen to the community.
3. The community needs to become involved in the community.

Reviewer

1. Build more recreational facilities easily accessible by placing them
 - Close to or on 4-lane roads
 - Provide adequate parking
 - Build close to existing businesses to help these businesses and promote new business
2. Purchase more land on Hwy 431, Hwy 168, and Billy Dyar Blvd.
3. Promote better littering laws and pick up
4. Offer incentives for new businesses and industry

Reviewer

1. Work together and not worry about who gets the credit.

Reviewer

1. Utilize the importance of our local college and hospital district and build businesses and events in or around this area.
2. Attract more industry
3. Need more diversity in interests for adults, teens, and children
 - Examples: fine arts, culture, events for audiences of all ages
4. Keep up with local trends. Although we want to preserve our local history and heritage, we need to prepare for the future.
5. More family entertainment that will attract families to locate in Boaz.
6. Encourage and recognize local entrepreneurs.
7. Better communication between the local governments and the citizens. (internet, radio, public speakings, town hall meetings)
8. incubation/Think Tank systems
9. Someone to help local people with grants for ideas and businesses
10. More teamwork between elected officials and the Chamber of Commerce
11. Annual meetings between elected officials, and officials from hospital, chamber, college, and others. Plan together, stay together, grow together.
12. Promote a more positive attitude in the city. (Work with the media, recognize local citizens in different/new ways. If we get to know each other better, the city seems smaller and we act as one).
13. Since the poverty level is so high, see how the city can research to lower the poverty level.
 - Example: Albertville City Schools has a free lunch program for all students because of this)
 - Thrift stores seem to be very profitable in today's economy. New products are purchased online; but unique items at discounted prices are in thrift store.
14. Attract more internet companies. Their success is not controlled by physical location. A successful internet brings in new employees/residents and the economy profits.