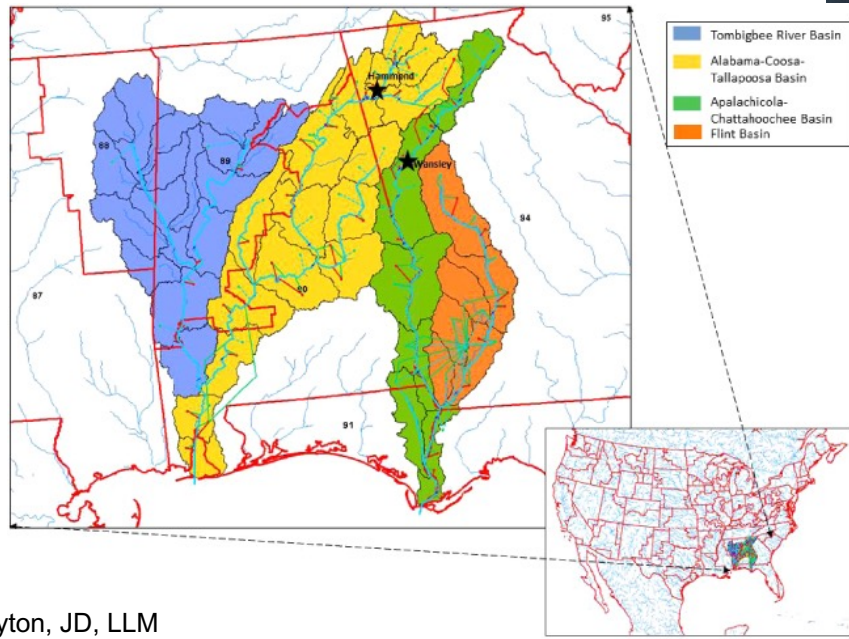


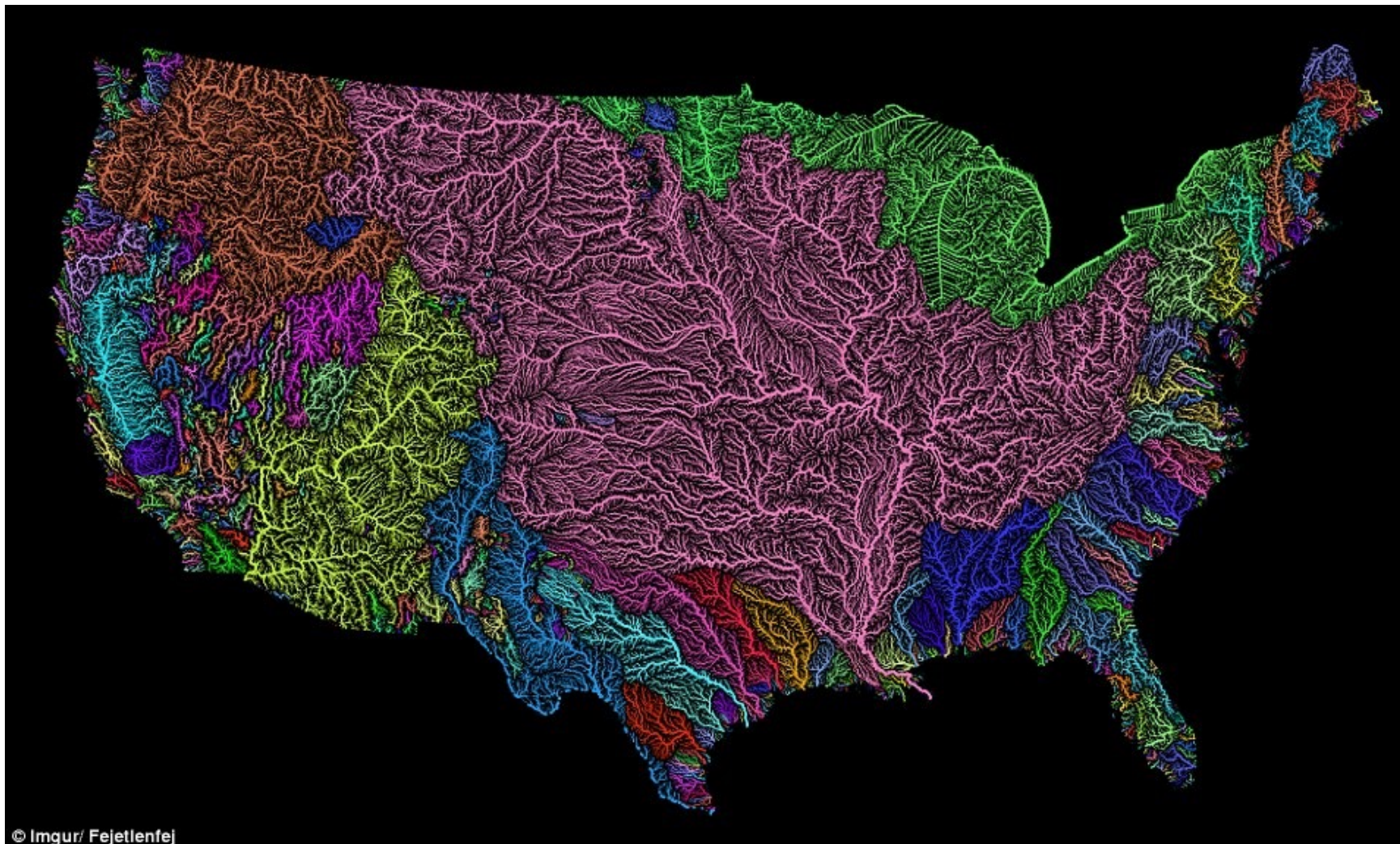
Apalachicola Chattahoochee Flint River Basin (ACF)

**Economic Significance to SE
Alabama, SW Georgia, and North
Florida**



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Jurisdictional Waters of the United States



<http://www.dailymail.co.uk/sciencetech/article-3860062/The-veins-America-Stunning-map-shows-river-basin-US.html>

An “Inland Marine Highway” for Freight Transportation



Our “inland marine highways” move commerce to and from 38 states throughout the nation’s heartland and Pacific Northwest, serve industrial and agricultural centers, and facilitate imports and exports at gateway ports on the Gulf Coast.

- 12,000 miles of commercially navigable channels
- 192 lock sites

ACF Project Information

Navigation

- ~\$6.2 B in lock and dam infrastructure sitting unused, unmaintained, and with very limited funding since 2003
- 261 Miles of authorized channel from Gulf Intracoastal Waterway (GIWW) to Phenix City/Columbus (9 feet deep X 100 feet wide)
- ~ 140 miles from the GIWW to Bainbridge
- Channel Maintenance of the Apalachicola segment (FL) last occurred in 2001
- USACE annual appropriation for all Civil Works is ~\$8.6 Billion (FY2024). US Army Corps of Engineers (USACE) will not allocate annual resources to “low use” systems per the OMB utilization algorithm (maintenance requirements X commercial utilization = annual funding). Our system is “low use” due to lack of maintenance and component failure
- USACE 2020 estimate of \$94.2 mil to repair all 3 locks and spillways (1.6% of the annual budget)
- Estimate includes \$43 mil to repair spillway gates (Storage and Flow Management)
- With locks repaired the system is 65-70% reliable for commercial navigation most years (Nov – Jul)
- Limited dredging required at Mile Marks 77.8, 40.5, and 36.5 (~< 9 miles of channel) per a USACE 2019 bathymetry survey
- Possible solution may be dredging these locations to 20 feet, in a modified “V” form, at a five-year interval (ex. Sunflower Bar on the TennTom Waterway)
- Strongly recommend local stakeholders either conduct the dredging or provide oversight to Corps operations.
- Modified “V” allows for shallow habit along the edges, greatly reduces bank subsidence and channel infiltration, and captures flow in the channel for distribution downstream in the flood plain.
- Beneficial Use of dredge materials must be built into the Scope of Work – It’s the cost of doing business today! (No upland or with-in bank disposal)
- Limited dredging in the shallow areas improves reliability to 90-95%
- \$10 mil annually needed to keep project at acceptable level of maintenance (utilization will allow funding through the annual civil works appropriation)

Substantial ACF Project Funding in FY 2024

- USACE allocated **\$74.6 million** from the Bipartisan Infrastructure Legislation (BIL) Waterway Infrastructure Fund to the Mobile District for Jim Woodruff lock and dam at Lake Seminole and Walter F. George lock and dam at Lake George/Eufaula. Driven largely by letters from our five Regional Planning Councils and Commissions
- Senators Tuberville (AL) and Britt (AL) requested \$20.635 million in a Congressionally Directed Spending addition for FY 2024 for George W. Andrews lock and dam at Columbia, Alabama. Driven by an interest in the entire system being operational and growth of entities like the Hudson Alpha-Wiregrass Biotechnical Institute in Dothan
- The Energy and Water Appropriations Act of 2024 signed into law in March funded **\$20.635 million**.
- USACE surprisingly allocated **\$6 million** in FY 2024 O&M for routine maintenance and **NEPA Consultation**
- **\$101 million** is now available to the Mobile District and should fund all lock and spillway restoration
- Funding for channel restoration and dredge material disposal operations are scheduled in future years requests.

ACF Economic Information

Economics 1,2,&3

- The tri-state region bounding the lower ACF is an economically depressed area
- Poverty rates in the region are nearly twice that of the national average³ (26.6% regional poverty rate, 13.6% national poverty rate)
- A regional average annual wage is \$39,900. A regional average annual cost of living is \$52,400
- The economic potential of commercial navigation is significant to the region
- Greatly reduces the wear and tear on existing road infrastructure due to heavy loads
- Greatly reduces GHG emissions
- Current Industry and Water Supply – tristate \$7.1B and 39,000 jobs¹
- Current Tourism – tristate \$662M and 5,100 jobs¹

- Commercial Navigation – Initial investigation of the tristate region in 2019 and 2020²
 - ▶ Identified 27 former and potential users – includes National Defense, renewable energy (wood pellets, biofuel, graphene, and nuclear) and about 2.1 million tons of cargo
 - ▶ Est. 80 to 770 barge shipments per year (~43,000 truck equivalent loads)
 - ▶ Potential for over 3.8 million tons of cargo annually within five years

- An August 2021 Economic Impact Study³ by Dr. Keivan Deravi suggest:
 - ▶ At 2.1 mil tons of cargo annual: potential for over 29,400 new jobs, \$1.99 billion in total economic impact over 10 years, and an 18:1 ROI³
 - ▶ Yields an additional \$2.4 billion in tax revenue over ten years (18:1 ROI for government investment of \$136 million for all repairs)³

Total Economic Impact for the Lower ACF Basin

A Summary of Dr. Deravi's Study

Rate of Return and Net Increase in Total Economic Impact of Lower ACF Basin Restoration Under Alternative Assumptions

Growth Assumption	Tons	Direct Employment Impact (JOBS)	Direct Output Impact	Output Total Impact	Net Increase in Output	Average Annual Rate of Return (Present Value)	Return for \$1 in Spending (Present Value) (ROI)
27.5%	446,250	6,266	\$235m	\$423m	\$91m	0%	\$1.0
50%	525,000	7,372	\$277m	\$498m	\$166m	4%	\$2.0
75%	612,500	8,600	\$323m	\$581m	\$249m	18%	\$3.0
100%	700,000	9,829	\$269m	\$664m	\$322m	24%	\$4.0
500%	2,100,000	29,487	\$738m	\$1,994m	\$1,700m	178%	\$18

Historic average tonnage

Achievable Average tonnage from 2021 estimates

Source: Deravi, M. Keivan, PhD. Economic Research Services, Inc., August 2021, The Economic Impact of Restoration of Infrastructure on the Lower Apalachicola-Chattahoochee-Flint River Basin.

Economic Impact for Florida

Increase in Total Economic Impact of Lower ACF Basin Restoration Under Alternative Assumptions for [Florida](#)

Tons per Year	Tons Per Year	Direct Employment Impact (JOBS)	Direct Output Impact	Output Total Impact
50.00%	525,000	737	\$28m	\$50m
75.00%	612,500	860	\$32m	\$58m
100.00%	700,000	983	\$27m	\$66m
500.00%	2,100,000	2,949	\$74m	\$199m

Source: Deravi, M. Keivan, PhD. Economic Research Services, Inc., August 2021, The Economic Impact of Restoration of Infrastructure on the Lower Apalachicola-Chattahoochee-Flint River Basin.

Economic Impact for Georgia

Increase in Total Economic Impact of Lower ACF Basin Restoration Under Alternative Assumptions for [Georgia](#)

Tons per Year	Tons Per Year	Direct Employment Impact (JOBS)	Direct Output Impact	Output Total Impact
50.00%	525,000	3,760	\$141m	\$254m
75.00%	612,500	4,386	\$165m	\$296m
100.00%	700,000	5,013	\$137m	\$339m
500.00%	2,100,000	15,038	\$376m	\$1,017m

Source: Deravi, M. Keivan, PhD. Economic Research Services, Inc., August 2021, The Economic Impact of Restoration of Infrastructure on the Lower Apalachicola-Chattahoochee-Flint River Basin.

Economic Impact for Alabama

Increase in Total Economic Impact of Lower ACF Basin Restoration Under Alternative Assumptions for [Alabama](#)

Tons per Year	Tons Per Year	Direct Employment Impact (JOBS)	Direct Output Impact	Output Total Impact
50.00%	525,000	2,875	\$108m	\$194m
75.00%	612,500	3,354	\$126m	\$227m
100.00%	700,000	3,833	\$105m	\$259m
500.00%	2,100,000	11,500	\$288m	\$778m

Source: Deravi, M. Keivan, PhD. Economic Research Services, Inc., August 2021, The Economic Impact of Restoration of Infrastructure on the Lower Apalachicola-Chattahoochee-Flint River Basin.

35 Potential Users on the System

Company	Product	City	State	Jobs added	Hr Rate Avg	Net Ton or TEU (TEU=44,800 lbs)	Net Tons from Column G	Barge Equivalents (Annual)	Revenue Gross	Cost Avoidance	Point of Contact	Phone
AFC Grain	Fertilizer	Columbia	AL	5	\$12	5,200 T annual	5200.0	4			Larry Knighton	334-696-8034
Southern Nuclear	Components	Columbia	AL					2			Jim DeLano	205-440-9395
Houston Co Port Auth	Mixed	Columbia	AL								James Etheredge	etheredge.jam
GreatSouthern Wood Preserving	Finished Lumber Products	Abbeville	AL									
Wood Pellet Mill (proposed)	Fuel pellets for export	Abbeville	AL	90	\$18	700,000 T Annual	700000.0					
Wood Pellet Mill (proposed)	Fuel pellets for export	Eufaula	AL	90	\$18	700,000 T Annual	700000.0	52				
Medical Glove Manufacturing	Latex Rubber Medical Products	Eufaula	AL	0		100,000 bbl natural latex	0.0	0			Bill Fylstra	334-688-0070
Biddle Manufacturing	Luxury House Boats	Eufaula	AL	0		64 TEU annual	0.0	0	\$6.4 mil		Doug Biddle	704-728-4897
Tessenderlo Kerley	Fertilizer	Eufaula	AL	5	\$25	300,000 T annual	300000.0	23			Eddie Maldonado	334-687-6692
Carbo Ceramics Manufacturing	Pelletized Ceramic for petroleum	Eufaula	AL	15	\$23	15,000 T annual	15000.0	2			David Girouard	334-688-3508
Mineral Manufacturing	HFST/Bauxite/Calcined Aggregates	Eufaula	AL	65	\$27	400,000 T annual	400000.0	22			Ryan Reed	814-599-2230
Alcoa	Green Petroleum Coke	Eufaula	AL	10	\$18	200,000 T annual	20000.0	15				
MC Dixon Lumber Co.	Finished Lumber Products	Eufaula	AL	10	\$18	720 TEU annual	16128.0	24			Bob Dixon	334-687-8204
Garrison Bro. Lumber Co.	Finished Lumber Products	Eufaula	AL	5	\$18	240 TEU annual	5376.0	8			Ben Garrison	334-687-6033
Souther Pine Energy, LLC	Biodiesel, graphene, biochar	White Oak	AL	500	\$28	3,000,000 bbl biodiesel	409500.0	375			Steven Saccente	
Continental Carbon Co.	Carbon Black	Phenix City	AL	0		40,000 bbl residual fuel oil	0.0	0				
WestRock	Coated Board	Hatchachubbee	AL									
Apalach Maritime Museum AMMFL.org	Passenger Paddle Wheel Cruise	Apalachicola	FL	3				24			Capt. George Floyd	770-364-5717
Florida Marine Transporters	Tug Operator	Mandiville	LA	10								
Smith Co Recycling	Recycled Materials	Bainbridge	GA								https://smithcorecycling	229-27
Far West Logistics	Tug Operator	Bainbridge	GA	10							Randy Weibrecht	
Southeast Minerals	Feed Suppliment Components	Bainbridge	GA								Alec Poitevint	
Flint River Mills (FRM)	Feed, Seed, Fertilizer	Bainbridge	GA								Alec Poitevint	
Hunt Refining/Blue Knight Energy Partners (Formerly Ergon Asphalt)	Liquid Asphalt	Bainbridge	GA	25	\$22	325,000 bbl annual	47794.0	25		\$80,000 Rail Demurrage	Johnny	229-248-0804
Steward Machine	Tainter Valves/Miter Gates	Bainbridge	GA	50	\$35	85 T x 6 times/year 240 T X 4 times/year	1470.0	14			T. Sanger	229-243-0702
Tessenderlo Kerley	Fertilizer	Bainbridge	GA	3	\$25	180,000 T annual	180000.0	2			Eddie Maldonado	334-687-6692
RW Griffin Feed, Seed & Fertilizer	Fertilizer/Commodities	Bainbridge	GA	25	\$25	800,000 T annual	800000.0	61			Mr. Morgan Wells	612-486-3856
US Commodities	Commodities	Bainbridge	GA	5	\$22	200,000 T annual	20000.0	15			Ralph G. Evans	912-384-2393
Anovian	Synthetic Graphite (Green & PET Coke)	Bainbridge	GA	100	\$18	165,000 T annual	165000.0	15			Tom Weber	920-664-1030
Georgia Pacific	Finished Paper Products	Cedar Springs	GA									
Republic Conduit	Galvanized Electrical Conduit	Cedar Springs	GA									
Fuel	Bulk Fuel	Hilton	GA	3		300,000 bbl annual	44120.0	3				
US TRANSCOM	Dept of Defense	Fort Benning	GA									
Southwire	Copper Plating	Carrolton	GA	0	\$23	270 TEU annual	6050.0	9				
				1029	\$22		3835638.0	767				

Highlight indicates critical to national security or food and energy resilience

List of 35 Potential users with immediate access to the rivers suggests 3.8 million tons annually

National Waterways Foundation Data

CY 2021 Economic Analysis for Select Waterways
(Alternative Analysis of ACF Economic, Environmental, and Societal Potential)

and

Environmental Significance of Inland Waterway Navigation
(Favorable effect on GHG Emissions)

ECONOMIC IMPACT OF ALABAMA'S INLAND WATERWAYS

NATIONAL WATERWAYS FOUNDATION



National Waterways Foundation CY2021 Economic Analysis for Alabama

IN 2021, ALABAMA'S INLAND PORTS, INLAND WATERWAYS, AND INLAND WATERWAYS-DEPENDENT INDUSTRIES SUPPORTED

Nearly **134,000 jobs**

\$8.4 billion in personal income

\$15.9 billion in Gross State Product

\$35.4 billion in total output

...Giving rise to **\$1.7 billion** in state & local tax revenue

Alabama has nearly

1,270 MILES

of navigable inland waterways, ranking it

6th in the nation

ALABAMA'S INLAND WATERWAY ASSETS AT A GLANCE

Warrior-Tombigbee, Tennessee, Tennessee-Tombigbee, Coosa Alabama, and Apalachicola Chattahoochee-Flint Rivers, and the Gulf Coast Intracoastal Waterway

19 public ports

INLAND WATERWAYS SUPPORT ALABAMA'S KEY INDUSTRIES

Industry Sub-Category	Percent of Goods Shipped by Water (Tons)	Direct Alabama Jobs
Primary Metal Manufacturing	↻ 11.2% of inbound / ↻ 10.6% of outbound	12,847
Machinery Manufacturing	↻ 7.2% of inbound / ↻ 5.3% of outbound	8,149
Waste Mgmt & Remediation Ser	↻ 10.6% of inbound	5,169
Utilities	↻ 12.7% of inbound	9,195
Fabricated Metal Product Mfg	↻ 7.7% of inbound	22,069

TOP INLAND WATERWAYS COMMODITIES BY WEIGHT

(comprising 55% of total tonnage)

Primary Metal Products **7.6 million tons**

Coal, Lignite, and Coal Coke **4.4 million tons**

Chemicals (excluding fertilizers) **3.2 million tons**

TOP INLAND WATERWAYS COMMODITIES BY VALUE

(comprising 61% of total value)

Fuel Oils **\$1.8 billion**

Base Metals, such as copper, lead, aluminum, and zinc **\$894 million**

Basic Chemicals used in Consumer Products, including appliances, toys, & cosmetics **\$569 million**

In 2021, **27.8M** tons of freight valued at **\$5.3 BILLION** moved on Alabama's inland waterways, which is equivalent to over **695,000 TRUCKS**

Avoided trucks translates into reduced congestion, emissions, and crashes, and contributes to the state of good repair of highway infrastructure

42% of Alabama's **MARINE FREIGHT TONNAGE** moves on inland waterways

- Five rivers and the Gulf Intracoastal Waterway
- Includes the **ACF system**
- 27.8 million tons of freight
- \$5.3 billion in value
- \$1.7 billion in state and local tax revenue
- 695,000 trucks off the roadways
- 134,000 better paying jobs

ECONOMIC IMPACT OF OKLAHOMA'S INLAND WATERWAYS



IN 2021, OKLAHOMA'S PORTS, INLAND WATERWAYS, AND INLAND WATERWAYS-DEPENDENT INDUSTRIES SUPPORTED

Nearly **78,000 jobs**

\$4.4 billion in personal income

...Giving rise to **\$86 million**

\$6.6 billion in Gross State Product

in state & local tax revenue

\$15.5 billion in total output

Oklahoma has nearly

150 MILES

of navigable inland waterways, ranking it

30th in the nation

INLAND WATERWAYS SUPPORT OKLAHOMA'S KEY INDUSTRIES

Industry Sub-Category	Percent of Goods Shipped by Water (Tons)	Direct Oklahoma Jobs
Crop Production	↻ 26.7% of outbound	1,680*
Primary Metal Product Mfg	↻ 16.0% of inbound	3,250
Machinery Manufacturing	↻ 5.2% of inbound	21,830
Fabricated Metal Product Mfg	↻ 5.0% of inbound	19,950

*Total for Agriculture, Forestry, Fishing, and Hunting sector (NAICS 11)

OKLAHOMA'S INLAND WATERWAY ASSETS AT A GLANCE

Arkansas River

2 public ports

TOP INLAND WATERWAYS COMMODITIES BY WEIGHT

(comprising 72% of total tonnage)

Food & Food Products, such as oils & seeds **1.8 million tons**

Chemical Fertilizers **1.6 million tons**

Primary Metal Products **0.2 million tons**

TOP INLAND WATERWAYS COMMODITIES BY VALUE

(comprising 89% of total value)

Cereal Grains, including wheat, corn, barley, & oats **\$606 million**

Agricultural Products, such as oils & seeds **\$594 million**

Base Metals, such as copper, lead, aluminum, and zinc **\$253 million**

In 2021,

5M tons of freight

valued at

\$1.6 BILLION

moved on Oklahoma's inland waterways, which is equivalent to over **127,000 TRUCKS**

Avoided trucks translates into reduced congestion, emissions, and crashes, and contributes to the state of good repair of highway infrastructure

National Waterways Foundation CY 2021 Economic Analysis for Oklahoma

- Resembles the [ACE](#) capacity
- 5 million tons of freight
- Food and food products, agricultural commodities, fertilizers, grain crops, animal feed, and aggregates.
- \$1.6 billion in value
- \$ millions in state and local tax revenue
- 127,000 off the roadways
- Large number of better paying jobs

ECONOMIC IMPACT OF WISCONSIN'S INLAND WATERWAYS



National Waterways Foundation Economic Impact for Wisconsin

IN 2021, WISCONSIN'S PORTS, INLAND WATERWAYS, AND INLAND WATERWAYS-DEPENDENT INDUSTRIES SUPPORTED

Nearly **147,000 jobs**

\$10.0 billion in personal income

...Giving rise to **\$1.2 billion**

\$15.8 billion in Gross State Product

in state & local tax revenue

\$34.1 billion in total output

INLAND WATERWAYS SUPPORT WISCONSIN'S KEY INDUSTRIES

Industry Sub-Category	Percent of Goods Shipped by Water (Tons)	Direct Wisconsin Jobs
Construction	3.1% of inbound	69,962
Nonmetallic Mineral Product Mfg	4.3% of inbound	5,629

TOP INLAND WATERWAYS COMMODITIES BY WEIGHT (comprising 87% of total tonnage)

Food & Food Products, such as oils & seeds **1.3 million tons**

Chemical Fertilizers **0.2 million tons**

Primary Non-Metal Products **0.2 million tons**

TOP INLAND WATERWAYS COMMODITIES BY VALUE (comprising 62% of total value)

Nonmetallic Mineral Products **\$32.0 million**

Cereal Grains, including wheat, corn, barley, & oats **\$24.0 million**

Gravel **\$10.0 million**

Wisconsin has nearly **230 MILES** of navigable inland waterways, ranking it **29th** in the nation

WISCONSIN'S INLAND WATERWAY ASSETS AT A GLANCE

Mississippi and Wisconsin Rivers and Great Lakes System

12 public ports

In 2021, **1.9M** tons of freight valued at **\$107 MILLION** moved on Wisconsin's inland waterways, which is equivalent to over **48,000 TRUCKS**

Avoided trucks translates into reduced congestion, emissions, and crashes, and contributes to the state of good repair of highway infrastructure

7% of Wisconsin's **MARINE FREIGHT TONNAGE** moves on inland waterways

- Resembles the [Flint](#) capacity
- 1.9 million tons of freight
- Food and food products, agricultural commodities, fertilizers, grain crops, animal feed, and aggregates.
- \$107 million in value
- \$ millions in state and local tax revenue
- 48,000 trucks off the roadways
- Large number of better paying jobs

Easing Rail and Highway Congestion in Our Communities

Units to Carry
1,750 Short Tons of Dry Cargo



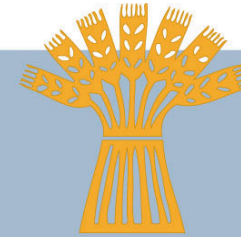
1 barge



16 rail cars



70 trucks

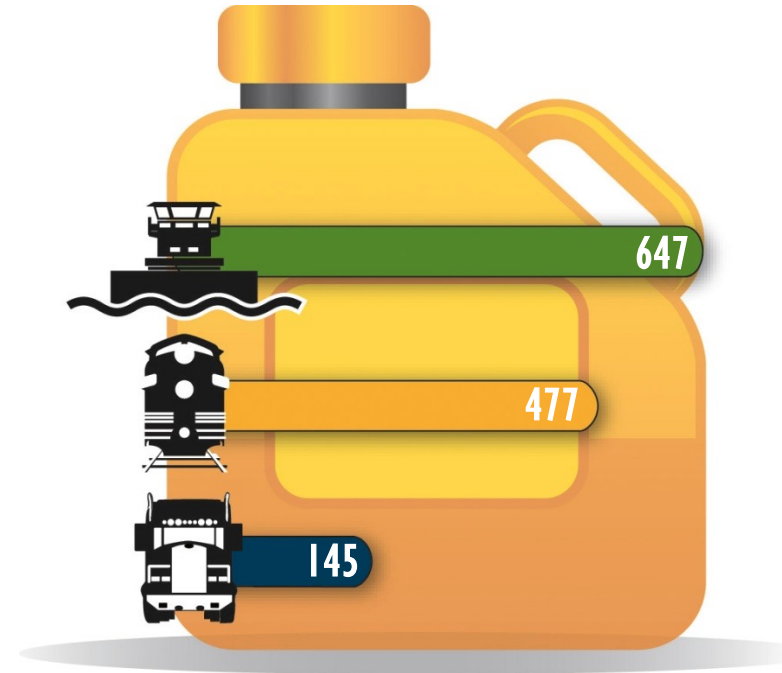


One loaded covered hopper barge carries 58,333 bushels of wheat, enough to make almost 2.5 million loaves of bread.

Moving Freight Efficiently Throughout America

Transporting freight by water is also the most energy-efficient choice.

Barges can move one ton of cargo 647 miles per gallon of fuel. A rail car would move the same ton of cargo 477 miles, and a truck only 145 miles.

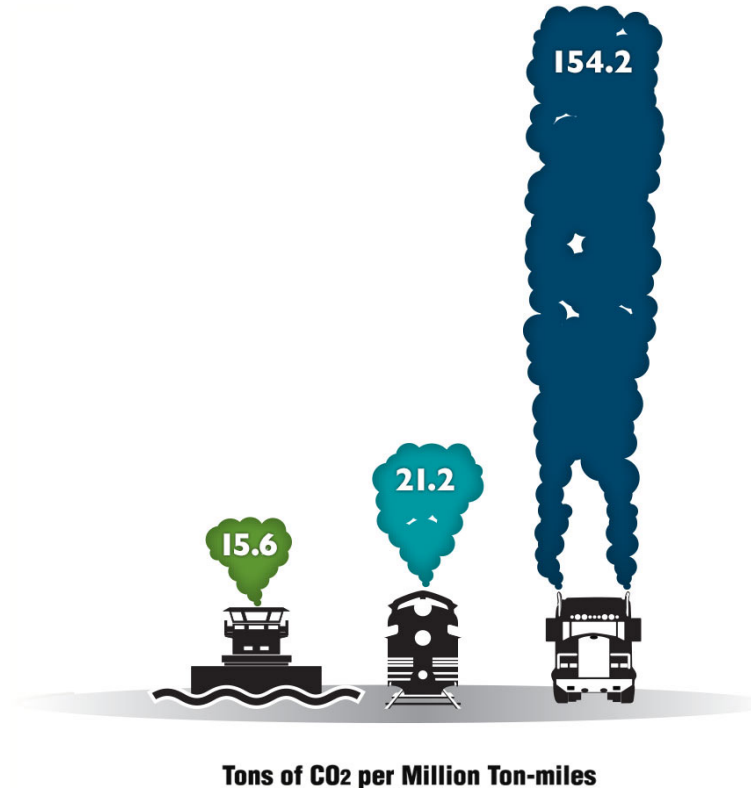


Ton-miles Traveled per Gallon of Fuel

The Greener Way to Move America's Cargoes

Barges have the smallest carbon footprint among other transportation modes.

To move an identical amount of cargo by rail generates 30% more carbon dioxide than by barge, and 10 times more emissions by trucks than by barge.



Example of an Environmental Restoration Opportunity

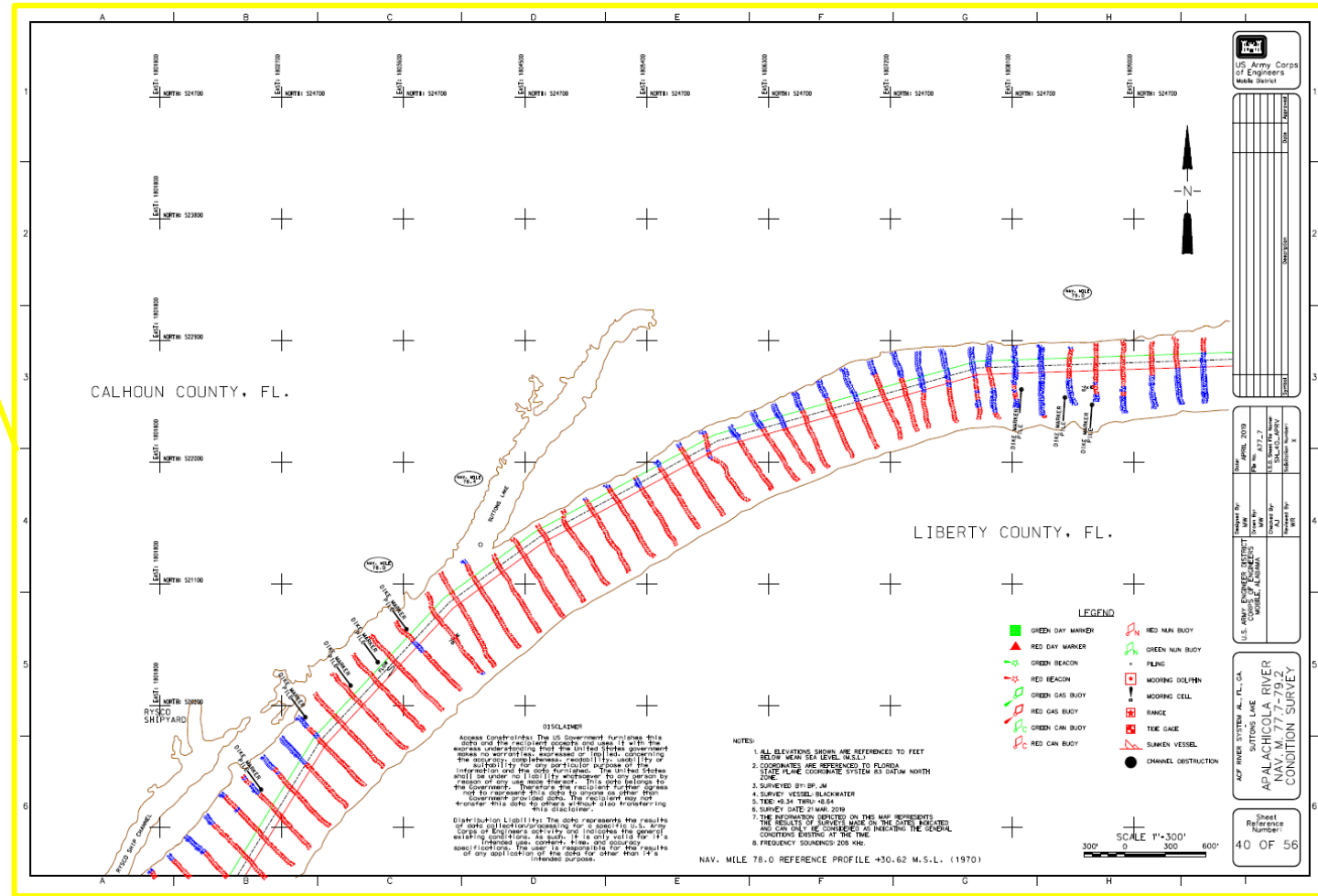
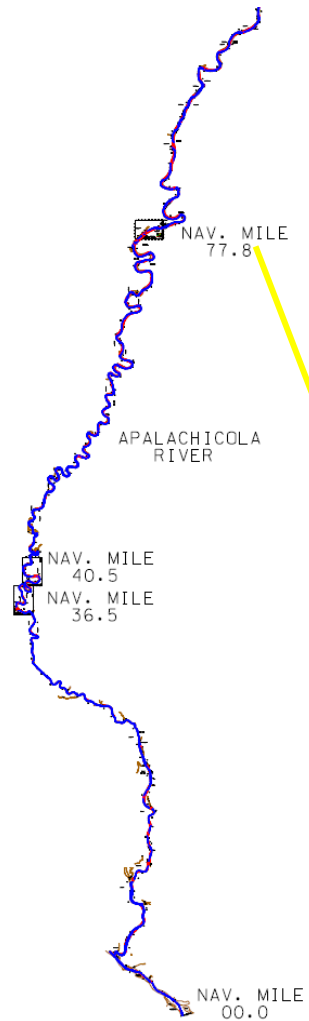


- ~ 1 million cubic yards of Sand (Dredge Materials)
- Site 39 (Liberty Co) is 14.8 acres and 300,000 cu yds
- Site 40 (Gulf Co) is 9.7 acres and 500,000 cu yds
- [Mineral Manufacturing Co](#) is willing to remove the materials and contribute funds for site restoration
- One of many possible locations (Upland and within bank disposal areas) for material removal and restoration of native trees and grasses

USACE 2019 Bathymetry Data for Historical Shoaling Locations

(~ 9 miles of the 106 miles of the Apalachicola River)

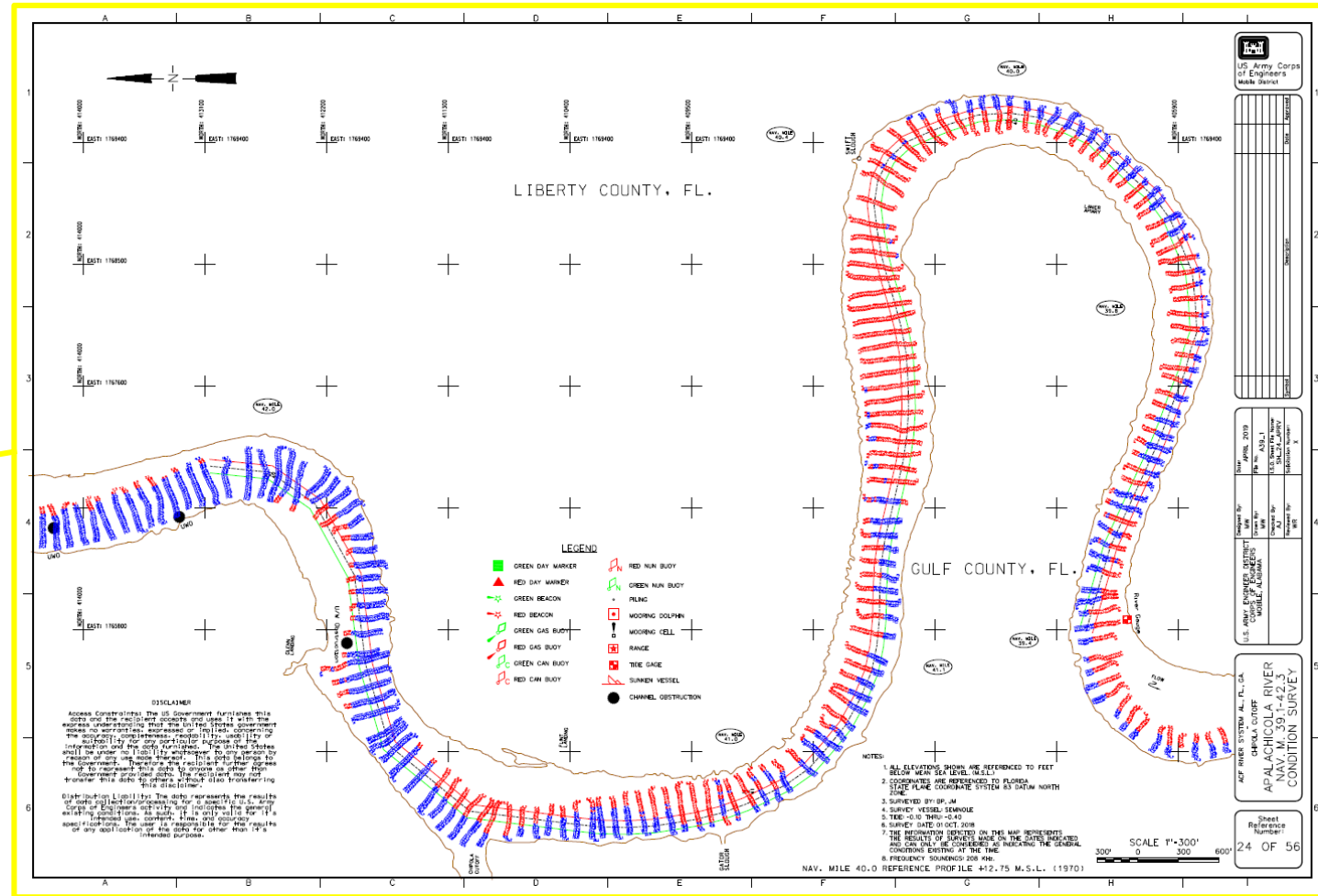
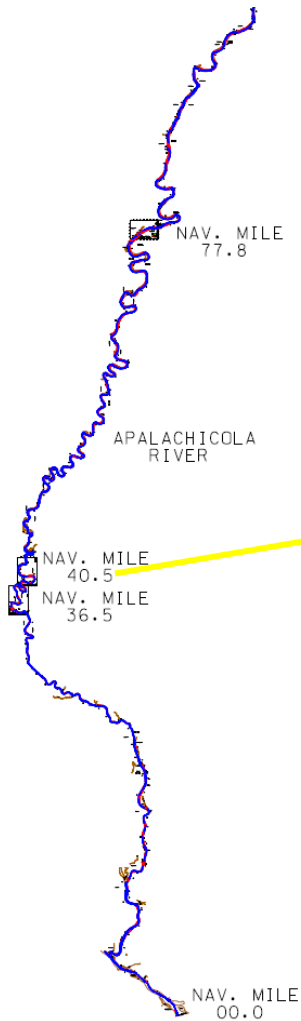
Shallow location on the lower Apalachicola (MM 77.7 to 79.2) Blountstown (MM 77.8) (Red indicates shallow water)



Note: Channel width is 900 to 1,200 feet



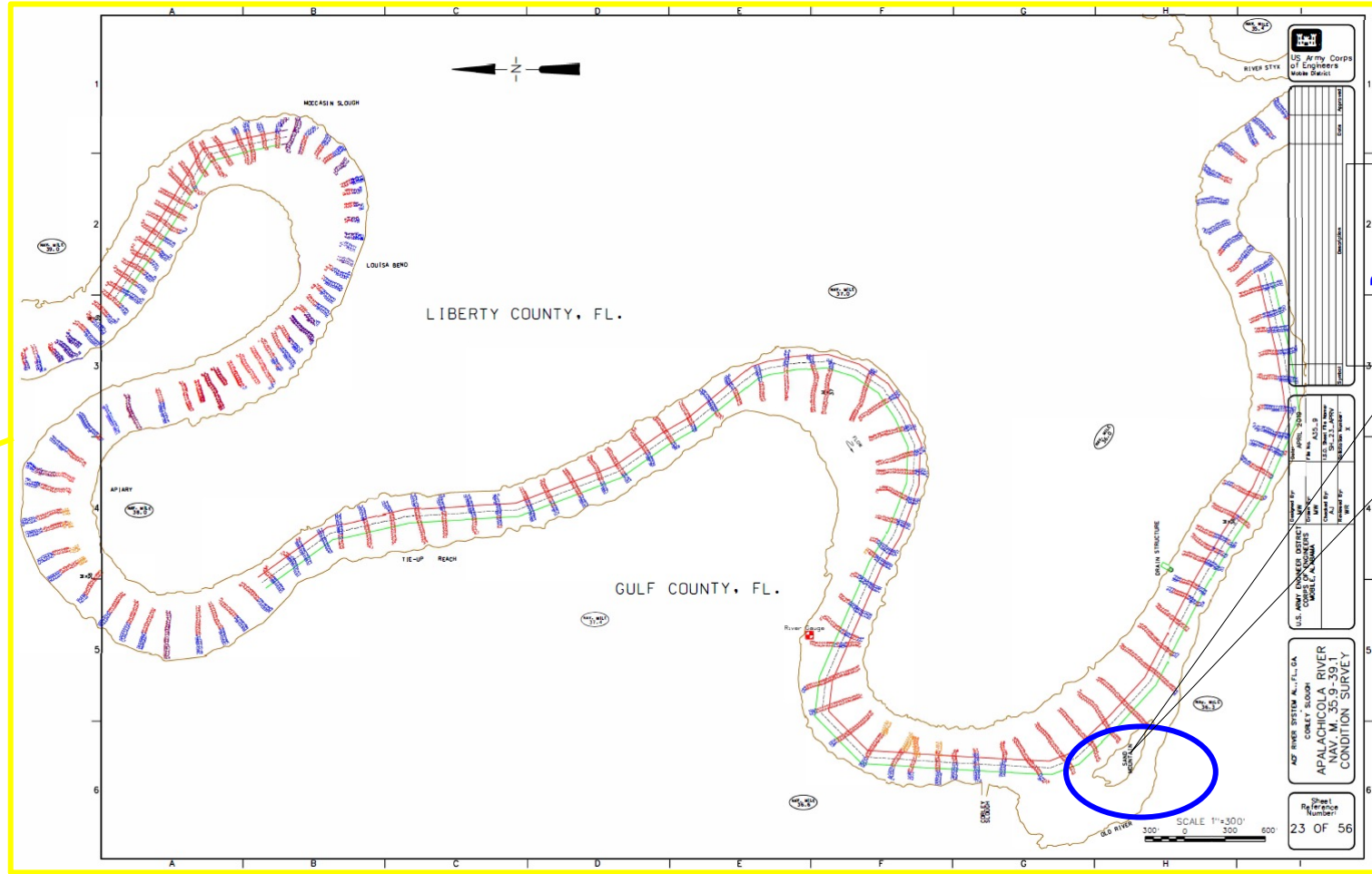
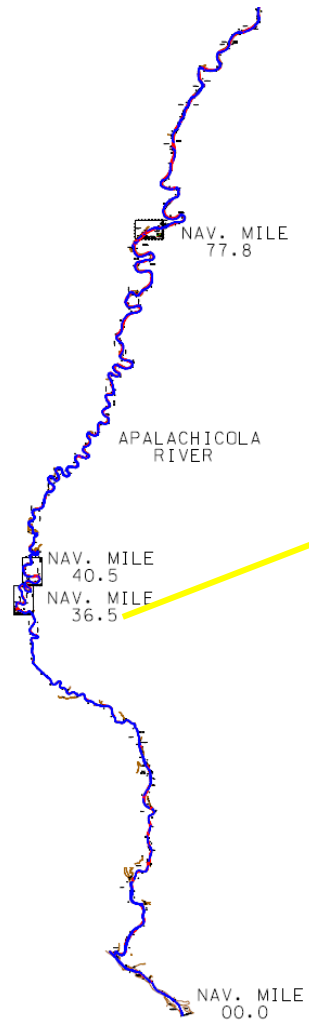
Shallow location on the lower Apalachicola (MM 39.1 to 42.3) Chipola Cutoff (MM 40.5) (Red indicates shallow water)



Note: Channel width is 900 to 1,200 feet



Shallow location on the lower Apalachicola (MM 35.9 to 39.1) Wewahitchka (Corley Slough) (MM 36.5) (Red indicates shallow water)



Corley Slough
"Sand Mountain"

Note: Channel width is 900 to 1,200 feet



ACF Conclusions and Recommendation

- Full potential to change living conditions for many of the 1.2 million residents of the tri-state region
- Proper management for navigation will enhance flows for ecology in the Apalachicola Bay System and flood plain
- Environmental interests must be a part of the conversation as to how channel restoration might be accomplished (techniques, disposal, frequency, etc.)
- Commercial Navigation greatly reduces GHG Emissions
- Dredging Blountstown (MM77), Chipola Cutoff (MM40), and Wewahitchka (MM36) locations to 20 feet, in a modified “V” form and at a five-year interval may be a viable, least destructive solution for historical shoaling and flow restrictions
- Modified “V” or “suboptimal” dredging leaves shallows on banks and gradually slopes to depth – affords shallow habitat along the banks, greatly reduces bank subsidence and channel infiltration, provides for improved ecological flows to the flood plain, and supports navigation simultaneously.
- Beneficial Use of dredge materials must be built into the Scope of Work – it’s the cost of doing business today!
- Upland and with-in bank disposal of dredge materials are not an option!
- Lock repairs will facilitate fish lockage for T&E and other species – supports critical fish/mussel relationships for a cleaner and healthier ecosystem
- The ACF is a crucial infrastructure asset to the nation and should be adequately maintained for ecological concerns, health and safety of downstream residences, industrial users, water supply, recreation, and commercial navigation

References:

1. Mixon, Phillip PhD., Associate Prof of Economics, 2020, January 7, Economic Impact of the Mid/Lower Apalachicola-Chattahoochee-Flint Waterway.
2. Clayton, Philip JD, LLM, 2020, Aug 20, ACF Customer Utilization Survey, unpublished, Eufaula Barbour Co. Chamber of Commerce.
3. Deravi, M. Keivan, PhD. Economic Research Services, Inc., August 2021, The Economic Impact of Restoration of Infrastructure on the Lower Apalachicola-Chattahoochee-Flint River Basin.

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