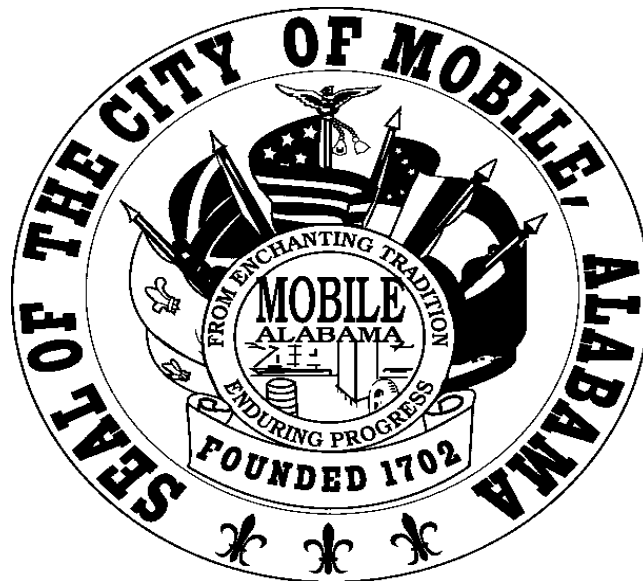


**Mayor Sam Jones'  
Transition Task Force**

**Final Report  
January 31, 2006**



**-TOO BUSY TO BE DIVIDED-**

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## Mayor Samuel L. Jones' Transition Report Executive Summary

### Managers' Introduction

Immediately after his historic victory in the 2005 election, Mayor Sam Jones appointed 24 task forces and subcommittees to engage in a major assessment and planning project for the City of Mobile. These task forces and subcommittees were staffed by 625 volunteer members, including 58 co-chairs and 33 faculty advisors appointed from local colleges and universities. The transition process was organized and facilitated by two managers, four associate managers and two resource persons. Each task force and subcommittee was asked to conduct a SWOT analysis--that is, to assess the strengths, weaknesses, threats and opportunities facing the City for their area of responsibility. They were also asked to develop specific recommendations and action steps to be used in the development of a formal strategic plan for the City, and they were asked to complete this assignment in 60 days. It is a remarkable accomplishment that these task forces and subcommittees, constituted entirely by volunteers, were able to meet this challenge. As the Land Use and Code Enforcement subcommittee observes in its report "... **while many differences were presented as individuals, our Committee worked as one Committee, too busy to be divided.**" A similar esprit de corps was present in all task forces and subcommittees. This document presents a total of 24 final reports submitted by the task forces and subcommittees and includes 128 recommendations.

Two kinds of task forces were created: governmental service and community investment. Governmental service task forces focused their efforts on the core responsibilities of City government including public safety and security, other public services, City finances, land use and code enforcement, public transportation and technology and infrastructure. Community investment task forces concentrated their efforts on the broader issues of facilitating economic development and improving quality of life in the City. Each task force and subcommittee, except one, met multiple times (usually four times) and reached consensus on the results of the SWOT analysis and on their recommendations. One community investment task force, Racial and Ethnic Diversity, was organized relatively late in the process and only met once. Even so, this group was able to develop a final report that includes a set of recommendations.

The task forces addressed a number of important issues facing the City of Mobile. Their recommendations are listed in the next section of this Executive Summary and are presented in full detail in the final report section. This narrative highlights a few of the recommendations to illustrate the variety of issues considered by these citizen groups.

The **Public Safety** task force recommends that the City increase the sworn manpower of the Mobile Police Department and improve the infrastructure of the Mobile Fire Rescue Department. The **Homeland Security** task force recommends the creation of a Mayor's Natural Disaster Task Force to improve the community's ability to respond quickly and decisively to the threat of hurricanes and tornados. This task force states: "Mobile must be ready and anxious for a project to insure that we are better prepared for the 2006 hurricane season and beyond." **Public Services** recommends that the City improve its policies and procedures for establishing priorities in its public works projects including adoption of Performance-Based Budgeting and Performance-Based Program Evaluations in making decisions on spending priorities.

The **City Finances** task force recommends that the City move to address its currently unfunded pension liability via several action steps including the placement of new hires under the Retirement Systems of Alabama. **Land Use and Code Enforcement** recommends a significant reorganization of the permitting and development process including the creation of one central department staffed with “all necessary personnel to review plans, issue permits and make inspections.” They also recommend specific educational and outreach efforts that will improve customer service from City employees and increase understanding of codes, ordinances and City processes among customers.

The **Technology and Infrastructure** task force recommends that the City perform a best practices study for the City’s technology function and evaluate the need for the appointment of a Chief Technology Officer. **Public Transportation and Access** recommends the expansion of the bus system and improvements in transportation infrastructure including sidewalks, crosswalks, bike paths and bus-stop shelters. Both this task force and the **Fostering Civic Pride** subcommittee advocate the development of a “Park and Ride” program in the City.

The **Port and Maritime Affairs** subcommittee voiced opposition to the proposed location of the I-10 Bridge. **Downtown Redevelopment/Riverfront Redevelopment** recommends the development of a Master Plan for the City’s downtown including the creation of a cultural and entertainment district, fostering of residential development and the recruitment of educational institutions and small businesses. **Airports and Air Travel** recommends various efforts to expand the number of carriers, flights and seat availability for air travel in/out of Mobile. **Education and Workforce Development** recommends the creation of a comprehensive plan focusing on the development of a competent workforce.

The **Housing and Historic/Neighborhood Preservation** subcommittee recommends several administrative changes to encourage housing redevelopment and historic preservation including improvements in inspections, refinements to the City’s codes and honoring of the Architectural Review Board’s enforcement decisions. The **Tourism** subcommittee recommends that the City develop a master plan for tourism and commit to the value of tourism as a major part of the economic engine of Mobile. The **Arts and Culture** subcommittees recommend increased public commitment to the arts and cultural organizations including investment in the upgrading of existing facilities and infrastructure and support for public art. **Recreation** calls for a comprehensive study of City-wide recreation facilities. Similarly, **Youth and Substance Abuse** recommends the development of a plan to expand service and facilities so that “all Mobile youth ... have access to recreation facilities and age-appropriate programs year round.” The latter task force also recommends the development of a plan to pilot drug-testing programs in local public schools and to initiate a City-wide mentoring program. **Fostering Civic Pride** contends that “a clean City is critical” and advocates a City-wide effort to enforce laws regarding litter, vacant buildings and abandoned properties. The **Annexation** task force recommends strategies to be employed in the development of a campaign to annex currently unincorporated areas that surround the City. Such a campaign should carefully compute, document and communicate the true “net cost” of annexation to residents or property owners, and the Mayor and City Council should commit to a “Contract with Annexed Citizens” assuring the provision of specific benefits that will result from annexation.

The **Health Care** task force and its several subcommittees recommend the development of a City-wide or regional plan for the provision of health care of all types to under-insured and uninsured citizens. Like the **Recreation** subcommittee and the **Youth and Substance Abuse** task force, **Health Care** also recommends the enhancement and improvement of City recreation facilities and programs. The **Racial and Ethnic Diversity** task force recommended a number of steps to improve the City's responsiveness to a wide variety of ethnic, national and racial groups who call Mobile home. Among their recommended action steps was a call to provide education and training to enhance the cultural competence and diversity of City employees, particularly, the Mobile Police Department.

A variety of cross-cutting themes also emerges from the task force and subcommittee recommendations. Perhaps the most aspiring is that Mobile has the potential to become a "World-class City." This aspiration is given prominent consideration in the **Small and Emerging Business** and the **Airport and Air Travel** subcommittee reports. It is also indirectly evidenced in several other reports. The Vision Statement presented in the **Downtown Redevelopment** subcommittee report falls in the latter category: *"We believe the most important first-term objective of this administration should be to make the City of Mobile the leading business and cultural community in the State of Alabama in order to be nationally recognized as the regional center for economic growth and quality lifestyle along the northern Gulf Coast."*

The most frequently discussed theme in the task force reports was the need for public/private collaboration to help Mobile achieve its potential and provide the best possible services to residents. Enhancing inter-sector cooperation was mentioned in most reports. This includes the need for better collaboration with the business community, private not-for-profit organizations and institutions of higher learning. Increased collaboration is desired to help promote economic activity, enhance services provided in the community and develop a world-class work force. Also, as stated in the **Homeland Security** subcommittee report, private sector participation in EMA operations must increase because private industry owns 95% of critical infrastructure that must be protected.

Making better use of technology is another issue that was discussed frequently by the task forces and subcommittees. The basic concern here is that the City of Mobile should make better use of technology to promote the City regionally and nationally and to provide better public services. Moreover, the latest technology should be considered to help place the City at the forefront for using technology innovations to improve the performance of government. In this regard, the **Technology Infrastructure** task force suggests that Internet accessibility be given a priority as a mechanism for attracting more individuals and businesses to the City. This might involve using wireless fidelity (WiFi) or other information technology to make Mobile a "Wired" or "Intelligent Technology Community." A Sustainable Technology Capital Plan was also suggested for the City.

The desire for Mobile to take advantage of the "best practices" in governance and community development was another recurring theme. Several subcommittees suggested that Mobile might benefit from a comparison of its performance (benchmarking) to other high-performing cities. Also frequently discussed is the need for better communication between the City and its residents. This includes the need to better educate residents about the assets in the community and other features that make

Mobile an outstanding place to live, work and play. The need for improved communication between the police and the community was recognized by both the **Public Safety** and the **Racial and Ethnic Diversity** subcommittees.

The American Disabilities Act, public transportation enhancement and better coordination of resources were also frequently discussed by task forces and subcommittees. Of particular note was the expressed desire for a mechanism to continue a high level of citizen participation for resolving issues and promoting growth and development in the City.

The task forces and subcommittee reports highlight several emerging issues that are likely to become major concerns. These include a need to embrace Smart Growth strategies, to more seriously consider disaster preparedness and to develop a community-wide initiative to care for a growing uninsured and under-insured population. Cultural competence and cultural diversity are also emerging issues discussed in the reports.

A series of unique and exciting recommendations also emanate from the reports. Suggestions for a Park and Ride program and a Keep Mobile Healthy program are included in this category. The Park and Ride program is suggested to enhance the ridership of public transportation and to help address traffic congestion. The Keep Mobile Healthy program, from the **Prevention/Health Promotion** subcommittee, proposes that the Mayor and City employees commit to healthy lifestyle changes and partner with other agencies to promote physical activity. The committee would also like for the City to support the development of communities (subdivisions) that encourage healthy lifestyles.

Additional educational institutions for the downtown area were proposed by the **Downtown Redevelopment/ Riverfront Development** subcommittee. The **Port and Maritime Affairs** subcommittee recommends the establishment of a Maritime junior college or community college to compliment the proposed National Maritime Museum of the Gulf of Mexico.

Two other novel recommendations include the proposal for a “think tank” approach to problem solving in the City and a City-wide mentoring program. The **Education and Workforce** subcommittee recommends the “think tank” approach for the City to better utilize the intellectual resources in the community. This would involve a process of continued brainstorming, promoting new ideas and providing a voice for all residents. The **Youth and Substance Abuse** committee proposes that the Mayor provide leadership for bringing together all post-secondary institutions in the area to develop a City-wide mentoring program and other appropriate initiatives for youth.

As they developed their recommendations and action steps, we asked each task force and subcommittee to consider the costs that would be incurred if their plans were accepted and implemented. We asked them to do this not because we thought they could provide precise and accurate estimates, but so they would be sensitive to the fact that resources are limited and to encourage realistic expectations. Acknowledging that these estimates are rough, and probably conservative, they provide some indication of the resources that would be required to implement the recommendations. About half of the task forces included cost estimates in their reports. These groups estimated that the capital and one time investment needed to implement their recommendations would total approximately \$100 million. Their estimate for the recurring costs is approximately \$21

million per year. It should also be noted that the costs of implementation vary widely with some recommendations requiring an investment of millions of dollars and others requiring virtually no contribution from taxpayers.

The Mayor's Transition process has been an amazing and valuable exercise in the process of democratic governance. Over 600 volunteers came together in a series of meetings to help plan the future of our City. They discussed, argued and achieved consensus in developing a set of thoughtful recommendations. The next step in this process is for the elected leaders of the City to consider these recommendations and evaluate their merits carefully. We anticipate that the ultimate product will be a strategic plan for the City. We expect that the final plan will include some of the recommendations that were developed by these citizen groups. Some of these recommendations will be rejected as unwise or impractical while others will be adopted after significant modification. Regardless of the specific outcome, we feel that the process has been valuable for the City of Mobile, and we are very proud to have been a part of the effort.

Harvey L. White and G. David Johnson

## **Task Force and Subcommittee Recommendations**

### **Task Force/Subcommittee: Committee on Public Safety**

**Chairs: David W. Burns, Rodney Watson**

#### **Mobile Police Department**

1. Increase sworn manpower in the Mobile Police Department.
2. Prioritize funding for the Police Department.
3. Improve communications between the Police Department and community.
4. Improve infrastructure.
5. Reduce the attrition rate of officers within the Department.

#### **Mobile Fire-Rescue Department**

1. Increase line and staff positions within the MFRD to meet the growing demands of the department's internal and external customers in accordance with the peer review study developed by the Committee on Fire Accreditation International (CFAI).
2. Streamline and modernize the Mobile County Personnel Board (MCPB) hiring and promotional processes for public safety organizations with the desired results being: increased pool of recruit candidates, removal of impedances to promotional opportunities and increased retention of experienced employees.
3. Improve infrastructure.
4. Improve system performance.
5. Improve budgetary and political issues.

### **Public Safety Crimes against Children Subcommittee**

**Chair: Pat Guyton**

1. Mobile needs new City ordinances that: (a) require any business that has a license for gym, kung-fu, karate, etc. to conduct background checks on all owners and employees; (b) require all volunteer associations, sports associations or private groups in which employees or volunteers are around children to do mandatory background checks.
2. The Youth Services Division of the Mobile Police Department needs additional personnel/resources in order to: better respond to allegations of crimes against children, be pro-active in catching child molesters and conduct investigations of the use of the Internet to commit crimes against children.
3. The City of Mobile needs the resources to prosecute less serious crimes against children in Municipal Court under existing domestic violence laws and other misdemeanor laws.
4. There is a need for community coordination of resources to come up with a plan of action for services for children.
5. There is a need in Mobile for emergency services/shelter services for children in abuse/neglect cases who must be removed from their homes, especially in after-hours cases.



## **Public Safety Municipal Courts Subcommittee**

**Chair: Desmond Toler**

1. It is recommended that the Mayor and City Council receive and consider input from all Municipal Court supervisors concerning financial needs before the annual budgeting process begins.
2. The Mobile County Personnel Board is in dire need of being organized in a way that all City and County personnel are properly classified within the context of the department wherein they are employed and receive compensation that is adequate for their needs and is competitive with other opportunities.
3. Frequently the courts do not start their dockets in a timely manner.
4. Increase the efficiencies and effectiveness of the criminal justice system.
5. The courts and magistrates need to be moved to more convenient and accessible locations to citizens.

## **Task Force/Subcommittee: Homeland Security**

**Chairs: Debra Mack, Dick Cashdollar**

1. Given the well-understood threat of the 2005 hurricane season and the understanding that future seasons may be just as dangerous, Mobile may be ready and anxious for a project to insure that we are better prepared for the 2006 hurricane season and beyond.
2. Greater investment in critical public safety/disaster management/homeland security resources and agencies is necessary.
3. Private industry/FORUM participation/involvement in EMA operations, planning and exercising must increase. (Infrastructure protection an overarching national goal and private industry owns 95% of critical infrastructure.)
4. Local building codes **MUST** be modified/strengthened to insure that future public and private sector infrastructure is better able to withstand natural disasters. If we don't do this now, eventually the insurance companies may require some forms of existing structure upgrades and more weather-resistant new structures as conditions for new or continued insurance coverage. Proactive action on this issue may eliminate the risk of a future insurance crisis.
5. Greater investment in community preparedness programs is necessary. Given the widely recognized threats and "near misses" experienced during the 2005 hurricane season, plus near-daily coverage of the dangers and potential of a worldwide flu pandemic, the community and its leaders may now clearly recognize the need for further training and public education programs so that Mobile is better prepared for future threats.

**Task Force/Subcommittee: Public Services**  
**Chairs: John Adams, John Murphy**

**Priorities**

1. Priority for budgeting Public Works projects.
2. Drainage and street maintenance.
3. Trash/litter ordinance compliance and enforcement.
4. Building and other infrastructure maintenance.
5. Vehicle and equipment maintenance and replacement.
6. Personnel salaries, benefits and Personnel Board involvement.

**Task Force/Subcommittee: City Finances**  
**Chairs: Preston Bolt, Michelle Herman**

1. Review and improve spending policies.
2. Address unfunded pension liability.
3. Improve revenue diversification/tax reform.
4. Grow new and existing businesses.
5. Improve spending for capital.

**Task Force/Subcommittee: Small and Emerging Business Development**  
**Chairs: Larry Jackson, Jim Barnes**

1. Small businesses need improved access to capital.
2. Develop a world-class work force.
3. Create a business-friendly City in the region as measured by overall coordination of resources to support large to small business development.
4. Preference given to locally-owned SB/DBE bidding of City contracts.
5. Redesign City website for the benefit of businesses.

**Task Force/Subcommittee: Land Use and Code Enforcement**  
**Chairs: Buddy Price, Greg Saad**

1. We recommend changes in the organizational structure of the City departments involved in the permitting and development process. We also recommend that an analysis be conducted of the procedures used by the Boards and Commissions dealing with development-related applications.
2. We recommended that the City make specific educational and outreach efforts to increase the understanding of the codes and ordinances and the processes involved by City employees and their clients including developers, engineers, architects, realtors, home builders and the general public.
3. We recommend that numerous City codes and ordinances be overhauled, updated and possibly rewritten.
4. We recommend that written standards be established for enforcement procedures and permitting processes for all departments/areas involved.
5. We recommend that the City create priority development incentive zones (PDIZ) throughout the City, such as economically depressed areas.

**Task Force/Subcommittee: Technology and Infrastructure**

**Chairs: Chris Lee, Charmane May and Cicone Prince**

1. Perform a best practices study of the procedures and processes for the City of Mobile technology function.
2. Develop a sustainable technology capital plan.
3. Increase the security, efficiency and effectiveness of City operations through technology.
4. Seek alternative funding opportunities.
5. Expand partnerships with businesses and Mobile-area colleges and universities.

**Task Force/Subcommittee: Public Transportation & Access**

**Chairs: Michael Davis, Ron Martin, Bill Roberts**

1. Improve the infrastructure for City transportation.
2. Expand the bus system.
3. Assess City plans for ADA compliance.
4. Educate the public and government to public transportation and disability awareness.

**Task Force/Subcommittee: Port and Maritime Affairs**

**Chairs: Clarence Ball, E. B. Peebles, III**

**Michael C. Dow, Norman Hill (Jobs and Economic Development Co-Chairs)**

1. Oppose proposed location of I-10 Bridge.
2. Encourage further tourism and residential development on or near the waterfront.
3. Support establishment of a Maritime junior college or community college.
4. Create consulting group or a Maritime Advisory Council composed of various public and private waterfront interests to consider non-Port Authority maritime issues.

**Task Force/Subcommittee: Airports and Air Travel**

**Chairs: Cooper Thurber, Kenny Coleman, Robert Bender**

**Michael C. Dow, Norman Hill (Jobs and Economic Development Co-Chairs)**

**Mobile Regional Airport**

1. Engage a third party, independent, world-class airport consultant to review strategic position of airport/air service.
2. Continue to facilitate community-wide effort to capture additional carriers, number of flights and seat availability in/out of Mobile.

**Brookley**

1. Acquire University of South Alabama property for future development and expansion.
2. Continue to develop air cargo carriers and capacity.
3. Position Brookley as a world-class Certificate Training Center for business and industry.
4. Improve appearance of exterior facilities/grounds around Brookley.
5. Educate community on Brookley.
6. Evaluate and position Brookley as a Gulf Coast Disaster Recovery Center.

**Task Force/Subcommittee: Education and Workforce Development**

**Chairs: Charlie Story, Sydney Raine, Carolyn Akers, Michelle DuBose Adams  
Michael C. Dow, Norman Hill (Jobs and Economic Development Co-Chairs)**

1. Establish a comprehensive plan to tie all levels of education together to provide a competent workforce. Continue to promote John Shaw High School as a career tech center.
2. Develop a “think tank”/coalition approach with all of Mobile uniting so that brainstorming will continue, promoting new ideas and providing all, not just a selected few, a voice.
3. Create a communication plan which insures that all citizens and students of the community are aware of available educational and training opportunities.

**Task Force/Subcommittee: Downtown Redevelopment/Riverfront Development**

**Chairs: Jack Miller, Dee Gambill, Lee Moncrief  
Michael C. Dow, Norman Hill (Jobs and Economic Development Co-Chairs)**

1. Essential to Downtown Redevelopment is a commitment from the City government. The Downtown Redevelopment Committee believes that the top priority of the Mayor’s office and City Council should be continued redevelopment of the downtown area.
2. Create a downtown cultural and entertainment district.
3. Work to promote residential development in the downtown area.
4. Recruit educational institutions and small businesses for the downtown area.
5. Expand waterfront access and commercial development along the waterfront.
6. Address the problems of limited parking, increased traffic and safety.

**Task Force/Subcommittee: Housing and Historic/Neighborhood Preservation**

**Chairs: Raymond Bell, Palmer Hamilton, Robert Edington  
Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

1. We urge administrative changes within City government to encourage both housing redevelopment in the inner city and historic preservation.
2. We recommend that the City undertake a study of the laws that apply to rental and abandoned property. To the extent permitted by state law, landlords should be held accountable for maintaining their rental property for the sake of their tenants and the property owners in the neighborhood.
3. We recommend that the City consider providing financial resources to the City’s revolving funds. To date, no City funds have been requested or provided to the City’s revolving funds, yet these funds have accomplished much. With minimal City funding, the leverage that these funds can receive would provide a large return to the City.
4. We recommend that the City undertake several capital improvements that would stimulate revitalization in historic districts in Mobile.
5. We recommend that the City study where neighborhood designations, for both historic districts and heritage neighborhoods, might be created in order to stimulate further rehabilitation of the City’s existing housing stock. This will help with community building.

6. We recommend that the City study ways to encourage property improvements including facade easements grants.
7. We recommend that the City staff study the Consolidated Plan to develop an implementation plan to focus on affordable housing.

**Task Force/Subcommittee: Tourism**

**Chairs: Karen Atchison, Douglas Spence, Dr. Bill Barrick**

**Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

1. Commit to the value of Tourism as a part of the economic engine of Mobile.
2. Create a master plan for Tourism.
3. Create a Tourism/Transportation plan.
4. Enhance communication and information vehicles to visitors.

**Task Force/Subcommittee: Arts Group (Arts, Culture and Recreation)**

**Chairs: Carlos F. Parkman**

**Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

1. Strengthen communications and relationships between City government and cultural and arts organizations.
2. We would like the City to make fair and equitable distribution of the City's art-related financial resources.
3. City government to actively promote the arts and cultural opportunities available in Mobile.
4. Feasibility study and/or strategic plan needs to be done on the Civic Center.
5. City government and other agencies should attempt to beautify the City through expansion of public displays of art.

**Task Force/Subcommittee: Culture Group (Arts, Culture and Recreation)**

**Chair: Edna Rivers**

**Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

1. Establish a communication and marketing entity for all cultural and arts organizations directed to the local market.
2. Provide for shared fundraising opportunities for small cultural groups.
3. The City should upgrade existing facilities and ensure that the infrastructure is capable of supporting cultural events.
4. Encourage communication, interaction and cooperation of cultural entities in developing an event calendar, etc.
5. Elevate the public's awareness of the importance of the cultural and quality of life aspects of our community.

**Task Force/Subcommittee: Recreation Group (Arts, Culture and Recreation)**

**Chair: Vince Emmons**

**Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

1. Contract with outside consulting firm to do a complete comprehensive study of City-wide recreation facilities.
2. Direct attention to our senior citizens and our citizens with disabilities.
3. We must address the fact that we do not have a City marina or fishing pier.
4. Address lighting, parking and safety for walking, jogging and bicycling at all City recreation areas.
5. Increase City-wide awareness of tennis, golf and the fast-moving sport of disc.

**Task Force/Subcommittee: Fostering Civic Pride**

**Chairs: Leevones Dubose, Kyle Greer and Leigh Perry-Herndon**

**Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

1. Needs to build awareness of facilities and things to do.
2. A clean City is critical.
3. City tax issue needs to be addressed.
4. Public transportation options.
5. Smart Growth plan needs to be implemented.

**Task Force/Subcommittee: Annexation**

**Chairs: Donald J. Stewart, Jim Bozonelos**

1. The approach to the residents and property owners in west Mobile and south Mobile should be made primarily through organized resident support groups from those areas which can speak directly as neighbors to the benefits and protections obtainable through annexation. Elements under consideration for inclusion in the annexation campaign should be reviewed in depth by focus groups drawn from the unincorporated areas before they are added to the campaign.
2. The annexation campaign should emphasize that the purpose of the annexation campaign is to preserve and enhance the current quality of life enjoyed in the affected areas. Both the benefits obtained from being a part of a larger municipal community and the creation of a true West Mobile or South Mobile localized community should be emphasized. Opportunities to develop true community centers around parks, public facilities and central green spaces that do not currently exist in the outlying areas and to thereby create a true sense of a local community in those areas are important benefits of annexation.
3. The manner in which the annexed population would be more effectively represented by an elected City Council member and the Mayor must be stressed, and a clear explanation of how the annexed areas would be given Council representation must be furnished.
4. The true "net cost" of annexation to a resident or property owner should be carefully computed, documented and communicated. Both tax and fee increases and offsetting cost reductions through the substitution of municipal services for private services should be plainly set out. To the extent that a moratorium or phase-in of municipal taxes or fees is legally and economically feasible, such should be considered for implementation.

5. A comprehensive statement of all municipal benefits and services that would be provided or be expanded as a result of annexation (including any costs and fees that might be associated with them) should be prepared and communicated. To the extent that needed infrastructure projects for such things as police and fire stations, parks and community centers are identified, a firm timeline for construction of such, contingent on annexation, should be published. The Mayor and City Council should in effect commit to a "Contract with Annexed Citizens" to assure that the described benefits will be provided.
6. A clear presentation should be made to residents and property owners in the areas outside the City as to the fact that the conditions and services they currently enjoy outside the City are not guaranteed in the future. In the absence of zoning and land use controls, the risk of future development that is incompatible with existing residential and commercial uses is very real in the unincorporated areas. The provision of municipal police, fire and EMS protection outside the City may at some point be curtailed or ended if the City reaches the conclusion that its primary responsibility to City residents and the cost of providing such services outside the City require such.
7. The annexation campaign should be as geographically broad and inclusive as is practicable. To the extent possible, everyone interested in joining the City should be afforded the opportunity. The City's goal should be to bring in as many people and as much land as possible to return Mobile to its former status as one of the largest and most vigorous cities in the State. If by annexation Mobile could both surpass Birmingham as the state's largest City and enable west Mobile and south Mobile to establish themselves as cohesive communities within the City with their own character and ambience, the highest and best goal of annexation will have been accomplished.

**Task Force/Subcommittee: Health Care**

**Chairs: Charles White, Dr. Margaret O'Brien**

**See Final Reports for the Recommendations of the Health Care Subcommittees.**

1. Improve communication at all levels regarding health care resources to patients/consumers, providers and state and federal legislators.
2. Develop City-wide (or regional) plan for provision of primary/specialty/dental/mental health care to under-insured and uninsured citizens, bringing together educators, health care providers, health care insurers/financiers, government and other interests.
3. Enhance and improve public transportation and City recreation sites.

**Task Force/Subcommittee: Youth and Substance Abuse**  
**Chairs: Pat Taylor, Virginia Guy, Doris Lucy, Gabe Davis**

1. All Mobile youth will have access to recreation facilities and age-appropriate recreational programs year round.
2. Mayor Jones will appoint a standing committee to promote and communicate activities, programs and initiatives that prevent and intervene in illicit drug use and underage-drinking youth.
3. The Mayor will work with "Standing Youth and Substance Abuse Committee" to develop and present to public and non-public schools a plan for initiating drug testing as pilot programs. (Programs presented will vary depending on needs of public and non-public schools.)
4. The Mayor will designate one key leader to bring together all post-secondary institutions to develop a City-wide mentoring program and other appropriate initiatives.

**Task Force/Subcommittee: Racial and Ethnic Diversity**  
**Chair: Lynda Carroll**

1. Provide more job opportunities for the multilingual community.
2. Make Mobile a multilingual community.
3. Improve diversity inclusiveness in the Arts.
4. Provide education and training in cultural diversity to the Mobile Police Force.
5. Establish an Ad Hoc Diversity Committee to discuss and make recommendations to the Mayor regarding issues in the Mobile multilingual community.



## **Acknowledgements**

This project was completed almost entirely via the good work of volunteers. This includes over 600 citizens who participated in the meetings of the task forces and subcommittees. We are grateful for their commitment of time, energy, creativity and goodwill. We are also grateful for the work of the 58 community leaders who served as co-chairs. These persons organized and led each meeting of the citizen groups. We also appreciate the 33 faculty members from the University of South Alabama, Spring Hill College, the University of Mobile and Bishop State Community College for their support to the various committees. We are also grateful for the support of Sandi Forbus, Chief Executive Officer for Mobile United, and for the help provided by Termika Smith, our graduate student assistant at the University of South Alabama.

Four persons played a particularly crucial role in managing the Transition process: Bob Schaefer (University of Mobile), Nader Entessar (Spring Hill College), Caesar Smith (Bishop State Community College) and Lynda Carroll (Lynda P. Carroll and Associates), each of whom served faithfully as Associate Managers. Each of these hard-working and talented persons provided organizational support to five or more task forces and subcommittees. Lynda and Bob also were drafted to chair task forces. The work of the Associate Managers was critically important to the success of the process. We also want to acknowledge and express our appreciation for the good work of Pam Englund who works as an Executive Secretary in the Mayor's Office. She created and maintained the dataset of contact information for all of the volunteers and was responsible for keeping them informed of meeting times and locations. She also provided invaluable word processing for all of our documents. She is a wonderful public servant.

G. David Johnson and Harvey L. White

**Summary Report of Task Force Committees  
Submitted by Caesar A. Smith, Sr., Associate Manager**

**Public Services:** This committee was very concerned about the City's appearance and lack of services for its citizens. Many members of this committee were City employees in many of the departments concerned with public services. Their recommendations are to the point. There were many concerns of this committee, and it was a struggle to reach the recommendations listed.

**Homeland Security:** The top concern of this committee was that since Mobile faces years of increased threats from natural disasters (hurricanes and tornados), we should learn from the harsh lessons of Katrina to better prepare our City for hurricane season 2006 and beyond. Key elements of this increased focus on community readiness/preparedness are: existing plan updates, greater emphasis on public education and greater long-term City planning and investment aimed at increasing levels of protection of critical public infrastructure.

**Public Safety:** Many law enforcement persons were part of this committee. This committee was able to put forth the reality of public safety for the City of Mobile. The recommendations made by this committee represent concerns of police officers and fire-rescue personnel as well as their superiors. Their report includes the recommendations of the sub-committees on Municipal Courts and Crimes Against Children.

**Land Use and Code Enforcement:** The recommendations and conclusions of this committee were very inclusive of those outside of the building industry and focused on the following: Analysis, Reorganization and Coordination; Education and Outreach; Ordinance Review and Overhaul; Standardization of Performance in Enforcement and Procedures; and Incentives for Development. While there was discussion about the "red tape" involved within the City, there were also many solid compliments of the City staff in these departments. The Committee felt its objective was to identify the good and the not so good and how to collectively recommend a better and more productive methodology. The Committee recommendations are a true collaboration of City staff and an assortment of private citizens.

**Annexation:** It was the consensus of this committee that annexation is essential to preserving and enhancing the quality of life of the Mobile community, which includes citizens residing both inside and outside of the City limits. The committee identified seven specific core concepts that should be the basis of any future annexation effort.

## **Summary Report of Task Force Committees Submitted by Nader Entessar, Associate Manager**

**Introduction:** The recommendations and action plans of each task force are described in the final reports provided by the chairs of each group. What follows is a summary of these recommendations and, if needed, a brief explanatory note.

**City Finances:** The major recommendations of the task force on City Finances are:

1. Review/improve the City's spending policies.
2. Address unfunded pension liability.
3. Improve revenue diversification/tax reform.
4. Grow existing businesses and encourage new business development in Mobile.
5. Improve spending for capital.

**Health Care:** Health care is perhaps the most important area of concern to Mobile and the challenges facing the City and health care providers are immense. Therefore, ongoing task forces, or committees, need to be set up to deal with the daunting task ahead. The ad hoc Health Care task force consists of approximately 60 volunteers. Given the large size of this group, the co-chairs decided to divide this task force into the following five subcommittees:

- Access to Health Care (chaired by Dr. Errol Crook)
- Pharmacy (chaired by Donald Ponquinette)
- Prevention/Health Promotion (chaired by Dr. Allen Perkins)
- Geriatrics (chaired by Julie McGee)
- Mental Health (chaired by Tuerk Schlesinger)

There was some overlap between the five subcommittees in terms of issues examined. The recommendations of subcommittees were combined into three major recommendations by the co-chairs of the Health Care task force. The recommendations are thorough and detailed in nature.

1. Improve communication at all levels regarding health care resources.
2. Develop a City-wide or regional plan for provision of various types of health care to under-insured and uninsured citizens.
3. Enhance and improve public transportation and City recreation sites.

**Small and Emerging Business Development:** It should be noted that the University of South Alabama has an active Small Business Development Center which offers several reliable services. This resource center should be more integrated with the City of Mobile's endeavors to help small businesses in the area. Also, the City of Mobile can develop its own fully-funded Business Development Center to help small and emerging businesses. The recommendations of this committee are:

1. Improve access to capital.
2. Develop a world-class workforce.
3. Make Mobile into a business-friendly City in the region by providing support to both large and small business development.
4. Improve communication/marketing.

## **Technology and Infrastructure:**

Abbreviations:

ICMA—International City/County Management Association

GMIS—Government Management Information Sciences

MIS—Municipal Information Systems

PDA—Personal Digital Assistant (an advanced version of an electronic organizer)

The City needs to develop an internal communication plan to improve how MIS and other City departments communicate with each other. For example, the City can establish an MIS user group with mandatory reporting by the attending members to their departments and supervisors. Also, the City needs to have a sustainable technology capital plan by looking at alternative or emerging technologies. For example, PDAs can be used for wireless applications that are cheaper than laptops being used in City automobiles. Furthermore, it is important to note that several cities have made easy Internet accessibility a priority. Mobile should also consider this option as a way to attract more businesses to the area. The recommendations of this committee are:

1. Perform a best practices study of the processes and procedures for the City of Mobile technology function.
2. Develop a sustainable technology capital plan.
3. Increase the security, efficiency and effectiveness of City operations through technology.
4. Seek alternative funding opportunities.
5. Expand partnerships with businesses and Mobile-area colleges and universities.

**Public Transportation and Access:** The Public Transportation and Access task force discussed a number of issues and concerns that Mobilians have with respect to public transportation and accessibility. The recommendations are as follows:

1. Improve the infrastructure for City transportation.
2. Expand the bus system.
3. Assess City plans for ADA (Americans with Disabilities Act) compliance.
4. Educate the public and government with regard to public transportation and disability awareness.

**Summary Report of Task Force Committees  
Submitted by Robert Schaefer, Associate Manager**

The Jobs and Economic Development task force consists of four subcommittees: Port and Maritime Affairs, Airports and Air Travel, Education and Workforce Development and Downtown Redevelopment/Riverfront Development. The task force includes 14 co-chairs and approximately 120 citizen volunteers. During a two-month period, a series of meetings was held in which the volunteers examined the major issues pertaining to the above areas. Specifically considered were strengths, weaknesses, opportunities and threats that the City of Mobile faces in its effort to progress.

One over-arching theme prevalent in the numerous meetings is that the citizens and City leaders should appreciate the interconnectedness of all aspects of Mobile. The areas of education, downtown redevelopment, workforce development and small business development, for example, can progress only if it is understood that each is a part of a greater whole. The success of each requires the success of all.

To fully comprehend the degree of thoughtful analysis that occurred in each of the committee meetings, the reader is urged to review the three feedback forms and recommendations submitted by the co-chairs and volunteers. A general summation follows.

**Airports and Air Travel:** The committee recommends that the Mobile Area Chamber of Commerce and other key business community leaders be more actively involved in recruitment of airlines and marketing. The City government should insure true "community-wide" participation by creating an oversight committee of citizens.

**Downtown Redevelopment/Riverfront Development:** The committee's concerns are articulated in its vision statement: "We believe the most important first-term objective of this administration should be to make the City of Mobile the leading business and cultural community in the State of Alabama in order to be nationally recognized as the regional center for economic growth and quality lifestyle along the northern Gulf Coast. A vibrant, culturally diverse, residentially and commercially desirable downtown/riverfront core is critical to having the City of Mobile achieve this goal. We must build upon the energy and success of our immediate past and stand upon our 300 years of coastal heritage to move forward together."

**Port and Maritime Affairs:** It is recommended that a Maritime Advisory Council, composed of various public and private waterfront interests, be created to study maritime issues including tourism, residential and maritime education.

**Education and Workforce Development:** Develop a coalition of citizens, City officials and educators to periodically examine the strengths and weaknesses of *all* Mobile's educational programs.

One of the predominant issues addressed, particularly in the Education and Airports committees, is the "problem of perception." Many individuals, organizations and the media have erroneous opinions of Mobile County's educational system and the Airport Authority. Although problems exist in these areas, there is a disjunction between the truth and the public's perception. The Mayor's office, City Council and other City

departments need to work together to inform the public about the reality of the school system and airports. In particular, a concerted effort must be made to include the media in this process to insure a more substantive understanding by Mobilians.

It is recommended that a citizens' advisory group be created regarding the airport. Ticket fares, choice of carriers and the frequency of flights are legitimate concerns. However, if local patrons refuse to support discount carriers, as has been the case, then one or two major airlines will continue to dominate the market.

Many of the committees decided that the City should make an effort to attract vocational colleges and schools to the downtown area. Specific examples include art, culinary and other trade schools. This would increase the need for additional restaurants, stores and residences. The utilization of abandoned buildings would also occur while simultaneously benefiting the workforce.

A riverfront development plan is necessary to attract additional cruise ships, resurrect the downtown area and increase the City's revenue base. Since there is limited riverfront area available, a plan benefiting potential developers and the State Docks should be created.

The location of the new bridge is of concern to many of the committees. Mobile is one of the few cities in the country that has unlimited "aircraft"—that is, no bridges or spans which interfere with ships. This gives the State Docks a competitive edge that should not be undermined. The location of the bridge will also affect downtown historical preservation and redevelopment. The committees agree that the City and various interest groups (State Docks, historical preservation, development, etc.) must present a unified front as to the placement of the bridge.

Many committee members have requested the Mayor to include them and other volunteers in the implementation process of these recommendations over the following months and years. Their primary concern is that this report not be "filed away." Rather, they wish for the City government to actively follow up on the recommendations herein and to consider future issues. A number of committee members would like to contribute specific suggestions (e.g., zoning, riverfront development or the on-going process of economic development). They desire to continue being part of the "conversation" to assist the City to stay focused on its goals.

To conclude, it appears obvious that most of the committees have interconnected concerns. Their goals are not easily separated. Mobile's citizens and elected leadership need to always remember that the growth, development and success of any one area necessitate progress in all other areas.

**Summary Report of Task Force Committees  
Submitted by Lynda P. Carroll, Associate Manager**

The Quality of Life Task Force divided into six subcommittees which include:

- Tourism
- Arts
- Culture
- Recreation
- Housing and Historic/Neighborhood Preservation
- Fostering Civic Pride

Each committee worked hard over a four-week period identifying strengths, weaknesses, opportunities and threats (SWOT) in the assigned area as it related to the City of Mobile. Strengths and weaknesses tend to be internal challenges while opportunities and threats tend to fall in what might be called external challenges to success. Each committee submitted a final report of five recommendations to Mayor Jones. The Racial and Ethnic Diversity Committee met on November 29, 2005, for three hours to discuss challenges and opportunities in the Mobile community in regard to racial and ethnic diversity. This committee, due to time restraints, discussed only strengths and weaknesses and made recommendations to Mayor Jones.

After participating, gathering and reviewing the data submitted by the subcommittees, there are several major issues that are prevalent among all subcommittees. These issues are:

- Mobile Public School System to provide adequate educational programs.
- Affordable housing.
- Lack of cultural awareness.
- No “brand” identification for Mobile to attract tourists.
- Transportation: Inter-City and Intra-City issues.
- Development of downtown Mobile.
- Crime.

Several strengths of Mobile continuously were emphasized among all the committees. These strengths are:

- The historic housing district.
- Friendly hospitality of Mobile citizens.
- The Arts.
- Varied and strong City attractions.
- Mardi Gras.
- Cultural diversity of its citizenry.
- Institutions of higher education and research.
- Medical institutions.
- Seafood industry.

The participants value and take great pride in these areas.

Seven weaknesses were seen as challenges among all subcommittees. These weaknesses were:

- Lack of marketing of art events.
- Entertainment and major attractions.
- Fear of change among citizens.
- Lack of inter-city transportation.
- Lack of retail and dining in downtown Mobile.
- Lack of sidewalks.
- In-breeding in available jobs.
- Sales tax too high.

The only opportunity that was common to all groups was that now is the time for tremendous economic growth due to the aftermath of Hurricane Katrina.

Each group identified threats to their particular area. These items were mentioned in all groups:

- Litter (especially downtown Mobile from abandoned buildings).
- Illiteracy.
- Inadequate police protection.
- Lack of collaboration among different groups with common purposes.

The recommendations that have been submitted have been prioritized by the group and reflect a clear proactive leadership direction for the Mayor and the City Council to pursue. All participants were appreciative for an opportunity to give input into this SWOT process and eagerly await the strategic plan. Citizens repeatedly expressed concern that the Mayor and City Council be accountable for including these recommendations in the strategic plan for the City of Mobile. They will monitor implementation of the final plan and are willing to serve at all levels during the implementation process over the next four years.



## **Mayor Samuel L. Jones' Transition Plan**

### **Task Force and Sub-Committee Co-Chairs**

#### **Public Safety**

**Chairs: David W. Burns, Rodney Watson**

#### **Public Safety Crimes against Children Subcommittee**

**Chair: Pat Guyton**

#### **Public Safety Municipal Courts Subcommittee**

**Chair: Desmond Toler**

#### **Homeland Security**

**Chairs: Debra Mack, Dick Cashdollar**

#### **Public Services**

**Chairs: John Adams, John Murphy**

#### **City Finances**

**Chairs: Preston Bolt, Michelle Herman**

#### **Small and Emerging Business Development**

**Chairs: Larry Jackson, Jim Barnes**

#### **Land Use and Code Enforcement**

**Chairs: Buddy Price, Greg Saad**

#### **Technology and Infrastructure**

**Chairs: Chris Lee, Charmane May, Cicone Prince**

#### **Public Transportation and Access**

**Chairs: Michael Davis, Ron Martin, Bill Roberts**

#### **Port and Maritime Affairs**

**Chairs: Clarence Ball, E. B. Peebles, III**

**Michael C. Dow, Norman Hill (Jobs and Economic Development Co-Chairs)**

#### **Airports and Air Travel**

**Chairs: Cooper Thurber, Kenny Coleman, Robert Bender**

**Michael C. Dow, Norman Hill (Jobs and Economic Development Co-Chairs)**

**Education and Workforce Development**

**Chairs: Charlie Story, Sydney Raine, Carolyn Akers, Michelle DuBose Adams  
Michael C. Dow, Norman Hill (Jobs and Economic Development Co-Chairs)**

**Downtown Redevelopment/Riverfront Development**

**Chairs: Jack Miller, Dee Gambill  
Michael C. Dow, Norman Hill (Jobs and Economic Development Co-Chairs)**

**Housing and Historic/Neighborhood Preservation**

**Chairs: Raymond Bell, Palmer Hamilton, Robert Edington  
Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

**Tourism**

**Chairs: Karen Atchison, Douglas Spence, Dr. Bill Barrick  
Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

**Arts Group (Arts, Culture and Recreation)**

**Chairs: Carlos F. Parkman  
Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

**Culture Group (Arts, Culture and Recreation)**

**Chair: Edna Rivers  
Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

**Recreation Group (Arts, Culture and Recreation)**

**Chair: Vince Emmons  
Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

**Fostering Civic Pride**

**Chairs: Leevones Dubose, Kyle Greer, Leigh Perry Herndon  
Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

**Annexation**

**Chairs: Donald Stewart, Joe Bozonelos**

**Health Care**

**Chairs: Charles White, Dr. Margaret O'Brien**

**Youth and Substance Abuse**

**Chairs: Pat Taylor, Virginia Guy, Doris Lucy, Gabe Davis**

**Racial and Ethnic Diversity**

**Chair: Lynda Carroll**

## **Mayor Samuel L. Jones Transition Plan**

### **Faculty Advisors**

#### **Public Safety**

**James Stroud, Bishop State Community College**

**Lois Wims, University of South Alabama**

#### **Homeland Security**

**Richard Hough, University of South Alabama**

**Norm Gamache, University of South Alabama**

#### **Public Services**

**Sam Fisher, University of South Alabama**

#### **City Finances**

**Rhonda Shirazi, Spring Hill College**

#### **Small and Emerging Business Development**

**Stewart Langdon, Spring Hill College**

**Aed El-Saba, University of South Alabama**

#### **Land Use and Code Enforcement**

**Victoria Rivizzigno, University of South Alabama**

#### **Technology and Infrastructure**

**Mohammad Alam, University of South Alabama**

**Teresa McGonagle Crider, Spring Hill College**

**Scott Dalgety, University of Mobile**

#### **Public Transportation and Access**

**Calvin Jones, University of South Alabama**

#### **Jobs and Economic Development**

**Dr. Donald R. Epley, University of South Alabama**

#### **Airports and Air Travel**

**Rick Talbott, University of South Alabama**

**Education and Workforce Development**  
Svetlana Khokholva, University of Mobile  
George Sims, Spring Hill College

**Downtown Redevelopment/Riverfront Development**  
Vanessa Murphree, University of South Alabama

**Housing and Historic/Neighborhood Preservation**  
Catherine Drey, University of South Alabama  
Roma Hanks, University of South Alabama

**Tourism**  
Antonio Briceno-Iturbe, University of South Alabama  
Jason Guynes, University of South Alabama  
Sue Walker, University of South Alabama

**Arts, Culture and Recreation**  
Harry Cole, University of Mobile  
Thomas Loehr, Spring Hill College  
Greg Gruner, University of South Alabama

**Fostering Civic Pride**  
Gigi Dardeau, University of South Alabama  
Kern Jackson, University of South Alabama

**Annexation**  
Keith Nicholls, University of South Alabama Polling Group

**Health Care**  
Pat Hall, Spring Hill College  
Marjorie Scaffa, University of South Alabama

**Youth and Substance Abuse**  
Alice Kracke, University of South Alabama  
Peter Kingsford, University of Mobile

**Mayor Samuel L. Jones**

**Transition Plan**

**Final Reports**

**Task Force/Subcommittee: Public Safety**  
**Chairs: David W. Burns, Rodney Watson**

**Major Issues Identified**

The fourth and last meeting of the Committee on Public Safety started promptly at 6:00 PM with a brief introduction by Mr. David Burns and Mr. Rodney Watson, Co-chairs. The following items were covered during the introduction:

- Read General Rules
- Quick Overview of Tonight's Agenda
  1. Develop Recommendations and Action Plans
  2. MFRD and MPD Working Groups
    1. 2-3 per group
    2. 10 groups, if possible
- Housekeeping issues; i.e., hand-outs, updated committee member list, etc.

After the introduction, the full Committee was divided into eight working groups; three of which (9 total members) concentrated on the Mobile Fire-Rescue Department recommendations and four (18 total members) which focused on the Mobile Police Department recommendations. The following eight individuals volunteered to serve as group leaders/facilitators:

Mobile Police Department

1. Patrick Finnegan
2. Chief Harold Johnson (2)
3. John Gavin
4. Tommy Menton

Mobile Fire-Rescue Department

1. Vince Parker
2. Bess Rich (2)
3. Chief Billy Pappas (2)

The Committee agreed to develop a top five recommendation list for the MPD and the MFRD. The Committee also agreed to develop their recommendations along the following major categories:

Major Categories for Recommendations

1. Personnel issue.
2. Personnel issue.
3. Infrastructure issue.
4. System performance (MFRD) and community involvement (MPD).
5. Political and budgetary issue.

All of the issues identified as weaknesses, opportunities and threats were able to be classified into these five major categories. Each working group was asked to draft at least one recommendation. Because of the size of the committee, three groups were asked to draft two recommendations (indicated by the (2) above next to the group leader/facilitator's name).

The following list identifies the group facilitator/leader and the major category for which their respective group developed a recommendation:

<u>Mobile Police Department</u>	<u>Major Category (for recommendation)</u>
1. Patrick Finnegan	Community Involvement
2. Chief Harold Johnson (2)	Personnel
	Political and Budgetary
3. John Gavin	Infrastructure
4. Tommy Menton	Personnel

<u>Mobile Fire-Rescue Department</u>	<u>Major Category (for recommendation)</u>
1. Chief Billy Pappas	Personnel
	Personnel
2. Bess Rich	Infrastructure
	Political and Budgetary
3. Vince Parker	System Performance

The working groups worked independently for approximately 50 minutes (from 6:15 PM to 7:05 PM). After completing their tasks, the committee members took a short break. At approximately 7:15 PM, the meeting resumed and the full committee then began addressing the draft recommendations of the Mobile Police Department, one by one, on the overhead projector. Comments and suggestions were made by committee members and modifications were made as needed. Each group leader/facilitator was asked to present his or her group's draft recommendation. At approximately 8:00 PM, the committee concluded their list of recommendations for the Mobile Police Department. The following is a list of those top five recommendations:

**Recommendation #1: Increase Sworn Manpower in the Mobile Police Department.**

1. Increase sworn officers from 525 officers to 750 officers. Cost: \$6 million. Time Frame: 5 years.
2. Retain experienced officers by incrementally raising their pay to the top of the pay scale by the beginning of the fifth year. Short Term Cost: \$1 million first year. Long Term Cost: \$4 million per year.
3. Increase starting salaries of \$28,000 to a minimum of \$38,500 per year. Cost: \$4 million per year. Time Frame: Short term. ASAP.

**Recommendation #2: Prioritize Funding for the Police Department.**

1. Identify revenue sources to meet recommended levels of police and personnel. Cost: N/A. Time Frame: Short term.
2. Include the Police Department's CEO (Chief) in the budget process. Cost: N/A. Time Frame: ASAP.
3. Reduce the sales tax and increase the property tax and earmark a certain portion devoted to public safety. Citizens can receive a federal tax deduction by raising property taxes and reducing sales taxes. Cost: N/A. Time Frame: ASAP.

**Recommendation #3: Improve Communications between the Police Department and Community and Vice Versa.**

1. Provide public support for community organizations that are focused on assisting the Police Department to achieve its goals. Cost: Minimal. Time Frame: Immediate and on-going.
2. Comprehensive and timely dissemination of crime-related information to the community at large; in particular, to citizens who sign up to receive such information. Cost: Minimal. Time Frame: Immediate and on-going.
3. Development of training programs by Police Department for community or professional groups who are in a position to observe and report crime-related information (i.e., property managers, clergy, etc.) Cost: Minimal. Time Frame: Immediate and on-going.

**Recommendation #4: Improve infrastructure.**

1. Form a joint task force and charge members with formulating a plan to completely reorganize the personnel system so that all employees can function to the level of their abilities and be adequately compensated in the process. Then present the plan to the legislature for enactment. Cost: Minimal. Time Frame: 4-5 years.
2. City Council and Mayor shall receive input from all departments during the budgetary process. Cost: Minimal. Time Frame: Immediate.
3. Mayor of Mobile (who has the most appointments) should appoint individuals with the mentality of change and improvement. Cost: N/A. Time Frame: Immediate.
4. Improve the technology and facilities (headquarters, new precincts, etc.) to current standards similar to other metropolitan areas of this size. Cost: \$30 million. Time Frame: Immediate and on-going (three years).
5. Move more towards ownership of public safety structures versus leasing. Cost: ? Time Frame: ASAP.

**Recommendation #5: Reduce the Attrition Rate of Officers within the Department.**

1. Improve recruitment and make salaries competitive with other police departments around Mobile.
2. Take care of current employees. Improve merit raises by allowing officers to reach the maximum (in their classification) within 5 years. Cost: \$4 million per year. Time Frame: ASAP.
3. Incentive and/or hazardous duty pay for specific jobs (i.e., detectives, investigators and certain divisions that are understaffed). These shortfalls in manpower cause problems inside and outside the department. Example: the lack of personnel in the traffic division potentially leads to more accidents, thus creating more of a workload for the Mobile Fire-Rescue Department (additional wrecks with injuries, etc.). Cost: \$500,000 per year. Time Frame: ASAP.



Following the Committee's report on the MPD, the committee then proceeded to develop the top-five list of recommendations for the Mobile Fire-Rescue Department. Again, each group leader/facilitator was asked to present his or her group's draft recommendation. Comments and suggestions were provided by the full committee. The final top-five list of recommendations for the Mobile Fire-Rescue Department is shown below:

**Recommendation #1: Increase line and staff positions within the MFRD to meet the growing demands of the department's internal and external customers in accordance with the peer review study developed by the Committee on Fire Accreditation International (CFAI).**

1. Create Deputy Chief positions for both the Emergency Medical Services (EMS) Division and the Bureau of Fire Prevention. Cost: \$200,000. Time Frame: Immediate.
2. Implement the CFAI recommendations for new line and staff positions in the following areas: Administration, Bureau of Fire Prevention, Training Division, Fire Suppression, Communications and Fire Paramedics. Cost: Unknown. Time Frame: Implement over six years.
3. Create Internal Affairs Division to adjudicate internal and external conflicts and complaints. Cost: Study. Time Frame: Immediate.

**Recommendation #2: Streamline and modernize the Mobile County Personnel Board (MCPB) hiring and promotional processes for public safety organizations with the desired results being: increased pool of recruit candidates, removal of impedances to promotional opportunities and increased retention of experienced employees.**

1. Establish a recruit program that has line-item funding and permanent staff. Cost: \$200,000. Time Frame: Moderate term.
2. Utilize professional educational testing firms for entry level and promotional examinations and assessment centers. Cost: Unknown. Study. Time Frame: ASAP.
3. Increase life span of certification lists to two years for recruit employees and for promotion. Cost: N/A. Time Frame: Immediate.
4. Establish an objective incentive pay system for specialty training/responsibilities: Paramedics, US & R, Certified Investigators and HazMat technicians. Cost: \$400,000. Time Frame: Immediate.
5. Explore the feasibility of requiring Paramedic training of all newly graduated recruits as a condition of permanent employment. Cost: N/A. Time Frame: Moderate term.
6. Explore the possibility of offering alternative compensation packages for those employees who do not desire the benefit package of normal public employees. Cost: Unknown. Study. Time Frame: Moderate term.
7. Budget for annual merit raises as the initial step in the formulation of the yearly operating budget. Cost: \$4 million. Time Frame: Moderate term.
8. Establish longevity pay to enhance retention of experienced personnel. Cost: Unknown. Study. Time Frame: Moderate term.

**Recommendation #3: Improve Infrastructure.**

1. Use the 1998 study to make improvements to the department's infrastructure. Ten year plan. One station per year for ten years. Headquarters within two years at a minimum. Cost: \$1.6 million capital outlay per station. \$15 million for Headquarters. Time Frame: Immediate and on-going.
2. Move more towards ownership of properties as opposed to leasing. Property lease from Public School System. Mobile Water and Sewer System (any public property). Cost: Low. Time Frame: Now.
3. Provide state-of-the-art technology for new stations. Provide air quality assurance of older stations. Upgrade to new technology for older stations. Improve the fire-rescue stations to make them more hurricane resistant for responder and equipment survivability. Cost: \$300,000 per station. Time Frame: Moderate term.

**Recommendation #4: Improve System Performance.**

1. Increase the number of stations by ten. Cost: \$1.6 million per station. Increase manpower by at least 270. Cost: \$1.2 million recurring operating costs per station. Time Frame: Aim for five years but maximum of ten years.
2. Report operational and system performance (quality) data and statistics (i.e., response times, by district, etc.) to newspaper and other media. More exposure to media by PIER officers. Cost: N/A. Time Frame: ASAP.
3. Creation of arson task force within one year. Cost: Study. Time Frame: Moderate term.

**Recommendation #5: Improve Budgetary and Political Issues.**

1. Put Chief back into the merit system; not a political appointment. Cost: N/A. Time Frame: Moderate term.
2. Chiefs need to be a part of the budget process. Cost: N/A. Time Frame: Immediate.
3. Professionals need to be candid about the needs of the department to the public. Give the public the information (i.e., response times, stations in need of repair, need for updated technology, etc.). Cost: N/A. Time Frame: Immediate.
4. Improve Personnel Board procedures. Implement process and quality improvement programs (i.e., ISO 9000, Six Sigma, etc.) in order to improve operations. Cost: N/A. Time Frame: Immediate.

The last meeting of the Committee on Public Safety concluded at approximately 8:50 PM. The two subcommittee reports, Municipal Courts and Crimes against Children, will be presented to committee members via e-mail by the two subcommittee chairs, Mr. Desmond Toler and Mr. Pat Guyton, respectively. Committee members were asked to provide any comments or suggestions about these reports directly to Mr. Toler or Mr. Guyton, upon receipt.

Finally, the members of the Committee on Public Safety would like to request periodic progress reports (six months, one year, etc.) from the Mayor's office in order to track the progress of these recommendations over time.

## **Public Safety Crimes against Children Subcommittee**

**Chair: Mr. Pat Guyton**

**Recommendation #1:** Mobile needs new City ordinances requiring any business that has a license for gym, kung-fu, karate, etc. establishments to conduct background checks on all owners and employees. Ordinances should also require all volunteer associations, sports associations or private groups in which employees or volunteers are around children to conduct mandatory background checks.

**Recommendation #2:** The Youth Services Division of the Mobile Police Department needs additional personnel/resources in order to better respond to allegations of crimes against children, be pro-active in catching child molesters and conduct investigations of use of the Internet to commit crimes against children.

**Recommendation #3:** The City of Mobile needs the resources to prosecute less serious crimes against children in Municipal Court under existing domestic violence laws and other misdemeanor laws.

**Recommendation #4:** There is a need for community coordination of resources to come up with a plan of action for services for children.

**Recommendation #5:** There is a need in Mobile for emergency services/shelter services for children in abuse/neglect cases who must be removed from their homes, especially in after-hours cases.

## **Public Safety Municipal Courts Subcommittee**

**Chair: Mr. Desmond Toler**

**Recommendation #1:** The Mayor and City Council shall receive and consider input from all Municipal Court supervisors concerning financial needs before the annual budgeting process begins.

**Recommendation #2:** The Mobile County Personnel Board is in dire need of being organized in a way that all City and County personnel are properly classified within the context of the department wherein they are employed and receive compensation that is adequate for their needs and is competitive with other opportunities. To accomplish this, the Mayor is urged to consult with the Mobile County Commissioners and appropriate municipal supervisors and form a joint task force charged with the task of studying the Mobile County Personnel Board, identifying its strengths, weaknesses, opportunities and threats and draft proposed legislation to present to our local legislative delegation that will have for its goal to treat all governmental employees fairly, provide adequate compensation and benefits and classify each employee in context with the department to which they are assigned.

**Recommendation #3:** Frequently, the courts do not start their dockets in a timely manner. The following actions need to be taken to accomplish this goal:

1. The Court should notify the Police Department of the names of all officers that fail to appear in Court for their cases.
2. Metro Jail should bring prisoners to the Court House no less than 30 minutes prior to the start of any Court docket.

3. The Presiding Judge should write a letter to all members of the Bar requesting that all attorneys be present in Court at the beginning of each docket or coordinate with the Court Clerk if they have conflicts with other court appearance requirements.

**Recommendation #4: Increase the efficiencies and effectiveness of the criminal justice system in Mobile by accomplishing the following steps:**

1. Work toward a paperless system (i.e., e-tickets, imaging, electronic notes, signatures, workflow processing of cases, etc.).
2. Integrate the Magistrate function into the Metro Jail combining both misdemeanor and felony cases.
3. Achieve an integrated database that adds information on each case as it travels from one function (magistrate, jail, DA, District Court, Municipal Court, etc.) to another.

**Recommendation #5: The Courts and Magistrates need to be moved to more convenient and accessible locations to citizens by doing the following:**

1. The Traffic Court should be moved to an accessible location in midtown or west Mobile.
2. The Magistrates (used by citizens) should be put in a location that is secure and has easy access for citizens.

**Recommendation #6: Increase funding to pay for recommendations above through:**

1. Greater collection of outstanding court costs, fees and warrants.
2. Take over Court programs that can increase efficiency and/or generate additional revenues for the City.

**Task Force/Subcommittee: Homeland Security**  
**Chairs: Debra Mack, Dick Cashdollar**

Meeting minutes courtesy of Sherrie Graham, President, Bay Coast Communications

Debra Mack thanked Dick Cashdollar for providing committee members with electronic data from the last meeting's presentations. Debra also stated that she would be sending an updated committee list via email to all committee members. Debra reviewed the minute rules for keeping the meeting on track and reminded the committee that they wanted to hear from everyone. She suggested that minutes from each meeting continue to be taken and that the minutes would be an attachment to the document Dick Cashdollar had to submit each week. Committee approved this suggestion. Minutes from Meeting 3 were amended and approved. The remainder of the meeting was devoted to committee discussion of Mobile's SWOT priorities and final recommendations. Our task during this final meeting was to produce two products:

- (1) A prioritized list of our top-three issues in each of the categories of weaknesses, threats and opportunities. Each issue is followed by a short strategy designed to deal with the identified issue.
- (2) A final prioritized list of the five issues that our Committee felt were most important. Each issue is followed by a strategy to deal with it and a brief budget summary of anticipated costs.

**Weaknesses/Threats/Opportunities/Strategies (Three Per Category)**

**Weakness #1: EMA Investment. Mobile County EMA is too small for the tasks it now faces.**

- Building is about 1/3 the size necessary for current operations.
- Professional staff must grow by at least four planners/project officers if EMA is to meet all of the tasks/projects needing completion.
- Lack of secure, climate-controlled storage space places much of the expensive equipment acquired in the past five years at risk.
- Lack of formal funding tie between County EMA and Volunteer Mobile/VOAD, one of EMA's greatest recovery phase assets.

**Strategy**

- Continue current initiative to build new EMA on City-owned property adjacent to E911.
- Add two professional positions to EMA staff in each budget year for next two years.
- Dedicate City-owned ex-Fort Hardeman National Guard Armory to City/EMA homeland security equipment storage.
- Increase EMA budget by \$50K/recurring. Use funds to generate performance contract with Volunteer Mobile. Funds to be used for additional planning and operations professional staff.
- Should annexation of the Police Jurisdiction occur in the future, insure that a substantial portion of the resulting increase in tax revenue be applied to fund required public safety/homeland security needs for the whole of the new City limits, including enhanced support for our Mobile County EMA.

**Weakness #2: EMA Participation.**

- Private industry/FORUM participation/involvement in EMA operations, planning and exercising must increase. Infrastructure protection an overarching national goal, and private industry owns 95% of critical infrastructure.

**Strategy**

- Mayor to call a “CEO Summit” of major corporations doing business in the City of Mobile. Goal of summit will be to obtain firm private-sector commitments to become active in EMA planning and exercises keyed to the protection of their privately-owned critical infrastructure. Commitment will also include private resources necessary to achieve commonly developed goals. This initiative may also consider expansion to make it a dual City/County effort, making Mayor and County Commission President co-sponsors.

**Weakness #3: Public Safety Investment. Greater investment in Public Safety as the cornerstone of local homeland security is necessary.**

- Mobile PD should have a minimum of 550 sworn officers for sustained strength.
- Fire Department growth has not kept pace with community expansion and call-for-service growth. Three new fire-rescue stations west of I-65 are needed.
- PD and FD both need more high-water rescue equipment.
- Capital investment in non-grant equipment, supplies and technology must increase.

**Strategy**

- Add ten sworn police positions to PD each year for next five budget years. Insure sustainability by concurrently insuring timely merit raises.
- Add one full service fire-rescue station plus personnel and equipment to City budget every other year for next six years.
- Dedicate a sizeable portion of current Post-Katrina General Fund budget surplus to PD/FD to help catch up from years of equipment under-funding.
- Should annexation of the Police Jurisdiction occur in the future, insure that a substantial portion of the resulting increase in tax revenue be applied to fund required public safety/homeland security needs for the whole of the new City limits.

**Threat #1: Natural Disasters. Hurricane season for the next several years is forecast to be the most dangerous in a generation—perhaps the most dangerous ever.****Strategy**

- Creation of Mayor’s Natural Disaster Task Force. (For further details, see “Opportunities”.)

**Threat #2: Public Apathy/Complacency.**

- The threat of terrorism has faded as we have suffered no new attacks within the U.S. since 9/11.
- Mobile has “dodged the bullet” of major storms so many times that many citizens now expect the storms to miss us.

**Strategy**

- Creation of Mayor’s Natural Disaster Task Force. (For further details see “Opportunities”.)

**Threat #3: Given hard City budgeting choices, citizens may not see increasing funds for homeland security/all-threat protection at the cost of decreasing funding to popular quality of life programs as a necessary course of action.**

- Police and fire departments too small to provide necessary levels of protection.
- Evacuation plans need work.
- Not enough shelters.
- Resources to triage/treat/transport insufficient.
- No “system redundancy”

- No backup E911.
- No backup EOC.
- DHS grant funds have decreased as national priorities (hurricane recovery and a costly war) have changed. Much of the remaining grant money is targeted for larger urban areas. (Mobile doesn't qualify). Remaining funds for smaller communities will require intense competition to insure success.

#### **Strategy**

- Funding needs/sequencing necessary are outlined in detail in "Weaknesses" section.
- Mayor and Council must face the hard political realities involved in the trade-off between popular but not essential programs and the realities of government's primary responsibilities for providing a safe and secure environment for community growth and development.
- Should annexation of the Police Jurisdiction occur in the future, insure that a substantial portion of the resulting increase in tax revenue be applied to fund required public safety/homeland security/all-threat protection needs for the whole of the new City limits.

**Opportunity #1: Given the well-understood threat of the 2005 hurricane season and the understanding that future seasons may be just as dangerous, Mobile may be ready and anxious for a project to insure that we are better prepared for the 2006 hurricane season and beyond.**

#### **Strategy**

- Mayor Jones to launch a follow-up Mayor's Natural Disaster Task Force. Key concepts:
  - We saw what happened to Gulf Shores and Pensacola (Hurricane Ivan) last year and New Orleans (Hurricane Katrina) this year. While we are far better prepared than New Orleans was, much needs to be done.
  - Mobile faces years of increased threats from natural disasters (hurricanes and tornados). We won't always be so lucky.
  - We have a narrow window of opportunity to improve our preparedness before the start of the 2006 Hurricane Season on June 1<sup>st</sup>. We need to make the most of that short period of time.
- Media/public education program to set the stage and to involve the general public.
- Survey/designate/staff new shelters.
- Improve evacuation plans and mass transport sources.
- Greatly expand community preparedness training programs (i.e., senior leadership, N.G.O. training and C.E.R.T.).

**Opportunity #2: Local building codes MUST be modified/strengthened to insure that future public and private-sector infrastructure is better able to withstand natural disasters. If we do not do this now, eventually the insurance companies may require some forms of existing structure upgrades and more weather-resistant new structures as conditions for new or continued insurance coverage. Proactive action on this issue may eliminate the risk of a future insurance crisis.**

#### **Strategy**

- Identify and adopt stronger codes for the future protection of our community.
- Identify incentive programs for homeowners to voluntarily upgrade the survivability of their property (real estate tax break?).
- City should survey public infrastructure and identify a list of key mitigation upgrades necessary to protect public property and to insure continuity of government and essential public services. The City's annual capital budget should include items from this key list each budget year.

**Opportunity #3: Given the widely recognized threats and “near misses” experienced during the 2005 hurricane season (plus near-daily coverage of the dangers and potential of a worldwide flu pandemic), the community and its leaders may now clearly recognize the need for further training and public education programs so that Mobile is better prepared for future threats.**

**Strategy**

- Use existing community organizations, public and private, to deliver supplemental training and education of community leaders, government leadership, faith-based organizations, non-profits, health care and educational institutions, media, First Responders, other private sectors and the general public in homeland security areas (emphasis on hurricane disaster recovery), including development of basic educational and media materials to meet the needs of Mobile citizens. Materials should be multi-cultural, easy to read and understand and use all mediums including Internet, e-business websites, free publications, etc. Necessary projects, methods of delivery and timing to be determined by a committee of educators, subject matter experts and media representatives to be formed by Mayor Jones.

**Top Five Recommendations (Including Strategy and Budgetary Impact Analysis)**

**Recommendation #1: Given the well-understood threat of the 2005 hurricane season and the understanding that future seasons may be just as dangerous, Mobile may be ready and anxious for a project to insure that we are better prepared for the 2006 hurricane season and beyond.**

**Strategy**

- Mayor Jones to launch a follow-up Mayor’s Natural Disaster Task Force. Key concepts:
  - We saw what happened to Gulf Shores and Pensacola (Hurricane Ivan) last year and New Orleans (Hurricane Katrina) this year. While we are far better prepared than New Orleans was, much needs to be done.
  - Mobile faces years of increased threats from natural disasters (hurricanes and tornados). We won’t always be so lucky.
  - We have a narrow window of opportunity to improve our preparedness before the start of the 2006 Hurricane Season on June 1<sup>st</sup>. We need to make the most of that short period of time.
- Media/public education program to set the stage and to involve the general public.
- Survey/designate/staff new shelters.
- Improve evacuation plans and mass transport sources.
- Greatly expand community preparedness training programs (i.e., senior leadership, N.G.O. training and C.E.R.T.).

Budgetary Costs: Incidental expenses only. Contracted full-time leadership for the duration of the project would greatly insure chances of success.

Indirect Costs: Project would reprioritize/redirect much of the energies of existing community organizations away from existing planned projects.



**Recommendation #2: Greater investment in critical public safety/disaster management/homeland security resources and agencies is necessary.**

**Public Safety Investment. Greater investment in Public Safety as the cornerstone of local homeland security is necessary.**

- Mobile PD should have a minimum of 550 sworn officers for sustained strength.
- Fire Department growth has not kept pace with community expansion and call-for-service growth. Three new fire-rescue stations west of I-65 are needed.
- PD and FD both need more high water rescue equipment.
- Capital investment in non-grant equipment, supplies and technology must increase.

**Strategy**

- Add ten sworn police positions to PD each year for next five budget years. Insure sustainability by concurrently insuring timely merit raises. Recurring costs: Each position costs approximately \$50K annually for salary/benefits (10 x \$50K = \$500K annually). Capital costs: Long-term equipment costs about \$45K per officer for vehicle, communications and computer equipment, plus uniforms, body armor, weapons and other personal gear (10 x \$45K = \$450K).
- Add one full service fire-rescue station plus personnel and equipment to City budget every other year for next six years. Recurring costs: Each station would require a total of 21 positions: 15 firefighters and 6 fire medics. Recurring costs same as for police officer—approximately \$50K/yr/position (\$50K x 21 = \$1,050,000 annually). Each of these new positions would also cost approximately \$2.5K for their initial equipment outfit (\$2.5K x 21 = \$52.5K). Capital costs: Each station would cost about \$1.5M to construct. Each station would require a new fire engine (\$350K) and a new ambulance (\$150K) plus approximately \$100K in initial outfit equipment.
- Dedicate a sizeable portion of current Post-Katrina General Fund budget surplus to PD/FD to help catch up from years of equipment under-funding.
- Should annexation of the Police Jurisdiction occur in the future, insure that a substantial portion of the resulting increase in tax revenue be applied to fund required public safety/homeland security/all-threat protection needs for the whole of the new City limits.
- Additional high-water rescue equipment and replacement capital equipment. Suggest a “Capital Budget” line item of \$500K per department each year for the next four years to supplement/replace this inventory of critical equipment.

**EMA Investment. Mobile County EMA is too small for the tasks it now faces.**

- Building is about 1/3 the size necessary for current operations.
- Professional staff must grow by at least four planners/project officers if EMA is to meet all of the tasks/projects needing completion.
- Lack of secure, climate-controlled storage space places much of the expensive equipment acquired in the past five years at risk.
- Lack of formal funding tie between County EMA and Volunteer Mobile/VOAD, one of EMA's greatest recovery phase assets.

### **Strategy**

- Continue current initiative to build new EMA on City-owned property adjacent to E911. Cost approximately \$12M. Funding sources: \$8M congressional appropriation (currently being sought) plus about \$4M local funds available from sale of existing EMA building to E911 as backup facility, in-kind City contribution of property for new facility, plus county match of City contribution.
- Add two professional positions to EMA staff in each budget year for next two years. Recurring cost (salary/benefits) approx \$50K per position or \$100K per year. Note: City is only responsible for approximately 1/3 of the operating cost of EMA so City share of these recurring costs would be \$33K first year and \$66K second year and every year thereafter.
- Dedicate City-owned ex-Fort Hardeman National Guard Armory to City/EMA homeland security equipment storage. Incidental costs for utilities and maintenance to be equitably shared by users.
- Increase EMA budget by \$50K/recurring. Use funds to generate performance contract with Volunteer Mobile. Funds to be used for additional planning and operations professional staff. Again, City responsible for only 1/3 of this or approximately \$17K per year.
- Should annexation of the Police Jurisdiction occur in the future, insure that a substantial portion of the resulting increase in tax revenue be applied to fund required public safety/homeland security/all-threat protection needs for the whole of the new City limits, including enhanced support for Mobile County EMA.

**Recommendation #3: Private industry/FORUM participation/involvement in EMA operations, planning, and exercising must increase. (Infrastructure protection an overarching national goal and private industry owns 95% of critical infrastructure.)**

### **Strategy**

- Mayor to call a “CEO Summit” of major corporations doing business in the City of Mobile. Goal of summit will be to obtain firm private-sector commitments to become active in EMA planning and exercises keyed to the protection of their privately owned critical infrastructure. Commitment will also include private resources necessary to achieve commonly developed goals. This initiative may also consider expansion to make it a dual City/County effort, making Mayor and County Commission President co-sponsors. Budgetary Cost: No public funds involved. Indirect costs: Substantial time requirements by senior City officials will be required to make this happen.

**Recommendation #4: Local building codes MUST be modified/strengthened to insure that future public and private sector infrastructure is better able to withstand natural disasters. If we do not do this now, eventually the insurance companies may require some forms of existing structure upgrades and more weather-resistant new structures as conditions for new or continued insurance coverage. Proactive action on this issue may eliminate the risk of a future insurance crisis.**

### **Strategy**

- Identify and adopt stronger codes for the future protection of our community.
- Identify incentive programs for homeowners to voluntarily upgrade the survivability of their property (real estate tax break?).
- City should survey public infrastructure and identify a list of key mitigation upgrades necessary to protect public property and to insure continuity of government and essential public services. The City’s annual capital budget should include items from this key list each budget year.

Budgetary Cost: Little or nothing unless a tax incentive is passed to encourage retrofitting/strengthening existing structures.

Indirect Costs: Increase in building costs and an unhappy homebuilders association.

**Recommendation #5: Greater investment in community preparedness programs is necessary. Given the widely recognized threats and “near misses” experienced during the 2005 hurricane season, plus near-daily coverage of the dangers and potential of a worldwide flu pandemic, the community and its leaders may now clearly recognize the need for further training and public education programs so that Mobile is better prepared for future threats.**

**Strategy**

- Use existing community organizations, public and private, to deliver supplemental training and education of community leaders, government leadership, faith-based organizations, non-profits, health care and educational institutions, media, First Responders, other private sectors and the general public in homeland security areas (emphasis on hurricane disaster recovery), including development of basic educational and media materials to meet the needs of Mobile citizens. Materials should be multi-cultural, easy to read and understand and use all mediums including Internet, e-business websites, free publications, etc. Necessary projects, methods of delivery and timing to be determined by a committee of educators, subject matter experts and media representatives to be formed by Mayor Jones.

Budgetary Cost: Incidental expenses only unless City opts to do much of this by performance contract.

**Task Force/Subcommittee: Public Services**  
**Chairs: John Adams, John Murphy**

**Recommendation #1: Priority for Budgeting Public Works Projects.**

1. City Council and Mayor should support project priorities as set by Public Works Department.
2. Emphasize City-wide focus for projects. Do not split funding seven ways.
3. In accordance with the Federal Government Performance Review Act (GPRA), if the Mobile City Council/Mobile County Commission would use Performance-Based Budgeting (PBB) and the Mobile City/Mobile County departments would use Performance-Based Program Evaluations, there would be better decision making in spending priorities.
4. Align budgeting process to elections so incoming Council members would spend first year on process.

**Recommendation #2: Drainage and Street Maintenance.**

1. Enforce trash/litter ordinances.
2. Prioritize and follow regular maintenance of drains/sewers.
3. Do not divert capital funds or the 1% sales tax to non-capital expenditures.
4. Improve public access to public service information.
5. Seek grants (hire grant writers) for drainage/street projects as identified by Public Works mitigation study.
6. Assess an impact fee for new development.
7. The Contractor that disturbs the street/drainage should be required by the City to restore the disturbed area to preexisting condition or better.
8. A pay-as-you-go program backed by funds available over a four-year time frame would allow projects to be initiated with a long-term commitment.

**Recommendation #3: Trash/Litter Ordinance Compliance and Enforcement.**

1. Look for a city with a good, working trash/litter program to model.
2. Educate school children about trash/litter issues.
3. Use police to enforce trash/litter ordinance while off-duty and provide compensation.
4. Sting operation to publicize trash/litter problems.
5. Put out more public trash containers.
6. Move to once-a-month pickup of large trash/debris.
7. Pick-up fee for household appliances (hot water heaters, toilets, refrigerators, etc.).
8. Impose significant fines for ordinance violations.
9. Institute environmental service fee.
10. Identify one area in town and strictly enforce ordinances—publicize (i.e., putting out trash at proper times).
11. Hire grant writers to seek funding for litter/trash programs.

**Recommendation #4: Building and Other Infrastructure Maintenance.**

1. Adequate funds must be budgeted for additional maintenance costs of new buildings and/or acquisition of existing buildings/structures.
2. Careful consideration of the real costs of purchasing and renovating an existing structure compared to constructing a new building.
3. Maintain Mobile's historic buildings.
4. Actively seek better cooperation with state to ensure that new school construction meets or exceeds local building code and drainage requirements.

**Recommendation #5: Vehicle and Equipment Maintenance and Replacement.**

1. Provide proper funding for motor pool.
2. Seek grants (hire grant writers) to purchase special equipment.
3. Look to other cities for examples of efficient motor pool programs.

**Recommendation #6: Personnel Salaries, Benefits and Personnel Board Involvement.**

1. Improved pay scale with real merit system. Restructuring of classification plans through broadbanding to make position classification system flexible and responsive to managerial and organizational conditions and needs.
2. Modernize Personnel Board structure and procedures.
3. Increase accountability of board members.
4. Entry-level pay should be the economy's prevailing rate according to the pay rate of benchmark jobs in the employment sectors vs. everyone starts at the bottom of the pay scale regardless of education and experience.

**Task Force/Subcommittee: City Finances**  
**Chairs: Preston Bolt, Michelle Herman**

**Recommendation #1: Review/Improve Spending Policies.**

1. Implement continuous performance review of City departments with CitiStat which is an accountability tool developed in Baltimore. Through the use of this tool, managers are held accountable and results are measured weekly. Four tenets constitute the foundation of CitiStat:
  - Accurate and timely intelligence.
  - Effective tactics and strategies.
  - Rapid deployment of resources.
  - Relentless follow-up and assessmentCost: This action would require computer software purchase or development costs and training. Estimate \$200,000. Time Frame: FY2007 budget cycle.
2. Third party review of spending allocations. Cost: \$100,000. Time Frame: FY2007 budget cycle.
3. Establish and implement a policy for a 3-6 month expenditure reserve in the General Fund (fund balance). Cost: -0- Time Frame: Three years to fully fund.

**Recommendation #2: Address Unfunded Pension Liability.**

1. Put new hires under RSA retirement plan. Cost: -0- Time Frame: Begin immediately for legislation changes.
2. Fund above the minimum actuarial contribution. Cost: \$2.5 million annually. Time Frame: Begin FY2006.
3. Pursue alternative funding sources; i.e., response fees. Time Frame: Begin FY2006.

**Recommendation #3: Improve Revenue Diversification/Tax Reform.**

1. Pursue greater flexibility over revenue designs. Push for home rule. Cost: -0- Time Frame: Begin FY2006.
2. Find alternative fees to offset a portion of one cent sales tax. Cost: -0- Time Frame: Begin FY2006.
3. Review "best practices" alternatives from other communities. Cost: -0- Time Frame: Begin FY2006.

**Recommendation #4: Grow New and Existing Businesses.**

1. Annexation. Cost: Unknown. Time Frame: Efforts to begin FY2006.
2. Create opportunities for displaced businesses. Cost: -0- Time Frame: Immediate.
3. Establish a program for assistance to new businesses (tax incentives, grants). Cost: \$100,000. Time Frame: FY2006.

**Recommendation #5: Improve Spending for Capital.**

1. Establish one-year and five-year spending plans. Cost: -0- Time Frame: FY2006.
2. Fund capital budget according to the plan above. Cost: -0- Time Frame: FY2007.
3. Eliminate discretionary funds from Capital Budget. Cost: -0- Time Frame: FY2006.

**Task Force/Subcommittee: Small and Emerging Business Development**  
**Chairs: Larry Jackson, Jim Barnes**

**Recommendation #1: Financial Category. Small businesses need improved access to capital.**

1. List capital resources on City website.
2. Establish local SBA office; sponsored by City.
3. City to apply to federal government for new SB loan pools.

**Recommendation #2: Workforce Development Category. Develop a world-class workforce.**

1. Greater accountability of funding through Mobile Works.
2. City should strengthen its relationship with all local education organizations.
3. Use the "Bully Pulpit" to promote excellence and create scholarship opportunities at local post-secondary institutions.

**Recommendation #3: City Management/Responsibility Category. Create the business-friendly City in the region as measured by overall coordination of resources to support large to small business development.**

1. Overall coordination of resources to support large and small business development.
2. Review all City staff positions related to business development for proper credentials.
3. Create an Ombudsman/DBE position for resolving SB issues.
4. Develop a small business plan for the City.
5. Virtual one-stop shop for businesses.

**Recommendation #4: Contracting/Procurement Category.**

1. Preference given to locally owned SB/DBE bidding of City contracts.
2. Establish reasonable goals for SB/DBE participation.
3. Create a "Buy Mobile" website. Business must be owned by Mobilian.

**Recommendation #5: Communication/Marketing Category.**

1. Redesign City website for the benefit of businesses.
2. Develop a communication/marketing plan and assign responsibility.
3. Create City incentive package to attract businesses.

**Task Force/Subcommittee: Land Use and Code Enforcement**  
**Chairs: Buddy Price, Greg Saad**

Recognizing that we had a considerable and important assignment and that we are a very diverse group of citizens from all walks of life within our Mobile community, we gathered, discussed, debated, agreed, disagreed and worked through the process to reach a fully-defined mission. And, while many differences were present as individuals, our Committee worked as one Committee, too busy to be divided. We are pleased to report that our diverse Committee on Land Use and Code Enforcement has unanimously endorsed the following recommendations and hereby submit same to the Honorable Mayor Sam Jones and his executive staff for review and discussion. We would like to note that the Committee is of the unified opinion that while some of the following recommendations will require the investment of funds in order to achieve the desired results, we are confident that the corresponding benefits will include both life-style improvements for our citizens as well as enhanced revenue and new business opportunities for our City. Therefore, we the Committee so appointed by Mayor Jones respectfully submit these recommendations as prudent and worthy investments in the City of Mobile.

**Recommendation #1 – Analysis, Reorganization and Coordination: We recommend changes in the organizational structure of the City departments involved in the permitting and development process. We also recommend that an analysis be conducted of the procedures used by the Boards and Commissions dealing with development-related applications.**

1. Centralized Permitting-One central department should have all necessary personnel to review plans, issue permits and make inspections for development projects. As it stands now, there are several departments, including Urban Development, Engineering, Right of Way, Traffic Engineering, Historic Development, and Fire, that are needed to review and approve plans and conduct inspections. Consolidation and streamlining of the permitting function could be achieved if personnel from each were under one department and in one location. Cost: Additional costs would be incurred with moving, office set-up, possible personnel additions required.
2. The overall permitting process should be reviewed to insure that it is streamlined and efficient to the highest degree possible. Require all departments to fully utilize the Tidemark Permitting and Inspections software. Cost: No additional cost unless more personnel and/or equipment is needed.
3. Review the procedures and meeting format of the Planning Commission, Board of Adjustment and Architectural Review Board. Cost: No additional cost other than staff time.

Time Frame: Initialize immediately with completion by December 2006.

**Recommendation #2 - Education and Outreach: We recommend that the City make specific educational and outreach efforts to increase the understanding of the codes and ordinances and the processes involved by City employees and their clients including developers, engineers, architects, realtors, home builders and the general public.**

1. Reestablish the standard for better customer service by providing adequate staff, additional training, cross-training, education and/or incentives to City employees and Board members.
2. Conduct a public relations campaign to inform the City's customers of all that is available on the web page (code information, meeting schedules, inspection results, downloadable forms, etc.)
3. Encourage developers, builders, architects, engineers and contractors to attend a pre-development meeting prior to the submission of commercial development plans. Priority Permitting Processing should be used as an incentive. Consider some kind of Certification or Identification.



Cost: Possible additional costs to provide training, conduct workshops, print brochures, etc.  
Time Frame: Initialize January 2006.

**Recommendation #3 – Ordinance Review and Overhaul: We recommend that numerous City codes and ordinances be overhauled, updated and possibly rewritten.**

1. The City should undertake a comprehensive review of its current development-related ordinances (including the zoning ordinance, subdivision regulations, comprehensive plan, building and fire codes, building code, right of way construction standards ordinance and storm water management ordinance) and consider amendments. Cost: No additional cost other than staff time; if more personnel or consultants are needed for this work, additional costs would be incurred.
2. The review of each code or ordinance should include how to allow greater flexibility of administrators in certain code interpretations. Cost: No additional cost other than staff time, unless additional positions at a supervisory level are needed.
3. Engage our citizens by holding public forums to preview or review ordinances.

Time Frame: Initialize January 2006 with completion by December 2006.

**Recommendation #4 – Standardization of Performance in Enforcement and Procedures: We recommend that written standards be established for enforcement procedures and permitting processes for all departments/areas involved.**

1. All permitting departments should develop a uniform procedures manual establishing time frames for each stage of the permitting and inspections process including: turn around time for plan reviews, time limits on posting results, etc.).
2. Establish a committee with representatives from all departments to finalize performance standards to be used by all personnel involved in the process.
3. Monitor and improve these performance standards to insure consistency of how applicants are treated and processed.

Cost: No additional cost other than staff time.

Time Frame: Initialize January 2006 with completion by December 2006.

**Recommendation #5 – Incentives for Development: We recommend that the City create Priority Development Incentive Zones (PDIZ) throughout the City (i.e., economically depressed areas).**

1. Create monetary and non-monetary incentives to be used to attract and retain small and local business development within the PDIZ.
2. The City should study other communities to further develop non-monetary incentives (fast-track permitting, flexibility in certain code standards, fee waivers, tax abatements on construction materials, etc.) that would be doable in Mobile.
3. Particular emphasis should be placed on providing incentives for Best Management Practices (BMP's) in the area of storm water management.

Cost: The cost would be the amount provided by the City to the designated account; no other cost association beyond staffing costs.

Time Frame: Initialize January 2006 with completion by December 2006.

**Task Force/Subcommittee: Technology and Infrastructure**  
**Chairs: Chris Lee, Charmane May, Cicone Prince**

**Recommendation #1: Perform a best practices study of the procedures and processes for the City of Mobile technology function.**

1. Review users, involvement in decision-making; methods and means used in project management; organizational structure, work environment and equitable position and pay using existing sources of information (ICMA, U.S. Conference of Mayors, GMIS). Cost: Internal. Time Frame: 60 days.
2. Develop an internal communication plan. This is necessary because there is a problem with communication between departments and MIS and top down direction on priorities using MIS. Cost: Internal. Time Frame: 60 days.
3. Evaluate the need for a Chief Information Officer (CIO). Cost: Internal. Time Frame: 60 days.

**Recommendation #2: Develop a sustainable technology capital plan.**

1. Inventory all current hardware and peripherals. Cost: In-house. Time Frame: 4 months.
2. Create a replacement plan for hardware and peripherals. Cost: In-house. Time Frame: 4 months.
3. Evaluate alternative technologies (i.e., desktop, PDA's, Wyse terminals, wireless, Voice over IP, fiber ring). Cost: In-house. Time Frame: 4 months.

**Recommendation #3: Increase the security, efficiency and effectiveness of City operations through technology.**

1. Reassess Disaster Recovery Plan to include relocation of the Data Center to a more secure location. Cost: \$200,000. Time Frame: 60 days.
2. Using focus groups of external users, develop an external marketing and communication plan for City website. Cost: In-house. Time Frame: 90 days.
3. Consolidate and maximize City's work order system and Oracle financial applications to reduce costs. Other applications to consider are: Tidemark, Fleet Management, Facility and Asset Management. Cost: To be determined. Time Frame: 12 months.

**Recommendation #4: Seek alternative funding opportunities.**

1. Seek grant opportunities. Cost: In-house. Time Frame: On-going.
2. Market applications that the City is currently using. Cost: In-house. Time Frame: On-going.
3. Capture and create fees, services or fines designated for technology. (Web-based data traffic school, data retrieval). Cost: In-house. Time Frame: 90 days.

**Recommendation #5: Expand partnerships with businesses and Mobile area colleges and universities.**

1. Create internships and loaned professionals. Cost: In-house. Time Frame: 12 months.
2. Evaluate exchange program with other cities. Cost: In-house. Time Frame: 12 months.
3. Pilot programs with private/public organizations. (eTickets UA, SAICS). Cost: In-house. Time Frame: 12 months.

**Task Force/Subcommittee: Public Transportation and Access**  
**Chairs: Michael Davis, Ron Martin, Bill Roberts**

**Recommendation #1: Improve the infrastructure for City transportation.**

1. (a) Build accessible sidewalks and crosswalks to make major thoroughfares more pedestrian friendly. Cost: Depends on where and how many sidewalks and crosswalks will be built and/or improved. Time Frame: Long. (b) Improve access and pathways to dedicated bus stops. Time Frame: Medium.
2. Add shelters and benches to the most frequented stops. Modify City ordinance to allow acceptable advertising on shelters and benches designed to adhere to a desirable City image. Cost: \$0 if ordinance is changed; will also generate revenue. Time Frame: Short.
3. Build bike paths starting with routes proposed in previous recommendations by the Mobile Metropolitan Planning Organization (Broad Street, Old Shell Road and Spring Hill College to USA). Cost: \$200,000 per mile. Time Frame: Medium.
4. Install an accessible pedestrian/bike path to cross the Mobile River to Baldwin County. Cost: Depends on how and where. Time Frame: Long.

**Recommendation #2: Expand the bus system.**

1. Increase the number of buses on existing routes to 30 minutes during peak hours of service (5:30-9:30 a.m. and 2:30-6:30 p.m.). Cost: Operating: \$1,976,000 (revenue not factored in). Capital: \$3,100,000 to purchase 12 additional buses (80% federal funds/20% local). Time Frame: Medium.
2. Expand the network by putting in more bus routes, especially north-south route, and routes connecting with the municipal airport, railroad, bus station, cruise terminal and Brookley Complex. Cost: As per the Feasibility Study done in 2004 which is to be fully implemented in 2009. Operating: \$1,447,000 (revenue factored in). Capital: \$5,124,000 (80% federal funds/20% local). Time Frame: Medium.
3. Expand the hours of bus service in the evening and on weekends. Phase I—on three additional routes: Airport Boulevard; Spring Hill Avenue to USA and Route #12. Cost: \$180,000. Time Frame: Short. Phase II—on four additional routes. Cost: \$270,000. Time Frame: Short.
4. Utilize private providers, van pools and other alternative methods to expand the network. Time Frame: Short.
5. Implement Park and Ride system to downtown area and hospitals to transport employees beginning with the following three sites: Saraland Plaza Shopping Center; Winn Dixie at Schillinger's Road and Ziegler Boulevard; and Theodore Dawes Road and Highway 90 Shopping Center. Cost: \$468,000 for three sites: 6:00 a.m. and 7:00 a.m.—5:00 p.m. and 6:00 p.m. Time Frame: Short.
6. Reintroduce a trolley to run up and down Government Street (and maybe further) for tourist purposes. Time Frame: Short.

**Recommendation #3: Assess City plans for ADA compliance.**

1. Review current and future construction plans to determine if they meet ADA compliance. Cost: \$100,000. Time Frame: Short.
2. Conduct a City-wide assessment of potential ADA violations. Cost: \$200,000. Time Frame: Medium.
3. Bring violations into compliance. Cost: Depends on number and type of violations. Time Frame: Medium-Long.
4. Update the City's three year strategic plan. Cost: \$50,000. Time Frame: Medium.

**Recommendation #4: Educate the public and government to public transportation and disability awareness.**

1. Develop and implement a marketing plan for public transportation, targeting the large employer business market one-on-one to sell bus and van pooling of employees; colleges and universities to invest in ridership for students; and those who already ride public transportation with new and improved services to increase ridership and using radio advertising to target the general public. Cost: \$125,000 per year. Time Frame: On-going.
2. Develop and implement a plan for educating the public to disability awareness, targeting schools with a program of skits and motivational speakers, employers with free seminars regarding the process and benefits of hiring people with disabilities, commercials on public TV geared to the general public regarding various issues of access. Cost: \$125,000 per year. Time Frame: On-going.
3. Provide training for City service providers. Cost: \$25,000. Time Frame: Short.
4. Form an on-going, county-wide transportation coalition to include the community. Cost: -0- Time Frame: Short.

**Task Force/Subcommittee: Port and Maritime Affairs**  
**Chairs: Clarence Ball, E. B. Peebles, III**  
**Michael C. Dow, Norman Hill (Jobs and Economic Development Co-Chairs)**

**Recommendation #1: Oppose proposed location of Interstate 10 Bridge.**

1. Make it a stated goal of the City not to lose unlimited aircraft at Port. Cost: -0- Time Frame: Immediate.
2. Join with various private interests to form a “united front” in opposition to proposed location of I-10 Bridge. Cost: -0- Time Frame: Immediate.
3. Rally legislative delegation to join in “united front” in opposition to proposed location of I-10 Bridge. Cost: -0- Time Frame: Immediate.

**Recommendation #2: Encourage further tourism and residential development on or near the waterfront.**

1. Seek to obtain Alabama State Port Authority land immediately north of Convention Center in a transaction mutually advantageous to Port and City (Zone 1). Cost: Unknown. Time Frame: Long Range.
2. Continue and enhance “public/private” partnership with proposed National Maritime Museum of the Gulf of Mexico (Zone 1). Cost: Unknown. Time Frame: Immediate and Long Range.
3. Encourage development of property not on but adjacent to waterfront for residential and tourism uses (Zone 2). Cost: Unknown. Time Frame: Long Range.

**Recommendation #3: Support establishment of Maritime junior college or community college.**

1. Assist in obtaining site (including feasibility of using existing junior or community college sites). Cost: Unknown. Time Frame: Long Range.
2. Provide political support. Cost: -0- Time Frame: Immediate.
3. Provide financial support. Cost: Unknown. Time Frame: Long Range.

**Recommendation #4: Create consulting group or Maritime Advisory Council composed of various public and private waterfront interests to consider non-Port Authority maritime issues.**

1. Create Maritime Advisory Council and appoint City employee as coordinator. Cost: Minimal. Time Frame: Immediate.
2. Provide logistical support for Maritime Advisory Council. Cost: Minimal. Time Frame: Immediate.

**Task Force/Subcommittee: Airports and Air Travel**  
**Chairs: Cooper Thurber, Kenny Coleman, Robert Bender**  
**Michael C. Dow, Norman Hill (Jobs and Economic Development Co-Chairs)**

### **Mobile Regional Airport**

**Recommendation #1: Engage a third party, independent, world-class airport consultant to review strategic position of airport/air service. Consultant should review the following:**

- a. Governance/Structure.
  - b. Benchmark Mobile Regional vs. comparable airport in the areas of: airport fees, cost of operations, passenger fare costs.
  - c. Feasibility and benefits of relocating Mobile Regional from its current site to Brookley and/or another location.
1. Mayor and Council identify and partner with Airport Authority to identify, set objectives and fund the services of consultant.
  2. Insure true “community-wide” participation by having an “oversight” committee of citizens from around the community who are true stakeholders in the airport’s success.
  3. Encourage/facilitate communication of outcomes throughout communities (follow-up).

Cost: \$50,000-\$75,000.

Time Frame: 6 months.

**Recommendation #2: Continue to facilitate community-wide effort to capture additional carriers, number of flights and seat availability in/out of Mobile.**

1. Charge Mobile Chamber of Commerce and other key business community leaders to become more actively involved in recruitment of airlines and marketing within our community.
2. Participate in strategy development and increase number of visits to airlines to encourage more flights and capacity.
3. Increase City involvement, participation and funding in marketing the benefits of using Mobile Regional Airport.

Cost: Minimal-\$20,000.

Time Frame: Can begin immediately.

**Recommendation #3: Better educate community on airport/air service issues.**

1. Formalize a “Citizens Advisory” group that contains a mix of concerned citizens with frequent (and potential) patrons of Mobile Regional. This group would formally participate in Airport Authority Board meetings, meetings of the tenants of the airport and hopefully be a conduit to educate and engage more involvement from the community regarding the well-being of our airport.
2. Set up various meetings around community to gain input from citizens.
3. Participate in Mobile Register Editorial Board meetings with Airport Authority.
4. Facilitate public access to strategic plans through publishing, distribution and electronic access to them.
5. Utilize “air time” to address issues.

Cost: Minimal.

Time Frame: 1 month.

## **Brookley**

### **Recommendation #1: Acquire University of South Alabama property for future development/expansion.**

1. Lead effort to facilitate a resolution (immediate).
2. Actively assist in creating a funding plan for acquisition.

Cost: Up to \$20 million (potential).

Time Frame: Immediately.

### **Recommendation #2: Continue to develop air cargo carriers and capacity.**

1. Be an integral part of the recruitment process.

Cost: Undetermined.

Time Frame: Immediately.

### **Recommendation #3: Position Brookley as a world-class Certificate Training Center for business and industry.**

1. Financial support.
2. Facilitate location of facility at Brookley and/or Mobile County.
3. Cheerleader – support.

Cost: Undetermined.

Time Frame: Immediately to capture opportunities.

### **Recommendation #4: Improve appearance of exterior facilities/grounds around Brookley.**

1. Increase maintenance of City streets within and leading into complex.
2. More frequent trash/garbage pickup along rights-of-way.
3. Expedite the Broad Street improvement project.

Cost: Undetermined.

Time Frame: Immediate.

### **Recommendation #5: Educate community on Brookley.**

1. Use bully pulpit to illustrate job availability.
2. Engage business community to coordinate community presentations/visits to site.
3. Communicate with superintendents of education, guidance counselors.
4. Invoke churches/community groups by visits, bulletins.

Cost: Minimal.

Time Frame: Immediately.

### **Recommendation #6: Evaluate and position Brookley as a Gulf Coast Disaster Recovery Center.**

1. Participate in discussions/recruitment.
2. Provide resources for recruitment (incentives).
3. Facilitate participation of federal and state partners (elected and others) in discussions.

Cost: Unknown.

Time Frame: Immediately.

**Task Force/Subcommittee: Education and Workforce Development**  
**Chairs: Charlie Story, Sydney Raine, Carolyn Akers, Michelle DuBose Adams**  
**Michael C. Dow, Norman Hill (Jobs and Economic Development Co-Chairs)**

Each participant had the opportunity to respond to the question: “Based on the discussions held over the past three weeks, with the focus remaining on the “marriage” between **Education** and **Workforce**, provide one strategy you recommend to help the City of Mobile become greater.” Several suggestions were made ranging from restructuring the organization of middle and high schools to focusing on job training and placement for the area homeless. The following three recommendations dominated discussion during the final meeting.

**Recommendation #1: Establish a comprehensive plan to tie all levels of education together to provide a competent workforce. Continue to promote John Shaw High School as a career technical center.**

1. Through the partnership between the Mobile Chamber of Commerce and Mobile Works Coalition, job clusters will be developed to meet the needs of the Mobile workforce thereby supporting both business and industry.
2. A true partnership between the Mobile Area Education Foundation, Mobile County Public School System, Mobile Works and the Mobile Area Chamber of Commerce regarding the restructuring of both middle and high school programs.
3. Both the City and County and private sector pledge financial support to John Shaw High School. (This is a critical action point.)

**Recommendation #2: Develop a “think tank”/coalition approach with all of Mobile uniting so that brainstorming will continue, promoting new ideas and providing all, not just a selected few, a voice.**

1. Mayor Sam Jones should meet at least twice per year with the Mayor’s Education and Workforce Committee for a status report regarding the City’s goal with the community invited for input.

**Recommendation #3: Create a communication plan which insures that all citizens and students of the community are aware of the educational and training opportunities that are available.**

1. Create a group to compile a list of all area training facilities (schools, unions, programs) so that individuals and employers may have access to flow charts of information regarding education, training and funding sources. In addition, technical schools and programs should be made to be more attractive without a stigma being attached.
2. Work to change the image of the Mobile County Public School System to a more positive one by establishing a public relations campaign with a speakers’ bureau as well as produce tool kits that demonstrate progress that has already been made within the school system.



**Task Force/Subcommittee: Downtown Redevelopment/Riverfront Development**  
**Chairs: Jack Miller, Dee Gambill**  
**Michael C. Dow, Norman Hill (Jobs and Economic Development Co-Chairs)**

Vision Statement:

We believe the most important first-term objective of this administration should be to make the City of Mobile the leading business and cultural community in the State of Alabama in order to be nationally recognized as the regional center for economic growth and quality lifestyle along the northern Gulf Coast. A vibrant, culturally diverse, residentially and commercially desirable downtown/riverfront core is critical to having the City of Mobile achieve this goal. We must build upon the energy and success of our immediate past and stand upon our 300 years of coastal heritage to move forward together.

**Recommendation #1: Essential to Downtown Redevelopment is a commitment from the City government. The Downtown Redevelopment Committee believes that the top priority of the Mayor's office and City Council should be continued redevelopment of the downtown area.**

1. Of primary importance is the development of a new downtown Master Plan so that there is a clear definition of what the goals and expectations are for the next five to ten years.
2. The City needs to create accountability mechanisms, possibly a cabinet position on the Mayor's staff, to ensure that all redevelopment goals are achieved. This position should work closely with the newly organized Downtown Mobile District Management Corporation (DMDMC; i.e., the BID), Main Street Mobile, Inc., the County, Chamber of Commerce and organizations whose missions are to promote downtown development and which represent business and property owners in the downtown area.
3. Become a partner with the organizations noted in Action Step #2 regarding City codes and licensing requirements. Enforce existing codes regarding vacant properties and work more cooperatively with the public/developers regarding licensing/permitting on new development.
4. Build a new police headquarters at North Annex. Additional police presence downtown will reduce negative perceptions of safety and help promote commercial and residential development.
5. Issues concerning the homeless population must continue to be addressed. Consider how to provide safety and shelter as we expand and improve the downtown area.

**Recommendation #2: Create a downtown cultural and entertainment district.**

1. Additional family-oriented entertainment is needed. Complete the Maritime Museum and determine the feasibility of adding a theater complex, aquarium and other new family entertainment venues.
2. Develop excursions/packages off cruise ships to keep people in the local area and provide patrons for hotels/restaurants, etc.
3. Fully develop and promote existing downtown attractions (e.g., Fort Conde) and continue downtown special events.

**Recommendation #3: Work to promote residential development in the downtown area.**

1. Optimize public and private-sector investment to promote investment in residential development.
2. Work to secure private sector mixed use (PUD) developers/investors.
3. Increase the “walkability” of the downtown area and promote it as a viable neighborhood.
4. Develop new building zones which foster residential growth (e.g., specific building height zones allowing for retail, parking, residential usage, etc.).

**Recommendation #4: Recruit educational institutions and small businesses for the downtown area.**

1. Evaluate the vacant buildings and property locations in the St. Anthony, St. Louis and Dauphin Street areas in order to promote office development and recruit tenants.
2. Recruit culinary, art, technical skill, medical and other educational institutions (utilizing vacant buildings). Doing so will increase need for residences, stores, etc.
3. Develop a partnership with USA, Mobile Infirmary, City of Mobile, Mobile County and business community to accomplish Action Steps 2 and 3.

**Recommendation #5: Expand waterfront access and commercial development along the waterfront.**

Purchase land from the Alabama State Docks (Container Port, Pier 2) north of the Convention Center for a riverfront commercial area.

1. Implement bay ferry service.
2. Secure a second cruise ship for the existing terminal. Determine feasibility of a second terminal.
3. Develop more “greenspace” including hiking/biking/running trails.
4. Increase signage in the downtown area and on local highways promoting downtown venues.
5. Connect downtown area to waterfront (e.g., skyway connection).

**Recommendation #6: Address the problems of limited parking, increased traffic and safety.**

1. Decrease traffic congestion across Mobile Bay. The various interest groups (historical preservation, commercial, State Docks, etc.) need to be in agreement—and *present a unified front*—as to the location of the new bridge across the Mobile River.
2. Change traffic flow downtown by implementing two-way streets.
3. Implement bay ferry service as an option both for daily commuters and for transporting tourists.
4. Increase affordable parking, additional sidewalks and street lights.

**Task Force/Subcommittee: Housing and Historic/Neighborhood Preservation**  
**Chairs: Raymond Bell, Palmer Hamilton, Robert Edington**  
**Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

**Recommendation #1: We urge administrative changes within City government to encourage both housing redevelopment in the inner city and historic preservation.**

1. Delegate to one or more City inspectors the job of inspecting projects within historic districts of the City. This will provide continuity of treatment for issues that are unique to these areas. For example, handrails on historic structures and structures in historic districts are lower than they might be in newer areas of the City. While there are constraints on how low the handrails can be, the City has shown flexibility in negotiating this. If the inspectors handling inspections in historic districts were given this exclusive job, when issues arose they would know the permissible parameters. Cost: No additional cost from this recommendation.
2. The City should undertake a study of refinements that might be made to the City's code, as well as a study of historic conservation needs and related codes. This, perhaps, could be done by a national consulting firm in close contact with the City's staff. Cost: No additional cost other than staff time.
3. The City should increase its monitoring of the historic districts for code enforcement purposes. We urge the Mayor and the Council to sustain the City inspectors when they are enforcing the code requirements. We particularly urge the City to enforce the City's code requirements with respect to the American Legion building on Government at Dearborn Streets. This is one of the most important buildings in Mobile and it should not be permitted to collapse from neglect. We would like to urge the same requirements be applied to Barton Academy, but the City lacks enforcement authority over the property of the Mobile County School System. Thus, we urge the Board of School Commissioners to proceed with plans to save Mobile's most important historical structure. Cost: No additional cost other than staff time; if more inspectors are needed for this work, additional costs would be incurred.
4. We urge the Mayor and the Council to sustain the Architectural Review Board to deter unacceptable development and setback lines. Cost: No additional costs.

**Recommendation #2: We recommend the City undertake a study of the laws that apply to rental and abandoned property. To the extent permitted by state law, landlords should be held accountable for maintaining their rental property for the sake of their tenants and the property owners in the neighborhood.**

1. Mobile has a large number of rental and abandoned properties that are substandard and many are in violation of the City's code. This is a problem not only for the tenants of these properties, but also a problem for the owners of property in the vicinity of the neglected property.
2. In addition to the City launching greater enforcement of the City's code, as recommended in Recommendation #1, the City could consider whether to give tenants additional rights. This may entail further state legislation to give the Mayor and Council the right to establish tenant protections.
3. The City should ask the Housing Board to increase their inspection of Section 8 properties to insure that they meet the requirements of the Section 8 program. If tax dollars are being spent to provide decent housing, the landlords receiving these dollars should be made to provide such housing.

Cost: This recommendation should have no cost associated with it beyond staffing costs; however, funds should be provided for the nuisance-abatement program.

**Recommendation #3: We recommend that the City consider providing financial resources to the City's revolving funds. To date, no City funds have been requested or provided to the City's revolving funds, but these funds have accomplished much. With minimal City funding, the leverage that these funds can receive would provide a large return to the City.**

1. The Oakleigh Venture Revolving Fund (OVRF) was created by the Mobile Historic Development Commission approximately four years ago using no City funding. Using its initial \$300,000 in foundation and corporate funding, the OVRF has already restored and built in-fill structures worth over \$3 million. Thus, the leverage ratio is already over ten to one. Further, the OVRF still has its initial equity so it is continuing to leverage those funds.
2. The secret to a revolving fund's success is to have sufficient funds to create critical mass. This can transform neighborhoods and attract buyers.
3. The OVRF has proven that it can leverage money to the maximum. This leverage can increase the City's tax base. For example, it recently took a back asphalt parking lot behind Wendy's and built two replica historic homes on Church Street. These houses have a combined value of approximately \$300,000. Not only does this produce ad valorem taxes, it has brought people back downtown and this will increase sales tax revenues for the City. The \$3 million in restored property mentioned above had a prior value of a small fraction of this amount. The properties were raw land or terribly dilapidated structures, in many cases lacking plumbing and power.
4. The OVRF recently began construction on four new townhouses on Dauphin at Cedar Street. It has already sold one of the townhouses for \$275,000, even though only the foundation is in place. The OVRF hopes to replicate this project in downtown by using plans and specifications from the Historic American Building Survey to rebuild many of Mobile's lost architectural treasures.
5. With the City's increased revenue in the aftermath of Hurricane Katrina, a significant grant to the OVRF could create a major stimulus for preservation and mixed income housing in downtown. By partnering with entities such as DASH, the revolving funds can better offer affordable housing.

Cost: The cost of this recommendation would be the amount provided by the City; however, the benefit should be calculated using the leverage factor and the fact that the City's tax base will be significantly expanded.

**Recommendation #4: We recommend that the City undertake several capital improvements that would stimulate revitalization in historic districts in Mobile.**

1. We commend the City's efforts to Bring Back Broad and urge that this project continue and other such projects be initiated in places such as Old Shell Road. This would tie the historic districts and other neighborhoods more closely and stimulate new housing in the inner city.
2. The Bring Back Broad initiative may give rise to creating new, attractive housing not only on Broad Street but also on either side of Broad. It will also tie the work of the Housing Board in its new Hope VI project into the historic districts and the central business district. We also commend the Housing Board for initiating the Hope VI effort that will transform that part of Broad Street. The Bring Back Broad initiative and the Hope VI effort represent the sort of concerted revitalization work that is essential to provide quality new housing in the inner city.
3. We recommend that the City invest in repairing and maintaining its sidewalks and streets that have fallen into serious bad repair. It has been a number of years since the City had a budget for sidewalk maintenance and this should not continue. For

Mobile's historic districts, we urge the City to consider studying the use of a stamped paving. This could be initiated as a pilot in one downtown block. This could also be done for sidewalks.

Cost: This would have a budget impact equal to the capital allotted to sidewalks and projects such as Bring Back Broad.

**Recommendation #5: We recommend that the City study where neighborhood designations, for both historic districts and heritage neighborhoods, might be created in order to stimulate further rehabilitation of the City's existing housing stock. This will help with community building.**

1. The official designation of a neighborhood as a historic district or a heritage neighborhood can create added interest in potential home buyers and create a new sense of community among the existing residents.
2. There are a number of attractive areas of the City that could benefit from the designation and an enhanced sense of community.
3. The Hank Aaron Loop should be designated a conservation district.

Cost: There would be no budget impact beyond staff time and a relatively small cost for signage associated with the designations.

**Recommendation #6: We recommend that the City study ways to encourage property improvements, including façade easements grants.**

1. Façade easement grants provide tremendous leverage for CDBG funds.
2. Tax abatements could provide other leverage opportunities.

**Recommendation #7: We recommend that the City staff study the Consolidated Plan to develop an implementation plan to focus on affordable housing.**

**Task Force/Subcommittee: Tourism**

**Chairs: Karen Atchison, Douglas Spence, Dr. Bill Barrick**

**Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

**Recommendation #1: Commit to the value of Tourism as a part of the economic engine of Mobile.**

1. Use all Hotel/Motel tax revenue for Tourism.
2. Integrate Chamber's efforts with MBCVB.
3. Structure the City government to include the voice of Tourism.
4. Create a PSA/marketing program to promote Tourism and its value.
5. Create a "Mayor's Award" for tourism industry.

**Recommendation #2: Create a master plan for Tourism.**

1. Identify partners and players for master plan task force.
2. Review all existing plans (Main Street, etc.) for issues relating to Tourism.
3. Identify future elements to augment existing plans and attractions.
4. Implement recommendations.

**Recommendation #3: Create a Tourism/Transportation plan.**

1. Develop comprehensive transportation plan for tourism.
2. Expand MODA routes to include all existing downtown and midtown attractions.
3. Develop pedestrian corridors connecting downtown attractions and solve Water Street pedestrian access.
4. Develop water taxi plans for outlying areas.

**Recommendation #4: Enhance communication and information vehicles to visitors.**

1. Create in-house videos on closed-channel systems in all hotels and motels to promote tourism.
2. Create additional information centers (airport, malls, downtown stores and restaurants).
3. Establish paid staff in all information centers under MBCVB management.
4. Work with hotel/motel association for enhanced training of service personnel.

**Task Force/Subcommittee: Arts Group (Arts, Culture and Recreation)**  
**Chairs: Carlos F. Parkman**  
**Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

**Recommendation #1: Strengthen communications and relationships between City government and cultural and arts organizations.**

1. Joint City and community task force. Task force shall address education, arts locations/resources, marketing/funding and will include visual and performing arts. Cost: -0- Time Frame: To be determined.

**Recommendation #2: We would like the City to make fair and equitable distribution of City's art-related financial resources.**

1. Establishing clear criteria.
2. Maintain funding and/or increase funding.

**Recommendation #3: City government to actively promote the arts and cultural opportunities available in Mobile.**

1. Allocate a certain percentage of the dollars going to MBCVB to be used to promote arts, culture and recreation (Current Budget \$2,667,852). Cost: X%. Time Frame: Fiscal Year Budget 2006-2007.
2. City and MBCVB need to rework/update the website to list all attractions and additionally sub-categorize to include everything in a category. City needs to update the telephone automated-attendant systems.
3. Be more of an advocate and collaborate with state and federal agencies to leverage additional dollars.

**Recommendation #4: Feasibility study and/or strategic plan needs to be done on the Civic Center.**

**Recommendation #5: City government and other agencies should attempt to beautify the City through expansion of public displays of art.**

1. Investigate using a percent of tax base for public art. Investigate a vacancy tax for buildings in high use areas.
2. Survey and establish locations where there are opportunities for public art and programs.
3. City should adopt and implement the public art policy that was put together by Main Street.

**Task Force/Subcommittee: Culture Group (Arts, Culture and Recreation)**  
**Chair: Edna Rivers**  
**Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

**Recommendation #1: Establish a communication and marketing entity for all cultural and arts organizations directed to the local market.**

1. Secure funds from non-profit groups, City, County and State governments/agencies. Cost: On-going. Time Frame: Moderate.
2. The entity would need a staff of 3-5 persons to function effectively. Cost: \$125,000-\$200,000. Time Frame: Moderate.
3. Create a "focused" strategic/market plan that reaches all socio-economic groups. Cost: \$300,000-\$500,000. Time Frame: Moderate.

**Recommendation #2: Provide for shared fundraising opportunities for small cultural groups.**

1. The identified groups along with the City would write a job description and hire an Arts/Cultural grant writer/researcher. Cost: \$50,000-\$75,000. Time Frame: Moderate.

**Recommendation #3: The City should upgrade existing facilities and insure that the infrastructure is capable of supporting cultural events.**

1. Make a survey of all locations for needs and possible improvements. Cost: Staff. Time Frame: Short.
2. Recruit more private investment/funding of facilities. Cost: Mayor/Others. Time Frame: Moderate.
3. Prioritize needed improvements; upgrade and/or build facilities. Cost: Open. Time Frame: Moderate-Long.

**Recommendation #4: Encourage communication, interaction and cooperation of cultural entities in developing an event calendar, etc.**

1. Encourage networking of staffs. Cost: Minimal. Time Frame: Short.
2. Establish a central ticketing office. Cost: \$75,000+. Time Frame: Short-Moderate.
3. Survey possible economic scale of cultural operations. Cost: None (saving). Time Frame: Short.

**Recommendation #5: Elevate the public's awareness of the importance of the cultural and quality of life aspects of our community.**

1. Cultural organizations collaborate more with the school system to provide cultural experiences for our children. Cost: Minimal. Time Frame: Moderate.
2. The creative use of local venues including the waterfront is encouraged for group activities. Cost: Minimal. Time Frame: Short.
3. Gain more support for cultural activities through education/collaboration with businesses, Convention Bureau and Chamber of Commerce. Cost: Minimal. Time Frame: Moderate.



**Task Force/Subcommittee: Recreation Group (Arts, Culture and Recreation)**  
**Chair: Vince Emmons**  
**Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

**Recommendation #1: Contract with outside consulting firm to do a complete comprehensive study of City-wide recreation facilities. We must address the drab, bland, non-inviting appearance of our City parks.**

1. Contract outside consulting firm. Cost: \$40,000. Time Frame: 6-12 months.
2. Review existing recreation facilities (parks) with representatives from each facility. Cost: -0- Time Frame: 2 months.
3. Increase Parks and Recreation budget with money directed only to equipment and maintenance personnel for existing facilities. Cost: \$400,000. Time Frame: By June 2006.

**Recommendation #2: Direct attention to our senior citizens and our citizens with disabilities.**

1. Review property at Brewer Center and organize a committee to look for funds to build a Senior Center. Cost: \$5,000. Time Frame: 6 months.
2. Organize senior citizens to find out how many seniors need facilities and where and what type of recreation at facilities. Cost: \$5,000. Time Frame: 6 months.
3. Look at existing recreation facilities to determine which have ADA approval and which ones can be brought up to a better standard of ease to use. Cost: \$50,000. Time Frame: 2006.

**Recommendation #3: We must address the fact that we do not have a City marina or fishing pier.**

1. Complete park renovation and additions to McNally Park including pier. Add lights. Increase parking. Better launch facilities. Cost: \$250,000. Time Frame: 2006.
2. Put a committee together of members from yacht and boating clubs to review a downtown marina adjacent to the Convention Center on property shared by State Docks and City. Cost: \$5,000. Time Frame: 2006.
3. Review new container location (Washington Avenue) to include a drop-down fishing pier as part of a planned park in that area. Cost: \$75,000. Time Frame: 2007.

**Recommendation #4: Address lighting, parking and safety for walking, jogging and bicycling at all City recreation areas.**

1. Run a full page ad in the Register of a poster made by Rick Rambeau of all City parks and recreational opportunities at each park. Run ad twice a year. Cost: \$15,000. Time Frame: Now.
2. The committee will organize and follow up with the City with numbers of people and clubs in Greater Mobile area. Cost: -0- Time Frame: 3 months.
3. Print a copy of all bicycle, jogging and walking recreation in Greater Mobile area and distribute to bicycle shops and sporting goods stores once a year. Cost: \$1,000. Time Frame: 3 months.

**Recommendation #5: Increase City-wide awareness of tennis, golf and the fast-moving sport of disc.**

1. City to organize a beginner's course at existing facilities with assistance from manufacturers of golf, tennis, disc equipment. Cost: \$5,000. Time Frame: 6-12 months.
2. Increase seating and viewing arrangements at existing tennis facilities. Ask for assistance from manufacturers on equipment. Cost: \$20,000. Time Frame: 6-18 months.
3. Review the game of disc and use of a lighted location with parking and safety for night games. Cost: \$15,000. Time Frame: 6-18 months.

## **Task Force/Subcommittee: Fostering Civic Pride**

**Chairs: Leevones Dubose, Kyle Greer, Leigh Perry-Herndon**

**Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

In developing this final report, members of the Fostering Civic Pride committee felt it was important to note to the Mayor and City Council members that for us to have more “civic pride” in Mobile, City government must be more efficient and focused on meeting the needs of ALL its residents. Equality is critical to the success of making Mobilians more proud of their City.

To help Mayor Jones and his transition team, this committee of 20 men and women has identified five key issues which are now barriers to civic pride. Implementation of these tactics, however, could help “jump start” the overall perception of Mobile being a great place to live, work and rear a family. The group would encourage serious consideration to the following as they were dedicated and proud enough to spend hours of their time working to make this a greater City.

### **Recommendation #1: Need to build awareness of facilities and things to do**

1. Create an identity campaign for Mobile which:
  - markets Mobile locally (not just to tourists outside the area);
  - builds on the work/programs created through the Tricentennial;
  - establishes a speakers bureau for all Mobile events/activities;
  - forges better public/private partnerships;
  - encourages media buy-in;
  - encourages a “be a hometown tourist” element (that includes Mayor/Council buy-in);
  - allows for a full-time staffer who is the point of contact for all City-wide events; responsible for “pride” events in constant promotion of all the good news happening in Mobile;
  - creates a business and arts community committee that will act as an advisory panel for City-wide events to assist in marketing (profit and non-profit).

It was noted that several identities, logos, etc. have been created to “identify” Mobile. The group recommends that we create one, stick with it, get as much buy-in as possible and make sure that everyone understands that it may not be perfect for every group but it does the greatest good for the greatest number of people.

### **Recommendation #2: A clean City is critical.**

1. Develop a neighborhood initiative which supports the BID and uses it as a template to form residential and mixed-use programs that operate it much the same way throughout neighborhoods all across the City.
2. Equitably enforce laws regarding litter, vacant buildings and abandoned properties and/or make laws/regulations stricter in areas where they are weak; insure that cleaning crews are doing their job and are accountable; consider the possibility of raising taxes on abandoned properties/vacant buildings rather than have a small fine.
3. Develop a trust for equitable City-wide beautification (i.e., Fairhope’s flowers).
4. Reschedule weekend cleaning crews or use inmates to clean downtown on Saturday nights (Example: It is dirty when citizens visit downtown for lunch/brunch on Sunday but clean on Saturday morning for market).

**Recommendation #3: City tax issue needs to be addressed.**

1. Create a day/week of “no City sales tax” prior to school starting and for hurricane supplies.
2. Provide City of Mobile residents with justification of where/how their tax dollars are spent; residents should be provided a tax-comparison chart with other cities where taxes (i.e., sales, garbage, property, etc.) are broken out and compared; market these messages through local media.
3. Create more infrastructure in closer proximity to police jurisdiction or areas where most money is collected.
4. Re-evaluate the distribution of federal funds by contracting with a bipartisan consultant to review where federal dollars are being distributed in Council districts; increasing communication between federal organizations, the Mayor and the City Council on where the money’s spent; and encourage neighborhoods and citizens to lobby the Council for a more equitable distribution of grant money.

**Recommendation #4: Public transportation options**

1. An awareness campaign for the WAVE needs to be implemented for all City residents. This might include incentives for riding the bus, cross marketing all events as having a public transportation option and an overall awareness on how to ride the bus, why ride it and the benefits.
2. Develop a Park and Ride program in the City of Mobile that provides a safe location for people to leave their vehicles.
3. A two-county transportation system (bus, high-speed ferries, light rail, etc.) needs to be developed that will serve Mobile and Baldwin counties. Study other models for a best-use that will make the system efficient.
4. Create an advisory committee for the City-wide public transportation system that includes citizens of Mobile for input on new routes, services, etc.
5. Encourage more local buy-in from elected officials and business leaders on public transportation--not just lip service.

**Recommendation #5: Smart Growth Plan needs to be implemented.**

1. Overhaul the complete zoning program from the planning commission membership to new policies and legislation on zoning, simplifying the process to overrule a recommendation and enforcement of existing rules both residential and commercial. Create a citizens’ action committee for all facets of zoning and growth to act as a “watchdog” for residents.
2. Implementation of the Smart Growth Plan must be a priority for City government from filling vacant positions in the Planning Department to offering incentives for businesses to participate in this plan. Use a best practices model for developing the incentives package for businesses and/or neighborhoods, and/or residents, and/or developers to follow the plan.
3. Create an area in the City limits to showcase as a pilot or “model” for Smart Growth (For example, Ashland Place area along Old Shell Road).
4. Create and implement an awareness campaign to support smart growth that is visual.

**Task Force/Subcommittee: Annexation**  
**Chairs: Donald J. Stewart, Jim Bozonelos**

The Mayor's Annexation task force met in sessions on November 9, November 16 and November 22, 2005, at meeting facilities in the Colonial Bank Centre at Dauphin and I-65 furnished through the courtesy of the Mitchell Company. A portion of the task force's work took place between sessions by means of email communication and polling. Members actively participating in the work of the task force included Winifred Blackledge, Butch Blum, Jim Bozonelos, Doug Cranford, Donald Dees, Randy Delchamps, Linda Hambley, Jesse Jackson, Charlie Jackson, Jr, Mercedes Jackson, Edward J. Kahalley, Sr., Sam J. Marston, Jr., Hattie McCants, Otha McCants, Jeff Newman, Keith Nicholls, Cathy O'Keefe, Tom Oldweiler, Danny K. Patterson, David Richey, Malcolm Steiner, Donald Stewart, Brad Tucker and Larry Wettermark. The make-up of the task force was almost evenly divided between individuals currently residing within the corporate limits and individuals currently residing outside the corporate limits.

The focus of the task force was on identifying incentives and concerns associated with an annexation campaign and on the approaches that should be employed to bring about a successful campaign. While a wide spectrum of views was discussed on various issues, there was general agreement on a number of core concepts:

**Recommendation #1:** The approach to the residents and property owners in west Mobile and south Mobile should be made primarily through organized resident support groups from those areas which can speak directly as neighbors to the benefits and protections obtainable through annexation. Elements under consideration for inclusion in the annexation campaign should be reviewed in depth by focus groups drawn from the unincorporated areas before they are added to the campaign.

**Recommendation #2:** The annexation campaign should emphasize that the purpose of the annexation campaign is to preserve and enhance the current quality of life enjoyed in the affected areas. Both the benefits obtained from being a part of a larger municipal community and the creation of a true West Mobile or South Mobile localized community should be emphasized. Opportunities to develop true community centers around parks, public facilities and central green spaces that do not currently exist in the outlying areas and to thereby create a true sense of a local community in those areas are important benefits of annexation.

**Recommendation #3:** The manner in which the annexed population would be more effectively represented by an elected City Council member and the Mayor must be stressed, and a clear explanation of how the annexed areas would be given Council representation must be furnished.

**Recommendation #4:** The true "net cost" of annexation to a resident or property owner should be carefully computed, documented and communicated. Both tax and fee increases and offsetting cost reductions through the substitution of municipal services for private services should be plainly set out. To the extent that a moratorium or phase-in of municipal taxes or fees is legally and economically feasible, such should be considered for implementation.

**Recommendation #5:** A comprehensive statement of all municipal benefits and services that would be provided or be expanded as a result of annexation, including any costs and fees that might be associated with them, should be prepared and communicated. To the extent that needed infrastructure projects for such things as police and fire stations, parks and community centers are identified, a firm timeline for construction of such, contingent on annexation, should be published. The Mayor and City Council should in effect commit to a “Contract with Annexed Citizens” to assure that the described benefits will be provided.

**Recommendation #6:** A clear presentation should be made to residents and property owners in the areas outside the City as to the fact that the conditions and services they currently enjoy outside the City are not guaranteed in the future. In the absence of zoning and land use controls, the risk of future development that is incompatible with existing residential and commercial uses is very real in the unincorporated areas. The provision of municipal police, fire and EMS protection outside the City may at some point be curtailed or ended if the City reaches the conclusion that its primary responsibility to City residents and the cost of providing such services outside the City require such.

**Recommendation #7:** The annexation campaign should be as geographically broad and inclusive as is practicable. To the extent possible, everyone interested in joining the City should be afforded the opportunity, and the City’s goal should be to bring in as many people and as much land as possible to return Mobile to its former status as one of the largest and most vigorous cities in the State. If by annexation Mobile could both surpass Birmingham as the State’s largest City and enable west Mobile and south Mobile to establish themselves as cohesive communities within the City with their own character and ambience, the highest and best goal of annexation will have been accomplished.

All of the members of the task force appreciate having been given the opportunity to provide input on this very important topic and stand willing to participate further in the process of the design and implementation of the City’s annexation campaign in whatever capacity they might be of service.

**Taskforce/Subcommittee: Health Care**  
**Chairs: Charles White, Dr. Margaret O'Brien**

The work of the Health Care Task Force for Mayor Sam Jones' transition has been daunting. In order to maximize inclusion and accommodate approximately 60 volunteers, the volunteer pool was divided by the task force co-chairs on the basis of individual preference into five subcommittees as follows:

1. Access To Health Care - Chair: Dr. Errol Crook
2. Pharmacy - Chair: Mr. Donald Ponquinette
3. Prevention/Health Promotion - Chair: Dr. Allen Perkins
4. Geriatrics - Chair: Ms. Julie McGee
5. Mental Health - Chair: Mr. Tuerk Schlesinger

It was recognized at the outset that there would be considerable overlap between the five subcommittees in terms of issues examined. Following an initial organizational meeting for all volunteers, the subcommittees each met four to five additional times to comply with the SWOT analysis guidelines. Recurring themes in each subcommittee included lack of communication and coordination of resources and inadequate transportation for many segments of society. Many committee members agreed that a fundamental paradigm shift in health care is needed. Health care is not exclusively a provider issue; it is a community issue requiring input from all segments of society. Communication, collaboration, coordination of resources and a commitment to the health care of our citizens is essential at such a time as this. The City of Mobile has over 100,000 uninsured and under-insured populations, some of which receive care at facilities like Franklin Memorial, Victory Health Care, the Board of Health and our emergency rooms.

The spectre of Medicare D and the confusion surrounding it could very well present a health-care crisis for many of our senior citizens and disabled citizens in 2006. The subcommittees on the Health Care Task Force have identified opportunities for bold leadership in the area of health care by the Jones administration.

The recommendations of the subcommittees have been condensed by the Health Care Task Force co-chairs into three recommendations followed by the recommendations from the subcommittees.

**Recommendation #1: Improve communication at all levels regarding health care resources to patients/consumers, providers and state and federal legislators.**

1. Establish a City position to provide Medicare D prescription drug program and enrollment assistance to the 62,000 Medicare beneficiaries in Mobile [Appendix-Geriatrics-Recommendation #3]. Cost: \$35,000. Time Frame: Immediately for one year.
2. Establish an on-going health care consortium composed of a cross section of providers to conduct educational forums regarding access to care, mental health, dental health, prevention and wellness [Appendix-Access-Recommendation #1 and #2; Pharmacy-Recommendation #1; Mental Health-Recommendation #1; Geriatrics-Recommendation #1]. Cost: \$5,000-\$10,000 (data gathering, secretarial). Time Frame: Up and going in six months. Reporting to Mayor quarterly.
3. Develop a strategic public relations plan to partner with local media to raise public awareness regarding health care resources (including CONTACT MOBILE and the 211 telephone service), exercise and diet opportunities, types of illness (especially mental illness) [Appendix-Mental Health and Prevention]. Cost: \$10,000. Time Frame: Have plan developed within six months.

**Recommendation #2: Develop City-wide (or regional) plan for provision of primary/specialty/dental/mental health care to underinsured and uninsured citizens, bringing together educators, health care providers, health care insurers/financiers, government and other interests.**

1. Under the guidance and supervision of the on-going Health Care Consortium (described above), engage consultant to assist with the development of the plan [Appendix-Access-Recommendation #3]. Cost: \$200,000-\$400,000. Time Frame: Start in June 2006. Finish by June 2007.
2. Support establishment of a school of pharmacy at USA [Appendix-Pharmacy Recommendation #3]. Cost: Minimal.
3. Support establishment of a dental school at USA [Appendix-Geriatrics-Recommendation #4]. Cost: Minimal.
4. Courses and outreach by all colleges/universities regarding geriatrics [Appendix-Geriatrics-Recommendation #5]. Cost: Minimal.

**Recommendation #3: Enhance and improve public transportation and City recreation sites.**

1. Continue expansion of bus system and publish schedules of routes; complete bike trails [Appendix-Prevention-Recommendation #4; Access-Recommendation #1]. Time Frame: Begin in 2006.
2. Establish wellness and exercise programs in existing City parks and in agencies such as the senior citizen center [Appendix-Prevention-Recommendation #5; Geriatrics-Recommendation #2]. Time Frame: Begin in 2006.



**Task Force/Subcommittee: Health Care-Access**  
**Chair: Errol D. Crook**

**Recommendation #1: Enhance knowledge of community leadership on the extent and impact of the problem of access to health care for under-insured and uninsured citizens of Mobile. Such action will allow for legislative decisions to be made with knowledge of their impact on health care in Mobile and for potential solutions to be driven by our legislative leaders.**

1. Develop a consortium to address issues of access to health care in Mobile. This consortium should be representative of the broader community and include members for the political, educational, business, health care, faith-based and under-insured and uninsured populations. This consortium will gather data on the extent and impact of the problem of access to health care in this area and share it with community leaders on a continuous basis. Cost: Time for consortium members (voluntary), rooms to meet, some financial resources for data gathering (focus groups, surveys, queries of public databases, etc.). Time Frame: Develop ASAP and have first educational forums with community leadership within 6 months.

**Recommendation #2: Educate the Mobile community on the impact and extent of problems with access to health care. This will allow for the community to intelligently participate in developing solutions and to participate in shaping policy that addresses this issue.**

1. Develop the consortium that is outlined in Recommendation #1 and task it to gather information from the community on their knowledge, opinions, and concerns regarding access to health care. In these sessions, there should also be an attempt to enlighten the community on this issue. Cost: See above. Time Frame: See above.
2. Have consortium organize focus groups throughout all of Mobile to achieve objective outlined above. Cost: Trained facilitators to run groups. Time Frame: To be completed within 3 months.
3. Partner with multiple media sources to educate community on this issue. Cost: Minimal (public service of media). Time Frame: Start now and continue for next several years.

**Recommendation #3: Develop a City-wide plan for provision of health care to the under-insured and uninsured population of Mobile.**

1. Develop consortium as outlined in recommendations above. In the short term this group will identify existing health care services across the area and any gaps in needed services. The group should develop a plan that facilitates coordination of existing services. Cost: Minimal. Time Frame: Should start now and short-term plan for collaborative efforts completed within 9 months.
2. Long-term objectives for the consortium will be to establish a citywide plan that brings together health care providers, health care insurers/financiers, government, business and other interests to provide comprehensive health care for all. To achieve this task, the group should examine government, not-for-profit, community and business-derived avenues to establish sustainable funding. There should be a focus on the employed under-insured/uninsured and their families. Particular attention should also be given to dental, mental health and pediatric services in the plan. Cost: Need for consultants to assist with plan development (\$200,000 - \$400,000). Time Frame: Start development of plan and with calling in of consultants after data gathering on impact and extent of problem and identification of existing resources. Start in about 6 months with completion of plan blueprint 6 months to one year later.

**Task Force/Subcommittee: Geriatric Health Care**

**Chair: Julie McGee**

**Recommendation #1: Improve availability of services to senior citizens through information dissemination, outreach and collaborative efforts.**

1. Establish Gerontological Consortium as a forum to enhance networking and collaboration among the aging network. Cost: No Cost. Time Frame: Accomplished by March 2006.
2. Establish an Advisory Commission on Aging for the City of Mobile. Cost: May be accomplished without cost, but recommend a \$5,000 budget for mailing, printing, forums and conferences. Time Frame: First meeting held by March 2006.
3. Enhance the City of Mobile's Action Center and website by linking to community services (i.e. Helpline, Area Agency on Aging-SARPC, Lifenet of Senior Citizen Services). Cost: City could use existing City staff to accomplish this. Time Frame: Completed by March 2006. Consider partnering with United Way, etc. to fund a local 211 call center to handle social service calls.

**Recommendation #2: Increase support of services that allow seniors to age in place for senior-friendly communities.**

1. Expand demand response transportation available to seniors through the WAVE and MHB and CDBG-funded transportation services such as provided by Dumas Wesley Community Center and other community providers.
2. Fund modest in-home supportive services such as homemaker services, shopping assistance, home-delivered meals, personal care, respite services and casework to allow frail elderly to remain at home.
3. Support HOPE VI projects and supportive services to seniors, including service coordinators at senior housing developments to provide assistance to elderly residents.
4. Support health promotion, wellness, exercise and recreation programs that promote health aging. This in part can be accomplished by designating a recreation professional in the City to improve programming for seniors at City Recreation Centers and by supporting programs at Senior Citizen Services' Mary Abbie Berg Center.

Cost: \$1 million.

Time Frame: Contracts in play by FY2007.

**Recommendation #3: Support provision of Medicare Prescription Drug Program Counseling and Enrollment assistance to the 62,000 Medicare beneficiaries in Mobile.**

1. A Medicare Prescription Drug Information and Enrollment site would be located in each city council district to help the 62,000 Mobile residents on Medicare obtain needed help, understanding and enrolling in this new benefit.
2. Educational outreach provided through newspapers, radio, TV, community presentations and Enrollment Fairs.

Cost: \$35,000 (\$5,000 per district).

Time Frame: Immediate; project to run one year.

Background: This is the most major change in Medicare benefits in forty years. Enrollment began November 15, 2005, and coverage can begin as soon as January 1, 2006. It forces everyone who is on Medicare and SSI Medicaid to receive their medications through the Medicare program, terminating the prescription coverage of

Medicaid; it is a major new benefit for low to moderate income persons and is a valuable benefit for many middle to upper income persons. However, this benefit is complicated, has different cost-sharing features for different beneficiaries, is optional and requires an application and enrollment, and the benefit is provided by 16 different private companies with different levels of coverage and costs. Not all Medicare beneficiaries need to enroll, but for those who will need the coverage and don't enroll by May 15, 2006, they will have penalties when they obtain coverage. The Area Agency on Aging and all providers of services to the elderly are experiencing tremendous demand for assistance in negotiating this complicated new program.

**Recommendation #4: Develop affordable dental care for senior citizens.**

1. Work with community health centers, public health department, private dental community and utilize CDBG or other funds to help support affordable dental services for the elderly of our community.
2. Work with the University of South Alabama to investigate feasibility of beginning a School of Dentistry in Mobile.

Time Frame: Planning Committee formed by March 2006.

**Recommendation #5: Increase geriatric training opportunities for people who work in elder care.**

1. Establish a committee involving the University of South Alabama's Gerontology Certificate Programs, Senior Citizen Services, Area Agency on Aging, etc. to create a partnership to provide informal education in elder care applicable to a wide array of persons involved in elder care.
2. Work with the University of South Alabama to develop non-credit course offerings that can be provided in various settings to allow persons involved in elder care the opportunity to improve their skills through affordable and accessible specialist gerontological training.

Time Frame: Committee established by March 2006.

**Task Force/Subcommittee: Health Care-Mental  
Chair: Tuerk Schlesinger**

**Recommendation #1: Establish Mental Health Consortium.**

1. Continue to address ongoing community mental health needs and promote a positive image of mental health services.
2. Establish annual Mental Health Consortium meetings to recognize persons contributing to mental health awareness/treatment.

**Recommendation #2: Community Education.**

1. Providers
  - a. Prepare and distribute Resource Guide for providers.
  - b. Provide training for primary care providers (continuing education courses).
2. General Population
  - a. Educate families/general population regarding mental illness
    - Prepare a master list of providers/grid of provider services.
    - Disseminate mental health educational materials as well as provide information to public via newspaper/media (public service TV spots), mail-outs.
3. Governmental Affairs Campaign
  - a. Educate public officials.
  - b. Enlist assistance of governmental officials and Mobile Chamber of Commerce to promote mental health education.

Cost: The Greater Mobile-Washington County Mental Health-Mental Retardation Board, Inc. would be willing to handle the cost affiliated with public and provider information regarding its service provision. Other costs for annual meetings and resource guide to be funded by the City of Mobile (estimated cost \$5,000).

**Task Force/Subcommittee: Health Care-Prevention/Health Promotion  
Chair: Dr. Allen Perkins**

The group met three times over the past several weeks. The group decided to focus on the prevention of diabetes and hypertension through early detection, promotion of dietary changes and promotion of healthy physical activity. The group acknowledges that this is not a task for the City alone, but the City should take the lead in the identification of a consortium of stakeholders who can work to make this happen. In addition, there is a model for doing this in Keep Mobile Beautiful and in the Mobile Arts Council. The group suggested that either creation of another public-private agency (Keep Mobile Healthy) or expansion of the existing agencies mission (Keep Mobile Beautiful AND Healthy) would be necessary to move these programs forward.

**Recommendation #1: The City makes the public aware through web, media and other outlets of existing opportunities for blood-pressure screening, healthy activities and opportunities for nutritious food purchases.**

Examples of existing, under publicized opportunities:  
Blood-pressure screening sites at fire stations, other sites TBN  
Exercise occurring at Ladd Stadium, various school tracks  
Open-air markets and other places to buy local, fresh produce

1. Commit to blood-pressure screening at fire stations. Cost: Designate specific stations. Publicize. Signage. Time Frame: Immediate.
2. Explore possibility of diabetes screening at fire stations and other public areas. Cost: Designate specific stations. Publicize. Signage. Time Frame: 1-3 years.
3. Commit to identifying and improving areas used for exercise. Cost: Designate specific areas. Signage, outdoor exercise equipment, security changes. Time Frame: Immediate (Spring).
4. Continue and expand fresh produce markets. Cost: Identify sites, develop plan, City employee to facilitate. Time Frame: 1-3 years.
5. Work with groceries to promote local produce, healthy choices. Cost: City employee to facilitate, poster development and distribution, media interface. Time Frame: 1-3 years.

**Recommendation #2: The City continues and increases support for programs and showcase events that promote healthy lifestyles**

Examples of existing programs:  
Senior centers  
Healthy lunch programs at schools  
After school physical activities  
Health Partnership Coalition  
Examples of events that promote healthy lifestyles  
Road races such as Azalea Trail Run

1. City employees from Mayor down commit to lifestyle changes. Cost: None. Time Frame: Immediate.
2. Work with schools to promote healthy lifestyles and consider healthy school award. Cost: Prize. City employee to facilitate. Time Frame: 1-3 years.

3. Work to have local high-profile participation in showcase events through awarding prizes, publicize participation. Cost: City employee to facilitate. Prize money. Time Frame: 1-3 years.
4. Identify and enhance existing senior programs, improve publicity of existing programs and improve outreach. Cost: Needs assessment and targeting existing or adding new resources as required. Time Frame: 1-3 years.

**Recommendation #3: The City works with the media to provide resources, promote educational activities and provide examples of successes to facilitate media promotion of healthy lifestyles. The City should reward members of the media who promote healthy activity.**

Examples of successful partnerships:  
Lunch and Learn

1. Identify and enhance existing programs, improve publicity of existing programs and improve outreach. Cost: Needs assessment and targeting existing or adding new resources as required. Time Frame: 1-3 years.
2. Begin campaign to produce media content and disseminate. Cost: Needs assessment and targeting existing or adding new resources as required. Time Frame: 1-3 years.
3. Promote high profile partnerships. Cost: Direct staff to facilitate. Time Frame: 1-3 years.

**Recommendation #4: The City takes advantage of the increase in fuel prices and the addition of a new, high-rise office building downtown to reevaluate its mass transit plan. Improved mass transit would encourage non-planned exertion (walking to and from the transit stops). In addition, transit plans should include provisions for bicycle and other equipment that promotes healthy lifestyles.**

Examples of transit plans which should be explored:  
(<http://www.sarpc.org/framelink-ferry.htm>).

1. Create collaborative working environment between City and transportation entities. Cost: Mayor and other agency commitment, liaison office. Time Frame: Immediate.
2. Post schedules of existing transit routes at every stop. Cost: Signage. Time Frame: Immediate.
3. Publicize existing routes. Cost: Pamphlets. Time Frame: Immediate.
4. Purchase equipment that allows bikes to be carried on buses. Cost: Equipment. Time Frame: 1-3 years.
5. Designation of safe routes for walking and bicycling useable for getting to and from major destinations. Cost: Needs assessment and targeting existing or adding new resources as required. Time Frame: 1-3 years.

**Recommendation #5: The City should work to secure funding for improvements in existing areas where physical activity occurs as well as move from the planning to the implementation phase of several ambitious projects which would lead to increased physical activity.**

Examples of existing areas that could be used as models:  
Lavretta Park

Examples of projects that should be funded and completed:  
Kayak landing at Arlington Park  
Crepe Myrtle Trail bike trail  
City bike trail system

1. Identify and enhance existing programs, improve publicity of existing programs and improve outreach. Cost: Needs assessment and targeting existing or adding new resources as required. Time Frame: 1-3 years.
2. Encourage sale and repair of bicycles. Cost: City employee to facilitate, poster development and distribution, media interface. Time Frame: 1-3 years.
3. Encourage partnerships with other agencies that promote physical activity. Cost: City employee to facilitate, poster development and distribution, media interface. Time Frame: Immediate.
4. Implement City plan for bike trails. Cost: Seek funding from external sources, commit funds as available. Time Frame: On-going.
5. Work with State Docks to create and maintain kayak landing at Arlington Park. Cost: Utilize funds already committed. Seek additional funding from external sources, commit funds as available. Time Frame: 1-3 years.

**Task Force/Subcommittee: Health Care-Pharmacy**  
**Chair: Donald Ponquinette**

**Recommendation #1: Formation of a voluntary health care consortium which will continue past the transition period and will advise the Mayor and City Council regarding health matters. Recommend that each of the major hospital providers and other providers be represented as well as pharmacists, consumers and Medicare patients.**

Cost: Voluntary.

**Recommendation #2: The City create a City agency for health care with the following function:**

1. Explanation and direction to existing resources with regard to Medicare D (available drugs, plans, and pharmacies honoring various plans).
2. Direct individuals to the pharmaceutical company indigent programs (assist).
3. Coordinate available resources in the community.
4. Get the word out about utilizing multi-media advertising, web sites, churches and community centers.

Cost: City-based or HUD-based grant for initial set up and staffing of this City agency.

**Recommendation #3: The City support the implementation of a pharmacy program at the University of South Alabama.**

Cost: Negligible

**Task Force/Subcommittee: Youth and Substance Abuse**  
**Chairs: Pat Taylor, Virginia Guy, Doris Lucy, Gabe Davis**

**Recommendation #1: All Mobile youth will have access to recreation facilities and age-appropriate recreational programs year round.**

1. Recreational Department to develop a recreational plan to expand services and facilities (as determined by a needs assessment) in all Council districts. Cost: Unknown. Time Frame: July 2006.
2. Pass Bond Issue to fund recreational centers. Cost: To be determined. Estimated at \$12.6 million. Time Frame: January 2007.
3. Develop temporary additional access to recreational facilities and age-appropriate activities through use and cooperation with existing gyms, senior citizen space, church and school facilities. Cost: Minimum. Time Frame: July 2006.
4. To employ and secure proper staffing for recreational centers and provide for proper security. Cost: Unknown. Time Frame: January 2007.

**Recommendation #2: Mayor Jones will appoint a standing committee to promote and communicate activities, programs and initiatives that prevent and intervene in illicit drug use and under-age drinking youth.**

1. Appoint individuals to the standing committee representing the following groups: (a) agencies involved and already knowledgeable regarding illicit drug use and under-age drinking; (b) grass roots community-based organizations; (c) faith-based groups; (d) youth health-care organizations; (e) law enforcement representatives; (f) criminal justice and judiciary representatives; (g) higher education and secondary school representatives; (h) recreational department representatives; (i) drug testing in school advocates; (j) proper City-elected officials. Cost: None. Time Frame: May 2006.
2. Assignment of tasks to committee should include: (a) coordination and mentoring of programs; (b) identification of gaps and overlaps of services; (c) recommendation of new programs, interventions and evaluating effectiveness; (d) identifying funding opportunities from public and private sector; (e) promoting and marketing drug intervention and prevention efforts. Cost: Staff and volunteers' time plus small incidental costs. Time Frame: May 2006.

**Recommendation #3: The Mayor will work with "Standing Youth and Substance Abuse Committee" to develop and present to public and non-public schools, a plan for initiating drug testing as pilot programs. (Programs presented will vary depending on needs of public and non-public schools.)**

1. Educate the general public of the "need" for drug testing in schools through media campaign, PTA and school meetings, civic group presentations, etc. Cost: None. Time Frame: December 2006.
2. Develop and make presentations to school boards on the benefits and procedures for drug testing, including inviting and encouraging school board members to visit other schools and systems that have successfully employed drug testing. Cost: Travel and food. Time Frame: December 2006.
3. Identify school(s) to participate in pilot program(s). Cost: None. Time Frame: February 2007.
4. Develop policy and procedures for pilot programs. Cost: Legal review. Time Frame: May 2007.



5. Identify local funding source for pilot program(s). Cost: \$50,000-\$100,000. Time Frame: December 2006.
6. Initiate pilot program(s) in identified pilot schools. Cost: None. Time Frame: May 2008.
7. Write grant request application to U. S. Department of Education to fund drug testing in all Mobile County public high schools and non-public schools that elect to drug test. Cost: \$400,000-\$800,000. Time Frame: December 2008.
8. Initiate drug testing in all Mobile County public schools and non-public schools that elect to drug test. Cost: Paid by grant. Time Frame: August 2009.

**Recommendation #4: The Mayor will designate one key leader to bring together all post secondary institutions to develop a City-wide mentoring program and other appropriate initiatives.**

1. Identify individual contacts/coordinators at each local university—Bishop State, University of Mobile, University of South Alabama and Spring Hill—to work with key leader. Cost: None. Time Frame: January 2006.
2. These five individuals then coordinate and plan the program and its implementation, deciding which resources, in terms of personnel and facilities, to use from each university. Cost: None. Time Frame: TBA.
3. Distribute and advertise to potential recipient schools the benefits of the mentoring program. Cost: \$500. Time Frame: TBA.
4. Send applications to potential schools via Dr. Harold Dodge requesting participation in mentoring program. Cost: \$500. Time Frame: TBA.
5. Evaluate outcomes. This would involve both quantifying the success (or not) of the program and following up with the business community. Cost: None. Time Frame: TBA.

**Task Force/Subcommittee: Racial and Ethnic Diversity**  
**Chair: Lynda Carroll**

**Recommendation #1: Provide more job opportunities for the multilingual community.**

1. Provide technical and vocational classes in several languages.
2. Provide ESL (English as a Second Language) classes to multilingual adults.
3. Promote educational partnerships with businesses as needed in the community.

**Recommendation #2: Make Mobile a multilingual community.**

1. Provide interpreters to assist limited English speakers in the judicial system, health care and other critical service areas.
2. Provide ESL classes to educate and inform the multilingual citizens about the judicial system, health care and other areas affecting quality of life.
3. Establish a Cultural Orientation Center with multilingual information about the community.
4. Improve literacy in Mobile caused by language barriers.
5. Hire personnel with diversity insight in City management.

**Recommendation #3: Improve diversity inclusiveness in the Arts.**

1. Promote all art from all communities on the Mobile City website.
2. Market all activities from the diverse cultural communities.
3. Support all arts from diverse cultural communities as financially feasible.

**Recommendation #4: Provide education and training to the Mobile Police Force in cultural diversity.**

1. Train police to be sensitive to cultural differences.
2. Hire more police from the multilingual communities of Mobile.
3. Provide opportunities for police and multilingual citizens to interact in positive settings.

**Recommendation #5: Establish an Ad Hoc Diversity Committee to discuss and make recommendations to the Mayor regarding issues in the Mobile multilingual community.**

1. Promote cultural diversity in the Mobile Public School System.
2. Engage Human Relations Commission in dealing with diversity issues.
3. Form a committee of spiritual leaders representing the cultural diversity of Mobile to guide the Mayor in issues relevant to all communities.
4. Educate the public as to the function and purpose of the Human Relations Commission.

## **APPENDIX A**

### **Committee Membership**

**Public Safety Committee**

**Dr. David Johnson, Manager**

**Dr. Harvey White, Manager**

**Dr. Caesar Smith, Associate Manager**

**Rodney Watson, Co-Chair**

**David Burns, Co-Chair**

**Desmond Toler, Co-Chair, Municipal Court Subcommittee**

**Pat Guyton, Co-Chair, Crimes Against Children Subcommittee**

Adair, Ronnie  
Barber, James  
Blakley, Eddie  
Bradley, Edna  
Bush, Lillian  
Cochran, Chief Sam  
Collins, Cathy  
Dean, Chief Steve  
DeBlase, Dorothy A.  
DeBlase, Richard  
Evans, Michael  
Finnegan, Patrick C.  
Garmon, David  
Gavin, John R.  
Graham, John  
Graham, Lt. Renee  
James, Marquis  
Johnson, Harold  
Kilcullen, John  
Kinsey, Benjamin Clay  
Knox, Gail  
Lafton, Mattie  
Marine, Raymond  
Marston, Patrick  
Menton, Tommy  
Myles, Lori  
Nelson, Beth  
Pappas, William A.  
Parker, Vince  
Pears, Donald  
Reed, Lyn  
Rich, Bess  
Robinson, Albert  
Rogers, Curley  
Screws, Louis  
Shinn, Betty Mack  
Shoots, R. D.  
Smith, Omar  
Stroud, James  
Thomas, Sybil  
Trenier, Barbara  
Trenier, Mark J.  
Wims, Lois  
Wood, Samuel J.  
Wynne, Andy

## **Homeland Security Committee**

**Dr. David Johnson, Manager**

**Dr. Harvey White, Manager**

**Dr. Caesar Smith, Associate Manager**

**Richard Cashdollar, Co-Chair**

**Debra Mack, Co-Chair**

Ali, Ronald

Bjostad, Jim

Brannan, Lieutenant Glen

Carraway, Terry

Cochran, Sam

Compagnoni, CDR Barry

Cooper, Beverly

Dean, Steve

Dendy, Penny

Dickerson, Walt

Eichold, Dr. Bert

Flanagan, Sam L.

Gamache, Norm

Graham, Sherrie

Hough, Richard

Hunter, Chief Bill

Jones, Keith

King, Sidney

Maharaj, Raphael

Noland, Ronald

Pappas, Billy

Pears, Donald

Poston, Ken

Rainey, Jim

Sirmon, Wayne E.

Stanton, Edwin

Warrington, Jerry

Windley, John

Worthey, Paul

**Public Services Committee**

**Dr. David Johnson, Manager**

**Dr. Harvey White, Manager**

**Dr. Caesar Smith, Associate Manager**

**John Adams, Co-Chair**

**John Murphy, Co-Chair**

Battiste, III, Lawrence

Bell, John

Bell, Leon

Bolton, Larry

Burroughs, John

Coleman, Dora J.

Fibbe, James E.

Fisher, Sam

Goucher, Mike

Green, Jim and Elizabeth

Haskins, Bob

Kohrman, Steve

Louden, Edith

Manzie, Levon Charles

Stiell, Leonard

Turner, Jr., James R.

Vrakelos, Nicholas

Williams, Edith J.

## **City Finances Committee**

**Dr. David Johnson, Manager**

**Dr. Harvey White, Manager**

**Dr. Nader Entessar, Associate Manager**

**Preston Bolt, Co-Chair**

**Michelle Herman, Co-Chair**

Barber, Reginald

Butler, Debra M.

Clark, IV, John W.

Coulson, Robert W.

Davis, Alesia

Florence, Yoland D.

Grodnick, James M.

Hirsch, Allan

Hunt, Pfil

Johnson, Al

Johnson, Jordana

Laird, Ernest

Lee, Bryan

Lee, IV, James T.

Malkove, Barbara

Martin, Sandra J.

Robb, John

Seals-Porter, Shaundretta

Shirazi, Rhonda

Taylor, Jeremy

Taylor, Monica F.

Waller, III, Charles

Williams, Rex

## **Small and Emerging Business Development Committee**

**Dr. David Johnson, Manager**

**Dr. Harvey White, Manager**

**Dr. Nader Entessar, Associate Manager**

**Larry Jackson, Co-Chair**

**Jim Barnes, Co-Chair**

Burkett, Lynda  
Burks, William  
Cariglino, Kathryn  
Coldsmith, Bruce  
Davidson, Mark E.  
Davis, Jr., Odie  
Dinkins, Harvey  
Dixon, Torri  
El-Saba, Aed  
Gray, Linda  
Haseeb, Henry  
Henry, Johnny  
Hill, Angelia  
Howard, Gene  
Hunt, Roy  
Landon, Stewart  
Lewis, Patricia  
Miller, Karen  
Randle, Darrell  
Rebarchak, Jim  
Reese, Francine  
Reibling, Mike  
Robinson, Stephanie  
Ruffin, Monique Rogers  
Schwartz, Kenneth  
Seltzer, Frank S.  
Shahid, Eddie  
Stallworth, Sadie  
Suttles, Green  
Teplick, Carol  
Thomas, Voncille  
Wells, Shirley  
White, Rosemary



## **Land Use and Code Enforcement Committee**

**Dr. David Johnson, Manager**

**Dr. Harvey White, Manager**

**Dr. Caesar Smith, Associate Manager**

**Buddy Price, Co-Chair**

**Greg Saad, Co-Chair**

Bassett, Jean  
Bemis, Devereaux  
Bendolph, Roger  
Berls, Fred  
Blancher, Don  
Blankenship, Valerie  
Booth, Danna  
Brown, Tilmon  
Burnett, Diane  
Clarke, Laura  
Cleveland, Joseph G.  
Cleveland, Susie  
Crenshaw, Juanita  
Dagley, Frank  
Daniels, Mike  
Delchamps, Randy  
Dendy, John  
Donald, Lisa  
Holloway, Jr., Joaquin M.  
Holloway, Malvina  
Jackson, Louise C.  
Johnson, Sarah  
Malkove, Bernard  
McFadyen, Chris  
Metcalf, Adam  
Newman, Jeff  
Omar, Dr. Husam  
Plauche, Terry  
Rivizzigno, Victoria  
Sanders, Elizabeth S.  
Watson, Donald  
Wells, Tami  
Williams, Don  
Williams, Ferdinand

## **Technology and Infrastructure Committee**

**Dr. David Johnson, Manager**

**Dr. Harvey White, Manager**

**Dr. Nader Entessar, Associate Manager**

**Chris Lee, Co-Chair**

**Dr. Charmane May, Co-Chair**

**Cicone Prince, Co-Chair**

Alam, Mohammad

Crider, Theresa McGonagle

Cruthirds, Jason

Dalgety, Scott

Dow, Christopher

Dow, Shawn

Durant, Ben

Ehlert, Laura

Ellenberg, Keith

Emmons, Timothy V.

Farni, Sue

Hamilton, Claudia

Holbert, Brian

Ingram, Linda

Jackson, Ron

Kearney, Scott

Lawrence, Joe

Lewis, Carol

Lucas, Rhonda

Malkove, Barbara

Pedersen, Pete

Phillips, Tony

Ransier, Mike

Rockwell, Steve

Rodgers, Frank

St. John, Sam

Steele, Linda

Strope, John

Velaski, Eddy

**Public Transportation and Access Committee**

**Dr. David Johnson, Manager**

**Dr. Harvey White, Manager**

**Dr. Nader Entessar, Associate Manager**

**Michael Davis, Co-Chair**

**Ron Martin, Co-Chair**

**Bill Roberts, Co-Chair**

Barclay, Tom  
Berte, Mark  
Craig, Mary  
George, Martha  
Holman, Steele  
Jones, Calvin  
Knott, Barbara A.  
Malone, Carlton  
Mullins, Mary  
Murdick, Kent  
Scire, Grace  
Simon, Egon Josef  
Sims, George  
Summers, Quo Vadis  
Swindle, Fred  
Washington, Gwen  
Wilcox, J. M. "Margie"  
Williams, Bob

**Port and Maritime Affairs Committee**

**Dr. David Johnson, Manager**

**Dr. Harvey White, Manager**

**Dr. Robert Schaefer, Associate Manager**

**Michael Dow, Jobs and Economic Development Co-Chair**

**Norman Hill, Jobs and Economic Development Co-Chair**

**Clarence Ball, Co-Chair**

**E. B. Peebles, Co-Chair**

Bender, Tom  
Brister, Eddie  
Butler, Carl  
Chaney, William  
Davis, Jim  
Emmons, Audrey  
Guthans, Jr., Robert A.  
Hooks, Slade  
Lucy, Andre' D.  
Lyons, Jimmy  
Mallini, Michael  
McAlear, Ron  
Meigs, Walter  
Pierce, Hal  
Salata, Howard Gordon  
Shell, Jeb  
Vinyard, Herschel  
Whelan, Ian

**Airports and Air Travel Committee**

**Dr. David Johnson, Manager**

**Dr. Harvey White, Manager**

**Dr. Robert Schaefer, Associate Manager**

**Michael Dow, Jobs and Economic Development Co-Chair**

**Norman Hill, Jobs and Economic Development Co-Chair**

**Cooper Thurber, Co-Chair**

**Kenny Coleman, Co-Chair**

**Robert Bender, Co-Chair**

Bacon, Amelia

Cariglino, Al

Crawford, Vic

Davis, Richard

Dent, Ph.D., Charles

Edington, Robert

Haas, Bay

Hallett, Win

Hass, Curtis

Joynt, Nancy

Peebles, John D.

Shepard, Mattie

Talbott, Rick

Wimberly, Russ

## **Education and Workforce Development Committee**

**Dr. David Johnson, Manager**

**Dr. Harvey White, Manager**

**Dr. Robert Schaefer, Associate Manager**

**Michael Dow, Jobs and Economic Development Co-Chair**

**Norman Hill, Jobs and Economic Development Co-Chair**

**Charles Story, Co-Chair**

**Sydney Raine, Co-Chair**

**Carolyn Akers, Co-Chair**

**Michelle DuBose Adams, Co-Chair**

Armstead, Helena

Atkins, Kevin W.

Baker, Grace

Beck, Eric

Belle, Anitra

Bradley, Mae

Cecil, H. C.

Chastang, Irmatine Thomas

Chatmon, H. James

Cunningham, Carl

Davis, Alberta

Douglas, Carolyn

Dunn, Byron

Ekman, Jennifer

Ferrantello, Tony

Foxx, Mary Adams

Franklin, Dorinda E.

Gregory, Stevens

Harris, Jeanne D.

Harris, Olga

Hodnett, Barbara M.

Howard, Ralph

Hughston, Patti

James, Wesley

Johnson, Ed

Kelly, Mary L.

Khokholva, Svetlana

Knight, Jimmy

Kohrman, Steve

Law, Tarus

Lewis, Carol

Luxenberg, Darby

Mallini, Richard T.

McLean, William H. "Billy"

Mitchell, Sheria

Morrow, Milton

Parker, Ivan

Parker, William

Phillips, J. Elizabeth

Preston, Gwen

Rumpf, Michelle

Russell, Steve

Sharp, Yvonne

Sims, George

Smith, Keisha D.  
Smith, Mary E.  
Sterling, Gloria  
Stout, Dr. Judy P.  
Thomas, Jr., David  
Walker, Sarah  
Wells-Coleman, Veronica  
Wheat, Dr. Barbara  
White, Estelle  
White, Isaac  
Williams, Lisa S.  
Williams, Tonya  
Wyatt, Grace

**Downtown Redevelopment/Riverfront Development Committee**

**Dr. David Johnson, Manager**

**Dr. Harvey White, Manager**

**Dr. Robert Schaefer, Associate Manager**

**Michael Dow, Jobs and Economic Development Co-Chair**

**Norman Hill, Jobs and Economic Development Co-Chair**

**Jack Miller, Co-Chair**

**Dee Gambill, Co-Chair**

Armbrecht, Gigi  
Bates, Tom  
Bivens, Debbie  
Bivens, Dorothy S.  
Bolton, III, Girard Frank  
Burton, Beverly M.  
Burton, Phillip G.  
Busby, Winston  
Calametti, David  
Carter, Stephen  
Dealy, Dan  
Delmore, Marzetta Thames  
Gray, Dwaynia "Leigh"  
Hanks, Robert  
Hedgeman, Stuart  
Insley, Herman  
Johnson, Richard  
Jones, Howard  
Klotz, John  
Lankford, Jean  
Mareno, Joe  
Mayers, Jeffrey  
McCrary, Thomas  
Megginson, Bo  
Miller, Ralph  
Moncrief, Lee  
Murphee, Vanessa  
Naman, Anthony Michael  
Nettles, Jane  
Piccini, Jen  
Raines, Treylon D.  
Shepard, Marion  
Sisson, Bill  
Steeg, Chuck  
Thomas, Jr., David  
Tyus, Phil  
Vickey, Jesse  
Walker, Steve  
Watson, Irmatean  
Weinacker, John  
Whiddon, Holmes  
Williams, Darian A.  
Winter, Sam  
Withers, Bill



## **Housing and Historic/Neighborhood Preservation Committee**

**Dr. David Johnson, Manager**

**Dr. Harvey White, Manager**

**Dr. Lynda Carroll, Associate Manager**

**Ann Bedsole, Quality of Life Co-Chair**

**Adline Clarke, Quality of Life Co-Chair**

**Raymond Bell, Co-Chair**

**Palmer Hamilton, Co-Chair**

**Robert Edington, Co-Chair**

Bemis, Devereaux

Bettis, Teresa

Brown, Tilmon

Butler, Rosemary

Collier, Martha

Cousar, Mary

Donlon, Buffy

Daugherty, Frank

Davis, Laura

Drey, Kathryn

Goff, Susan

Gregory, Stevens

Gustin, Allan

Hackmeyer, Julia

Hanks, Dr. Roma

Hans-Loehr, Tissa

Inge, III, Herndon

Jackson, Jr., George M.

Lawless, Brenda Carson

Leigh, Julia

Lemley, Terry

Mack, Arthur L.

Martin, Wanda H.

Newell, David

Ollis, Debbie

Patton, Dr. Chris

Perry, Reverend Willie J.

Taylor, Mary

Tharp, David A.

Thomason, Michael

Utsey, Carolyn

Wilson, Barja A.

Wilson, Willie

## **Tourism Committee**

**Dr. David Johnson, Manager**

**Dr. Harvey White, Manager**

**Dr. Lynda Carroll, Associate Manager**

**Ann Bedsole, Quality of Life Co-Chair**

**Adline Clarke, Quality of Life Co-Chair**

**Karen Atchison, Co Chair**

**Douglas Stence, Co-Chair**

**Dr. Bill Barrick, Co-Chair**

Baumhauer, John D.

Briceno-Iturbe, Antonio

Brumfield, Marjorie

Butler, John F.

Calametti, David

Chassin, Stan

Clark, Cecile

Cousar, Mary

Culpepper, Marilyn

Dean, Wayne

Dees, Delores S.

Dughaish, Tony

Genard, W. Brian

Greer, Winkie

Guynes, Jason

Hagmaier, Jerry

Hunter, Carol

Johnson, Tenne

Leflore, Carol

Maisel, Leon

Malone, Janice

Padgett, Cheryl Pierce

Sullivan, Mike

Sullivan, Richard

Tillman, Ina Yvonne

Walker, Sue

Zodrow, Tony

## **Arts, Recreation and Culture Committee**

**Dr. David Johnson, Manager**

**Dr. Harvey White, Manager**

**Dr. Lynda Carroll, Associate Manager**

**Ann Bedsole, Quality of Life Co-Chair**

**Adline Clarke, Quality of Life Co-Chair**

**Carlos Parkman, Co-Chair**

**Vince Emmons, Co-Chair**

**Edna Rivers, Co-Chair**

Aronson, Judy  
Bagsby, Deloris  
Barraza, Chris  
Bemis, Devereaux  
Burnett, Bob  
Calametti, David  
Christian, Rei  
Cole, Harry  
Crawford, Ann  
Crawford, Charles J.  
Crawford, Lulu  
Dyson, Marie  
Ellis, Lulu  
Ewert, George  
Flanagan, Sheila  
Gardner, Nora  
Gruner, Greg  
Hall, Adell  
Herman, Louis  
Holmes, Angie  
Hudlow, Conroy  
Hunter, Carol  
Jackson, R. Eugene (Gene)  
Kieffer, Patty  
Le Master, Jackie  
Loehr, Thomas  
Lozono, Mary Smith  
Malone, Janice  
Maxwell, Robert  
McAdory, Denise  
McPherson, Tommy  
Morgan, Melissa  
Moseby, Bernard  
Mostellar, Rhea  
Nowlin, Barry  
Oliver, Geraldine Johnson (Ms. Oliver passed away October 17)  
Peter, Bob  
Pettway, Minerva  
Poe, Cynthia  
Portis, Lee  
Portis, Luberta  
Rambeau, Rick

Shannon, Jerome  
Smith, Charles  
Smith, Tammy  
Stein, Ann G.  
Stein, Greg  
Walker, Sue  
Watts, Christina Bowersox  
Watts, Spencer  
Whitt-Mitchell, Janetta  
Williams, Shawn H.  
Williamson, Jane  
Wilson, Addie  
Young, Jani

**Fostering Civic Pride Committee**

**Dr. David Johnson, Manager**

**Dr. Harvey White, Manager**

**Dr. Lynda Carroll, Associate Manager**

**Ann Bedsole, Quality of Life Co-Chair**

**Adline Clarke, Quality of Life Co-Chair**

**Leevones Dubose, Co-Chair**

**Leigh Perry Herndon, Co-Chair**

**Kyle Greer, Co-Chair**

Baehr, John

Bagsby, Deloris

Beason, Larry

Breland, Ann

Breland, Jessica

Breland, Laura

Calhoun, Wilma

Clark, Paula

Dardeau, Gigi

Davis, Robert L.

deClouet, Dawn

Dotch, Tina

Hawkins, Sharon

Jackson, Kern

Jones, Dalisha Henderson

Kulin, Eleanor

Miller, Larry S.

Parton, Taylor L.

Randolph-Matthews, Shirley

Wiley, Salome

## **Annexation Committee**

**Dr. David Johnson, Manager**

**Dr. Harvey White, Manager**

**Dr. Caesar Smith, Associate Manager**

**Donald Stewart, Co-Chair**

**Jim Bozonelos, Co-Chair**

America, Francina  
Blackledge, Winifred  
Blum, Butch  
Carter, Jerome C.  
Cranford, Doug  
Dees, Donald  
Delchamps, Randy  
Gerard, Joe  
Hambley, Linda  
Jackson, Jesse  
Jackson, Jr., Charlie  
Jackson, Mercedes  
Kahalley, Sr., Edward J.  
Kakker, Cecily  
Marston, Jr., Sam J.  
McCants, Hattie  
McCants, Otha  
Morgan, Scarlett  
Naman, Dr. Louis J.  
Newman, Jeff  
Nicholls, Keith  
O'Keefe, Cathy  
Oldweilder, Tom  
Patterson, Danny K.  
Richey, David  
Rihner, Dr.  
Steiner, Malcolm  
Thomas, Andy  
Tucker, Brad  
Wettermark, Larry

## Health Care Committee

**Dr. David Johnson, Manager**

**Dr. Harvey White, Manager**

**Dr. Nader Entessar, Associate Manager**

**Charles White, Co-Chair**

**Dr. Margaret O'Brien, Co-Chair**

**Dr. Errol Crook, Access to Health Care Subcommittee Chair**

**Julie McGee, Geriatric Health Care Subcommittee Chair**

**Tuerk Schlesinger, Mental Health Care Subcommittee Chair**

**Dr. Allen Perkins, Prevention/Health Promotion Subcommittee Chair**

**Donald Poinquinette, Pharmacy Subcommittee Chair**

Baggett, Belinda	Health Care (Access)
Boles, Mark	Health Care (Access)
Bryant, Michele	Health Care (Access)
Christianson, Clark	Health Care (Access)
Crook, MD, Errol D.	Health Care (Access)
DeVivo, Vivian	Health Care (Access)
Gardner, Debra E.	Health Care (Access)
Jones, Linda W.	Health Care (Access)
King, Dennis	Health Care (Access)
Laden, Gilbert B.	Health Care (Access)
LoCicero, M.D., Martha	Health Care (Access)
Meyer, Fred	Health Care (Access)
Parker, M.D., Sandra	Health Care (Access)
Polys, Mary Kay	Health Care (Access)
Preyear, Feaunte	Health Care (Access)
Teplick, Richard	Health Care (Access)
Worel, Nann	Health Care (Access)
Wynn, M.D., Raymond B.	Health Care (Access)
Beverly, Katie	Health Care (Geriatric)
Chaney, Dorothy	Health Care (Geriatric)
Davis, Roderick	Health Care (Geriatric)
Hanks, Dr. Roma	Health Care (Geriatric)
McGee, Julie	Health Care (Geriatric)
Sears, Sheila P.	Health Care (Geriatric)
Breland, Hazel	Health Care (Mental Health)
Layfield, Bill	Health Care (Mental Health)
May, Zina	Health Care (Mental Health)
McEvoy, Missy	Health Care (Mental Health)
McLean, Beatrice J.	Health Care (Mental Health)
Midkiff, John	Health Care (Mental Health)
Perryman, Emma	Health Care (Mental Health)
Schlesinger, J. Tuerk	Health Care (Mental Health)
Shaw, Thomas	Health Care (Mental Health)
Thames, Sheron, M.P.A.	Health Care (Mental Health)
Vaughn, Hettie	Health Care (Mental Health)
Adler, Jonathan	Health Care (Pharmacy)
Cooley, Wilbert	Health Care (Pharmacy)
Ponquinette, Donald	Health Care (Pharmacy)
Ritchie, Ernest T.	Health Care (Pharmacy)
Stallworth, Brenda	Health Care (Pharmacy)
Zoghby, Debbie	Health Care (Pharmacy)
Hall, Pat	Health Care (Prevention)
Holcombe, Le Tony	Health Care (Prevention)
Knizley, Connie	Health Care (Prevention)

Little, Richard S.  
McAdory, Denise  
Perkins, Allen  
Poates, Beth  
Scaffa, Marjorie  
Smith, Termika  
Turner, Yolanda  
Woods, Stephanie

Health Care (Prevention)  
Health Care (Prevention)  
Health Care (Prevention)  
Health Care (Prevention)  
Health Care (Prevention)  
Health Care (Prevention)  
Health Care (Prevention)  
Health Care (Prevention)



**Youth and Substance Abuse Committee**

**Dr. David Johnson, Manager**

**Dr. Harvey White, Manager**

**Virginia Guy, Co-Chair**

**Rev. Gabe Davis, Jr., Co-Chair**

**Dr. Pat Taylor, Co-Chair**

**Doris Lucy, Co-Chair**

Blair, Jeremy

Dixon, Frederick

Dodge, Harold

Gerth, Jason Clarke

Kingsford, Peter

Kracke, Alice

Krietemeyer, George

Naman, Edmond

Pruitt, Artis

Reese, Dr. Grace W.

Sigler, Glenn D.

Triplett, William

Wilson, Ann

## **Racial and Ethnic Diversity Committee**

**Dr. David Johnson, Manager**

**Dr. Harvey White, Manager**

**Dr. Lynda Carroll, Associate Manager Acting as Co-Chair**

**Sandi Forbus**

Autrey, Gary  
Bayne, Bobbie  
Bayne, David  
Britain, Yoshi  
Cabrales, Rosa  
Chunn, Heang B.  
Chunn, Phally  
Condon, P.  
de Aguiar, Ester  
Dorn, Estela  
Dubose, Leevones G.  
Ghavamian, Mahin  
Harris, Henrietta  
Higginbotham, Jay  
Holland, Lyman  
Hooker, Jean  
Jones, Dalidra  
Jordan, Yuko  
Lewis, Israel  
Lewis, Mildred  
Lopez-Davila, Ana  
Loving, Marlene  
Maharaj, Raphael  
Mehta, Rajool S.  
Middleton, Brigitte  
Noland, Ronald  
Peralta, Teresa Madrigal  
Piff, Alfred  
Purvis, Cecilia  
Rogers, Turner  
Schneider, Gloria  
Smith, Termika  
Skultety, Silvia L.  
Tucker, Dennis  
Vazquez, Lily  
Vo, Duc  
Wall, Nancy  
Wetter, Alexandra  
Whitt-Mitchell, Janetta  
Williams, Maria  
Zakharova, Alla  
Zimmerman, David

## **APPENDIX B**

### **Preliminary Reports**

**Submitted by**

**Task Forces and Subcommittees**

**Task Force/Subcommittee: Committee on Public Safety**  
**Chairs: David W. Burns, Rodney Watson**

**SESSION 1**

**Major Issues Identified**

The first meeting of the Committee on Public Safety started promptly at 6:00 pm with a brief overview of the goals and objectives of the Mayor's Transition Plan and the overall purpose of the Committee on Public Safety.

Co-chairs Mr. David W. Burns and Mr. Rodney Watson provided a brief introduction that included the following items:

- Overall Purpose of the Mayor's Transition Plan
- Housekeeping issues (i.e., hand-outs, etc.)
- The Goals of the Plan
- The Process (SWOT)
- The Final Product
- Dates, Times and Locations of Meetings
- General Rules
- Introduction of Co-chairs and Committee Members
- Introduction of Technical Advisors (Subject Matter Experts)

Two technical advisors were invited to present at the first meeting of the Committee on Public Safety:

- Chief Sam Cochran of the Mobile Police Department and
- Chief Steve Dean of the Mobile Fire-Rescue Department.

Both technical advisors were asked ahead of time to prepare a 30-minute "state of the department" presentation, which also included their own perception of their department's Strengths, Weaknesses, Opportunities and Threats (SWOT). Both were also asked to identify a number of recommendations that they felt were important in order to improve the effectiveness of their departments.

Chief Sam Cochran of the Mobile Police Department began his presentation at approximately 6:30 PM. Some of the major issues that were identified in his presentation included the following:

**Strengths**

- Dedicated workers who are highly skilled and proficient.
- Exceptional programs (i.e., Explorers, ICE, AFIS, Take-home cars, etc.).
- Low (and still falling) crime rates.
- Mature emergency operations planning (i.e., hurricanes, homeland security, Mardi Gras, Senior Bowl, etc.).

**Weaknesses**

- Aging technology.
- Limited personnel for the job at hand.
- Antiquated "personnel system" for hiring and promotions (along with high attrition rate).

- No involvement in the budget process (inability to properly plan resources).
- Outdated headquarters and certain precincts (inefficient for our needs).

### **Opportunities**

- Ability to better serve the community through building upon the current success of the department (with increased revenues).
- Increasing the experience level of the department by reducing the attrition rate.
- Expand the department resources (as a result of the growth in the City, via Hurricane Katrina migration, annexation, etc.).
- Grants to enhance interoperable communications (i.e., downtown camera system, homeland security equipment and training, etc.).

### **Threats**

- High attrition rate and the loss of institutional knowledge.
- High stress levels of overworked employees (i.e., increasing workloads due to decreased manpower).
- Aging equipment and technology.
- Ineffective personnel system (for hiring, promotions, etc.).

### **Recommendations**

- Increase manpower.
- Re-establish input into the budgetary process.
- Replace aging technology.
- Replace outdated headquarters and some precincts.
- Revise antiquated personnel system.

A brief question and comment period followed Chief Cochran's presentation in order to allow input (and feedback) from committee members. Some of the comments from other committee members included:

- Response times are still a problem in some precincts due to manpower shortages, technology (radio communications), etc.
- Mobile has too few officers for its size; should be at least equal to the number of officers in Birmingham. Manpower increase should be our number 1 priority.
- Estimated cost to train one officer is approximately \$40,000.
- Approximate square mileage that must be covered by the MPD is 226.
- Should we look at the effectiveness of the court system? Recidivism issue.
- Attrition issue. 10% of the department is lost every year. How do we stop the bleeding?
- Younger employees are looking for high salaries (not so much the benefit packages that typically come along with public service jobs). A new generation of employees with different priorities.
- What about exit interviews? Most are leaving the department because of more money and the City can't compete.
- Police officers must work for two years after they have been hired and trained. Personnel Board allows them to leave early.

At approximately 7:05, the Committee took a 10 minute refreshment break. Chief Steve Dean began his "state of the department" presentation at 7:15 PM. Some of the issues that were identified in his presentation included the following:

### **Strengths**

- Quality service delivered (Commission on Fire Accreditation Standards).
- Excellent resource management (maintained high level of service during tough economic times).
- Well-trained workforce (i.e., mandatory CEUs, etc.).
- All hazards response (i.e., fire, EMS, Rescue, WMD, etc.).
- Decentralized response (dynamic deployment of teams).
- Respect of local community (i.e., general public, industrial and medical communities.).
- Response-Community Relationships and Partnerships; i.e., Mobile County EMA, State EMA and Homeland Security, etc.

### **Weaknesses**

- Infrastructure (i.e., out-dated buildings and structure; need new fire houses; lack of sufficient storage facilities for equipment, etc.).
- Fleet (insufficient vehicles to fulfill mission, such as pumpers, ambulances, tow vehicles, water rescue craft, etc.)
- Human resources (need to retain experienced, qualified personnel to meet mission of the department).
- Excessive mandates (i.e., regulations on all aspects of services).
- Emergency response performance (i.e., response times have decreased in last 15 years in some areas by as much as 29%).

### **Opportunities**

- Expand existing system to improve emergency response (Expand number of stations to 27; “regionalization” of emergency response).
- One point of contact for EMS (i.e., unified command, EMS specific deputy chief position, etc.).
- Transport “all EMS calls” in order to increase revenues.
- Seek out intra-facility transfer contracts in order to generate additional revenue.
- Streamline documentation via technology.
- Expand community involvement.

### **Threats**

- High-risk considerations (vulnerable port, daily transportation of chemicals in and out of the area, potential for MCI – Senior Bowl, Mardi Gras, etc.)
- Hurricane alley (weak public-safety structures; low-lying, flood prone areas).
- Low staffing levels.
- Unsustainable paramedic services (potential litigation).
- Public apathy.
- Public economic policy (i.e., political prioritization of public funds. What level of “risk” are we willing to pay for?)

### **Recommendations**

- Improve infrastructure.
- Improve staffing.
- Improve policies (i.e., personnel system, etc.) in order to enhance programs.

### **Additional Comments Provided by Chief Dean**

- MFRD responds to approximately 29,000 calls each year.
- 75% to 80% of all calls are Emergency Medical Services (EMS) related.

- More emphasis needs to be placed on EMS planning and administration.
- MFRD is the only accredited fire department in the State of Alabama.
- The cost of training a new “fire” recruit is approximately \$25,000.
- The Inspection and Fire Prevention programs need to be enhanced.
- Need more ambulances and a stronger vehicle for towing equipment.
- Retention is a big problem, especially with paramedics. Most leave for better pay in nearby cities (i.e., Daphne, Orange Beach, etc.).
- Personnel board problems (with hiring, promotions, etc.).
- MFRD needs at least nine more fire stations to be built over the next ten years (one on the waterfront and eight more out west).
- It costs approximately \$1.2 million for a new fire house and another \$400,000 for equipment and personnel.
- Need a new EMS deputy chief position.
- Currently, MFRD “transports” only ALS emergency calls. Need to transport BLS too (but this also conflicts with the private ambulance services in the area).
- MFRD has a collection rate of approximately 63% on all ALS transports, which is well above average.
- Salaries are low and this significantly contributes to attrition.
- MFRD needs to work on healing intradepartmental relations.

A brief question and comment period followed Chief Dean’s presentation in order to allow input (and feedback) from committee members. Some of the comments from other committee members included:

- Do you (MFRD) receive statistics from a national organization which gives ratings on your performance like the police department? No.
- Do you (MFRD) provide information (response times in certain districts) to the public so that they know what their district-specific response times are? Not at this time.
- How do we stack up with other similar size fire departments on performance standards or benchmarks?
- How is the diversity in the department at present? MFRD has five minority captains and has improved in the firefighting ranks and District Chief positions too. We focus on hiring minorities, and they are hired if they pass all of the tests.
- How many level 1 trauma centers do we have in Mobile? USA is the only level 1 trauma center. Dr. Williamson, State Health Officer, is trying to develop an aero-medical (helicopter) service system that will get patients to the nearest, most appropriate trauma center in a fast and efficient way.
- Are there any monies from the Department of Homeland Security earmarked for the Fire Department? Monies come down from the “feds” (Office of Domestic Preparedness) to the “states,” then to the “county EMA offices.” We ask our county EMA offices for money. The Fire Act program allows us to buy a lot of basic gear (i.e., SCBA’s, turnout gear, etc.). We want to buy natural gas generators for every station, some safety vests and some new turnout gear for this year. We cannot buy trucks with this money; only gear for the personnel in the field.
- Is there a high volume of overtime in your department? Mandatory overtime is a major issue and many times it leads to stress and morale problems.

## SESSION 2

### **Major Issues Identified**

The second meeting of the Committee on Public Safety started promptly at 6:00 PM with a brief introduction by Mr. David Burns, Co-chair. The following items were covered during the introduction:

- Overall purpose of the Mayor's Transition Plan
- Welcomed new Committee Members (not present at the first meeting)
- Read general rules
- Overview of tonight's agenda
- Housekeeping issues (i.e., hand-outs, etc.)
- Introduced three new Technical Advisors (or speakers)

At the request of the Mayor's Planning Committee, three additional Technical Advisors were added to the night's agenda and were invited to make a five to ten-minute presentation on a specialty area of public safety. The three technical advisors and their respective specialty area were the following:

- Mr. Ronnie Adair, Mobile County EMA
- Mr. Desmond Toler, Municipal Courts
- Mr. Pay Guyton, Child Advocacy Center

Mr. Adair's presentation (which began at 6:10 PM) was primarily aimed at informing committee members of how the Mobile County EMA office interacts with the Mobile Police Department (MPD) and the Mobile Fire-Rescue Department (MFRD) during natural disasters and other emergencies. His presentation focused on the many programs (i.e., grants, training and services; operations that are provided by the local EMA office). He also highlighted how all of these programs and activities are coordinated with the local and area-wide first responder groups (and the public) and organizations. The information provided by Mr. Adair was provided only as "additional information" to assist the committee with their overall evaluation and assessment of the MPD and MFRD operations.

Following Mr. Adair, Mr. Desmond Toler gave a brief presentation (at 6:27 PM) of the Municipal Court system in the City of Mobile. At the request of the Mayor's Planning Committee, a separate "subcommittee" of the Committee on Public Safety will be formed to study the Municipal court system. This subcommittee will be asked to analyze the Municipal court system and will then forward their report and recommendations back to the full Committee for their review and approval. Mr. Toler agreed to co-chair this special subcommittee. Those interested in serving on the subcommittee were asked to sign up at the first break.

Mr. Pat Guyton, Director of the Mobile Child Advocacy Center, followed Mr. Toler's briefing with his own presentation (at approximately 6:33 PM) which dealt with child advocacy programs and activities in the Mobile area. The major focus of his briefing pertained to "crimes against children" and what the community needs to know and do in order to improve the safety and protection of our youth from criminals. As with the Municipal court system, a special "subcommittee" will be formed to study and analyze this area of public safety. Mr. Guyton has agreed to co-chair this special subcommittee and will report to the full committee their findings and recommendations.



Immediately following the presentations by the three new technical advisors, the Committee proceeded to the SWOT exercise. The Committee on Public Safety has two major focus areas: the Mobile Fire-Rescue Department and the Mobile Police Department. The Committee's charge at this meeting was to identify and prioritize the "top 5" strengths and weaknesses of the Mobile Fire-Rescue Department and the Mobile Police Department. The following lists of strengths and weaknesses were obtained through a consensus-building process.

**Five Major Strengths (Mobile Fire-Rescue Department)**

1. All hazards response services (EMS, fire, HazMat, etc.).
2. Well-trained workforce (mandatory CEUs).
3. Quality service (Measured by National Accreditation Standards set by CFAI).
4. All fire personnel are cross-trained (both EMT & Firefighter certification).
5. Response community relationships/partnerships (i.e., EMA, DHS, etc.).

**Five Major Weaknesses (Mobile Fire-Rescue Department)**

1. Emergency response time performance (response times have worsened over the last 15 years (response time reliability has decreased from 72% to 51%). The department has more emergency calls but fewer resources.
2. Infrastructure (i.e., buildings and structures that do not meet the mission).
3. Human Resources (inability to retain experienced, qualified personnel (i.e., paramedics) to meet our mission).
4. Fire Prevention Program inadequately funded and staffed.
5. Inability to recruit new personnel.

**Five Major Strengths (Mobile Police Department)**

1. Dedicated workers who are highly skilled and proficient.
2. Exceptional programs, such as ICE, Police Explorers, FIT, GREAT, AFIS, ENP, Specialized Units, etc.
3. Low (and still falling) crime rates.
4. Mature emergency operations planning and execution (hurricanes, Mardi Gras, Senior Bowl, homeland security).
5. National Accreditation.

**Five Major Weaknesses (Mobile Police Department)**

1. Limited personnel for the job at hand.
2. Inability to retain experienced officers.
3. Low priority by elected officials.
4. Antiquated personnel system for hiring, promotions, etc. (combined with a high attrition rate).
5. No involvement in the budget process (results in the inability to properly plan and deploy manpower/resources).

## SESSION 3

### **Major Issues Identified**

The third meeting of the Committee on Public Safety started promptly at 6:00 PM with a brief introduction by Mr. David Burns and Mr. Rodney Watson, Co-chairs. The following items were covered during the introduction:

- Welcomed new committee members
- Major topics for tonight: Opportunities and Threats
- Read general rules
- Housekeeping issues (i.e., hand-outs, updated committee member list, etc.)

At approximately 6:10 PM, the co-chairs opened the floor for discussion and began the process (SWOT exercise) of identifying and prioritizing the Top 5 opportunities and threats of the Mobile Police Department and the Mobile Fire-Rescue Department. The committee derived the following lists of opportunities and threats (by priority) during the consensus-building process:

### **Five Major Opportunities (Mobile Police Department)**

1. Increase the experience level by reducing the attrition rate.
2. Expand the department's resources through the expansion of the City caused by growth from Hurricane Katrina recovery and annexation.
3. Focus department's mission on crime prevention while encouraging more citizens to get involved with ancillary programs.
4. Improve interdepartmental communications between MFRD and MPD Chiefs.
5. Actively identify and take advantage of interacting with external organizations (i.e., Crimestoppers, Mobile Bay Area Apartment Association) in order to enhance MPD operations and effectiveness.

### **Five Major Threats (Mobile Police Department)**

1. High attrition rate and the loss of institutional knowledge.
2. Ineffective personnel system.
3. Lack of ability to work or be involved in the budgeting process.
4. Political priorities are lacking for public safety (funding, etc.). Politicians need to better understand the needs for public safety.
5. Enhance traffic division (i.e., funding, staffing, etc.).

### **Five Major Opportunities (Mobile Fire-Rescue Department)**

1. Expand existing system to improve emergency response (expand number of stations to 27; regionalization of response services).
2. Streamline documentation via new technology.
3. Incentive program to recruit and retain paramedics and other specialty positions within the department.
4. Transport all calls (Advanced Life Support, Basic Life Support, Intra-facility transfers, etc.) in order to increase revenue.
5. One point of contact for EMS (unified command; deputy chief for EMS).

### **Five Major Threats (Mobile Fire-Rescue Department)**

1. Low staffing levels.
2. High risk considerations (i.e., vulnerable port, transportation hub, potential for mass casualty incident, Mardi Gras, Bayfest, Senior Bowl, etc.)

3. Public economic policy. Political prioritization of public funds. What level of risk are we willing to accept and pay for?
4. Lack of public information regarding the quality of services provided (i.e., response times, etc.) and overall system performance.
5. Private industry; competition for trained personnel.

The meeting concluded with instructions for next week. Next week the committee will break into a number of smaller working groups in order to develop the final recommendations for the Mobile Fire-Rescue Department (their Top 5) and the Mobile Police Department (their Top 5). The third meeting of the Committee on Public Safety adjourned at 8:00 PM.

### **Task Force/Subcommittee: Public Safety Crimes against Children Subcommittee**

**Chair: Mr. Pat Guyton**

#### **SESSION 1**

##### **Five Major Strengths**

1. The multi-disciplinary team approach of dealing with crimes against children used at the Mobile Child Advocacy Center where 28 professionals from 7 different agencies work together “under one roof” as a team to provide coordinated services.
2. Mobile County Department of Human Resources and the Mobile Police Department’s Youth Services Division after hours joint-system response to child sexual/severe physical abuse.
3. The Youth Services Division of the Mobile Police Department’s special child abuse unit stationed at the Child Advocacy Center
4. Timely community notification of registered sex offenders by the Mobile Police Department’s Crimes against Persons Unit of CIS.
5. Large number of community service groups dealing with children’s issues.
6. Good awareness of the problem of crimes against children by some community leaders.
7. A Special Assistant District Attorney at the Child Advocacy Center who aggressively prosecutes felony crimes against children.

##### **Five Major Weaknesses**

1. Overall child well-being in Mobile.
2. Lack of personnel assigned to the Youth Services Division of the Mobile Police Department. Crimes against children require involved and time-consuming investigations, much more than regular criminal investigations.
3. Lack of personnel/resources in the Mobile Police Department’s Youth Services Division to catch child molesters using the Internet.
4. Lack of City ordinances requiring background checks on those working/volunteering at public/private gyms, kung-fu and karate establishments, sports programs in general, and volunteers and others working with children.
5. Lack of understanding in Mobile about Convicted Sex Offender Registration and Community Notification Act and associated with this is the need for better risk assessment concerning juvenile sex offenders.
6. Need for an intensive juvenile sex offender treatment program in Mobile, thus protecting children from juvenile sex offenders and preventing future adult sex offenders.

7. Need for local leaders to impact state and national policy on crimes against children.

## **SESSION 2**

### **Five Major Opportunities**

1. Use of the Internet to catch child molesters.
2. Coordination point/place to insure that children's concerns/issues are collectively addressed.
3. Mobile, with adequate funds, could develop model/pilot projects for community notification of registered sex offenders, juvenile sex offender treatment programs, etc.
4. Create a shield of protection so that perpetrators cannot get easy access to children.
5. Community awareness/public education of the problem of child abuse/neglect made a priority by Mayor and City Council.

### **Five Major Threats**

1. Lack of funding for resources/personnel for the Youth Services Division of Mobile Police Department.
2. Opposition from businesses forced to do mandatory background checks at gyms and sports, kung-fu and karate establishments, etc.
3. Mindset of some entrenched City workers against changes that would bring about mandatory background checks for those working with children.
4. Need to recognize that some sex offenders are the dangerous "predator" type and represent an extremely high risk level of molesting children.
5. Community realization that sex offenders are most frequently family members and subsequently dangerous to all family members.
6. Crimes against children that don't rise to the level of felonies (neglect, less serious physical abuse, etc.) are not prosecuted in Municipal Court or recognized as the problem that they are.

**Task Force/Subcommittee: Public Safety Municipal Court Subcommittee**  
**Chair: Mr. Desmond Toler**

**SESSION 1**

**Five Major Strengths**

1. Well trained core of personnel. These individuals make the Court run effectively and efficiently on a day-to-day basis.
2. Software system that has made Court more efficient and effective. Although dated, this system helps personnel track of cases and enter information on cases quickly.
3. Good reputation in State and other Courts implementing innovational changes.
4. Good working relationship with Police Department, Metro Jail; local District and Circuit Courts and Alabama Office of Court Management (AOC). This helps in the day-to-day operation of Court.
5. Judges are people-friendly.
6. Judges frequently look for alternative sentencing.
7. Variety of Court referral programs.

**Five Major Weaknesses**

1. Amount of paperwork the Court has to deal with on a daily basis.
2. Coordination in paperwork between the Police, Metro Jail and Court.
3. Coordination with the MIS Department.
4. Space problem. Files are being put along the walls.
5. Classification of employees should be Court-related. A study was done that recommended this.
6. Inadequate protection for Environmental Court Judges when court sessions are heard in neighborhoods.
7. Inadequate security in Municipal Courtrooms.
8. Inadequate sound system in Municipal Courtrooms.
9. Court sessions are frequently started late inconveniencing the MPD, lawyers and the general public.
10. Personnel Board is unable to properly staff Municipal Court operations.
11. Collection of fines and court costs needs to be improved.
12. City of Mobile prisoners are frequently lost in the Metro Jail system.

**SESSION 2**

**Five Major Opportunities**

1. Co-op with State AOC, MIS, Metro Jail in study of a new software system.
2. Magistrates at the Metro Jail.
3. Paperless Court initiative (i.e., e-tickets, etc.).
4. Funding through local grant for homeland security – Baldwin County.
5. All referral agencies used by the Court should be evaluated on an annual basis.
6. Explore ways to enhance revenue through referral programs and work release.

**Five Major Threats**

1. Additional laws or Supreme Court opinions that may affect day-to-day operations.
2. Lawsuits.
3. Bad public opinion.
4. Lack of funding.
5. Apathy.

**Task Force/Subcommittee: Homeland Security**  
**Chairs: Debra Mack, Dick Cashdollar**

**SESSION 1**

Meeting minutes courtesy of Sherrie Graham, Bay Coast Communications/Editor, LA Woman Magazine

**Presentations**

Dick Cashdollar

- Discussed Department of Homeland Security directives 5 and 8.
- Reviewed target capabilities.
- Outlined seven priorities and areas to be addressed on local level.
- Compliance by 2007 as grants competition would make it more difficult to obtain funding if local communities do not meet criteria.
- Website: [www.dhs.gov](http://www.dhs.gov) – recommended that task force members check ISOs and 700-800 courses.

Walt Dickerson

- Stated that there is no alarm in place for natural disasters.
- Metro Medical Response Systems is headed towards a regional concept rather than one area.
- Discussed several strategic plans related to pharmaceutical needs.
- Discussed First Responders.
- Reviewed the inter-agency collaboration system which allows for dissemination of information and resources.
- Technology changes impede opportunity to grow without constant strain on budgets.
- Need to find alternative ways to fund training and increase manpower resources.

Billy Pappas

- Uses term “firemedics” to describe their responsibilities and ability to serve many other functions instead of just “putting out fires.”
- Building of partnerships and sharing of resources is key to success.
- Performance in some areas of the City is not as high as other areas.
- Building structures and equipment need updating.
- Human resources and funding are critically needed.
- Need to find other ways to fund what is needed.
- Communications needs improvement.

Sam Cochran

- Experienced officers on force.
- Cooperation between agencies is good.
- Local funding needs to be improved.
- Officers need anti-terrorism training.
- Technology updated.

### Ed Stanton

- Coast Guard is both law enforcement/military.
- Use of safety teams.
- Empower people at all levels to make decisions.
- Manpower is 400 strong on Gulf Coast region.
- Some jurisdiction issues at times.
- Focus on prevention.

### Debra Mack

- Availability of resources on national level to support local level activities.
- Provide education and training for law enforcement agencies.
- Specialized teams for inter-agency cooperation.
- Technology upgrades need to happen.

### Issues

1. What can we do in first 72 hours in City of Mobile?
2. What can we do in first 72 hours in Mobile County?
3. How do we get private entities to assist in homeland security?
4. What is our plan of assistance in regional situations?
5. How do we define "global?"
6. What constitutes "threats" related to homeland security?
7. When does a school violence issue become a homeland security issue and not just a public safety issue?
8. What are our resources including equipment, buildings, human resources, training and development, funding sources, agency responsibilities, business interaction, communications, technology, etc.?
9. What other resources including other agencies, professional organizations, business entities, equipment, buildings, training and development, funding sources, agency responsibilities, technology, communications, etc.?
10. What do we need to fit into our plan?
11. What type of contingency operations plan do we need to develop?
12. What type of facilities do we need to use for disaster situations?
13. What type of organizational structure do we need to develop and who has the responsibility to make top-down decisions?
14. How do we communicate what we are doing more effectively to the public?
15. What other task force entities should be involved in our issues solutions and recommendations?
16. What are the major threats that we need to focus on first including natural disasters, acts of terrorism, bio-chemical, etc.?
17. How do we utilize external funding sources to fund programs including training, communications and technology, operational expenditures and citizen awareness programs?
18. What steps do we need to take in order to build business partnerships?
19. How do we fund "unfunded" mandates from the government?
20. What other community resources can we partner with to assist with education and workforce development?
21. What plans and partnerships do we need to develop to increase and strengthen technology including communications equipment for interagency operability?

### Summary

1. What type of proactive approach will be taken to homeland security?
2. Resource management. How do we manage all resources of each agency?

3. How will we design the organizational structure so that all agencies are involved and all personnel are educated and trained as part of the team?
4. What type of funding assistance and funding sources are available for equipment purchasing?
5. How do we recruit and sustain manpower?
6. What is needed to integrate all agencies' communications equipment?
7. What technology resources are/are not in our community that we need to utilize?
8. What is the criteria for buildings and other structures needed for "worst case" scenarios for the city, county and region?
9. What type of transportation needs will be needed for homeland security?
10. What types of training, education and certification do we need for current personnel and volunteers, as well as future personnel and volunteers?
11. Who will be responsible for monitoring "checks and balances" in the organizational and contingency plan?
12. What short-term and long-term plans do we need in building relationships with business, education and the citizens of the city, county, state, federal government and international markets?
13. What communications vehicles will we need to market and promote our homeland security plan to external and internal stakeholders?
14. A network needs to be designed and implemented so that there is an information line for companies and private citizens to know what is going on so that "wheels are not constantly being reinvented" for lack of information.
15. Human lives are at stake in all that we do and only by 'walking the talk' as a task force will the community take us seriously. All words and no action will either promote or destroy this initiative. How are we going to reach multi-cultural and socio-economic audiences through the mass media including print, radio and television mediums?

### **Major Issues Discussed**

1. People and money issues surround every discussion of community readiness. Given the myriad of other budget issues and priorities, what is the appropriate level of community investment in homeland security preparedness? Are we making that level of investment? If not, where are the absolutely critical shortfall areas?
2. Many "homeland security" issues to be discussed are deeply inter-related with other task force subjects (examples: public safety service delivery and annexation, both in terms of expanded service delivery requirements and as a source of additional funding to expand both preparedness and service delivery).
3. Greater involvement from the private sector as owners of critical infrastructure and from the religious community, as key providers of recovery phase help, is necessary within the planning and coordination processes at EMA.
4. We really have not planned or exercised in a "doomsday" scenario where we have mass casualties and where we lose most of our command, control and communications infrastructure (i.e., New Orleans in the aftermath of Hurricane Katrina). Need to do this in future exercises.
5. Given people and money constraints, how can this committee outline a series of pragmatic and "doable" items for the Mayor to consider implementing in the next four years?



## SESSION 2

Meeting Minutes courtesy of Sherrie Graham, President, Bay Coast Communications/Editor, LA Woman Magazine

Debra Mack thanked Dick Cashdollar for providing committee members with electronic data from the last meeting's presentations. Debra also stated that she would be sending an updated committee list via email to all committee members. Debra reviewed the minute rules for keeping the meeting on track and reminded the committee that they wanted to hear from everyone. New committee member introduction: Ms. Beverly Cooper, Paymaster, Inc. and Corporal Donald Pears, Mobile Police Department. Dick Cashdollar suggested that minutes from each meeting continue to be taken and that the minutes would be an attachment to the document he had to submit each week. Committee approved this suggestion.

### **Presentations**

#### Penny Dendy, Volunteer Mobile

- Volunteer Mobile provides volunteers for response and recovery, regardless of the disaster. This is only one of the many areas that their volunteers provide assistance within the community.
- They work closely with the EMA and over 300 other agencies.
- Currently, they have 5,743 active volunteers registered.
- Strengths include the ability to coordinate and manage volunteers, ability to collaborate with agencies to develop volunteer programs as needed and providing programs and services for long-term recovery efforts for Mobile County.
- Weaknesses include staff and operating funds.
- Challenges include maintaining a trained staff, maintaining visibility to meet local needs and seeking long-term operating funds.
- Opportunities include building on experience with Hurricane Katrina and keeping interest when there isn't a disaster.
- Discussed CERT and the need for citizen training so that citizens are able to help their neighbors, especially in the first 72 hours after a disaster.

#### Dr. Bert Eichold, County Health Officer, Mobile County Health Department

- The Health Department has a team of disaster professionals who assist in emergency preparedness.
- They are NIMS compliant.
- Strengths include close collaboration with hospitals, medical facilities and community agencies; equipment; developing protocol for health department staff; and ability to determine quarantine in case of extreme medical emergency.
- Weaknesses include sustainability and staffing; communications equipment to link with EMA and other agencies; facilities which will accommodate more people during a hurricane; and helipads.

Dick Cashdollar discussed the Seven Overarching National Priorities which the group needed to consider as they were listing strengths and weaknesses for this meeting. The remainder of the meeting was devoted to committee discussion of Mobile's Strengths and Weaknesses. A distillation of the information presented in the spreadsheet into five prioritized Strengths and Weaknesses follows:

### **Strengths**

1. Proactive/collaborative community environment exists.
  - Elected officials and appointed/professionals work well together.
  - Government and non-government agencies work and communicate well together.
  - Mobile a regional model.
2. We have experienced/competent First Responder organizations.
  - Mobile Police Department (nationally accredited).
  - Mobile Fire-Rescue Department (nationally accredited).
  - Mobile County Emergency Management Agency.
3. We have a good "First Responder" equipment base.
  - Good use of grant opportunities is evident.
4. Mobile has a large and well-organized system of volunteer agencies and volunteers.
  - Critical "recovery phase" component.
5. "First Responder" agencies have impressive training and proactive planning/exercising processes in place.

### **Weaknesses**

1. Greater investment in Public Safety, as the cornerstone of local homeland security, is necessary.
  - Mobile Police Department should have a minimum of 550 sworn officers for sustained strength.
  - Fire Department growth has not kept pace with community expansion and call-for-service growth. Three new fire-rescue stations west of I-65 are needed.
  - PD and FD both need more high-water rescue equipment.
  - Capital investment in non-grant equipment, supplies and technology must increase.
2. Mobile County EMA is too small for the tasks it now faces.
  - Building is about 1/3 the size necessary for current operations.
  - Professional staff must grow by at least four planners/project officers if EMA is to meet all of the tasks/projects needing completion.
  - Private industry/FORUM participation/involvement in EMA operations, planning and exercising must increase. Infrastructure protection an overarching national goal and private industry owns 95% of critical infrastructure.
  - Lack of secure, climate-controlled storage space places much of the expensive equipment acquired in the past five years at risk.
  - Lack of formal funding tie between County EMA and Volunteer Mobile, one of EMA's greatest recovery phase assets.
3. Local building codes MUST be modified/strengthened to insure that future public and private sector infrastructure is better able to withstand natural disasters.
4. Interoperable communications within Mobile County need to improve.
  - Current plan to merge city and county 800 MHZ trunked communications systems an excellent first step but future planning to evolve the system to true "P25" national standard compliance is necessary.
  - Mobile County Health Department needs to become more involved in at least a partial migration from state-provided "Southern Linc" communications system to city/county 800 MHZ system to insure ease of communication in emergencies.
5. Elected official, volunteer organization/volunteer and citizen training must improve.
  - No current requirement for elected officials to have any formal disaster management training.

- Volunteer organizations must improve training and information-sharing to speed assistance and minimize fraud in recovery operations.
- Training and exercising in “doomsday” (i.e., Hurricane Katrina) scenarios is needed (continuity of government and leadership and near-total loss of critical infrastructure).
- State/federal involvement in local planning and exercising efforts can improve.
- More effort/investment to insure that key databases, paper records, blueprints and departmental files are backed up and archived beyond Mobile.
- General citizen training (like CERT) must increase, both to better prepare the population to help themselves post-disaster, and to educate citizens on “reasonable” expectations (unreasonable to expect instantaneous, massive on-site relief; communities are “on their own” for first 72 hours post disaster event.)

### **SESSION 3**

Meeting minutes courtesy of Sherrie Graham, President, Bay Coast Communications)

Debra Mack thanked Dick Cashdollar for providing committee members with electronic data from the last meeting’s presentations. Debra also stated that she would be sending an updated committee list via email to all committee members. Debra reviewed the minute rules for keeping the meeting on track and reminded the committee that they wanted to hear from everyone. Dick Cashdollar suggested that minutes from each meeting continue to be taken and that the minutes would be an attachment to the document he had to submit each week. Committee approved this suggestion. Minutes from Meeting 2 were approved. The remainder of the meeting was devoted to Committee discussion of Mobile’s Opportunities and Threats. A summarized version of Threats and Opportunities follows:

#### **Threats**

1. Hurricane season for the next several years will be the most dangerous ones in a generation – perhaps the most dangerous ever.
  - Police and fire departments too small to provide necessary levels of protection.
  - Evacuation plans need work.
  - Not enough shelters.
  - Resources to triage/treat/transport insufficient.
  - No “system redundancy”
    - No backup E911.
    - No backup EOC.
2. Public Apathy.
  - The threat of terrorism has faded as we have suffered no new attacks within the U.S. since 9/11.
  - Mobile has “dodged the bullet” of major storms so many times that many citizens now expect the storms to miss us.
3. Given hard City budgeting choices, people may not see increasing funds for homeland security/all-threat protection at the cost of decreasing funding to popular quality of life programs as a necessary course of action.
4. Annexation will expand the area of the City's homeland security responsibilities. City police, fire and other emergency services would have increased geographic homeland security requirements. Annexation will provide the City with increased revenues but many City departments will compete for these new monies. The portion of additional tax revenues allocated to homeland security must be sufficient to pay

for homeland security services to the annexed areas. If these resources are not provided, annexation would represent an unfunded homeland security mandate at a time when lack of funding has been identified as one of the City's critical homeland security weaknesses and threats.

5. DHS grant funds have decreased as national priorities (hurricane recovery and a costly war) have changed. Much of the remaining grant money is targeted for larger urban areas. (Mobile doesn't qualify.) Remaining funds for smaller communities will require intense competition to insure success.

### **Opportunities**

1. Given the well-understood threat of the 2005 hurricane season and the understanding that future seasons may be just as dangerous, Mobile may be ready and anxious for a project to insure that we are better prepared for the 2006 hurricane season and beyond.
  - Media/public education program to set the stage and to involve the general public.
  - Survey/designate/staff new shelters.
  - Improve evacuation plans and mass transport sources.
  - Greatly expand C.E.R.T. training.
2. Annexation of the police jurisdiction is a way to increase Mobile's General Fund revenues which can then be invested in strengthening "all-threat" security and preparedness programs for the entire City (providing a level of safety and preparedness now unavailable to the citizens living in the police jurisdiction).
3. Given the existing level of local compliance with DHS "overarching priorities," Mobile is well positioned to compete successfully for the future dwindling pool of DHS grants.
4. There is a growing awareness that Mobile, as a community, has a number of community/public education shortfalls. Capture this awareness and institute plans for public education programs and senior leadership programs that can be instituted before the onset of the next hurricane season.
5. There is a great opportunity/need to bring both the private sector/business community and the faith community into all-threat planning and recovery phase operations. Their greater participation is ESSENTIAL.

**Task Force/Subcommittee: Public Services**  
**Chairs: John Adams, John Murphy**

**SESSION 1**

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The first session of the Public Service Committee was held at 6:00 PM on Tuesday, October 25, 2005, at the Minnie Slade Bishop Library on the campus of Bishop State Community College. The meeting was chaired by John Adams and John Murphy with Dr. Caesar Smith and Dr. Sam Fisher's advice and guidance. The following Committee Members were present: Sam Fisher, Lawrence T. Battiste, Mike Goucher, Nicholas A. Vrakelos, James Green, Edith Louden, John Bell, Jim Fibbe, John T. Burroughs, Leonard V. Stiell, Lawrence Bolton, Levon C. Manzie, Leon Bell, Jr., Edith Williams and Bob Haskins.

A short presentation was made by Mr. John Bell, Executive Director of Public Services for the City of Mobile. Mr. Bell answered questions from the Committee Members after his presentation. Dr. Fisher then conducted an open discussion of issues that the Committee Members wanted considered by the Committee. Dr. Fisher recorded the issues on two charts. After everyone had an opportunity to suggest issues, it was apparent that there were six main issues that everyone agreed needed to be considered. The following six issues were selected by the Committee with equal priority:

- Drainage and street maintenance
- Vehicle and equipment maintenance and replacement
- Building and other infrastructure maintenance
- Trash/litter ordinance compliance and enforcement
- Priority selection for budgeting of Public Works projects
- Personnel salaries, benefits and Personnel Board involvement

It was a very informative meeting with discussion by everyone present. The next meeting will be held at 6:00 PM at the same location on Tuesday, November 1, 2005.

**SESSION 2**

**Five Major Strengths**

1. Public Works projects are prioritized.
2. Competent and motivated staff and employees.
3. Public Works makes effective use of available resources.
4. Public awareness of environmental issues that impact Public Works.
5. City and County cooperation on Public Works related projects.

**Five Major Weaknesses**

1. Public Works is under-funded.
2. "Crisis" management mode.
3. Old infrastructure.
4. Lack of public awareness and neglect.
5. Political in-fighting.

## SESSION 3

### **Five Major Opportunities**

1. Environmental services fees.
2. Increasing tax base.
3. Restructure procedures.
4. Change public attitudes/awareness.
5. Education.

### **Five Major Threats**

1. Loss of businesses.
2. Unfocused/unprioritized; trying to do too much.
3. Competing political constituencies.
4. Competing needs.
5. Ostrich syndrome.

**Task Force/Subcommittee: City Finances**  
**Chairs: Michelle Herman, Preston Bolt**

**SESSION 1**

**Major Issues Identified**

1. Pension fund.
2. Funding for capital items.
3. Personnel costs, including retiree health care.
4. Revenue sources; what can we do without home rule? Right of way fees? Impact fees? Stormwater drainage? Franchise fees? Garbage fee?
5. Tax equity – utilities; regressive taxes; lack of taxes on services.
6. Maximize existing revenues.
7. Greater productivity.
8. Better (depoliticized) system for setting expenditure priorities.
9. Establishing a reserve fund policy.

**SESSION 2**

**Five Major Strengths**

1. Experienced, professional staff.
2. Good bond rating, reasonable debt load.
3. Good intergovernmental relationships--state, county, federal.
4. Cooperative economic development efforts between government and private sector.

**Five Major Weaknesses**

1. Unfunded pension liability.
2. Decreases in capital budget, not meeting capital needs.
3. Restricted growth in revenue, revenue base.
4. Lack of revenue diversification, reliance on sales tax, low property taxes.
5. Poor decisions on spending priorities due to divisive political considerations.

**SESSION 3**

**Five Major Opportunities**

1. Increase population through annexation and marketing of Mobile to businesses and retirees based on cost of living, climate and workforce availability; capture and retain businesses and individuals displaced by hurricanes. MARKET, MARKET, MARKET!!!!
2. Increase the median income for citizens of Mobile through economic development efforts to attract businesses that will offer high-paying wages to its employees.
3. Use technology to increase efficiency of human resources as well as of capital resources. Continue to capitalize on citizen involvement in City programs and projects.
4. Pursue more business opportunities with countries in Central America and Latin America and streamline small business development processes for doing business in Mobile.
5. Diversify revenue sources by looking at user fees, licenses and other revenues to decrease dependence on sales taxes.

### **Five Major Threats**

1. Loss of population and revenue base to west Mobile and to the eastern shore; possible incorporation of west Mobile.
2. Unfunded mandates (homeland security and anti-terrorism measures) and decreases in grant funds from state and federal government; limited home rule.
3. Over-dependence on sales tax revenues especially during economic downturns.
4. Perceived weakness in Mobile County Public School System.
5. Perceived unfavorable business climate; difficult to get things done.



**Task Force/Subcommittee: Small and Emerging Business Development**  
**Chairs: Larry A. Jackson, Jim Barnes**

**SESSION 1**

**Major Issues Identified**

1. Dollars for capital improvements to businesses and access to capital.
2. Revitalize downtown Mobile and other areas of the City (Main Street.org).
3. Small businesses need equal consideration to that of large businesses in the process of doing business within the City.
4. Advocate for small business internally in City government.
5. Small business needs communication from the City on up and coming projects.
6. Small business needs a central location for available resources (one-stop approach).
7. The City needs a large small business incubator.
8. The City needs a Department of Small Business Development within the City government. This is an appointed position in City government that handles the business process in the City, such as securing licensing to operate as well as other procedures to which small businesses have to adhere.
9. The City needs a DBE process and administrator.
10. The City should make "Small Business" a theme in Mobile for sake of promotion.
11. The City should review the effectiveness of the Greater Mobile Community Development Corporation.
12. What are the incentives that make Mobile a magnet for small business? Why would a small business open in Mobile versus a competing community?
13. Lower taxes and clean up the tax collection process.
14. Review and improve the process of issuing business licenses.
15. How can the City help small business in the event of disasters such as hurricanes?
16. Equally distribute purchases (procurement) of less than \$7500 to all vendors.
17. The City should apply for Minority Opportunity Business Center through the Department of Commerce.
18. Preference should be given to local small businesses on bids.

**SESSION 2**

**Five Major Strengths**

1. Environmental Conditions
  - a) Natural resources.
  - b) Natural gas.
  - c) Climate.
2. Cultural Environment
  - a) Special events: Mardi Gras, Senior Bowl, etc.
  - b) Multi-cultural community.
  - c) Good reputation, image.
3. Business Resources
  - a) Large population of small businesses.
  - b) Good resources in place.
  - c) Good infrastructure (i.e., port, rail, interstate).
  - d) Intellectual capital.
  - e) Cost of doing business is reasonable.
  - f) Proactive government.
  - g) Local Chamber of Commerce is small business-friendly.

- h) Trainable workforce: workforce development program.
4. Revitalizing Economy
    - a) Downtown revitalization.
    - b) Emerging business: environmental arts, entertainment, cultural, tourism.
    - c) Revitalizing economy.
    - d) Balanced business portfolio.

### **Five Major Weaknesses**

1. Financial Weakness
  - a) Lack of financial resources (City).
  - b) Lack of financial direction.
  - c) Lack of access to capital.
  - d) Low level of personal income.
  - e) Historically depressed economy.
  - f) Cost of doing business.
2. Education.
  - a) Reduced labor pool.
  - b) City's lack of influence on school system.
  - c) Low level of personal income.
3. City Management/Responsibilities
  - a) Lack of financial resources.
  - b) Lack of financial direction.
  - c) Cabinet position responsible for business development.
  - d) SBA satellite office sponsored by the City.
  - e) Crumbling infrastructure.
  - f) Enhanced public transportation.
4. Contracting/Procurement
  - a) Lack of leadership as it relates to small and emerging business (DBE).
  - b) Exclusive contract given by the City (i.e. Civic Center).
  - c) Lack of preference given to local small businesses on bids.
5. Communication/Marketing
  - a) Little communication of available resources.
  - b) Lack of communication between available resources.
  - c) Not enough marketing to tourists.
6. MBCVB needs to engage local small businesses

## **SESSION 3**

### **Opportunities**

1. Hurricanes (IRS).
2. Growing transportation industry.
3. Administration committed to small business.
4. Capitalize on revitalization (downtown, etc.).
5. City government to build partnership with region.
6. Continue to attract and support large businesses.
7. Develop local incentives for technical and technology-related companies.
8. Promote existing incentive programs: RC FT Zone, Hub, State.
9. Capture available untapped professional talent.
10. Meet the needs of 50-plus market.

11. Capture opportunities related to Cancer Center.
12. City to use technology (i.e., [firstgov.gov](http://firstgov.gov)) to give small businesses better services.
13. Develop and enhance University collaboration.
14. Annexation.
15. Pull together all existing small business advocates.
16. Ombudsman or Ombudsperson reporting to Mayor.
17. With increased sales tax revenue, assist small businesses.
18. Promote anticipation for change.

### **Threats**

1. Growth of commerce outside City.
2. Status quo is a threat.
3. Complacency is a threat.
4. No focus on local small businesses/out-of-town businesses.
5. Decline in vitality of small business community.
6. Recruitment of segment-killer retail.
7. Lack of public transportation access (air, rail, bus).
8. Tax code tilted away from Mobile; lack of home rule.
9. Chamber of Commerce conflict of interest.
10. Lack of revenue to implement recommendations.
11. Lack of available capital for small business.

**Task Force/Subcommittee: Land Use and Code Enforcement**  
**Chairs: Buddy Price, Greg Saad**

**SESSION 1**

Present: Buddy Price, Devereaux Bemis, Fred Berls, Valerie Blankenship, Tilmon Brown, Laura Clarke, Susie Cleveland, Ron Parrish, Frank Dagley, Randy Delchamps, John Dendy, Lisa Donald, Terry Plauche', Victoria Rivizzigno, Dr. Caesar Smith, Donald Watson and Ferdinand Williams.

**Identification of important issues related to Land Use and Code Enforcement**

1. Lack of coordination between Right-of-Way Department and Engineering Department. This could be improved if (a) all related departments were located in the same building and/or (b) move Right-of-Way Department under Urban Development.
2. Streamline the permitting process.
3. Sidewalks
  - a) Requirements
  - b) Permit process
4. Standardized performance requirements/measures for related departments.
5. Educate building and development community of available resources (websites, documents available on-line, etc.)
6. Flexibility of code administrators in certain circumstances (Example: grandmother's suite).
7. Planning Commission. Improve the Public Hearing meeting rules (Example: vote immediately after the discussion on an issue).
8. PUD (Planned Unit Development). Review the intent for use vs. actual use. (Note: An amendment to the ordinance would be required).
9. Ordinance review and overhaul.
10. Enforcement/incentives for BMP's. Stormwater management.
11. Customer Service—"We are here to help you!" (Example: builders' experience at Fairhope).
12. Equal code enforcement for all areas in the City related to zoning.
13. Educate the public on how to use their government.
14. Land use and development incentives for growth.
15. Review the 50% improvement rule and code requirements related to remodeling/renovations.
16. Review the fire code requirements (Is it insurance driven?)
17. Retention/detention pond maintenance/alleyways (existing)—Address whose responsibility it is to maintain when a Homeowner's Association is unresponsive or unable.
18. Common sense government.

## SESSION 2

### **Five Prioritized Issues**

1. Ordinances review and overhaul.
2. Education and outreach.
3. Analysis, reorganization and coordination of all boards and departments in the permitting and development process.
4. Incentives for development.
5. Standardization of performance in enforcement and procedures.

## SESSION 3

### **Identified Strengths**

1. The City has built a solid foundation and has legally sound codes and ordinances.
2. The City employs trained and dedicated people.
3. The City has an amendment process for codes and ordinances in place.
4. The City has made improvements toward more customer-friendly service.
5. The City has existing websites that explain the planning and permitting process.
6. The City has the technology to keep all departments and developers involved in the permitting process.
7. The City has a Smart Growth alternative program available.
8. The City has codes that are in place and are enforceable.

### **Identified Weaknesses**

1. The amendment process for codes and ordinances is not well-known among the development community.
2. The development community is not familiar with the website opportunities offered by the City.
3. The City lacks adequate human resources; employees often require additional training and often are required to work outside of their realm of responsibility.
4. The public doesn't use the resources (documents, web, etc.) that are available from the City.
5. Sensitive environmental information is available to agencies and citizens but is not accessible.
6. There is little or no coordination between City and County (i.e., zoning, regulations) departments.
7. There is little or no coordination between City departments (related to permitting/development). The reason for this seems to be either because of personalities involved, turf-protection issues or a historical perspective. ("We have always done it this way.")
8. If there are incentives available for development, it seems that the local developer is least aware of them.

## SESSION 4

### **Threats**

1. Inability to keep pace with the private sector in obtaining experienced, well-trained, educated employees to replace an older, retiring work force.
2. Inappropriate changes to land use and code enforcement requirements.
3. Poorly informed building and development community.
4. Poor public perception for benefits of development opportunities.
5. Perception that we do not have space for development [*annexation a must*].

### **Opportunities**

1. Continued development and improved access of web-based services for both the development community and the general public, utilizing up-to-date technology.
2. Make it easier to work with the City of Mobile for permitting, development and inspection activities.
3. Encourage use of Mobile's Smart Growth Initiative as previously adopted to enhance the livability of Mobile.
4. Annex areas outside the City of Mobile to provide additional space for growth and improved quality of life.

**Task Force/Subcommittee: Technology and Infrastructure**  
**Chairs: Charmane May, Chris Lee, Cicone Prince**

**SESSION 1**

**Major Issues Identified**

1. Lack of budget process and area assessments.
2. Communication—internal, external, vertical and horizontal.
3. Marketing plan.
4. Equipment-replacement plan.
5. Staffing and salary review.
6. Organization review—look at CIO and where MIS is placed.
7. Increase use of existing software (i.e., Tidemark).
8. Post Katrina issues—disaster recovery plan, secure data site.
9. Grant applications.

**SESSION 2**

**Five Major Strengths**

1. Network infrastructure; eliminating leased phone line, connectivity  
Telecommunication, GIS, Wireless. Lots of untapped capacity.
2. City website; excellent medium for communication.  
Information and transaction  
In-house/Contract talent
3. Longevity; institutional knowledge.  
IT talent spread across departments.
4. City-developed application  
Built to institutional standards, applications show return on investment (i.e., Call  
center application, eReAct).
5. False alarm ordinance, centralized GIS.
6. Action Center handles citizen complaints with accountability.

**Five Major Weaknesses**

1. Communication—horizontal/vertical, external/internal.
2. Limited budget for capital investment—Staff expansion, data center relocation.
3. Maintenance of Legacy software/systems.  
Data connectivity/interfaces.
4. Training staff and employees.
5. Accountability-work orders-user input.

**SESSION 3**

**Five Major Opportunities**

1. Increase effectiveness and efficiency of City operations through technology.
2. Revenue generation
  - a. Sales of applications and services (i.e., eReAct, maps).
  - b. Seek more grants. Franchise negotiation.
3. Evolution of eGov Initiative (i.e., web transactions, sales of services, online  
permitting, user friendly, interactive).

4. Partnership with business, university and government agencies.
5. Use of technology as an incentive for annexation.  
WiFi deployment.

**Five Major Threats**

1. Disaster recovery (relocate Data Center).
2. Decline of consistent funding.
3. Lack of standardization, policies and enforcement.
4. Obsolescence of hardware, software apps and knowledge base.
5. Lack of buy-in: management, end users, elected officials, citizens.



**Task Force/Subcommittee: Public Transportation and Access**  
**Chairs: Michael Davis; Ron Martin; Bill Roberts**

**SESSION 1**

**Major Issues Identified**

1. Need to have sidewalks repaired at bus stops to ensure accessible route.
2. Would like to have more bus routes at night especially from colleges.
3. Need more crosswalks especially at accessible bus stops.
4. Need a marketing plan to target all segments of society to increase ridership on buses.

**SESSION 2**

**Five Major Strengths**

1. City government concerned about transportation and accessibility.
2. Current status of WAVE
  - a. Transportation development plan in progress.
  - b. Buses are accessible for persons with disabilities and bikes.
  - c. Buses are dependable.
  - d. Drivers are accommodating.
3. Citizen and business involvement
  - a. Envision Coastal Alabama.
  - b. Willing private providers.

**Five Major Weaknesses**

1. Infrastructure
  - a. Limited accessible bus stops and pathways to and from stops.
  - b. Lack of shelters.
  - c. Lack of bike paths.
  - d. Lack of sidewalks for pedestrians.
2. Bus routes
  - a. More routes needed especially north and south.
  - b. More frequent buses needed on existing routes.
3. Not enough funding.
4. Legislative barriers
  - a. Constitution prevents funding of local transportation.
  - b. Local ordinance prevents shelters being built from money from advertisers.
5. No alternative choices of transportation.
  - a. Also no transportation to airport, railroad or cruise terminal.

## SESSION 3

### **Five Major Opportunities**

1. Review City plans
  - a. Review future and current construction plans to determine if they meet ADA requirements.
  - b. Update 3-year strategic plan.
2. Marketing
  - a. Increase public awareness of public transportation and its benefits.
  - b. Increase government and public awareness of accessibility.
3. Training of City service providers.
4. Include various disability agencies in City planning.

### **Five Major Threats**

1. Government fines for existing violations.
2. Lawsuits.
3. Funding
  - a. Lack of funding.
  - b. Loss of funding.
  - c. Additional funding needed for correcting non-compliance.
4. No City-wide assessment of current potential violations.

**Task Force/Subcommittee: Port and Maritime Affairs**  
**Chairs: Clarence Ball, E. B. Peebles, III**  
**Michael Dow, Norman Hill (Jobs and Economic Development Co-Chairs)**

**SESSION 1**

**Major Issues Identified**

1. Placement of I-10 Bridge.
2. Maritime Transportation and Training Junior College.
3. Port Authority land immediately north of Convention Center.
4. Attracting cruise ships.

**SESSION 2**

**Five Major Strengths**

1. No airdraft restrictions for entry into Port.
2. Intermodal capabilities (convergence of air, water, highway and five railroads).
3. Vibrant ship-repair industry.
4. Lower cost of doing business.
5. Management-labor relations.

**Five Major Weaknesses**

1. Need for structure for non-Port Authority maritime matters.
2. Lack of maritime training junior or community college.
3. Lack of available land and lack of rail services on east bank.
4. (a) Need for further tourist attractions downtown.  
(b) Need to involve trade unions in decision-making process.

**SESSION 3**

**Five Major Opportunities**

1. Long Range Plan for development of property abutting water and property immediately adjacent thereto.
2. Return of cruise ships.
3. Rail service to east bank.
4. Encourage development of east bank.
5. Encourage further development of tourist attractions on waterfront.

**Five Major Threats**

1. Excessive environmental restrictions.
2. Proposed location of I-10 10 Bridge.
3. Lack of focus by City on maritime matters affecting City.
4. Public's lack of knowledge of past, present and future economic impact of waterfront.
5. Mindset that "it isn't the City's job" to promote waterfront development.

**Task Force/Subcommittee: Airports and Air Travel Subcommittee**  
**Date of Meeting: October 26, 2005**  
**Chairs: Cooper Thurber, Kenny Coleman, Robert Bender**  
**Michael Dow, Norman Hill (Jobs and Economic Development Co-Chairs)**

**NOTE: INFORMATION IS PROVIDED FIRST FOR BROOKLEY, THEN FOR MOBILE REGIONAL AIRPORT**

## **BROOKLEY**

### **SESSION 1**

#### **Major Issues**

1. Infrastructure (road, rail, other).
2. Lease structures (negative).
3. Expansion room (available property).
4. Not fully certificated
  - Funding
5. Good federal support.
6. Image, public perception.
7. Community education.
8. Physical facility (advantage)
  - First class facilities
9. Cargo advantages
  - Runway length
  - Intermodal.
10. Market opportunities (Miami, New Orleans at capacity).
11. EADS supplier opportunities.
12. Education facility.
13. Lack of property for EADS potential suppliers.
14. Available workforce for industry.
15. Economic development opportunities with existing industries (MAE, Singapore, EADS)
16. Choctaw Point provides unbeatable infrastructure.
17. Workforce at Brookley could double in two years.
18. Hyundai—opportunities to South America.
19. Market for commercial products (other than aviation).
20. One-third (1/3) of Mobile/Baldwin industrial workforce works at Brookley.

## SESSION 2

### **Strengths**

1. Accessible physical location.
2. Internal infrastructure (two-mile runway adjacent to container port and two interstate highways).
3. Educational facilities (aerospace).
4. Existing aerospace industry cluster with stable and proven labor force.

### **Weaknesses**

1. Terms of existing leases.
2. Mixed property ownership on-site.
3. Poor site image/lack of community education.
4. Lack of established cargo carriers and traders.
5. Availability of skilled workforce.

## SESSION 3

### **Opportunities**

1. Acquisition of USA property for additional expansion capability.
2. Recruitment of additional air-cargo carriers (particularly international).
3. Position Brookley as a Gulf Coast Disaster Recovery Center.
4. Economic development recruitment in aerospace.
5. Position Brookley as a worldwide technology training center for maritime and aerospace workforce development.
6. Increasing public awareness about Brookley's role (including its unmatched infrastructure combination) as an economic engine for the entire state and Gulf Coast region.

### **Threats**

1. Tightening pool of skilled workforce for available and potential jobs.
2. Timely funding and construction of needed highway infrastructure improvements.

## **Mobile Regional Airport**

### **SESSION 1**

#### **Major Issues**

1. Increase emplanements.
2. Airport location.
3. Community education/marketing.
4. New routes.
5. More competitive rates.
6. Airport access (Airport Boulevard).
7. Media education/relations (print).
8. Developing community support (all carriers).
9. Making Mobile a destination point
  - Cruises
  - Tourism
  - Maritime Museum
  - Golf
10. Lodging.
11. Identifying Mobile.
12. Capturing additional corporate market share.
13. Legacy Airlines – focus on International (positive).
14. Governance
  - Separate functions?
  - Airport Authority reached out to business communities.
15. Critical mass of passengers.
16. Seven airports on Gulf Coast.
17. Passenger friendliness
  - Parking
  - Internet access
  - Cafeteria
18. More cities (connections)
  - Flexibility
19. More seats (capacity).
20. Customs.
21. More frequency of flights.

## **SESSION 2**

### **Strengths**

1. Diverse pool of carriers.
2. Institutional knowledge.
3. Available capacity for additional flights.
4. Dual Runway—not Pensacola or Gulfport.
5. Growing tourism/destination point.
6. Economic development/growing economy (EADS, MAE).

### **Weaknesses**

1. Attracting passengers.
2. Lack of informed public/media.
3. Lack of discount carrier (critical to lower fares).
4. Road access to airport/physical location.
5. Infrequency of flights and capacity of equipment.

## **SESSION 3**

### **Opportunities**

1. Create a community-wide effort to capture additional air carriers, increase number of flights and seat availability out of Mobile.
2. Better educate our community on airport/air service issues.
3. Determine the feasibility of relocating Mobile Regional Airport.
4. Improve public access to/from Mobile Regional.
5. Improve airport image and increase community support.

### **Threats**

1. Continued financial instability of airline industry as a whole.
2. Decline in existing service to/from Mobile.
3. Loss in confidence in local leadership and further decline in public opinion.
4. Growth in competitor airports.
5. Unfavorable media relations.

**Task Force/Subcommittee: Education and Workforce Development**  
**Chairs: Charlie Story, Sydney Raine, Carolyn Akers, Michelle DuBose Adams**  
**Michael Dow, Norman Hill (Jobs and Economic Development Co-Chairs)**

**SESSION 1**

The information contained in this document represents the comments expressed during the “brainstorming” session from the October 26, 2005, meeting. Many expressions carried a “common thread” which could be grouped into five global categories. By no means does this document suggest that the issues have been narrowed down; however, it is simply a means of organization.

**Workforce Issues**

1. Need a plan to address workforce literacy.
2. Conduct a community assessment to examine what is truly needed.
3. Many local unions have training programs that have been overlooked.
4. Lack of motivation among many adults.
5. Employer loyalty is an issue; many workers “switch” jobs frequently.
6. Once people are employed, they often discover that more education is needed but they do not always know where to turn for additional help.
7. Education + the workforce are co-dependent.
8. The public must be realistic about the match between wages, job skills and comparable pay.

**Educational Issues**

1. Must educate parents/students regarding the variety of programs currently available.
2. Provide community youths with more information regarding options other than the college track (i.e., inform students about jobs, the education required to obtain the job, skills needed and even salary information).
3. Schools must begin to provide more specialized courses; increase the rigor.
4. Promote the issue that there are other options—college is not the only option.
5. Promote a more positive image of the Mobile County Public School System.
6. Begin training our students earlier.
7. Celebrate the successes of our local schools.
8. Think outside the box (i.e., attempt to accommodate a variety of schedules and not necessarily the “traditional” schedule).

**Technical Education/Training**

1. Be sure to include aerospace training into the plans for the Maritime College.
2. Promote technical programs; encourage enrollment.
3. Positively highlight the value of “technical” positions; maximize the value they serve to the community.
4. Promote the training programs already established such as the ones provided by local unions.
5. Train students earlier; begin a career track earlier.
6. Provide continual educational opportunities.
7. More integration and even communication between technical programs with less program duplication; attempt to “merge” similar programs, therefore creating opportunities for other types of programs to emerge.



### **Technological Issues**

1. A greater inclusion of technology is needed in various work areas.
2. There are numerous changes in technology and equipment being used in various companies and jobs; we are not keeping up fast enough.

### **Social Issues**

1. Communication—standardize the information provided to the community; there are too many ways to interpret the same bit of information, narrow/fine tune the sources.
2. Lack of “social skills” to obtain job (i.e. interviewing skills).
3. Spread the “good news;” Mobile is doing well in many areas.
4. Communication is the key.
5. Motivational issues in the workforce; many people do not “stick with” a job.
6. The Great “Brain Drain” is taking place. Why do so many people leave Mobile for other cities?
7. Discover ways to help people find their “niche.”
8. Some people lack the desire to work; is welfare a crutch? What about the lack of “competitiveness” among people?
9. Round-table discussion needed between private schools + public schools + workforce + not-for-profit organizations.

## **SESSION 2**

### **Five Major Strengths**

1. Strong City leadership.
2. The community has a spirit of collaboration and a willingness to work together.
3. Relationship between K-12 and the numerous colleges/universities in Mobile.
4. Mobile is attracting new businesses and new workforce.
5. The public schools are improving and becoming a priority.

### **Five Major Weaknesses**

1. Lack of communication to the community so there is low community involvement.
2. Workforce dilemmas, lack of strong work ethic, and we are not attracting new capable young adults to our workforce.
3. Lack of vocational/technical programs available.
4. Mobile workforce receives much lower wages than surrounding communities.
5. Weak perception of education. Citizens and parents do not know all the facts and truths going on in the Mobile County Public School System.

## **SESSION 3**

During these dialogue sessions, our job was to focus on the Opportunities for growth as well as the Threats that were possible. Most input was captured and recorded below; however; the top five prevalent themes are bolded.

### **Opportunities**

1. **Geographic location; with focus on the Gulf Coast and rebuilding; post Katrina opportunities.**
2. **New leadership (Mayor) with fresh ideas; capitalize on the Mayor’s leadership.**
3. **Major companies coming into the area bring job opportunities, families and increased finances.**
4. **Influx of new people and job opportunities; energized people.**

## **5. Growth of new small businesses.**

6. Family-oriented.
7. Multiple and diverse educational institutions with capacity to grow.
8. Discover Mobile's schools (PR campaign).
9. Improve communication between the institutions providing training and the employers seeking employees.
10. People willing to get involved with on-going goal achievement.
11. From these conversations, an "Education/Workforce Roundtable" could continue to dialogue providing sounding board and launching pad for ideas and initiatives.
12. Continue to get the community to embrace the entire "system" as its own without room for elitism, classism or racism.
13. State and federal funding available.
14. Expansion of local trade /technical schools (Shaw School of Technology).
15. Business not wanting to be "left behind."
16. RSA investment in the community.
17. Aviation growth.
18. Use the Cancer Center/medical to spur other growth.
19. Sky is open for collaboration of expertise in transmitting knowledge in diverse fields.
20. Affordable, willing and educable workforce/labor pool.
21. Continue the regional planning and development already in progress.
22. Transportation system already in place.
23. Redevelop/transform public housing that has been known for high crime.
24. Creation of information bank with the data about prospective business and their need for the Career Counseling Center.

## **Threats**

- 1. Political "fighting" (between County and City).**
- 2. Individuals/organizations afraid of change.**
- 3. Poverty.**
- 4. No true tax base.**
- 5. Stop "dialoguing" about the problems and develop a comprehensive "action plan" to enact/foster vision.**
6. Accepting the status quo.
7. "Old Mobile" way of doing things (not what you know, but who you know).
8. Lack of strong leadership.
9. Public, private and parochial schools.
10. Funding for Shaw High School.
11. Unchanged Constitution from 1901.
12. Failure to continue monitoring and evaluation of City's strengths.
13. Effective education; view that some students are not capable of learning.
14. Perceptions (about the MCPSS, progress in certain areas).
15. Youth dilemmas (educational and social in nature).
16. Lack of strong mentoring basis; too few role models, especially black males.
17. Lack of a database which compiles statistics related to participants receiving services and information on their successes/lack of.
18. Unwillingness to recognize that problems do exist.
19. Illiteracy.
20. Lack of cooperation (partnerships) among various groups who work together.
21. Failure to start at the "root" of the problem.
22. Communication.
23. Dysfunctional homes.

24. Under-funded educational program.
25. Limited transportation access to Mobile County in many rural areas.
26. Ease at being expelled from school and being labeled “anti-social.”
27. Middle school pregnancy.
28. Drugs, alcohol consumption, especially of teenagers.
29. Lack of cultural inclusion; diversity training; insensitivity among some groups.
30. Higher wages being offered by surrounding areas which is leading to a “drain” on Mobile’s workforce.
31. Homeless insensitive.
32. Unskilled, unprepared workers.
33. We must “think globally and act locally.”

**Task Force/Subcommittee: Downtown/Riverfront Redevelopment**  
**Chairs: Dee Gambill, Jack Miller**  
**Michael Dow, Norman Hill (Jobs and Economic Development Co-Chairs)**

**SESSION 1**

**Major Issues Identified**

1. Residential development.
2. Recruitment of educational institutions and small business.
3. Vacant buildings.
4. Development of waterfront.
5. Expansion of entertainment.
6. Limited parking and increased traffic.
7. Homeless population in downtown.

The task force felt that one of the most important priorities should be to develop a new plan for downtown. What do we want downtown to look like in the future? That plan should take into account the following issues:

Residential development

Including condos and single-family residences.

Attract developers.

Recruitment of educational institutions and small business

Address vacant buildings. Should code changes be made?

Fill empty office space created by RSA building.

Development of waterfront

Include greenspace.

Excursions off cruise ships to downtown and other parts of Mobile.

Hiking/biking/running trails/sidewalks. Possibly connect to Brookley.

Additional Cruise Ship?

Expansion of entertainment

More family-oriented entertainment needed.

Consider movie theater.

Excursions/packages off cruise ships. Keep people in town/fill the hotels.

Revisit Civic Center.

Continue current downtown events and add others.

Limited parking and increased traffic

Two-way streets in downtown.

Increased traffic across Bayway. Ferry? New bridge?

Increased amount of affordable parking.

Homelessness

Consider all issues (i.e., how to provide safety and shelter as we expand and improve our downtown).

## SESSION 2

### **Combined Strengths**

1. **Location:** Mobile is a waterfront location with availability to sea, rail, air and interstate transportation. Additionally, downtown has LODA bus system for moving tourists around downtown. The proximity to USA's Brookley waterfront, the Delta and rivers provide other opportunities. Capacity exists for more cruise ships.
2. **Economic Factors:** The relative low cost of living and real estate values; already completed "String of Pearls," current and planned projects for downtown.
3. **Climate and Culture:** Ballet, Opera and Science, Art, Mardi Gras and Maritime Museums; arts district, historic buildings; local university support for Aquarium.
4. **BID/Main Street Mobile:** Clean and Safe teams for the BID have just begun and will enhance the appearance and security downtown. The size and 'walkability' of downtown make it conducive for residential and tourist populations.
5. **Population:** The diversity of our population and the people's willingness to work together and contribute to civic life.

### **Combined Weaknesses**

1. **Lack of New Investment in Downtown:** Need to attract restaurants, retail; residential; small business; new entertainment venues and educational institutions.
2. **Property Maintenance:** Vacant buildings, parking lots need enforcement of or change in codes to clean up/fix up.
3. **Perception of Downtown:** Need more parking, greenspace and associated activities (walking trails, etc.), lighting and entertainment possibilities in downtown/around waterfront.
4. **Education:** Poor perception of public school system; need for job training programs.

### **Waterfront & Entertainment Sub-Groups**

#### **Weaknesses**

1. Water quality.
2. Limited public space along the near-downtown waterfront.
3. Limited local excursion opportunities for cruise passengers.
4. Limited walking/running/cycling trails along near-downtown waterfront.
5. Limited downtown family-oriented attractions (i.e., movie theaters, aquarium, sports complex, etc.).
6. Limited greenspace.
7. Limited downtown public parking.
8. Limited utilization and modernization of the Civic Center.

#### **Strengths**

1. Capacity is available for more cruise ships.
2. Availability of LODA bus system for moving around downtown.
3. Availability of under-utilized parking at the Civic Center.
4. Abundance of near-downtown natural resources (i.e., rivers, delta, etc., for use with tourist excursions and the like).
5. University of South Alabama's Brookley waterfront property.
6. Greenspace may become available at the Choctaw Point development near Brookley.
7. Local university support of attractions such as an aquarium.
8. Planning is underway for a modern downtown maritime museum.

## **Recruitment of Educational Institutions and Small Business Parking and Traffic Sub-Groups**

### **Strengths**

1. Gulf Coast Location. Logistical strengths with regard to proximity of sea, rail, air and highway.
2. Climate and Culture. Ballet, Opera, recreational opportunities and low cost of living.
3. Medical School.
4. Community will. The fact that Mobilians appear willing to make civic contributions.
5. BID.
6. Macro-economic factors which promote downtown development.
7. Historic structures.
8. Head start. The fact that we are not starting this journey from ground zero.

### **Weaknesses**

1. Public education system. Lack of jobs training.
2. Weak air service in community.
3. Vacant buildings. There is an abundance of unleased commercial property downtown. (This could also prove to be a strength/opportunity.)
4. Displaced Section 8 residents.
5. Lack of commercial capital.
6. Public perception. Not much help from newspaper on image.
7. Perceived lack of governmental consistency with regard to codes.

### **Other Topics Discussed**

1. New Orleans as an opportunity.
2. Negative perception of public transportation.
3. Culinary school in downtown.
4. Creating a "Destination Location."
5. Optimizing the Civic Center.
6. Memphis as a model for parking.
7. Two-way streets downtown.
8. Two-hour parking--no meters between Government and St. Louis.
9. Spokane as a model for University Park.

## **Residential Development Sub-Group**

### **Strengths**

1. Size and walkability of downtown.
2. Real estate values.
3. Diversity of income/race.
4. BID.
5. Infrastructure, access to Interstate.
6. Waterfront.
7. Arts District.
8. Security.

### **Weaknesses**

1. Parking landscape.
2. Lack of service industry in downtown area.
3. Parking diplomats.
4. Lighting.
5. Perceptions of downtown.
6. No sense of place.
7. Infrastructure maintenance.

### **Recommendations**

1. PUD/Strategic City plan for residential development. Better Mobile Plan—such as Jacksonville.
2. Property tax incentives.
3. Landscaping requirements to 'green up' downtown.
4. De-emphasize vehicles/emphasis on pedestrians.
5. Articles in *Southern Living*, *Mobile Bay Monthly*—before and after renovations.
6. Arrival experience—only Government Street is pleasant. Clean up. Look around I-10 and I-165.

## **SESSION 3**

### **Combined Opportunities**

1. Vacant lots and available space in downtown. These spaces can be used for residential development; new 'greenspace' within downtown; as an asset in recruiting new business; or to our advantage in developing new entertainment venues (Aquarium, Zoo, Amusement Park, Movie, etc. and the additional parking facilities that they will require).
2. The only actively working port on the Gulf Coast. We should capitalize on this opportunity to add additional cruise ships and to make Mobile a 'destination port' for other cruise lines to add to their ship's itinerary.
3. Fort Conde is a great asset that needs to be fully developed.
4. Capitalize on student population in and around Mobile. Cater to the students to attract the parents – both college students and K-12.
5. The size and walkability of downtown, its real estate values, waterfront, museums together with new developments and the start up of the BID organization, place Mobile in a unique position to develop residential population. We need to survey existing residents to get their input; possibly appeal to specific groups (under 20, young professionals, empty nesters, divorcees, etc) to live downtown.

### **Combined Threats**

1. City Hall! Both for not consistently enforcing existing ordinances regarding vacant property and for not making the licensing and development process easier and 'citizen friendly.' We need to be incenting, not discouraging development.
2. Development of surrounding areas: casinos to the west, Mobile Bay eastern shore.
3. Traffic Issues: Future I-10 Mobile Bay Bridge impact on downtown; need for pedestrian bridge across Water Street; need to two-way traffic.
4. Airport capacity and use. Need more 'air-lift' in and out of Mobile Regional Airport.
5. The "speed" of executing this action plan! Most all of these issues have been discussed and discussed and discussed for decades and we are still discussing them. We need to set specific time lines for execution and hold the responsible parties to these dates. Many of these items need to be executed relatively quickly in order to maximize the impact to the desired goals.

**Task Force/Subcommittee: Housing and Historic/Neighborhood Preservation**  
**Chairs: Raymond Bell, Palmer Hamilton, Robert Edington**  
**Ann Bedsole, Adline Clarke Quality of Life Task Force Co-Chairs**

**SESSION 1**

**Major Issues**

1. Downtown–vacant buildings.
2. Code enforcement/code changes.
3. Attract residences and businesses to under-utilized neighborhoods.
4. Financial incentives.
5. Local citizens' involvement.
6. Government involvement.
7. Good sidewalks, underground utilities and mixed-use traffic patterns.
8. Government cooperation with neighborhood  
Example: Neighborhood Planning Units  
MPV in Atlanta
9. Community action groups under City government.
10. Flooding is a problem.
11. Sewer Board is a problem.
12. Litter campaign for children, educating the public about litter.
13. Access to affordable housing.
14. Safe neighborhoods.
15. Amenities.
16. Cultural awareness of our neighborhoods through education of our children.
17. Downtown should be a focus point. This should expand our culture  
Example: Bring Back Broad Street  
Preservation tax credits  
Condemnation of acute problem properties
18. Is there a master plan for Downtown Mobile? No. Only planning and zoning laws.
19. Pro-active Planning.
20. Lack of education of our City Council about historic neighborhoods.
21. Use existing models of plans that have worked in other cities. Then involve private enterprise government and neighborhood. Focus on neighbor input.
22. A. Advertising – Marketing website with major houses  
Architecture inventory  
Coffee table book  
Diversity history  
B. Major City renovation project (like String of Pearls)  
C. Historian artifact  
Archeological discovery
23. Develop Loop area.
24. Discrimination in home ownership on the basis of race, color, national origin, familial status and disability.
25. City officials may not be sufficiently familiar with the fair housing laws and how those laws affect, or should affect, the performance of their duties.
26. The existence of a strongly segregated housing market in the City of Mobile creates barriers to housing choice, regardless of whether discrimination is occurring, because it requires home seekers to overcome powerful personal and community expectations to live in a neighborhood with people like themselves.



27. Segregated housing patterns are being confirmed, rather than diluted, by redevelopment in the City.
28. An insufficient number of accessible housing units are available that meet the needs of persons with disabilities in the City. People with disabilities are denied housing because of their disability and do not take full advantage of the protection of the law.
29. There is no area-wide commitment to providing affordable housing, so the majority of housing choices for low and moderate-income families are limited.
30. Disparities to fair and equal lending and insuring in predominantly black minority areas.
31. Families with children are often denied housing through refusal to rent or other discriminatory practices.
32. Citizens perceive homeless people as a negative component of the population.
33. Public and assisted housing tends to segregate residents by race/ethnicity/income, depriving lower income families the access to the opportunities available in more diverse neighborhoods.

## **SESSION 2**

### **Five Major Strengths-Historic Development**

1. Lots of historic housing.
2. Designated historic districts.
3. ARB and other legal structures.
4. Volunteer interests (w/knowledge, w/assistance from neighborhood associations).
5. Federal support.

### **Five Major Weaknesses-Historic Development**

1. Problems with codes.
2. Lack of awareness (shortsightedness and lack of marketing).
3. Lack of revenue tools and resources.
4. Crime.
5. Retail options.

### **Five Major Strengths-Housing**

1. Affordable.
2. Existing plans (coordinate information and data).
3. Diversity of housing stock at higher price range.
4. Strong plans for downtown (infill).
5. Demand for housing increasing.

### **Five Major Weaknesses-Housing**

1. Lack of local vision and experience.
2. Lack of infrastructure (sidewalks, bike trails, etc.).
3. Urban sprawl.
4. Lack of affordable housing at lower price range.
5. Lack of neighborhood demographic diversity.

## SESSION 3

### **Preservation Opportunities**

1. City code enforcement (authority and application).
2. Tax credit on commercial and residential ITC-state.
3. Code refinements for historic structures.
4. User-friendly code.
5. Outreach with elected officials.
6. Adequate staffing for work.
7. Code consultants.
8. Enforcement under one inspector who specializes in historic projects.
9. Waive City sales taxes on historic properties. Abating property taxes during construction.
10. Waive permitting fees on residential historic properties.
11. Waive sales taxes in CBD.
12. Revolving funds.
13. Barton Academy.

### **Preservation Threats**

1. Demolition of Barton Academy  
Protestant Children's Home  
American Legion
2. Sidewalk neglect.
3. Lack of interest–Perceptions.
4. Lack of funding.
5. Lack of sufficient education outreach by local schools.
6. Old schools.
7. Political will.
8. Inappropriate development, set back lines, etc.

### **Housing Opportunities**

1. Neighborhood designations  
Community building  
Heritage neighborhoods
2. Concerted revitalization efforts.
3. Revolving fund.
4. Expansion of Hope VIII.
5. Relocation education  
Press and sector outreach
6. More mixed income housing.

### **Housing Threats**

1. Sidewalk neglect.
2. Inner suburb decay.
3. Architectural design failure in many new developments.
4. Inadequate monitoring of Section 8 and private landlords.
5. Lack of tenant protections–state/local.
6. Inadequate police protection.
7. Lack of retail opportunities.
8. Lack of long-term master planning.
9. Education of housing consumers.

**Task Force/ Subcommittee: Tourism**  
**Chairs: Bill Barrick, Karen Atchison, Douglas Spence**  
**Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

**SESSION 1**

**Major Issues Identified**

1. Infrastructure
  - Attractions and events
  - Accommodations
  - Hospitality
  - Atmosphere
2. Training to improve hospitality service culture.
3. Cross-promotion and ticketing among attractions.
4. Lack of private-sector destination managers.
5. Regional promotion plan.
6. Marketing to “Mom and Pop” visitors.
7. Local support for attractions.
8. Transportation issues
  - Intercity
  - Intracity
9. Common communication platform.
10. More “visitor contact” areas (malls, etc.).
11. Better tourist signage.
12. Recognition of Tourism as an industry-economic impact.

**SESSION 2**

**Five Major Strengths**

1. Historic City.
2. Varied and strong attractions.
3. Mardi Gras-Mobile style.
4. (tie) Highly competitive hotel/convention package (as of 2007).
  - Southern hospitality.
  - Robert Trent Jones Golf Trail.
  - Seafood.

**Five Major Weaknesses**

1. Service culture.
2. Lack of intercity transportation.
3. Limited and non-competitive air service
4. (tie) Limited nighttime entertainment/dining options
  - “Derelict downtown” image
  - Lack defined image of the Mobile experience (brand)

## SESSION 3

### **Five Major Opportunities**

1. Downtown ready for revitalization and beautification.
2. Strong and varied attractions/events.
3. (tie) Attractions and events want to cross promote.  
Mobile the largest functioning destination on the Gulf.
5. (tie) Cruise industry can be exploited.  
Ability and desire to develop Mobile "brand."

### **Five Major Threats**

1. (tie) Lack of retail/dining downtown.  
Lack of coordinated promotion/advertising/brand.
3. Crime (actual or perceived) downtown.
4. (tie) Loss of I-10 west corridor travel market.  
Lack of free/discounted parking downtown.

**Task Force/Subcommittee: Arts Group (Arts, Culture and Recreation)**  
**Chairs: Carlos Parkman**  
**Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

## **SESSION 1**

### **Major Issues Identified**

1. Education: All schools curriculums must include arts, culture and recreation as a standard component. We would like to see the City form a liaison with the school board and to make an annual appropriation to the Mobile County Public School System to help fund the arts, culture and recreation component in the curriculum.
2. Public relations/marketing: Request that the City task MBCVB to appropriate a certain percent of their budget to fund public relation materials for the arts (cultural tourism). Market the City as a destination for the arts through consistent application of street banners along major arteries for major arts, cultural and recreational events.
3. Funding: Request that the City increase funding for arts, cultural and recreational organizations and to base this funding on the following merits/criteria: quality of programs, number of individuals served and cost of services.

## **SESSION 2**

### **Five Major Strengths and Weaknesses: Education Strengths**

1. Magnet schools.
2. Museum winning state and national recognition.
3. Strong education programs by all arts groups.
4. Colleges like USA partner with art organizations.
5. Some modern facilities.
6. Churches provide art influence with music.
7. Cost of living.

### **Weaknesses**

1. Programs (schools) not strong enough.
2. Benchmark-how do you define quality?
3. Do not have a liaison assigned to the arts in the school board system.
4. Schools lack transportation funding for events.
5. We need to reach all schools, not a select few, with private money.
6. Art is low priority in most schools.
7. Media coverage is not consistent in the arts.
8. Need programs that prepare the children for the events they will be attending.
9. Some facilities are older and not up to date.
10. Cost of living.
11. Markets are not strong.

**Five Major Strengths and Weaknesses: Public Relations/Marketing Strengths**

1. Polite community.
2. Common values.
3. Newspaper coverage (i.e., Thomas Harrison, Art Editor).
4. New risk takers in the area willing to promote new events/programs.
5. Outside perception of the arts.

**Weaknesses**

1. Media does not value the arts.
2. Media does not cover the arts.
3. Scheduling too many events on top of one another.
4. MBCVB does not publicize the arts.
5. City's telephone-hold announcements are not up to date.
6. Mobile does not have a strong identity.
7. Visitors Center–travel instructions for the art centers.
8. Map put online.

**Five Major Strengths and Weaknesses: Funding Strengths**

1. There is some funding.

**Weaknesses**

1. Not enough funding.
2. Stability in endowments.
3. Unclear requirements for funding.
4. Wolf Keen Plan not implemented.
5. City does not have a tax designation for the arts.

**SESSION 3**

**Five Major Opportunities**

1. Set up an independent committee to evaluate the SMG proposal for professional consultants to come up with a strategic plan for the Civic Center.
2. The opportunity to create after-school arts programs and to create summer arts programs for children.
3. Market Mobile to the community and visitors alike.
4. Identify spaces/places/venues for arts to happen throughout the City (parks, etc.) and provide transportation to connect these arts and cultural events.
5. Opportunity to fill the arts/culture/recreation void left by hurricane damage occurring between Tallahassee and Houston.

**Five Major Threats**

1. Inaction and lack of collaboration.
2. Lack of funds.
3. Litter/abandoned buildings/unattractive areas.
4. The attitude that art is less important than other quality-of-life issues.
5. Mobile citizens and potential visitors will seek cities providing arts, culture and entertainment.

**Task Force/Subcommittee: Culture Group (Arts, Culture and Recreation)**  
**Chair: Edna H. Rivers**  
**Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

**SESSION 1**

**Major Issues Identified**

1. Resources: lack of adequate funding to all initiatives.
2. Communication and coordination of events/activities through a cultural calendar.
3. Clearinghouse for discounted tickets and/or admissions.
4. Increase public awareness of activities through coordination of marketing and public relations.
5. Increase corporate partners and sponsorships of events.
6. Parking and "downtown" fear factor to attend events (I-65 barrier or geographic mentality).
7. Realization of the economic impact of cultural activities for the City.
8. Appreciation and awareness of culture(s) are lifelong processes for all citizens and should be an integral part of the educational system.
9. Groups must become creative in planning events to attract diverse audiences through coordination of efforts.
10. Recognize the complexity of operating a cultural entity and/or event.

**SESSION 2**

**Five Major Strengths**

1. Diverse variety of high-quality events for people to participate in and enjoy.
2. Tremendous pool of skilled human resources, both paid and volunteer, to put on various events.
3. Record of success when investment made in culture (i.e., growth of library use after expansion and positive impact of those endeavors on education).
4. City's "vision" that values and incorporates culture.
5. Growing cooperation among cultural sites/events (resource sharing, joint endeavors).

**Five Major Weaknesses**

1. Communication at all levels.
2. Marketing-overall (umbrella) and individually.
3. Funding-lack of sustainable, reliable funding impacts staffing, marketing, programming.
4. Studies promoted, done and not implemented or not reported on if implemented.
5. Physical challenges such as facilities, parking (free), accessibility.

## SESSION 3

### **Five Major Opportunities**

1. Transportation (airport, pedestrian, parking, bike and hike lanes, auto).
2. Central authority for marketing and public relations (technology).
3. Development of waterfront.
4. Facilities/buildings (i.e., Civic Center revision, etc.).
5. Brand/identity of City.

### **Five Major Threats**

1. Illiteracy – “RRR” (dropout rate, cultural, limits of teachers).
2. Lack of funding (for culture, infrastructure, education, both private sector and public).
3. Too small a vision of who and what we are as a community (inability to capitalize on population diversity, negative perception of law enforcement, underestimating competitors).
4. Lack of diversity of activities downtown in particular (retail, shops, eating, and culture).
5. Perceived crime problem.



**Task Force/Subcommittee: Recreation Group (Arts, Culture and Recreation)**  
**Chair: Vince Emmons**  
**Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

**SESSION 1**

Thanks everyone for assisting Greater Mobile in identifying needs and abilities in the recreation area.

1. Walking – As the #1 recreation in United States, how do we in Mobile rate in serving our residents?
2. Jogging - How, where, location, safe areas?
3. Parks - Rick Rambeau has done a great job as the Director of Parks and Recreation and has furnished a poster of all City parks and recreation available at each park. We will follow with all the county parks added and available for recreation.
4. Fishing - Now is the time for Mobile to look at a fishing pier. Look from Mobile to New Orleans. We will have a list of all fishing tournaments for 2006 soon.
5. Boating - Launches available in the City? Parks with Landings. Private locations. Boat shows for 2005 - City participation.
6. Tennis - Parks with courts - Present and future - Private locations.
7. Golf – City-owned locations - private courses, all to follow. Location to follow with final report. Local City tournaments for 2006 to follow.
8. Bicycling - Local events for 2006. How, what, when, to follow.
9. Senior Citizens - Exercising and togetherness in location owned by the City, also private locations. Have we done enough?
10. Beaches - Beaches in the City, how, where, availability, report to follow.

All agree recreation fields do not have advocates!!!

1. Look for organized groups.
2. Look for comments. Have we left you out!!!
3. Citizens with disabilities. We must address this area soon.

**SESSION 2**

1. Walking - We are having a hard time identifying all of the areas that can be approved on and locating an advocate for the recreation/exercise. We will ask the *Mobile Register* for assistance! We do badly in notifying the public of safe, good surface, lighted areas and best time for use.
2. Jogging - Walking and jogging areas should be designated as the same and so noted in any final summary report. Try to put a number on how many people would use a designated area, per day, per week, per month.
3. Bicycling – Again, we are having a hard time having an advocate on this recreation and coming up with numbers of Mobile citizens and most popular area desired by the group. Awaiting comments from the three largest cycle shops in Mobile.

Note: Walking, jogging, bicycling could very well be the same designated and City-assisted areas.

4. Parks - Again we must thank Rick Rambeau and his Recreational Department for doing a great job with the limited resources (funding) he receives. We recommend

that the Press duplicate the park brochure outlining all parks and the organized sports (recreational available at same). Should be a full sheet with instructions on how to find the parks identified. In our final report there will be photos of existing parks and items at same that need to be addressed and order of importance. We do badly in appearance, bland, cleanliness, weeds, fence lines. Remember great looking parks mean SAFE PARKS.

5. Fishing - We have no public fishing piers from Pensacola to New Orleans. Is disaster money available for this? About to have a Maritime Museum in a City surrounded by water and no fishing pier! Committee has looked at areas: McNally Park (DIP), Helen Woods Park (DIP), Brookley Field (Broad), Step Down Pier (Downtown). Final report will have photos of areas that are easy to get to by car and bus!
6. Boating - We have no City marina. We must move at a fast pace to acquire property north of Convention Center (State Docks) for a marina over a minimum of 40 slips, for traveling leisure boats of our many rivers coming from the north water travelers. We have no way to use our downtown facilities and businesses. We have allowed private entities to remove us from being a boat-friendly City. Please look at Orange Beach.
7. Tennis - We do not have a program that can identify courts, time, location, fees. The HOW TO needs to be addressed. City needs to participate in tournaments, meets, sponsor beginners' clinics (a list of all tennis courts will be in final report).
8. Golf - Our Azalea City Course is doing well. Perhaps we have reached a time in our growth that we need to evaluate a County/City course?
9. Soccer - Under parks and recreational organized sports.
10. Beaches - Could this be the time for Brookley Field to be turned into a public beach area? Foundations, parking, water, only needs sand. Excellent location.
11. Senior Citizens - What have we really done for our seniors for recreation? Improvement galore is needed. We must look at cities like St. Petersburg, Florida; what do they do? Remember most of our citizens are not in private facilities that have organized recreation.
12. Disability - Are our public facilities in accordance with Federal ADA Act of 1990? Do our citizens with disabilities have the opportunity to use and enjoy our recreation facilities? Perhaps this is the time to put Mobile on top as a city that recognizes all of its citizens. In the final report, photos, the restrooms, ramps (lack of), special areas that are accessible at sports functions.

### SESSION 3

Thanking everyone for the attendance and assisting the Greater Mobile Area in opportunities for recreation.

1. **Walking, Jogging, Bicyling:** In reviewing possible areas and proper funds (money available), these three recreations (exercise) go together with certain advantages at each location for each recreation. Advise City of any improvements we feel that could improve safety, terrain, availability, hours of use, cleanliness, parking, lights.
2. **Fishing, Boating, Beaches:** As we look at the City's past directions on making these recreations available for all citizens, we come short! Is it funds, or is it a lack of an advocate? All conversation comes back to the "we must have a City-owned marina" with fuel, dockage, restaurant, lounge, preferably in the downtown area, with a step-down fishing pier. We may never see a beach in the City unless we wake up and become a metro-city. We must reach a completion date on the expansion including a fishing pier at McNally Park and fencing.

3. **Tennis, Golf, Disc:** The City is doing very well with the City-owned Azalea Golf Course. Should we ever become a Metro-City, we will need a City/County course on the west side of the county. Our three City tennis centers need funds for a good exterior updating and seating enlargement for tournaments. Perhaps sponsoring a beginners' invite for increased use of the three centers. The public is not fully aware of the opportunities available at these three recreations; need more newspaper attention, web site notices, are short of an advocate (voice). City needs to look at ways to help the public in getting information for recreation sport/recreation/exercise.
4. **Senior Citizens, Citizens with Disabilities:** Look around you! Opportunities everywhere. We must look at outside activities for all of our citizens. Areas must be safe and in the right locale for most users. Find an advocate; look for existing private facilities that are equipped and look for funds to expand same. Time for an in-depth review of the Brewer Center property; great location, becoming the retirement area of Mobile.

Parks: Our final report will address our #1 recommendation to help our Parks and Recreation Department.

Remember: The Youth of today will lead tomorrow. Give them only the best environment available. Clean = Intelligent = Safe = Future.

**Task Force/Subcommittee: Fostering Civic Pride**  
**Chairs: Leevones DuBose, Kyle Greer, Leigh Perry Herndon**  
**Ann Bedsole, Adline Clarke (Quality of Life Task Force Co-Chairs)**

**SESSION 1**

**Major Issues Identified**

1. Lack of awareness of facilities/events/things to do.
2. Higher city taxes.
3. Dirty City: trash on roads, right of ways, buildings, neighborhoods, etc.
4. Public transportation options.
5. No Smart Growth plan in place.

**SESSION 2**

**Issue #1 – No awareness of facilities/events and things to do**  
**Five Major Strengths**

1. Location of Mobile on interstate I-10 and I-65.
2. Mardi Gras.
3. Loads of downtown activities – Farmers Market, museums, etc.
4. Senior Bowl.
5. Many free events.

**Five Major Weaknesses**

1. Too many events occurring at the same time.
2. Dirty City parks.
3. We are not hometown tourists.
4. Parents are not encouraging their children and family to explore the City.
5. Not enough family activities.

**Issue #2 – A clean City is critical**

**Five Major Strengths**

1. Keep Mobile Beautiful.
2. Some neighborhoods are organized and cleaning their areas.
3. Clean and safe program downtown.
4. Greenspace.

**Five Major Weaknesses**

1. Vacant lots overgrown and cannot get condemned easily.
2. No real penalty for littering – weak laws.
3. People don't care.
4. Lack of recycling facilities.

**Issue #3 – City taxes**

**Five Major Strengths**

1. Good fire/police response time.
2. Garbage and trash pick-up is paid by City taxes.
3. Public parks and libraries.
4. Increased number of police and fire stations.

**Five Major Weaknesses**

1. Sales tax is too high – not equitable.
2. People leave the City to shop in police jurisdiction and county where taxes are lower.
3. Property taxes too low on commercial property.

#### **Issue #4 – Public transportation options**

##### **Five Major Strengths**

1. Free bus service for school children.
2. Special needs busses are available 24 hours a day.
3. Improving bus transit system.
4. MODA downtown.
5. Busses lowering fees.

##### **Five Major Weaknesses**

1. Marketing public transportation.
2. No long-term planning for roads and parking.
3. No Park and Ride.
4. Not enough free parking.
5. Equality in transportation options.

#### **Issue #5 – Smart Growth plan needs to be implemented**

##### **Five Major Strengths**

1. Vacant lots in downtown area turned into public space.
2. People–community partnership.
3. Existing resources available–buildings, homes, etc.
4. Have available land for greenspace.
5. Public-Private partnerships.

##### **Five Major Weaknesses**

1. No sidewalks and greenspace required in every neighborhood.
2. No five, ten, fifteen-year City-wide growth plan.
3. No interest in improving existing greenspace.
4. No equality in development.

### **SESSION 3**

#### **Issue #1 – Awareness of facilities/things to do**

##### **Three Major Opportunities**

1. Economic growth through tourism.
2. Create a new identity for Mobile.
3. Develop an initiative for people to move here as a place to retire.

##### **Three Major Threats**

1. So many other places, cities and events driving people away.
2. Transportation issues.
3. Lack of awareness about what to do.

#### **Issue #2 – A clean City is critical**

##### **Three Major Opportunities**

1. Neighborhood clean and safe programs – can mentor.
2. Reduction in crime rate.
3. Increase in property values.

##### **Three Major Threats**

1. Lack of staffing in Public Works Department.
2. No equitable standards.
3. TIE: Need accountability and a template for “how clean should be done”.

### **Issue #3 – City taxes**

#### **Three Major Opportunities**

1. More paved streets, closed ditches, etc.
2. Increased number of free community events paid by City.
3. Support for nonprofit groups in Mobile.

#### **Three Major Threats**

1. Travel outside the City to save money.
2. Lack of incentives package for small business.
3. Poverty in the City.

### **Issue #4 – Public transportation options**

#### **Three Major Opportunities**

1. Encourage more riders.
2. Stimulate the economy.
3. Develop a Park and Ride system.

#### **Three Major Threats**

1. Safety.
2. Lack of Park and Ride option.
3. Not enough money for full coverage of the City.

### **Issue #5 – Smart Growth plan needs to be implemented**

#### **Three Major Opportunities**

1. Encourages more support for local business.
2. Neighborhood mentoring.
3. Increased community pride.

#### **Three Major Threats**

1. Lack of education among the developers even though people may want it
2. Lack of education about the environment.
3. Lack of money to implement.

**Task Force/Subcommittee: Annexation**  
**Chairs: Donald J. Stewart, Joe Bozonelos**

**SESSION 1**

**“Good Things”**

1. City garbage and trash collection.
2. Insured continuation of City Police, Fire and EMS services.
3. Protection of property values through zoning and land use regulation.
4. Continued lower fire insurance rates.
5. Additional services.
6. Better representation (seven Council districts vs. three County Commission districts).
7. Sense of inclusion in Mobile community.
8. Better streets, sidewalks, parks, lighting, drainage and litter control.
9. Opportunity to retain and develop distinct identity of West Mobile as unique district.
10. Organized recreational activities and programs.
11. Improved public safety.
12. Opportunity to create community centers.
13. Opportunity to be part of largest or second largest city in state.
14. Opportunity to qualify for more federal grant and subsidy programs based on larger population.
15. Increased property values resulting from zoning.
16. Continued/enhanced Fire-Rescue/EMS protection.
17. Library service.

**“Worries”**

1. Increased property taxes.
2. Zoning restrictions on use of property.
3. Inadequate Council representation for annexed areas.
4. Additional fees/charges for additional services.
5. Higher sales tax.
6. Definition of boundaries for area to be annexed.
7. Possibility of future City garbage and trash fee.
8. Loss of separate identity of West Mobile.
9. Additional regulations—Tree Commission; burn ordinance; fireworks, etc.
10. Higher business license fees.
11. Racial/socio-economic/diversity impact.
12. Diversion of taxes paid to “East Mobile” projects and programs.

**SESSION 2**

During this session, the committee acted as a focus group and identified the five most positive aspects as well as the five most negative perceptions that citizens have concerning annexation.

**SESSION 3**

In this session, the committee further refined the findings from Session 2 into seven specific recommendations.

**Task Force/Subcommittee: Health Care-Access**  
**Chair: Dr. Errol Crook**

**SESSION 1**

**Strengths**

1. The Mobile area has a diverse set of resources to address the health care needs of the under-insured and uninsured population.
2. There is an established group of institutions that provide primary health care to at-risk populations. These include, but are not necessarily limited to, Franklin Health Clinics, Mobile County Health Department, Victory Health Partners and Stanton Road Clinic of the University of South Alabama.
3. The leadership of the Mobile community has demonstrated a genuine interest in addressing the challenges of access to health care for at-risk populations.
4. The University of South Alabama College of Medicine (USACOM) is a valuable resource for training health care providers with awareness, sensitivity and knowledge of the issues in providing care to the under-insured and uninsured. The presence of USACOM allows for taking advantage of research opportunities and the resources they may bring with goals of improving delivery of care, primary prevention of disease and health literacy locally.
5. The Mobile area is replete with ancillary health care support services. These include, but are not limited to: the United Way, disease-oriented not-for-profit foundations (e.g., Sickle Cell Foundation, American Heart Association, etc.), Bridges to Better Health, the Senior Citizens Council and the Center for Healthy Communities.

**Weaknesses**

1. There is a lack of coordination, cooperation and collaboration among the various resources available in the Mobile area resulting in difficulty getting into existing systems and navigating the system once one actually enters. In addition, it has been a barrier to offering needed resources such as after-hours clinics.
2. The under-insured and uninsured population of Mobile has significant financial, educational and socio-cultural challenges in addition to a disparity of both prevalence and complications of multiple disease processes. Thus, provision of health care is difficult and requires a multi-disciplinary approach that considers issues in cultural competency, transportation, prevention and health literacy.
3. There is a major gap in funding for health care of at-risk populations. The at-risk group is growing and includes the working poor and retirees, and the resources currently dedicated to these efforts are endangered. Areas of specific funding gaps include, but are not limited to:
  - a. Community-based preventive care
  - b. Hospital care
  - c. Specialty care
  - d. Long-term care of chronically ill and elderly
  - e. Dental health
  - f. Mental health
  - g. Affordable coverage for small business owners and retirees
4. In general, legislative leadership at all levels is uninformed regarding the issues surrounding this topic. Moreover, legislative leadership and the community at large view problem as a provider problem, not a community problem.



5. In general, the at-risk community has a poor perception of the health care system in Mobile. This perspective is founded in both local and national historical events that contribute to a communal mistrust of many organizations.

## **SESSION 2**

### **Opportunities**

1. The momentum for this initiative should be used to form a consortium that continues addressing the issues surrounding health care for at-risk populations. This consortium should consist of entities that are fully representative of the community (e.g., business, healthcare, education, faith-based and political) and have a finite time frame in which to develop achievable short-term and long-term goals.
2. There is an opportunity to develop a “Memphis Plan” for Mobile that addresses health insurance needs of uninsured and under-insured. This plan will focus on providing affordable health care coverage for employed individuals without health insurance (e.g., small business owners, independent contractors, self-employed). It will require a partnership between the business community (Mobile Area Chamber of Commerce), health insurance companies and local health care providers.
3. We should take this opportunity to raise the level of awareness amongst the Mobile area community and its leaders on issues pertaining to access to healthcare and its challenges for at-risk populations. These issues include, but are not limited to, the scope of the problem, special needs of the community, challenges with funding, how policy decisions impact health care and threats to the system.

### **Threats**

1. There is inadequate funding for health care for at-risk populations in the Mobile area. Moreover, the funding that exists for this purpose is itself at risk.
2. There are numerous competing community priorities that will divert attention and resources away from provision of health care to at-risk populations.
3. There is an inequitable tax structure that is coupled to the community’s wariness to making changes in that structure. This caution to changes in tax structure is often based in ignorance of the real intent of proposed initiatives.
4. The problem of access to health care for at-risk populations, and in some cases for those with resources, is growing. Therefore, proposed solutions will have to take into account the likelihood of a greater need in the future.

**Task Force/Subcommittee: Geriatric Health Care**  
**Chair: Julie McGee**

## **SESSION 1**

### **Strengths**

1. Good medical facilities, including rehab and long-term care.
2. Available wellness programs (hospital-based, senior clubs, YMCA, senior centers).
3. Available adult day-care centers, including a specialized Alzheimer’s Day Care Center.
4. Large, diverse senior multiple-purpose center, Mary Abbie Berg, which includes outreach programs.
5. Local institutions of higher education offer gerontology certificate programs.

### **Weaknesses**

1. Lack of affordable home and community-based services that allow seniors to age in place, including in-home services and transportation.
2. Lack of affordable dental care.
3. Need to improve disaster planning for frail elderly, including residents of long-term care facilities.
4. Health literacy, including the challenge of helping seniors understand the new Medicare Prescription Drug Benefit.
5. Lack of training programs for medical providers on geriatric care and lack of geriatric specialists.

## **SESSION 2**

### **Opportunities**

1. Target City resources to help elderly citizens age in place (i.e., demand response transportation, homemaker services, shopping assistance, service coordinators at public housing sites, HOPE VI projects and support and increased emphasis on wellness and nutrition programs and supportive services through City recreation centers and senior centers).
2. City's Action Center and website could link to available service networks and support of the proposed 211 call center would provide citizens with easy access to information.
3. City support for the provision of accessible Medicare Prescription Drug Program education for local Medicare beneficiaries that need assistance obtaining this new benefit (62,000 potential eligibles in 2006).
4. Support improvements in disaster planning for the elderly, including evacuation and special needs shelters, and consider the development of "Safe Shelters" for elderly—modified senior centers that become a hub for seniors after a disaster by providing a cool environment, water, food and information about disaster assistance.
5. Enhance availability of needed health services for elderly such as support for dental services for elderly and support of geriatric training for health providers, including front-line providers such as CNAs.

### **Threats**

1. Inadequate funding and resources including federal cuts, cuts to Medicaid and Medicare; and institutional bias that favors institutional care over home and community-based services.
2. Projected growth in Mobile shows decrease in younger population and increase in older population, and more persons age 85 and over, resulting in fewer working people contributing to the tax base to support needs of growing elderly population.
3. Lack of coordination of services and knowledge about available services.
4. Decrease in services geared to older population (i.e., loss of geriatric nurse practitioner program, reduction of mental health services targeting geriatric population, shortage of health practitioners, loss of rural and other transportation programs).
5. Insufficient affordable housing options for elderly and disabled, especially supportive and assisted living, with housing options particularly challenging at this time due to the impact of recent hurricanes.

**Task Force/Subcommittee: Health Care-Mental  
Chair: Tuerk Schlesinger**

**SESSION 1**

**Strengths**

1. Availability of multi-agency care providers.
2. Local funding through the Greater Mobile-Washington County Mental Health-Mental Retardation Board, Inc. d/b/a Mobile Mental Health Center (county tax for the Infirmary unit).
3. Recognition and treatment of co-occurring disease (i.e., substance abuse and major depression).
4. Political support structure at the state and federal level.

**Weaknesses**

1. Negative stigma attached to mental illness leading to a paradigm of under-evaluation of psychiatric and behavioral science care in the region.
2. Lack of community education regarding mental health and mental illness and the result and effect on achievement of a healthy community.
3. Relative lack of a qualified workforce (providers) in psychiatry and related social services.
4. Lack of transportation to providers of appropriate services.
5. Global under-funding in both the outpatient and inpatient mental health area.

**SESSION 2**

**Opportunities**

1. Implementation of mental health services at the primary care level for non-seriously mentally ill consumers.
2. Education of primary care providers regarding availability of care—Access-To-Care services at Mobile Mental Health Center for the seriously mentally ill.
3. Professional provider education program—sponsored by NAMI.
4. Family member education—sponsored by NAMI.
5. Collaboration between mental health providers.

**Threats**

1. Reduction in insurance payments.
2. Implementation of managed care—Medicaid.
3. Medicaid funding cuts.
4. Shortage of providers

**Task Force/Subcommittee: Health Care-Prevention/Health Promotion  
Chair: Dr. Allen Perkins**

Focus on Prevention

Disease burden of interest to group: Diabetes, Hypertension

Cause: Obesity, Lack of exercise, Nutrition

**SESSION 1**

**Strengths**

1. Availability of resources (i.e., parks and age-specific resources (Berg Center) that can accommodate exercisers).
2. Blood pressure checks at five stations, Walmarts.
3. Accessible healthy food (Shop Easy, Main Street Mobile).
4. Healthy Community Initiative.

**Weaknesses**

1. Socio-economic limitations
  - fast food prevalence
  - few grocery stores in indigent neighborhoods
2. Sedentary lifestyles
  - “football culture”
3. Safety, supervision deficits.

**SESSION 2**

**Opportunities**

1. Maintain/improve/support available exercise facilities, specialized programs (community centers) and individual sports (running races).
2. Improve public transportation
  - to healthier groceries
  - to exercise centers/parks
3. Educate about good nutrition and portion size—media/schools/special programs (i.e., Lunch and Learn, while reducing dependence on fast food).

**Threats**

1. Sedentary culture, fast food convenience.
2. Lack of coordination of resources/maintenance/safety.
3. Transportation deficits.

**Task Force/Subcommittee: Health Care-Pharmacy**  
**Chair: Donald Ponquinette**

**SESSION 1**

**Strengths**

1. Availability:
  - a. Number of pharmacies
  - b. Effectiveness of medications
  - c. Generics
  - d. Information
2. Indigent programs exist.
3. Medicare Part D will help.
4. Post-Katrina development of electronic pharmacy histories.

**Weaknesses**

1. Affordability.
2. Barriers to indigent programs:
  - a. Awareness
  - b. Paperwork
  - c. Medicare Part D
3. Polypharmacy – under-utilized consultations and shortage of pharmacists in Mobile.

**SESSION 2**

**Opportunities**

1. Creation of a centralized agency to expand and coordinate the numerous programs for obtaining prescription and non-prescription drugs for the indigent population (HUD grant opportunities to be explored).
  - Coordinate with existing services
  - Engage in adequate advertising/marketing
2. Obtain City support for the establishment of an advanced degree in pharmacy at the University of South Alabama.
3. Endorse the education function of pharmacists in order to improve patient complaints.

**Threats**

1. No change in the present status quo.
2. Patient illiteracy.
3. Socio-economic environment.
4. The confusion and barriers which will be created by the implementation of Medicare D in 2006.

**Task Force/Subcommittee: Youth and Substance Abuse  
Chairs: Pat Taylor, Virginia Guy, Doris Lucy, Gabe Davis**

**See Final Report**

**Task Force/Subcommittee: Racial and Ethnic Diversity  
Chair: Lynda Carroll**

**Strengths**

1. Diversity.
2. International Festival.
3. Port of Mobile (fresh/salt water).
4. Transportation hub.
5. Brookley (aerospace/deep water port).
6. Airport.
7. Institutions of higher education and research.
8. History and heritage.
9. Human Relations Commission (Office of EEOC).
10. Recreation (fishing, boating, etc.).
11. Diversity of students within the Mobile Public School System.
12. Tourism.
13. Multi-national corporations.
14. ESL programs in higher education.
15. Friendliness, southern hospitality.
16. Medical institutions.
17. Sister City relationships (Russia, Cuba, Japan, etc.).
18. Mardi Gras.
19. Bible Belt (sense of honesty).
20. Museums.
21. Natural habitat (beauty of City).
22. Seafood industry.
23. Beaches.
24. Extended care facilities for elderly.

**Weaknesses**

1. Lack of inclusiveness/education in diversity in Arts (dance, opera, symphony, jazz, international music/dance and multiethnic fine arts).
2. Education in diversity of all Arts (Perception that class system presently exists for enjoying the Arts).
3. Lack of entertainment venues to reflect our multiethnic cultures.
4. Fear of change.
5. Lack of communication about events in multiethnic communities (publicity needed in other languages).
6. Transportation-buses have limited routes and schedules for serving many multiethnic communities; metro website needs to be multilingual.
7. Image problem (Mobile perceived nationally and internationally as a "southern town" with prejudices).
8. No teenage activities; therefore, unsupervised teenagers congregate in parking lots.
9. Bible Belt (Too conservative).

10. Lack of jobs for minority youth and professionals.
11. Conditions at Airport (cost factor and limited service).
12. Lack of skilled labor in aviation as well as vocational and technical areas; more training facilities needed in all areas (AIDT might assist).
13. Too much in-breeding in available jobs.
14. Bilingual training needed in all careers.
15. Lack of ability to attract diverse industries.
16. High sales tax.
17. Need to incorporate west Mobile.
18. Crime and violence due to lack of understanding of languages (Evidence in judicial system).
19. More law enforcement with diversity training.
20. Too many traffic accidents.
21. Diversity not incorporated in public school curriculum; more positive community leaders and role models needed.
22. Teach diversity of careers to include vocational trades and technology.
23. Lack of sidewalks.
24. Obesity among citizens.
25. Failure to educate the average child in public school system.
26. Lack of insurance and access to health care for the working poor.
27. Flood protection needed for all parts of City.
28. Better subdivision development planning needed (drainage, etc.).
29. Litter problem; education needed.
30. Lack of affordable homes.
31. Poor enforcement of noise ordinance.
32. Better use of waterfront needed for recreation (Riverwalk, New Orleans).
33. Restore historic district.
34. Police jurisdiction problem in south Mobile.