

Attachment H – Crosswalk Checklist

City of Tuscaloosa, Alabama

File Name: AttHCrosswalkChecklist

## Appendix J: CDBG-RDR Crosswalk Checklist (Table of Contents)

Applicant Name (must match name of eligible applicant): City of Tuscaloosa, Alabama  
(Tuscaloosa County)

Primary Responsible Agency: City of Tuscaloosa, Alabama

Competition Phase: Phase I

Exhibit	PHASE 1	Document/filename	Page
	Crosswalk Checklist/ Table of Contents	AttHCrosswalkChecklist	1
A	Executive Summary	ExhibitAExecutiveSummary	5
B	Threshold Narrative	ExhibitBThresholdRequirements	7
	General Section		8
	Eligible Applicant		8
	Eligible County		8
	Most Impacted and Distressed Target Area		8
	Eligible Activity		8
	Proposal Incorporates Resilience		8
	National Objective		8
	Overall Benefit		8
	Tie-back		8
	One application per Applicant		8
	Certifications	AttCCertifications	59
C	Factor 1- Capacity	ExhibitCCapacity	18
D	Factor 2 – Need / Extent of the Problem	ExhibitDUnmetNeeds	27
	Subfactor:Unmet needs		28-34
	Subfactor: Most Impacted and Distressed		35
E	Factor 3 – Soundness of Approach	ExhibitESoundessofApproach	36
	Subfactor: Stakeholder consultation		37-39
	Subfactor: Idea and co-benefits		39-42
	Subfactor: Addresses vulnerable populations		44

F	Factor 4 – Leverage and outcomes	ExhibitFLeverage	47
G	Factor 5- Long-Term Commitment	ExhibitGLongTermCommitment	54
<b>No page limit</b>	Partner Documentation for Each Partner	AttAPartnerDocumentation	84
	Leverage Documentation	AttBLeverageDocumentation	57
	Consultation Summary	AttDConsultationSummary	63
	Optional Maps, Drawings, Renderings	AttEMapsDrawings	80
	Waiver Requests	N/A	
	Crosswalk Checklist	AttHCrosswalkChecklist	1
	SF-424	Online Submission	
	Comment Summary by Topic, List of Comments, and Applicant Response	AttDConsultationSummary	77
	MID-URN Summary Checklist	AttIMIDURNChecklistA	13
<b>Exhibit</b>	<b>PHASE 2</b>	<b>Document/filename</b>	<b>Page</b>
	Crosswalk Checklist/Table of Contents		
A	Executive Summary		
B	Threshold Narrative		
	General Section		
	Eligible Applicant		
	Eligible County		
	Most Impacted and Distressed Target Area		
	Eligible Activity		
	Proposal Incorporates Resilience		
	National Objective		
	Overall Benefit		
	Tie-back		
	One application per Applicant		
	Certifications		
C	Factor 1 - Capacity		
	Subfactor: Past experience		
	Subfactor: Management structure		
D	Factor 2- Need		
	Subfactor: Target area/unmet needs		

	Subfactor: Resilience need		
	Subfactor: Best actions		
E	Factor 3 – Soundness of Approach		
	Subfactor: Project/frame correspond		
	Subfactor: Increases resilience		
	Subfactor: Model/replicable/holistic		
	Subfactor: Schedule		
	Subfactor: Budget		
	Subfactor: Plan consistency		
F	Factor 4 - Leverage		
G	Factor 5 –Long-Term Commitment		
<b>No page limit</b>	Partner Documentation for Each Partner		
	Leverage Documentation		
	Consultation Summary		
	Optional Maps, Drawings, Renderings		
	Waiver Requests		
	Benefit-Cost Analysis		
	Crosswalk Checklist		
	SF-424		
	Sources and Uses of Funds		
	Comment Summary by Topic, List of Comments, and Applicant Response		
	MID-URN Summary Checklist		

Exhibit A – Executive Summary

City of Tuscaloosa, Alabama

File Name: ExhibitAExecutiveSummary

It only took six minutes for Mother Nature to dismantle the core of Tuscaloosa. The Druid City, known for grandiose water oaks lining neighborhoods, was unrecognizable. It is evident now more than ever that communities can't hide from disasters—natural or man-made. However, we can take a holistic approach to become proactive instead of reactive. Using science-based data, we can identify risks and align the City to protect resources, citizens and infrastructure to create a more resilient future. What does this model of resilience look like in Tuscaloosa?

A **connected core** supported through improvements to the backbone of the City via 5 themes:

- *Connectivity*
- *Addressing Today – Tomorrow's Infrastructure*
- *Healthcare & Education Reaching Rural Communities*
- *Communication/Technology*
- *Financing to Ensure Resilience*

These ideas were born out of community dialogue, vulnerable population consultation and stakeholder engagement. The recurrent resilience themes will address unmet needs in housing (\$57.8 million), infrastructure (\$523.5 million) and economic development (\$23.4 million) in the MID area, and will speak to environmental degradation. The target area lost nearly 11,000 trees (\$31 million) impacting air quality, heat islands, energy use and storm water runoff.

### **Transitioning from Recovery to Resilience**

Partnerships working alongside leveraging strategy and long-term commitments will fill gaps in unmet needs, provide maintenance opportunities and ensure plan developments consider future conditions, needs and sustainable design to support the natural environment and address effects of climate change. This application highlights the City of Tuscaloosa's transformation and transition from Recovery to Resilience to build back stronger, safer and smarter.

Exhibit B – Threshold Requirements

City of Tuscaloosa, Alabama

File Name – ExhibitBThresholdRequirements

### Most Impacted and Distressed Characteristics

City of Tuscaloosa, Alabama(eligible applicant) in Tuscaloosa County, Alabama was previously determined by HUD to be a most impacted and distressed (MID) county and has received prior CDBG-DR allocations as noted in 2012 (FR-5628-N-01) and 2013 (FR-5696-N-03). The City certifies that a national objective will be met through eligible activities in 24 CFR 570.201 in any project carried out with CDBG-NDR funds and will tie-back to the qualified disaster in a MID URN area (Exhibit E – pg 36). An overall benefit of at least 50% LMI will be achieved. Ideas and concepts (Exhibit E – pg 36) in this application are expected to improve the resilience of the MID target area to current and future risks and threats, including effects of climate change. At least one long-term commitment to increase resilience in the target area will be implemented. Additionally, the City certifies that all thresholds in HUD’s General Section are satisfied. A benefit-cost analysis is not required for Phase I. A schedule response for public input and awareness and substantial amendment criteria follow NOFA requirements and other applicable federal requirements and can be viewed at the City of Tuscaloosa’s website. A waiver with substantial justifications will be requested from HUD if any of the above cannot be met. Required certifications can be found in Attachment C and SF-424.

### Unmet Recovery Needs

Housing – In a housing needs assessment, conducted by HUD, released in October 2011, “Tuscaloosa concentrates 70.1% (1,171) of the rental units with unmet needs and 62.5% (\$55.2 million) of the amount of rental unmet needs in the state.” ([Attachment A](#)). However, HUD data used to allocate funding only identified 1281 rental units and 219 owner units (1500 total units) with severe damage without taking into account damage in severely impacted census tracts in the County ([Attachment B](#)). According to the calculations made using data from December 20, 2011,

the total unmet need in Tuscaloosa County was \$12,381,035 million in comparison to the October 2011 report of \$56.3 million ([Attachment A](#)). Realizing a large discrepancy in allocation to meet its unmet housing needs, the City of Tuscaloosa used data from its damage assessment survey to demonstrate the true unmet housing needs in Tuscaloosa County. Building inspectors, architects, and engineers utilized a damage assessment scale and canvassed the affected areas ([Attachment C](#)). The information presented, 5,163 residential units were either destroyed, affected, or suffered major damage (a corresponding map found at [Attachment D](#) outlines the census tracts affected and designates whether the unit was destroyed, damaged, or affected). The City of Tuscaloosa has funded the Tuscaloosa Housing Authority (THA) and Habitat for Humanity Tuscaloosa using 2012 and 2013 CDBG-DR funds; however, there is still a great need for housing among Tuscaloosa citizens. As of today THA has over 1,000 families on their public housing waiting lists and over 500 families on their Section 8 waiting list. THA has indicated that these numbers are significantly higher than they were before April 27, 2011 which equates to hundreds of additional families requesting housing assistance as a result of the disaster. Plans are currently underway to begin a phased development which will consist of approximately 224 units. Each phase will be developed using EarthCraft green building standards with the addition of green features including solar panels and rainwater cisterns. Storm shelters will also be constructed with each phase of the development to ensure residents have a place of refuge in the threat of a disaster. Any disaster resiliency funds will be leveraged with Alabama Housing Finance Authority tax credits. The estimated cost to resiliently construct the proposed phased development excluding land acquisition cost is estimated at \$50,288,000 ([Attachment E](#)). Currently, Habitat for Humanity has 28 families on their waiting list ([Attachment F](#)); however, they have not held a Prospective Homeowner meeting since July 2014. In an average month,

275-300 people contact Habitat for Humanity regarding home ownership opportunities. Additionally, Habitat has 25 donated lots that have yet to be developed due to a lack of funding. The typical Habitat home is 3 bedroom and 2 bath and includes a small safe room. The estimated cost to build one of the homes to these standards and to include green building standards such as photovoltaic solar panels is \$134,023 ([Attachment G](#)). In some situations, lots would have to be acquired. Based on previous acquisitions the average cost per lot is \$20,000. An estimated \$7,663,219 dollars is needed to construct the 28 homes on the waiting list and to purchase and construct on 25 vacant lots; however, an even greater unmet housing need can be met based on the interest expressed to Habitat on a monthly basis ([Attachment G](#)).

Infrastructure – Located within one of the parks in the core of the MID target area was a Meeting Hall/Community Center which was completely destroyed as a result of the qualified disaster and has inadequate resources to rebuild. The damage is documented in the initial engineering report ([Attachment H](#)) and supported by a supplemental engineer’s report ([Attachment I](#)). The City will receive insurance proceeds in the amount of \$317,479.20. ([Attachment J](#)). The cost of reconstruction as a hardened facility, based upon a signed architect estimate will be \$3,348,536 ([Attachment K](#)); a sources and uses statement showing the funding shortfall is supported at [Attachment L](#). While the City received prior allocations of disaster recovery funds the funding received was insufficient to address this unmet need because the City’s unmet needs far exceeded the funding allocation as demonstrated on the recovery expense spreadsheet ([Attachment M](#)). For the purpose of this submission the City has merely demonstrated an unmet need exceeding \$400,000. In Phase I and II submissions, the City will demonstrate all unmet needs in regard to infrastructure in excess of \$523 million.

Economic Revitalization – Businesses were destroyed and potential tax revenues plummeted in a matter of minutes as a result of the April 27, 2011 tornado pursuing its path across Tuscaloosa and creating the MID area of the City. Rebuilding has been a slow but steady process for many businesses, but just as many were left without the resources to build back or even make repairs to a building that served as a livelihood. Situations like this are seen across the MID target area (Tuscaloosa), but the Alberta area, located within MID target area, businesses have significantly struggled to recover and for the purposes of meeting the threshold requirements for unmet economic revitalization need is the focus in this response. Once the thriving, family-friendly, business center of Tuscaloosa, over the years the prosperity of Alberta has waned and is now the central location of many low-moderate neighborhoods. Without resources, many businesses were unable to rebuild or make repairs after the disaster while others that were have seen a substantial decrease in revenues in relation to pre-storm revenues. Previous CDBG-DR funds were used to fund a revolving loan program; however, to date those funds have been obligated to eligible businesses for revitalization and a waiting list has been created, thus indicating that existing disaster recovery funds are inadequate to address the unmet needs ([Attachment M](#)). Additionally, many small businesses, especially in the Alberta area, were either uninsured or underinsured and the amount of funding offered through the revolving loan program alone was not sufficient to make repairs or rebuild. Using City of Tuscaloosa data, documented, analyzed and verified by the City’s Revenue Director, 25 businesses in the Alberta area alone (listed by name and address) are reported as having decreased revenues ([Attachment N](#)). Not only have the business owners and employees suffered a loss, but the City of Tuscaloosa has lost hundreds of thousands of tax revenue dollars. Kentucky Fried Chicken, owned by Jack Marshall Foods, Inc. (JMF), employed 11 individuals on the day of the qualifying disaster and is listed in [Attachment N](#) as a business

that shows more than a 10 percent loss in revenues. [Attachment O](#) provides a statement from JMF as verification of a modest sized employer suffering revenue losses of more than 10 percent.

Environmental Degradation – The City of Tuscaloosa suffered and continues to suffer a significant loss of trees as a result of the qualifying disaster. The attached map ([Attachment P](#)), prepared by Walker Associates engineering firm, shows a portion of the MID target area. Through the recent survey dated January 14, 2015 as noted on Attachment P, it has been documented that the target area had a loss of almost 11,000 trees as a result of the disaster and that loss has not been replaced. The tree inventory had been an environmental asset to this community as it helps reduce air pollution, energy use and storm water runoff, as well as having a positive impact on the local economy. The trees increase ground water recharge and reduce the number of potentially harmful chemicals transported to our streams. Using prior CDBG-DR funds, an emphasis was placed on addressing housing, infrastructure, and economic development needs; therefore, allocated funds were not sufficient to replace the tree cover ([Attachment M](#)). No insurance proceeds or FEMA benefits were received to allocate toward replacement.

Based upon Purdue University Cooperative Extension Service “A 4” Red Oak, excellent health and form, specimen tree along a city street, a local nursery estimate for a 1.5” diameter replacement tree, installed is \$500.00.”. Using data from this study, if trees were only 4” diameter, replacement of 10,897 trees alone (with no consideration for the direct benefit cost in regard to the environment) would be \$31,029,207.50 ([Attachment Q](#)). To put an estimate in perspective for the City based on the species of trees lost and to be replaced, an engineer’s opinion determined a minimum replacement cost of \$5,448,500, ([Attachment R](#)), which replaces trees but does not address environmental impacts creating even greater unmet needs.

Attachment I – MID URN Checklist A

City of Tuscaloosa, Alabama

FileNAme: AttIMIDURNChecklistA

**MID-URN SUMMARY CHECKLIST A**

Target area is a County that was previously determined by HUD to be most impacted

UNMET RECOVERY NEED		
- Response must include at least one criterion		
- For each criteria category selected, the corresponding data source and data documentation response must be provided		
Target Area Name: City of Tuscaloosa, Alabama (Tuscaloosa County)		
Criteria	Data Source	Data Documentation
<p><b>Housing:</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> The prior CDBG-DR funding allocations, along with other funding sources, are inadequate for addressing remaining housing repair needs in each most impacted and distressed target area <b>AND:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Twenty or more households displaced by the disaster <b>OR</b></li> <li><input type="checkbox"/> Twenty homes still damaged by the disaster</li> </ul> </li> </ul>	<p><b>Currently running</b> a CDBG-DR or other recovery housing program:</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Analysis that shows the program waiting list <b>AND</b></li> <li><input checked="" type="checkbox"/> A reasonable estimate of aggregated average unmet repair needs exceeds the existing CDBG-DR fund available.</li> </ul> <p><b>Not currently</b> running a CDBG-DR or other housing recovery program:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Briefly explain why prior allocations of CDBG-DR funding, together with other funding sources, are inadequate to provide housing <b>AND:</b></li> <li><input type="checkbox"/> Provide recent emergency management data indicating households are still displaced from the disaster</li> </ul> <p><b>OR</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Provide Methodologically sound “windshield survey” of the target area within a HUD-identified most impacted county conducted since January 2014 <b>AND</b></li> <li><input type="checkbox"/> A list of 20 addresses of units identified with remaining damage                             <ul style="list-style-type: none"> <li><input type="checkbox"/> At least 9 of these addresses confirming (i) the damage is due to the disaster and (ii) they have inadequate resources from insurance/FEMA/SBA for completing repairs</li> </ul> </li> </ul>	<p><input checked="" type="checkbox"/> Link:</p> <p><a href="#">Attachment A</a>  <a href="#">Attachment B</a>  <a href="#">Attachment C</a>  <a href="#">Attachment D</a>  <a href="#">Attachment E</a>  <a href="#">Attachment F</a>  <a href="#">Attachment G</a></p> <p><input checked="" type="checkbox"/> Page number(s) in application: 8-10</p>

**MID-URN SUMMARY CHECKLIST A**

Target area is a County that was previously determined by HUD to be most impacted

UNMET RECOVERY NEED		
<ul style="list-style-type: none"> <li>- Response must include at least one criterion</li> <li>- For each criteria category selected, the corresponding data source and data documentation response must be provided</li> </ul>		
Target Area Name: City of Tuscaloosa, Alabama (Tuscaloosa County)		
Criteria	Data Source	Data Documentation
<p><b>Infrastructure:</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> There is damage to permanent public infrastructure from the qualifying disaster (i.e. FEMA Category C to G) that has not been repaired due to inadequate resources, in or serving the target area(s) within a HUD-identified most impacted target area <b>AND</b></li> <li><input checked="" type="checkbox"/> Describe the damage, location of the damage permanent public infrastructure relative to the most impacted and distressed target area(s), the amount of funding required to complete repairs, and the reason there are inadequate funds <b>AND</b></li> <li><input checked="" type="checkbox"/> A minimum \$400,000 in unfunded permanent infrastructure repair needs</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> An engineering report <b>OR</b> <input type="checkbox"/> a FEMA Project Worksheet(s) with an estimated repair amount</li> </ul> <p><b>AND</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> A sources and uses statement for the repairs showing the funding shortfall (total repair costs may include the extra cost to repair this infrastructure resiliently) <b>AND</b></li> <li><input checked="" type="checkbox"/> Your explanation of why existing CDBG-DR resources, together with other funding sources, are inadequate to meet this repair need</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Link:                             <ul style="list-style-type: none"> <li><a href="#">Attachment H</a></li> <li><a href="#">Attachment I</a></li> <li><a href="#">Attachment J</a></li> <li><a href="#">Attachment K</a></li> <li><a href="#">Attachment L</a></li> <li><a href="#">Attachment M</a></li> </ul> </li> <li><input checked="" type="checkbox"/> Page number(s) in application: 10-11</li> </ul>

**MID-URN SUMMARY CHECKLIST A**

Target area is a County that was previously determined by HUD to be most impacted

UNMET RECOVERY NEED	
- Response must include at least one criterion	
- For each criteria category selected, the corresponding data source and data documentation response must be provided	
Criteria	Data Source
<p><b>Economic Revitalization:</b></p> <p><input checked="" type="checkbox"/> There are continuing unmet economic revitalization recovery needs due to the disaster in the target area(s) within a HUD-identified most impacted county that cannot be addressed with existing resources, including CDBG-DR funds already allocated <b>AND</b></p> <p><b>AND demonstrate one</b> of the following:</p> <p><input type="checkbox"/> A minimum of 5 businesses with remaining repair needs;</p> <p><input checked="" type="checkbox"/> Business revenues continued to be decreased by 10 percent or more relative to revenues prior to the disaster for one or more modest-sized employers (10 or more employees) due to the disaster; <b>OR</b></p> <p><input type="checkbox"/> Three or more smaller businesses show revenues 10 percent less than prior revenues</p> <p><b>AND</b></p> <p><input checked="" type="checkbox"/> Provide a narrative statement describing the extent of those needs and how the needs are connected with the disaster and the target area within a HUD-identified most impacted county</p>	<p><input type="checkbox"/> Unmet repair needs narrative for businesses:</p> <p><input type="checkbox"/> “Windshield survey” showing a minimum of 5 businesses with remaining repair needs <b>AND</b></p> <p><input type="checkbox"/> A survey of 5 business owners confirming damage due to the disaster and repairs not completed due to not receiving adequate resources from insurance and (if applicable) other federal funds <b>AND</b></p> <p><input type="checkbox"/> Addresses of businesses with continuing needs</p> <p><b>OR</b></p> <p><input checked="" type="checkbox"/> <b>Decreased revenues narrative for business(es):</b></p> <p><input checked="" type="checkbox"/> Analysis by a reputable public or private source showing continuing economic damage to the target area within a HUD-identified most impacted county due to the disaster or a survey of business(es) who provide (i) number of employees before the storm and current; (ii) total gross revenues in year before disaster and total gross revenues in most recent year; and (iii) a description of how the reduction in revenues is related to the disaster <b>AND</b></p> <p><input checked="" type="checkbox"/> One modest size employer (10 or more employees) or three smaller businesses (fewer than 10 employees) must show most recent year total gross revenues of 10 percent less than the year before the disaster and there needs to be a clean connection to the disaster <b>AND</b></p> <p><input checked="" type="checkbox"/> Names and addresses of impacted businesses</p>
	<p><b>Data Documentation</b></p> <p><input checked="" type="checkbox"/> Link: <a href="#">Attachment M</a> <a href="#">Attachment N</a> <a href="#">Attachment O</a></p> <p><input checked="" type="checkbox"/> Page number(s) in application: 11-12</p>

**MID-URN SUMMARY CHECKLIST A**

Target area is a County that was previously determined by HUD to be most impacted

UNMET RECOVERY NEED		
- Response must include at least one criterion		
- For each criteria category selected, the corresponding data source and data documentation response must be provided		
Target Area Name: City of Tuscaloosa, Alabama (Tuscaloosa County)		
Criteria	Data Source	Data Documentation
<p><b>Environmental Degradation:</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> There is environmental damage from the qualifying disaster that has not yet been addressed and cannot be addressed with existing resources <b>AND</b></li> <li><input checked="" type="checkbox"/> Describe the remaining damage and how the damage is connected with the qualifying disaster and the target area within a HUD-identified most impacted county <b>AND</b></li> <li><input checked="" type="checkbox"/> Describe the remaining damage to the environment with a cost estimate for making repairs or restoration that is \$400,000 or greater and support with references to any studies supporting them</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> A detailed report from a reputable public or private organization describing the remaining damage with a certification after March 2014 indicating that there is remaining damage of \$400,000 or more</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Link:                             <ul style="list-style-type: none"> <li><a href="#">Attachment M</a></li> <li><a href="#">Attachment P</a></li> <li><a href="#">Attachment Q</a></li> <li><a href="#">Attachment R</a></li> </ul> </li> <li><input checked="" type="checkbox"/> Page number(s) in application:                             <ul style="list-style-type: none"> <li>11-12</li> </ul> </li> </ul>

Exhibit C – Capacity

City of Tuscaloosa, Alabama

File Name: ExhibitCCapactiy

From Recovery to Resilience, the **lead implementing agency** for the proposed activities will be Recovery Operations (RO), a department of the City of Tuscaloosa, Alabama. As part of the City's long-term commitment to resilience, the City will transform this division into the Office of Resiliency and Special Projects supported by a Chief Resiliency Officer who will equip the City with an understanding of risks including shocks and stresses and the magnification of those in extreme events. The department is composed of 13 city staff across multiple disciplines. RO has relevant project management, quality assurance, financial and procurement, and internal control **capacity to quickly launch and implement a major project**. Since the April 27, 2011 disaster, RO has showcased **project management** by successfully securing and managing disaster funds totaling approximately \$140 million through CDBG-DR, FEMA, ATRIP, ALDOT, ADECA, EDA, insurance and other funding sources for 40 recovery projects from concept to completion. **Quality assurance** will be accomplished through effective team communication and review with City staff, partners, and subject matter experts as well as a strong focus on monitoring. Increased quality assurance will be obtained by establishing benchmarks for performance, such as procurement standards, timeliness and detailed expenditure and project progress reports, in all contracts. Project funds and schedules are monitored by the City's RO department, internal auditors, finance department, planning consultant, and compliance officers. The City has adopted specific **procurement standards** to adhere to the guidelines in 24 CFR 85.36 and will always adhere to the strictest regulations, whether State or federal, remaining in compliance with 24 CFR 85.36. **Financial capacity** can be demonstrated by the City's annual management of governmental activities and proprietary utility funds; most recently in fiscal year 2014 \$634,308,943. The City will emphasize mitigation of fraud, abuse and mismanagement related to accounting, procurement, and accountability while adhering to

applicable federal regulations. **Internal controls will be implemented** by RO and the Finance department, or other entities as assigned to review expenditures and program compliance. The City's internal auditors and independent auditors will audit activities for program and financial compliance. The City's procedures will ensure that there is no duplication of benefits.

RO has **coordinated projects with partners** such as the Tuscaloosa Housing Authority (302 public housing units), Habitat for Humanity (24 lots/11 homes), Salvation Army (homeless facility), and Tuscaloosa City Schools (schools) to replace units destroyed by the tornado.

Partners and residents including the University of Alabama, schools, local engineers, architects, and developers, non-profit organizations, technology firms, national architecture firm, hospitals, and the Chamber of Commerce contributed to the Tuscaloosa Forward vision plan and this application.

The City and staff of RO, has **experience leading several large scale projects requiring coordination of multiple public and private partners**, specifically the Downtown Urban Renewal /Redevelopment Project (DURRP -approximately \$100 million investment). The vision and implementation of DURRP included multiple partners: business owners, historical society, community members, Walker Associates, HUD, FHWA, FTA, GSA, and NIST.

This **City RO staff wrote the application** and have prepared other successful grant applications. Walker Associates and Stantec provided technical assistance. Subject matter experts, community members, vulnerable populations, non-profits and private agencies contributed to the application. RO will work with City officials, other government agencies, and technical partners to ensure a robust **cross – disciplinary technical capacity** to ensure a stronger, safer, and smarter Tuscaloosa as can be visualized graphically in [Attachment E](#). The City has expertise in government affairs and management, knowledge of government laws, policies, and procedures

on a federal, state, and local level, ability to partner with private, public, state, and federal agencies, and most importantly the authority to adopt and implement policies and procedures. The University of Alabama (UA) has unlimited data resources and the capacity to analyze the data across a myriad of disciplines including **science based data** and its effect on weather patterns and ecosystems, economic impacts, insurance, housing studies, and health services just to name a few. The UA College of Engineering has the capacity, along with its partners such as the University of Oklahoma, to identify and assess science-based information on existing and future risks and their outcomes through on-going center-based research on social vulnerability and community resiliency. The Center for Advanced Public Safety works across disciplines and with universities in the Southeast developing software addressing society's safety in the various sectors while the Environmental Institute focuses on informing the public, government, and industry on social and economic issues related to safe environmental management on themes such as **climate change** impacts. Wind tunnel and debris cannon tests are conducted on site and the college is partnering with the nation's lead wind engineering research lab, which can test wind, hail, fire, and rain and its effects on structures. The UA Department of Chemistry and 525 Solutions, Inc., will provide the City with data driven concepts to **support climate change** and its association with increased risk for extreme weather events. For example, the effects industry has on air pollution and climate change that can be remediated by capture of CO<sub>2</sub> by-products. In terms of public works, the City's engineering, water/sewer (\$463 million annually), and transportation departments collaborate on design and implementation as is evident in the remapping of the downtown Tuscaloosa area. This included an Urban Forest Master Plan to decrease the City's carbon footprint and heat island effects. City departments work with our state partners, Alabama Department of Transportation (ALDOT) and Alabama Department of

Environmental Management (ADEM), and the West Alabama region including Tuscaloosa County, West Alabama Regional Commission (WARC) and our adjacent neighbor Northport to best design and implement public infrastructure projects to address regional needs in terms of connectivity and economic effect while decreasing the environmental impact. Examples of collaboration among these groups for regional projects are the Eastern Bypass and McFarland Boulevard widening (a major commercial thoroughfare in Tuscaloosa).

Partners such as The Chamber of Commerce of West Alabama and the Tuscaloosa County Industrial Development Authority will help analyze the economic impact of business and industry while also employing tactics to increase employer attraction to the area. The Alabama Industrial Development Training agency and Shelton State Community College will help implement training to develop working skills and job opportunities for underserved populations. Fair housing and civil rights issues are addressed by the City's designated Fair Housing Counselor and Supervisor as well as a fair housing officer at the Tuscaloosa Housing Authority (THA). Specific capacity to implement and address affordable housing needs, fair housing standards, and civil rights issues can be demonstrated through the THA which owns and manages over 1200 public housing units, many of which are Section 8 vouchers.

Since 2011, RO has successfully managed over \$140 million in projects; the majority **crossing multi-disciplines**. Examples include a \$9 million business resource center, \$32 million expansive greenway, and a \$2.5 million commercial revolving loan. **Experience with area-wide, comprehensive planning and large/complex projects** through multi-agency collaboration have been implemented and include the Tuscaloosa Forward Plan which incorporated a city-wide shared use path and greenway, regional business resource center, and infrastructure connectivity projects; DURRP (\$100 million); and Tuscaloosa Riverwalk (\$80

million). **To ensure excellent design qualities**, the City utilizes quality based solutions. City procurement for selection of professional services includes factors and procedures such as resiliency incorporation. Project scopes include requirements for routine performance review and audits at major project milestones.

The **capacity** to ensure resiliency is **not dependent on partners' capacity** as a range of partners with unique and overlapping expertise has been chosen. Overlapping expertise provides a safety mechanism for the City should a partner drop out. To ensure continuity of the project and services, Walker Associates has contracted with Stantec; a multi-disciplinary consulting firm employing over 15,000 employees.

To **determine cost-reasonableness**, the City will conduct a cost-benefit analysis. Stantec as FEMA's national service provider and Risk Map contractor, assisted by Walker Associates have broad experience with FEMA grant programs including HMGP BCA. Over the last 5 years, Stantec has supported grant applications that have secured public assistance, HMGP, and PDM funding awards exceeding \$500 million.

**Community engagement** is a critical component of RO. Two Public Outreach Coordinators ensure the City maintains the **capacity to engage community stakeholders** with proven success and experience in social media, web design, relationship building, workshop facilitation and the creation of outreach materials. Relationships with social programs like FOCUS on senior citizens and ESL groups **increase the City's capacity to reach vulnerable populations**.

For example, vulnerable populations in Tuscaloosa include low-income individuals and students. The engagement team developed a strategy to overcome barriers to communication with vulnerable populations including a lack of access to technology and resources by focusing on mobile friendly content, radio PSAs and direct mail pieces. Pew research shows 88% of adults

have a cell phone and, “young adults, minorities, those with no college experience, and those with lower household income levels are more likely than other groups to say that their phone is their main source of internet access.” Direct mail ensures 100% of households in the MID area receive project updates and public input opportunities. The City is exploring platforms that allow for 2-way communication via text, and filter target audiences geographically, demographically and psychographically **to reach and continue to engage vulnerable populations.**

**Vulnerable population discussions were incorporated in the Phase I application,** and allowed the City to connect resources and partners to create solutions as seen in [Attachment E](#). Meetings with Hispanic citizens revealed a mistrust of government officials, including emergency response personnel. Missing documentation prevented access to federal resources. It was a priority in the Phase I process to make resources accessible and in native languages. The City also engaged formal and informal community leaders by soliciting for collective public input. Staff presented during public meetings, issued news releases, conducted press interviews and met with local community groups and leaders to announce the NDRC and schedule for community involvement. Four public input meetings were held across the community, a resiliency tab was added to the website and info regarding the Phase 1 application availability for public comment was advertised and posted on March 2 to allow 15 days for comment and response. **Public involvement was incorporated into the City’s application by identifying risks, stressors, and solutions—the recurring theme of “connectivity” is revisited in ideas.** Along with individual meetings with vulnerable populations, **the City has extensive experience engaging citizens and empowering community leaders** through social media, surveys and online forums. Formal community leaders were consulted via group meetings; examples include Tuscaloosa Neighbors Together and Citizens Advisory Committee. Virtual/web-based platforms

cultivated informal community leader input. This method has proven success—5,000 citizens visited an online forum and created 326 ideas. Over a 5-week period, the forum received 71,000+ page views and served as a 24-hour platform for discussion. Social media presence increases the City’s capacity to coordinate public comments—since April 27, 2011 the City has gained more than 18,000 Twitter and 12,000 Facebook followers. Web platforms function as a tool to capture input, quantify trends and **harmonize the contributions of diverse stakeholders**. Facilitated table-top exercises and workshops at public meetings allowed staff to identify recurring themes.

**The City will continue public outreach to make strides in resilience after the Phase I**

**application has been submitted.** The relationships established during the Tuscaloosa Forward outreach process and NDRC application process have strengthened the City’s ability to prepare for, respond to and recover from a disaster with resiliency in mind. These meetings will transition from risk identification and broad ideas to project based brainstorming sessions more closely defining the best ways to address unmet needs and prepare for the most likely risks.

**Experience in effectively addressing regional problems** can be demonstrated through the West Alabama Regional Commission (WARC), which serves local governments and citizens by coordinating region-wide projects and services, promoting cooperation among local governments, and carrying out local, state, and federal programs on a regional basis. Subgroups within WARC include the Tuscaloosa Metropolitan Planning Organization (MPO), comprised of the Mayors of Tuscaloosa and Northport, County Probate Judge, and WARC’s Director, which uses resources to create a comprehensive transportation plan. Similarly, there is a West Alabama Rural Planning Organization (RPO) led by representatives from each county that formulates a rural transportation plan for the region. The 5 year Comprehensive Economic Development Strategy Plan (CEDS) was most recently updated in 2014 and investigates the resources,

opportunities, problems and needs of the region and formulates plans to systematically address the condition with maximum benefit. Broad goals in the plan for the region include improved assets, quality leadership, diversified economy, and disaster-resistant communities.

To **regionally implement resilience**, our approach as outlined in Factor 3 includes steps starting at the neighborhood level and expanding to the unmet needs corridor, community, and region.

Our vision is to create a model that is scalable and replicable on a national level. Indications of this can be seen by the participation of several UA college and research centers. Best practices to build this approach include multiple jurisdiction coordination and social equity considerations such as the integration of affordable housing in other developments and recognition of metro areas as the drivers of economic activity. RO is aware that no hazard recognizes political boundaries and that **threats and hazards** are equally likely to occur across the entire **region**.

Given that the region faces similar threats, hazards, and vulnerable populations (demonstrated in CEDS) **a regional solution** for resiliency in terms of preparedness and awareness would be more practical, cost effective, and protect a greater and diversified population. Local solutions implemented would likely not negatively affect other areas for the same reasons as listed above.

The City is aware that any regional initiatives implemented would **impact a similar demographic of vulnerable populations and protected classes** (identified in CEDS plan and SoVI data) whether in the MID target area, Tuscaloosa County, or our neighbor Pickens County.

If all regional areas are operating under the same goals, economic opportunities, housing choices, and access to public services, all choices would be equally available to vulnerable populations.

The City, with the State, UA, private partners and vulnerable populations, operates as a **multi-disciplinary organization**, but the City will utilize the WARC and its multi-entity organizations to plan and implement resiliency projects.

Exhibit D – Unmet Needs

City of Tuscaloosa, Alabama

File Name: ExhibitDUnmetNeeds

Tuscaloosa County (City of Tuscaloosa) was previously determined by HUD to be a **MID** county as described in Exhibit B - pg.7. While all of Tuscaloosa County was determined as MID, it is notable that the area within the County with the most significant unmet needs exist in the City of Tuscaloosa. In a matter of minutes, the April 27, 2011 tornado left its mark of destruction on over 12 ½% of the City and destroyed critical housing, infrastructure, and commercial corridors. The largest percentage of housing destruction was low-income rental housing. 317 businesses were classified as damaged, severely damaged, or destroyed and 7,000 people were immediately unemployed. The NOFA required the applicant meet a minimum threshold (Exhibit B - pg. 7), the City has identified **unmet needs** exceeding those in the threshold requirement: \$57.8 million (housing); \$523.5 million (infrastructure supporting housing, economic revitalization); and \$23.4 million (economic revitalization) for a total unmet need of \$604.7 million. Thousands of people are still struggling to secure affordable, safe housing (Exhibit B - pg. 7) or repair remaining damage (roofs, leaks, etc.) to their homes. A continual need for infrastructure such as new construction, water and sewer and storm water improvements to support redevelopment continue to stifle recovery and create an unmet need within the community. Delays in revitalization of the commercial corridor continues to impact individual business owners which results in a significant impact on the economic vitality of the City. The City will ensure that **comprehensive risk** approach is taken. Through partnership with the University of Alabama the City will assess the effects of potential climate change on Tuscaloosa by utilizing regional climate models; Community Earth System Model and Weather Research and Forecasting Model simulations to ensure that projects and programs are carried out utilizing the best **science-based risk approach**. Risks were identified considering **historical and forward looking analysis including climate change and development patterns** through the

following resources: 2014 Tuscaloosa County Multi-Hazard Mitigation Plan, federal disaster declarations since 1950, and 2014 Climate Change Impacts in the United States, stakeholders meetings held across the city in January and February 2015 to identify the threats, hazards and vulnerabilities they believe exists for the City, Tuscaloosa County and the region. For this reason Tuscaloosa believes it has provided the **most current and accurate data** in **qualitative and quantitative form**, that is necessary to fully understand the impact of risks to our region especially in regard to **public health, safety, economic impacts, social impacts**, etc. There continues to be inherent **uncertainty** in predicting future risks of climate change in the Southeast, Alabama, and Tuscaloosa in particular are somewhat uncertain compared to clearly verifiable trends like rising coastal sea levels. It is likely that future studies will provide more definitive information. Nonetheless, two likely impacts, rising temperatures and decreasing water availability have the potential to exacerbate stresses on the environment, human health, and socioeconomic conditions, producing a decline in quality of life.

Recognizing that hazards are not always confined to political boundaries, it is necessary that any approach utilized by the City can be employed across those boundaries and must be a part of any comprehensive planning. The City will consider the entire County in the development of projects and programs that continue to share in the unmet needs of this area. As a part of this **comprehensive approach**, Staff who attended the NDRC Resilience Academy reviewed the exercise locating shocks and stresses along the frequency and risk continuum; consulted local regional, state and national documents related to past and future risks and threats; and consulted with Tuscaloosa residents and stakeholders, using academy exercises to encourage expanded thinking about potential risks. The City will **focus** on the following **threats and hazards**: wind events (tornados and hurricanes); flooding; severe storms; extreme heat/drought; economic

decline; terrorism; hazardous material/rail accidents, winter storms and dam failure. Physical **vulnerabilities** include aging housing stock, floodway, inadequate and/or failing infrastructure, lack of affordable housing, changing demographics, lack of redundant infrastructure and isolated neighborhoods. **Vulnerable populations** have been identified: homeless, elderly, children, limited English speaking, and mentally and physically disabled. Other vulnerable populations identified are specifically addressed in Exhibit E pg. 36.

The following provides data regarding the identification of risks, the seriousness and likelihood of the risk as well as the sources for such data which is the most **accurate and best** data available to Tuscaloosa: In Tuscaloosa, **tornadoes** have resulted in substantial environment destruction, disruption of social networks, limited access to services, and substantial loss of trees. Nationally, tornadoes caused about 5,600 fatalities in the United States, more than hurricanes and earthquakes over the same time (1950-2011). According to the National Climatic Data Center, Tuscaloosa County experienced 73 tornado events between 1952 and 2014, causing 1,070 injuries, 59 deaths, and damages of \$1.6 billion (not corrected for inflation) – an average of 1.2 tornadoes and \$25,806,451 in property damages per year. The 2014 Climate Change Impacts in the United States reports that the number of major tornadoes in the Southeast Region has increased in the last 50 years, there is no statistically significant trend. Tuscaloosa is located in the Zone IV Wind Zone, subject to the strongest winds in the nation. According to the most recent FEMA guidance, a safe room is the preferred method of protection in these areas, and should be constructed to withstand 250 mph winds.

According to the National Climatic Data Center, 216 **severe storms** occurred in Tuscaloosa County alone between 1996 and 2013 (approximately 13/year). Total damages estimated at \$5.5

million (not corrected for inflation). Two deaths and 9 injuries were reported during these severe storm events. Severe storms are a regular occurrence that continue to impact our region annually. The City has experienced heavy rainfall creating severe impact to **flood** prone areas with 1.0 % annual chance flooding near Black Warrior River and other tributaries. Annual trends in rainfall were reviewed from 1895-2014. Precipitation ranged from 33.14 inches (2007) to 76.17 inches (2009) with an average of 55.12 annually. Trends show an increase of 0.42 inches per decade. According to the National Climatic Data Center records, there have been 23 **droughts** in Tuscaloosa County between 1996 and 2013. In 2007 Tuscaloosa experienced its most severe precipitation deficit since 1895 (nearly 22 inches below the norm).

The National Climatic Data Center Reports 20 **extreme heat events** in Tuscaloosa County between 1996 and 2013 (1.2 per year); in 2007 one person died and 50 were injured.

**Winter storms.** According to National Weather Service data, there were approximately 28 snow events between 1900 and 2015. While the yearly average snowfall is only 0.6 inches, some events have produced major disruptions and damages, particularly when events bring more snowfall than typical [snow, even in small amounts, can seriously hinder normal operations as residents and officials are not equipped to manage it or travel in it]. Information from the National Weather Service (Birmingham, AL), indicates the highest monthly snowfall in Tuscaloosa was 7 inches in February 1960. However, the historical records cannot determine future outcomes; frequency of these events is totally unpredictable.

Unlike most of the country, the Southeast and Alabama's long-term **temperatures** do not show a warming trend over the last century. In the last 50 years, Alabama temperatures have been increasing, with temperatures in last ten years about 1.5 degrees warmer than the 1960s according to the National Climatic Data Center. Climate models suggest that if greenhouse gas

emissions continue to grow, Alabama can be expected to experience increasing very hot days (95 degrees or above) and fewer freezes. Potential impacts of higher temperatures include: rise in energy use for air conditioning (the Southeast currently uses more energy than any other region) with potential higher energy costs for low income populations; rise in air pollution and allergens with human health impacts; unwanted spread of non-native plants; reduced dairy/crop productivity; wildfire; and damage to transportation infrastructure from long periods of heat. Tuscaloosa is located in an area that is predicted to have a statistically significant decline in **water availability** of 2.5% to 5% over the period 2010-2060. “It is virtually certain that the water demand for human consumption in the Southeast will increase as a result of population growth. The past evidence of impacts during droughts and the projected changes in drivers (land-use change, population growth, and climate change) suggest that there is a high confidence of the above assessment of future water availability. Without additional studies, the resilience and the adaptive capacity of the socioeconomic and environmental systems are not known.” Information on **future risks from climate change** in Alabama and Tuscaloosa are available from reports about the Southeast Region of the United States. The State of Alabama has taken no policy position on climate change. Regional projections and **development patterns** presented here are from the 2014 report, Climate Change Impacts in the United States and are based on climate models with differing levels of greenhouse gas emissions and cover a broad and diverse area, from Louisiana and Arkansas in the west to Kentucky and Virginia in the north. The report cites major risks for the Southeast and Caribbean Region: sea level rise, increasing temperatures and the associated increase in frequency, intensity, and duration of extreme heat events, and decreased water availability. El Nino natural cycles and other weather cycles contribute to substantial variability in climate over seasons years and decades. Sea level rise on the Alabama

coast may lead people to relocate to attractive communities like Tuscaloosa, with land use, infrastructure and socioeconomic impacts. While many factors are certain, the potential impacts of climate change in the Southeast, Alabama, and Tuscaloosa in particular are somewhat a “**known unknown**” compared to clearly verifiable trends like rising coastal sea levels. It is likely that future studies will provide more definitive information.

Based on historical data, insurance on **public facilities** differ between buildings and infrastructure while **private property** within our most vulnerable populations history tells us that non-insured and underinsured continues to be common among those individuals – many of whom are renters rather than homeowners. Lack of insurance maintained by the most vulnerable individuals has placed them in a greater disadvantage in recovering from the qualified disaster and future risks. Many properties that are uninsured also tend to be properties that consist of aged structures this **further complicates any recovery. Purchasing and maintaining sufficient insurance** is affected by the high volume of low income residents living in flood prone areas.

Lack of resources is the most common influence on lack of insurance or underinsured.

When **addressing threats/ hazards/ vulnerabilities** through the ideas and concepts described in Exhibit E (pg. 36), the City will also **address specific unmet needs** that exist as a result of the qualifying disaster. Ideas such as floodway buyouts will result in beneficial green space and installation of shared use paths better connect neighborhoods and allow property owners to relocate in areas with a much lower risk of flooding begins to address unmet housing needs. Innovative ideas that provide recreational spaces which can spur revitalization and create opportunity for reduced insurance rates will be beneficial to individuals by moving toward more affordable housing. Further these saved dollars provide an indirect benefit to this region by freeing individual dollars that were once used to provide insurance that can now be spent to

enhance economic revitalization. Focusing on public realm investments and infrastructure improvements planned, located, and coordinated strategically, have and will continue to directly improve residents' quality of life, increase the efficiency and effectiveness of public services, and function as catalysts for private investment and economic development will result in revitalizing this community from the qualifying disaster.

Those identified in our County that have **disproportionate vulnerabilities** include those that are at or below the poverty level, those with disabilities, the elderly, single parents, veterans, uneducated, unemployed, limited English proficiency individuals, non-residents (students) and the homeless. Unfortunately, history tells us that individuals that are at or below the poverty level will be more vulnerable during times of disaster. Low income or fixed income populations will have inadequate resources for repair or relocation; suffer higher proportional material losses, and are more likely to sustain injury or death during a disaster. All of these individuals will suffer disproportionate effects during major events including tornadoes, severe storms, flooding, winter weather and/or heat and drought. Without appropriate planning and preparation, vulnerable individuals may not be able to evacuate as instructed, reach points of distribution for medical care or basic human needs, understand basic written or verbal communications, or find suitable housing if they suffer the loss of their home. Individuals with accessibility challenges will be disproportionately affected especially in an evacuation event.

The City has identified a number of ideas and approaches in Exhibit E (pg. 36) and Exhibit F (pg. 47) that will provide **potential solutions** for **vulnerable populations** in regard to **current/future** risks across unmet needs. For example, connectivity will provide access to valuable resources such as education and healthcare. Adequate and well established policies, procedures and projects must address urgent needs and clearly establish goals to be

accomplished for all that are a part of the vulnerable population to not only overcome that identifier but to provide resources that allow them to be more resilient. Rebuilding can be done with resiliency components, such as reconstructing infrastructure above code to accommodate physical access and **functional needs** and ensure robust housing stock limiting future damage.

**Importance in addressing risks related to vulnerabilities to state/region/local community;** failing to do so can lead to catastrophic consequences impeding individual recovery and larger death tolls. The community, in particular vulnerable populations, can suffer debilitating injuries, become unable to work and live independently. This will lead to a greater need for the community to provide for long term care and further assistance that could have been minimized had the issues been addressed during planning and preparation.

**Conditions that exacerbate vulnerability.** Within the MID area of the City (Exhibit B pg. 7) SoVI data indicates that poverty is widespread across the area. The lack of adequate affordable housing and the delay in economic revitalization across the MID area only further exacerbate the effects. Aging housing stock (houses built in 1979 or earlier make up 45.6 percent of the housing stocks, including 17.1 percent prior to 1960. (Census ACS (2009-2013).

**Taking steps to address the risk from these vulnerabilities and enhance resiliency,** the City leveraged funds to rebuild damaged/destroyed public housing (302 units to replace 188 destroyed/damaged units) built to green building standards and included safe rooms built to FEMA specifications. Other steps include providing contractor educational programs; strategically placed infrastructure such as street lights in areas of poverty and high crime; implementing an early warning system; and providing access to higher quality education through a performing arts school. Current funding allowed for first steps in phased projects; a lack of additional funding to meet unmet needs presents a **barrier** for continued improvement.

Exhibit E – Soundness of Approach

City of Tuscaloosa, Alabama

File Name: ExhibitESoundnessofApproach

The City of Tuscaloosa utilized experience with diverse community engagement and the public outreach team to capture as many potential regional, state and local partners and stakeholders as possible. In order **to define stakeholders** and create a replicable and scalable model of consultation, the City identified the strengths of partners in the community and merged these qualities with The Rockefeller Foundation’s Resilience Framework (Leadership and Strategy, Health and Wellbeing, Economy and Society, Infrastructure and Environment) and noted synergistic effects and co-benefits. These partners were coordinated based on their capacity to address the remaining unmet needs in infrastructure, housing, economic development and environmental degradation. A collaboration rendering ([Attachment E](#)) depicts the scope, capacity and relationships of consulted stakeholders and partners.

**The City developed and executed the following process to comprehensively address**

**collaboration, outreach and communication to stakeholders:** Resilience Public

Outreach/Education → Comprehensive Community Risk Analysis → Vulnerable Population

Consultation → Generate Solutions → Regional Opportunities.

**Resilience Public Outreach/Communication** including radio PSAs, newspaper articles, television interviews, local talk shows and public meeting announcements targeted stakeholders. Public meetings were held in 4 neighborhoods across the City at different times to accommodate for schedules and allow a focus on community profiles including consideration for vulnerable population profiles—more than 100 citizens participated.

A **Comprehensive Community Risk Analysis** conducted through interactive tabletop exercises identifying shocks, stressors, hazards, vulnerable populations and cumulative effects defined the current state of resiliency in Tuscaloosa and shed light on potential opportunities. Risk analyses included a precise view of vulnerabilities in the most impacted corridor including specialization

for 4 distinct neighborhoods of the corridor: Rosedale, Forest Lake, McFarland/15<sup>th</sup> Street and Alberta. In Alberta, more than 21 stresses and 37 potential outcomes of a disaster were identified and some impacts previously not considered were revealed (loss of coping ability).

**The City has worked with advocacy groups and directly with Vulnerable Populations**

**through consultations that** allowed for a tightly focused lens of the vulnerabilities of these groups and empowered members to begin thinking of personal resilience plans. The largest gaps in unmet need became apparent and **helped guide the City's approach**—lack of connectivity, failing infrastructure, inaccessibility to healthcare and education, breakdown in communication and technology and financing options were listed as the main barriers to recovery.

These shortfalls, coupled with unmet needs in housing, infrastructure, economic development and environmental degradation sparked conversations to **Generate Solutions** to bridge resilience gaps. The first step was to note potential partnerships for identifying resilient solutions to risks and stressors. After synthesizing feedback and important resource links, partners and potential funding investments emerged that provide a synergistic approach risks and vulnerable populations. While working with leaders of the mental health community, we discovered only 2 certified behavior analysts are licensed and operating in the City, forcing patients with behavioral challenges to leave the City to receive treatment and therapy. Discussions revealed a cost benefit through early intervention and coordination with the education system.

**Cumulative impact of these risks, vulnerabilities and partnerships** is evident in the **regional opportunities** and ripple effect of solutions generated. One regional partner, Exemplar Cities, utilizes technology to create an efficient asset management system that will be operational at all times. This system can be replicated in any municipality. Another regional partner, The University of Alabama School of Medicine, provides rural access to health care—the City is the

main source of health care for many low-income West Alabamians. Dialogue revealed opportunities to expand programs in the City to provide access to individuals across the region. While working with stakeholders to identify risks, we also uncovered **indirect risks and vulnerabilities** that could be linked to disasters. For example, we are collaborating with the Corps of Engineers and the railway to monitor the potential for water source contamination as railways traverse waterways and roadways. We identified potential disasters that threaten the integrity of railway structures as well as man-made threats (construction erosion) that could pose serious danger to Tuscaloosa residents and downstream dependents of the Black Warrior River as a water source. A public meeting revealed potential for agricultural run off and septic tank failures around Lake Tuscaloosa—the source of drinking water for more than 100,000 residents. As a result, policies and procedures were enacted to protect the City’s main water source.

**Input from stakeholders during collaboration was incorporated into the Phase I proposal,** along with the identification of most likely risks to affect the City and who those risks would impact the greatest. It was after speaking with these stakeholders that we identified that our greatest risks were severe storms, tornadoes, extreme heat, flooding, and winter storms. While other risks for Tuscaloosa exist, these are the ones that are most likely to occur and have the most severe effect on vulnerable populations. This led to the birth of our Ideas and Concepts.

The Tuscaloosa team did extensive research and provide the general ideas set out below:

**Connectivity.** Through connectivity, we will maximize **co-benefits** addressing existing and future vulnerabilities and stresses promoting higher infrastructure standards, decentralized healthcare and services for vulnerable populations. The opportunity to create new mobility options for residents and greater connectivity between neighborhoods in the City and the region will make the community more walkable- thus improving the air quality, creating sustainability,

delaying increased temperatures, filter pollutants and dust from the air, provide shade and lower temperatures and reduce erosion of soil into our waterways. As a major investment in the public realm, this connectivity would serve as a major catalyst for private investment in adjacent areas. The catalytic impact of this infrastructure can only be realized through a combination of high quality design and coordination between public and private developments. With this in mind, the City has partnered with two private developers (Southeastern Investment Company/Teton Valley, LLC and Allied Realty and Development). Along with the combined quality design and coordination, these two projects will offer significant leverage. While this “backbone” would serve the MID area and address unmet needs, the idea would expand throughout the County.

**Addressing Today – Tomorrow’s Infrastructure.** In President Barack Obama’s proposed fiscal year 2014 budget he stated, “We need to repair our existing infrastructure, and invest in the infrastructure of tomorrow...that are resilient to future extreme conditions.”. Understanding the risk of this community and identifying those that are most vulnerable has provided a realization that planning for today or business as usual is not the most well served plan. Pairing infrastructure reconstruction (and new construction) with a plan for improving the resilience of communities through health and wellness, economy, infrastructure, and leadership, provides **co-benefits** to the community and is critical to planning for tomorrow. Accomplishing this idea will thus create opportunities for private sector investments and lead to revitalization of the economy within the community and meet unmet needs in all areas. The President set out dual priorities to both “repair our deteriorating infrastructure and develop solutions to climate change.” We can no longer pour money into costly projects that will deteriorate prior to their intended amortized schedule, which then may lead to more expensive disaster relief funding.

**Healthcare and Education in the heart of the City that reaches the most rural communities of the region.**

The City found itself very exposed during the qualifying disaster when the regions' primary healthcare facility/trauma center and educational institution was in the direct path of the storm. The City was fortunate that the storm took a very slight turn avoiding a catastrophic impact. At the heart of every discussion with those within the most vulnerable population lies the growing concern of healthcare. We have met with University of Alabama College of Community Health Sciences and formed a partnership creating a dispersed, adaptive, flexible healthcare network and resources to meet needs of the vulnerable population, to train and ready the response to disaster. We are excited about a solution that not only reduces vulnerabilities and risks but also addresses a national unmet need associated with providing reliable, accessible, rural healthcare services. While investing in the education of many students, the ability to partner the education with a need within a community can have far reaching impacts. An innovative partnership model created to sustain and evolve a healthcare system in the community and region can provide **co-benefits** to address growing healthcare needs but also serve as a teaching opportunity, improve economic wellbeing thus addressing unmet needs.

**Communication/Technology.** Technology will give new meaning to simple ideas. As April Rinne, chief strategy officer at the Collaborative Lab in San Francisco says, "What is new is our ability to use technology to connect what some people have to what other people need in a way that's efficient. Being able to connect people who need something specifically with someone who actually has the infrastructure or the capacity to give it" – this brings about resilience. Our ideas and/or concepts address this vulnerability through the creation of a comprehensive, redundant, reliable communication network. Technology is proven to improve the quality of life for Americans today whether it is through the enhancement of education or the ability to secure

employment. The lack of technology and associated resources can be a negative force in the education process and can severely impact one's ability to secure employment. Technology and communication can allow communities to achieve the goal of increasing economic opportunities and enable access to the seamless, nation-wide telecommunications network. **Co-benefits** of advanced telecommunication networks result in opportunities, advancements and enhancements to the population that directly relate to a more resilient community especially in regard to broadband networks designed to accommodate distance learning, telework and telemedicine. Vulnerable communities will see improved educational opportunities, healthcare, economies, safety and security and ultimately higher employment. An area where broadband service is not available or not affordable creates a void within the community and places citizens within the area at an extreme disadvantage. Communication/technology are vital to the economic development, education, health and safety of Americans and critical for creating a resilient community, and region especially the identified vulnerable populations-addressing unmet needs.

**Financing to ensure resilience.** The most critical element in financing is making use of dollars that are being spent doing so in a manner that accomplishes multiple tasks and achieves **co-benefits**. The City's financing ideas/concepts include leveraging general funds, all grant funds and revolving loan funds to offset incentives and increased costs of building to a higher standard. Innovation and planning can yield the benefit and can allow a government to carry out projects that enhance physical and social resilience providing **co-benefits**. We must find harmony between financial resources to carry out projects and the value of recognizing the necessity to invest in resilient project elements in a coordinated way and addressing unmet needs.

**Current resilience actions.** The City has adopted numerous building code regulations for rebuilding to higher standards and integrating green space. The City has adopted Floodplain

Management and Flood Damage Prevention regulations, MS 4 Storm water Phase II regulations, Regulations of Certain Land Development Activities, Landscape and Buffer Requirement, and a Storm Water Management Plan that exceeds the minimum requirements of Alabama Department of Environmental Management and EPA. Through a partnership with Alabama Power Company, the States power utility, the City secured property and relocated utilities to allow Alabama Power Company to create a redundant loop of electrical power around the City. This expansion not only supports power operations within the City but will enhance power service in Tuscaloosa County. All of the aforementioned actions have allowed the City to move toward a more resilient City.

Are the **plans in place adequate or should current actions be replaced?** While previous and current commitments are in place, the City recognizes continual planning will allow the current visions to be brought to fruition, improved upon, or replaced with even better approaches and actions. Since the ideas were developed through communication with those most severely impacted and those with an indirect impact and were born from the ideas and visions of the community, we are confident that the completion of projects will have the desired consequence of an effective recovery and will make our community and the region more resilient. We are confident that when public investment is mindful and well planned in conjunction with potential private development, the return on investment to the community will be realized; making such investment sound, **feasible and effective at supporting recovery and resilience.**

The ideas previously identified in this application are ones that offer solutions that are effective today but also are being planned to be effective and withstand future risks to continually be adaptable to serve vulnerable populations that through time may be identified resulting in **long term permanent resilience.** The infrastructure that is going to withstand future risks will need to be designed to support the needs of tomorrow. Status quo is not going to bring about

resilience. The City's idea to create a financing structure that is not dependent on hopeful funding but places critical infrastructure, housing and economic development in areas that generate a steady revenue stream will open the door to future growth and development.

In order to maximize the benefits of planning efforts, addressing other **community development objectives** through these ideas is of vast importance. As the City began to define the ideas of this application, we took into account the City's Five Year Consolidated Plan which identified specific priorities. The City's current CDBG program has developed programs that directly address these priorities. This application's approach has considered ways to assist this effort in a more long term sustainable way.

**Integrated thinking** across multiple disciplines is required in order to ensure that all aspects of resilient planning have occurred. Addressing problems through a single perspective is not only poor planning but also leads to gross one sidedness. The City has a team that worked with the community through public involvement meetings, stakeholders and partner dialogue to create ideas that were not developed in a silo but fully vetted to ensure a multi-discipline approach.

**Addressing the needs of the most vulnerable residents and small businesses** has been at the forefront of all planning. Ensuring that those most at risk benefit from a more connected community whether it be physically connecting neighborhoods with small businesses, health care providers, education and transportation; providing the infrastructure that ensures that their neighborhoods can support future development in a manner that is resilient; financing that leads to stronger neighborhoods and small business, which strengthen the entire community; or improving the communication and thus improving public safety within the community have all been a part of the necessary planning and made a part of Tuscaloosa Forward addressing risk and climate change. Allowing small business to benefit from ideas outlined herein, will make them

more accessible through a connected walkable community which limits the need for transportation and thus improving air quality that can delay increased temperature creating an impact related to climate change.

During the planning process it was critical for any planning to not only support the rebuilding efforts of this community but to also take a holistic approach whereby we consider all of the County and **adjacent communities and municipalities**. The ideas are planned to provide a long term valuable impact to the entire region. In fully addressing the ideas, the **positive benefits** have been highlighted. However, as with many projects there could be **negative impacts** to some. The adoption of policies can often create a perceived negative impact to those affected. The City recognizes that implementation of these ideas require the cooperation of, and coordination between Federal departments and agencies; State and local governments; regional coalitions; and private sector in order to resolve the **vulnerabilities and meet unmet needs** in the City. Such relationships have been demonstrated through various projects outside of this application, which will allow this interdependency in regard to housing, transportation, education and environment to be a natural process. The City will continue to collaborate with adjacent communities in order to ensure a comprehensive approach of ideas. Through our partnership with public housing, transit and public utilities, the City will comprehensively plan for projects and project sites in a manner that ensure valued accessibility to all critical services—thus creating housing and economic revitalizing that is effective, efficiently located, maintained and resilient. **The City has approached, collaborated with and have secured a number of letters of intent** to partner with a number of agencies through this process. The City will finalize formal agreements within this process in order to successfully complete any project. The City is fortunate that **all jurisdictions are supportive of the ideas** and the success of any idea will not

be hindered by any outside agency or entity. The City is currently an active member of the West Alabama Regional Planning Commission who oversees all planning and transportation efforts affecting this community on a regional level. This Commission is supportive of the ideas and have demonstrated their commitment through a letter of intent. Through this partnership the City can exemplify the cross jurisdictional mechanisms in place to support its ideas/approaches.

One of the most critical aspects of improving a community's approach to resilience is to recognize that true resilience, now and into the future, requires **partnerships**. The private sector, academia and the community as a whole must become informed and engaged. The City has demonstrated its commitment and understands that taking a resilience approach is critical and will not only protect property but life and will be critical to addressing climate change.

Addressing future risk is now driving the vision of this City. While tornados continue to be the risk consuming the thoughts of this community, the City has continued to realize the impact that flooding can have on a community. Approximately 8 years ago the City implemented the Noah's Ark program, which has taken an aggressive resilient approach to drainage related issues that created flood hazards within this community. Since 2007, the City has invested more than \$22 million in storm water improvements, policy amendments, studies and planning.

While the City does not currently participate in the **National Flood Insurance Program Community Rating System**, it has participated as a member in good standing in the National Flood Insurance Program since 1979. While the City is not in the Community Rating System, it has passed the Community Assistance Visit (audit), made request to join and are awaiting a visit from FEMA to grade the City, which should occur in April, 2015.

The State of Alabama is one of few states that have not developed a **climate adaptation plan**.

Exhibit F – Leverage

City of Tuscaloosa, Alabama

File Name: ExhibitFLeverage

The City of Tuscaloosa has established a number of big ideas including connectivity – connecting neighborhoods with resources, designing infrastructure to meet the needs of tomorrow while addressing climate change, addressing health care and education, developing sustainable financing, and communication/technology all within the core of the MID target area providing the backbone to bring about a more resilient community and region. As we consider the **outcomes** associated with these ideas, the City certifies that a national objective will be met in any project carried out under this application and will meet the requirements for eligible activities set out in 24 CFR 570.201. Additionally, an overall benefit of at least 50% LMI will be achieved. Since April 27, 2011, community engagement has led citizens and the City to a deep understanding that while there is significant need for immediate transformation, there is equally a need for maintenance and support of the **long – lasting resilient investments**.

Within the core of the MID area, four corridors have been established and remain as the focus of an approach to address four categories – health and wellbeing of individuals (people), infrastructure and environment (place), economy and society (organization), and finally, leadership and strategy (knowledge). There is a need to achieve multiple disaster recovery and community development objectives in the pursuit of resiliency. The City’s vision for the future includes the **combination of a large up-front effort with limited maintenance along with elements of a multi-phase project that will continue over time and require maintenance resources**. The priority will be to design all projects, programs and policies that are effective over a long term and replicable throughout the community and the region. Most ideas and/or concepts will require maintenance to achieve goals and sustain usefulness whether through program updates, policy amendments or physical maintenance to infrastructure. Plan development would consider future conditions (risks and stressors), future needs and sustainable

design supporting the **natural environment** to reduce long term maintenance needs. The City will utilize leverage opportunities within the four corridors to sustain the efforts of the City. Each idea and/or concept will be fully vetted by the team and partners to ensure that any commitment to long term maintenance could be accomplished through existing resources. The City's various maintenance divisions carry out similar responsibility and will be well positioned to provide any physical maintenance that might be necessary. Additionally, the City plans to implement a phased approach that will allow the various ideas to be carried out across the City, County and the region. The City has demonstrated a strong commitment to phased solutions addressing risk and long term maintenance through existing projects such as the Riverwalk, City Walk, Lake Tuscaloosa and floodway buyouts that address risk and vulnerabilities, while simultaneously creating quality of life amenities. The fully developed ideas will provide a geographic and social core along the heart of the MID area. The ideas/concepts, identified in Exhibit E (pg. 36), utilized within this core area will contain numerous **co-benefits** including sustainable infrastructure, storm water management, recreational use and associated features, enhanced habitat, decreased unemployment and significant improvements to connected neighborhoods, public facilities and businesses. Through Tuscaloosa Forward, the City established greenway corridors throughout the MID area to provide opportunities for neighborhood connectivity while also providing co-benefits such as floodway preservation and storm water management. Building off of Tuscaloosa Forward initiatives, ideas/concepts identified in this application could lead to public infrastructure investments as anchors within neighborhoods which will create a mechanism to connect parks, educational facilities and other resources and offer vulnerable populations access to those services that will ultimately provide the greatest solutions and **co-benefits** to unmet needs.

The revitalization of the City beyond the MID core area is critical to the **economic and environmental vitality** of the **West Alabama** area. The implementation of ideas/concepts the City has for redevelopment of the core area within the **MID area**, anchored in the four defined corridor areas, will provide enhancements such as walkability that will particularly increase the access of low income and other vulnerable populations to business, education and healthcare services, which creates job opportunities for the **unemployed** as well as **Section 3 residents**. The implementation of these same ideas will have an environmental return through improved water quality and reduced erosion of drainage ways and associated downstream siltation. All of these elements have **co-benefits of environmental and financial** returns. The City's proven track record in creating and implementing comprehensive plans such as the Riverwalk Master Plan has allowed the City to see an ever increasing number of economically revitalized properties move from **blighted properties** to vibrant business developments. Additionally, the City is currently considering a revolving loan program that would encourage resilient design and construction as well as the implementation of impact fees to create an opportunity for City investment in sustainable infrastructure projects.

Using sound methodology, the City will **measure the outcomes and success** of projects. Transformation of the City from its current state to a model resilient City will be deemed successful if significant risks are eliminated, and if to the extent that some risks will still inherently exist, the impacts to the most vulnerable is minimized. The City will measure success through statistical data including traffic data (including pedestrian and cycling), crime statistics, employment data, revenue statistics, educational performance scores, and health and wellness data. Programs that are geared toward providing an economic boost would be easily measured through the collection of revenue data collected and maintained by the City and the West

Alabama Chamber of Commerce in regard to job creation and employment statistics.

Additionally, adapting methodology of the social progress index will allow the City to measure categories such as wellbeing, access to basic human needs, and opportunity. A holistic view of **evaluation factors** will allow the City to focus its resources where citizens need them the most and will be used as a form of measurement in the City's **Phase 2 proposal**.

The City is proud of the commitments that have been made by **local and regional partners that will assist with implementation and maintenance** of the City's vision. The Office of Resiliency and Special Projects will ultimately ensure consideration for resilient design, policy, maintenance, etcetera through all City departments' efforts and the relationship with multi-disciplinary partners to address vulnerabilities through project implementation. The City has formed a number of partnerships that will be instrumental as local and regional partners that will address the implementation and maintenance aspect of the City's response to its vulnerability.

As example, The University of Alabama College of Engineering, which operates multiple centers including the Center for Sustainable Infrastructure, the Environmental Institute and the Center for Advanced Public Safety, has committed vast resources and will leverage over \$25 million to aid in addressing risks, benefits, and outcomes facing vulnerable populations globally. 525 Solutions is an independent research and development company that will be instrumental in providing data to support climate change and its association with increased risk for extreme weather events across the region. Two development groups are committed to building sustainable, resilient developments that will not only serve as a model for future developments to address future risk and vulnerabilities but will be beneficial in creating the connection of neighborhoods to critical infrastructure and resources that make a community more viable and resilient.

Following the April 27, 2011 tornado outbreak, a State commission was formed to address issues related to a lack of affordable and comprehensive homeowners insurance. The first recommendation was to create an Alabama Center for Insurance Information and Research which resulted in the **University of Alabama funding** the center in partnership with the State. With the center, the City is coordinating with the National Association of Mutual Insurance Companies and local and state **insurance and reinsurance representatives** to consider how **issues and vulnerabilities affect risk considerations and premiums in MID area and beyond**. Using tools such as risk mapping and a multi-hazard training kit, insurance representatives and municipalities can provide resources for individuals to reduce their risks/vulnerabilities and; therefore, lower premiums.

The best plan is always a well **financed plan** - a plan that is not dependent on hopeful funding but rather built on sound financial principals. The development of plans such as Tuscaloosa Forward allows the implementation of infrastructure projects that strategically places those improvements to encourage commercial and residential growth in previously declining areas. The idea/concept of connectivity is essential to providing the economic catalyst necessary for long term financial support. Development of housing becomes the vehicle to create economic revitalization and thus addresses vulnerabilities such as unemployment. Understanding the impact of how private, commercial and residential projects interconnect to education, healthcare, transportation and resources are the driving force toward a strong community is essential and when accomplished creates the financial structure to support implementation and maintenance. The City's idea of connectivity and access to resources is evident in a partnership with Shelton State Community College and Alabama Industrial Development Training that will create a manufacturing job training center serving West Alabama and the State. A direct connection to a

**co-benefit** of workforce development is demonstrated and will attract **financing** from industry to provide specific training for employees. Additionally, partnership with The University of Alabama and healthcare providers to improve quality health care has been a concept that not only encourages education but improves the quality of healthcare in rural communities within the region. Availability of quality healthcare in underserved communities will likely draw **finances** and resources of local philanthropic and social organizations for sustainability.

**Cost Savings** can be seen by connecting people with education and training which allows vulnerable populations to become better equipped to sustain themselves and therefore the lack of dependency is minimized. Additionally, access to resources such as education, healthcare and transportation will make a neighborhood more viable and lead to job creation, reduction in crime and improved health. A lessened demand on local, state and federal resources will ultimately provide a cost savings benefit that can be used toward critical needs within the community.

Thoughtfully designed green infrastructure could potentially eliminate the need for storm water management in areas and allow the City to **reinvest public funding each fiscal year**.

While the City's ideas and approaches will demonstrate resilience within the MID target area, the plan will exceed beyond those boundaries. The City has **commitments from our partners which exceed beyond the MID target area - globally**. For example, the City of Northport has committed \$100,000 in regard to improvement to a levee walking trail that is a part of regional shared use master plan which will enhance the City's idea of a more connected community.

Additionally, the University of Alabama has committed funds in excess of \$25 million through an array of centers which address the risks facing the vulnerable populations globally.

The City has secured **commitments of direct financial assistance** in cash that exceeds \$250,000. These commitments come from the City of Tuscaloosa, and private donations.

Exhibit G – Long-Term Commitment

City of Tuscaloosa, Alabama

File Name: ExhibitGLongTermCommitment

The City has taken many significant steps to increase and **promote resilience over the years**. Perhaps the greatest achievement is the construction of Lake Tuscaloosa which contains 40 billion gallons and serves as a drinking source and reservoir. In addition to Tuscaloosa Forward, discussed at length throughout the application, the City has rebuilt all damaged public facilities and schools with a hardened structure component. Similarly, the City school system is actively pursuing the installation of a hardened structure in all schools. **Regional resilience** benefits can be seen through the City's partnership with APCO to create a redundant loop of electrical power which will serve Tuscaloosa County as well as an agreement between the City and Tuscaloosa County to rebuild EMA, with public safety communications, as a hardened structure to ensure safe and continual operations in extreme events. The Edge: Business Resource Center formed through a partnership between the City, UA, and West Alabama Chamber of Commerce provides resources, job training, and incubation space for start-up businesses in the West Alabama region. Steps that are being taken by the City to increase **future resiliency** is the implementation of impact fees. The first phase will remove the City's cost share in the installation of water mains for new development which will save nearly \$600,000 annually. Adoption of this new policy will allow reinvestment of these dollars annually toward City-wide capital improvements such as motor and starter replacement of 30+ year old machines that will increase energy and cost efficiency. These initiatives could be applied to approximately 20,000 water and wastewater utility providers nationwide and substantially reduce energy cost and increase sustainability. Reinvestment of these cost savings **commitments are measured** through energy efficiency and a 100% return on investment in approximately two years. Another reinvestment of these dollars could be applied to the capture of gases from wastewater digesters to produce energy which also has a **measurable outcome** of energy efficiency. The Tuscaloosa Waste Water Treatment Plant

spends approximately \$750,000 annually on electricity bills; this process would essentially allow the plant to become a net-zero energy user and; therefore, allow the City to reinvest operating costs to other initiatives and reduce environmental impact. Adoption of an ordinance to annually dredge Lake Tuscaloosa to increase the capacity of water retention as well as other factors such as improving water flow and restoring the natural habitat is being seriously considered for the proposed annual operating budget. This will provide **multiple measureable benefits** such as increased water capacity rated annually in quantitative terms of feet and inches; increased water capacity will allow the City of Tuscaloosa to ensure that its primary water source is available to over 200,000 customers dependent on it. It is reasonably expected that policies for these initiatives will be adopted by Fall 2015 and that actions to implement would soon follow.

The City plans to transform Recovery Operations into the Office of Resiliency and Special Projects and appoint a Chief Resiliency Officer. Code amendment considerations include making an annual review and update of the disaster response plan mandatory. Additionally, the City is working with the State legislature to pass legislation that will allow the funding of additional tax-credit projects for affordable housing developments in each county per year if the county has been recognized as a presidentially declared disaster.

Substantial **actions taken since the NOFA** publication comprise updates to the City's Five-Year Consolidated Plan which include the need for the Tuscaloosa community to increase resiliency measures, construction of affordable housing, infrastructure construction/reconstruction to support housing and commercial development and connectivity. An evaluation factor has been added to RFQ/RFPs to ensure that each firm selected through the process has knowledge in resiliency and is required to consider steps to ensure all projects include a design that further enhances the resiliency of the City.

Attachment B – Leverage Documentation

City of Tuscaloosa, Alabama

File Name: AttBLeverageDocumentation



Attachment C – Certifications

City of Tuscaloosa, Alabama

File Name: AttCCertifications

## **Appendix F**

### **Certification**

**Certifications waiver and alternative requirement.** Sections 91.325 and 91.225 of title 24 of the Code of Federal Regulations are waived. Each State or UGLG applying for an award under this NOFA must make the following certifications with both its Phase 1 and, if invited by HUD, its Phase 2 application for CDBG-NDR funding.

- a. The grantee certifies that it will affirmatively further fair housing, which means that it will conduct an analysis to identify impediments to fair housing choice within its jurisdiction and take appropriate actions to overcome the effects of any impediments identified through that analysis, and maintain records reflecting the analysis and actions in this regard (see 24 CFR 570.487(b)(2) and 570.601(a)(2)). In addition, the grantee certifies that agreements with subrecipients will meet all civil rights related requirements pursuant to 24 CFR 570.503(b)(5).
- b. The grantee certifies that it has in effect and is following a residential anti-displacement and relocation assistance plan in connection with any activity assisted with funding under the CDBG program.
- c. The grantee certifies its compliance with restrictions on lobbying required by 24 CFR part 87, together with disclosure forms, if required by part 87.
- d. The grantee certifies that the Community Development Block Grant National Disaster Resilience application is authorized under State and local law (as applicable) and that the grantee, and any contractor, subrecipient, or designated public agency carrying out an activity with CDBG–NDR funds, possess(es) the legal authority to carry out the program for which it is seeking funding, in accordance with applicable HUD regulations and this NOFA.
- e. The grantee certifies that activities to be administered with funds under this NOFA are consistent with its Application.
- f. The grantee certifies that it will comply with the acquisition and relocation requirements of the URA, as amended, and implementing regulations at 49 CFR part 24, except where waivers or alternative requirements are provided for in this NOFA.
- g. The grantee certifies that it will comply with section 3 of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u), and implementing regulations at 24 CFR part 135.
- h. The grantee certifies that it is following a detailed citizen participation plan that satisfies the requirements of 24 CFR 91.105 or 91.115, as applicable (except as provided for in notices providing waivers and alternative requirements for this grant). Also, each UGLG receiving assistance from a State grantee must follow a detailed citizen participation plan that satisfies the requirements of 24 CFR 570.486 (except as provided for in notices providing waivers and alternative requirements for this grant).

7/9/2014

1

i. Each State receiving a direct award under this Notice certifies that it has consulted with affected UGLGs in counties designated in covered major disaster declarations in the non-entitlement, entitlement, and tribal areas of the State in determining the uses of funds, including method of distribution of funding, or activities carried out directly by the State.

j. The grantee certifies that it is complying with each of the following criteria:

(1) Funds will be used solely for necessary expenses related to disaster relief, long-term recovery, restoration of infrastructure and housing, and economic revitalization in the most impacted and distressed areas for which the President declared a major disaster in the aftermath of an event occurring in 2011, 2012, or 2013, pursuant to the Stafford Act.

(2) With respect to activities expected to be assisted with CDBG–NDR funds, the

Application has been developed so as to give the maximum feasible priority to activities that will benefit low- and moderate-income families.

(3) The aggregate use of CDBG–NDR funds shall principally benefit low- and moderate-income families in a manner that ensures that at least 50 percent of the grant amount is expended for activities that benefit such persons, unless waived by HUD based on a finding of compelling need.

(4) The grantee will not attempt to recover any capital costs of public improvements assisted with CDBG–NDR grant funds, by assessing any amount against properties owned and occupied by persons of low- and moderate-income, including any fee charged or assessment made as a condition of obtaining access to such public improvements, unless: (a) disaster recovery grant funds are used to pay the proportion of such fee or assessment that relates to the capital costs of such public improvements that are financed from revenue sources other than under this title; or (b) for purposes of assessing any amount against properties owned and occupied by persons of moderate income, the grantee certifies to the Secretary that it lacks sufficient CDBG funds (in any form) to comply with the requirements of clause (a).

k. The grantee certifies that it (and any subrecipient or recipient) will conduct and carry out the grant in conformity with title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d) and the Fair Housing Act (42 U.S.C. 3601–3619) and implementing regulations.

l. The grantee certifies that it has adopted and is enforcing the following policies. In addition, a State receiving a direct award must certify that it will require any UGLG that receives grant funds to certify that it has adopted and is enforcing:

(1) A policy prohibiting the use of excessive force by law enforcement agencies within its jurisdiction against any individuals engaged in nonviolent civil rights demonstrations; and

(2) A policy of enforcing applicable State and local laws against physically barring entrance to or exit from a facility or location that is the subject of such nonviolent civil rights demonstrations within its jurisdiction.

m. Each State or UGLG receiving a direct award under this Notice certifies that it (and any subrecipient or recipient) has the capacity to carry out the activities proposed in its Application in a timely manner; or the State or UGLG will develop a plan to increase capacity where such capacity is lacking.

n. The grantee will not use grant funds for any activity in an area delineated as a special flood hazard area or equivalent in FEMA's most recent and current data source unless it also ensures that the action is designed or modified to minimize harm to or within the floodplain in accordance with Executive Order 11988 and 24 CFR part 55. The relevant data source for this provision is the latest issued FEMA data or guidance, which includes advisory data (such as Advisory Base Flood Elevations) or preliminary and final Flood Insurance Rate Maps.

o. The grantee certifies that its activities concerning lead-based paint will comply with the requirements of 24 CFR part 35, subparts A, B, J, K, and R.

p. The grantee certifies that it will comply with applicable laws.

q. The grantee certifies that it has reviewed the requirements of this NOFA and requirements of Public Law 113-2 applicable to funds allocated by this Notice, and that it has in place proficient financial controls and procurement processes and has established adequate procedures to prevent any duplication of benefits as defined by section 312 of the Stafford Act, to ensure timely expenditure of funds, to maintain comprehensive Web sites regarding all disaster recovery activities assisted with these funds, and to detect and prevent waste, fraud, and abuse of funds.

Attachment D Consultation Summary

City of Tuscaloosa, Alabama

File Name: AttDConsultationSummary

Consultation Summary

1	2	3	4
Agency Name or Stakeholder Group (if applicable)	Agency Type - Target Population (If applicable)	Type of Outreach	Method of Notification (if applicable) - Materials Provided
NOAA	U.S. Department of Commerce	Meeting	<i>Summary of needs and alternative approaches</i>
NATIONAL WEATHER SERVICE – John De Block, Warning Coordination Meteorologist	U.S. Department of Commerce	Email Correspondence	<i>Weather risk analysis for West Alabama</i>
STEPHEN BLACK – Center for Ethics and Social Responsibility, Impact Alabama	Civic engagement and leadership organization - students and community members, at risk children	Meeting	<i>Brainstorming session, outreach potential for vulnerable populations</i>
Tuscaloosa VA Medical Center	Largest resource for Veterans in Tuscaloosa	Meeting	<i>Vulnerable Population Workshop - Identified shocks and stressors, how these risks impact vulnerable populations and potential approaches to protect the vulnerable population represented, or better equipped to respond in emergency situations.</i>

<p><i>EXEMPLAR CITY – City of Huntsville, AL</i></p>	<p><i>Exemplar City - model (501c3) that municipal governments can follow when responding to emergency or crisis, mitigating economic impacts, dealing with workforce skill or capacity issues, or facing infrastructure demands presented during a catastrophic weather event. The model is flexible, scalable and adaptable for use by stakeholders across the whole community and applicable for use in the geospatial, cyber security and energy sectors</i></p>	<p><i>Meeting</i></p>	<p><i>Brainstorming session – How can GIS and technology be implemented as a model for preparedness, response and day-to-day operations for municipalities.</i></p>
<p><i>CITY OF BIRMINGHAM</i></p>	<p><i>Municipality</i></p>	<p><i>Meeting</i></p>	<p><i>Discussed potential strategies, approaches and opportunities for collaboration.</i></p>
<p><i>JOPLIN, MO; MOORE, OK</i></p>	<p><i>Municipalities</i></p>	<p><i>Phone Conference</i></p>	<p><i>Discussed potential strategies, approaches and opportunities for collaboration.</i></p>
<p><i>CITY OF PLEASANT GROVE</i></p>	<p><i>Municipality</i></p>	<p><i>Meeting</i></p>	<p><i>Discussed potential strategies, approaches and opportunities for collaboration.</i></p>
<p><i>UNIVERSITY OF ALABAMA – Engineering Department (Dr. Andrew Graettinger-Director of Graduate Programs for Civil, Construction and Environmental Engineering)</i></p>	<p><i>Researching simple design changes in partnership with the National Science Foundation and Moore. OK to improve the survivability of wood-frame structures (residential homes) during tornadoes. This research is especially relevant to homebuilders, homeowners and planning/zoning teams</i></p>	<p><i>Meeting</i></p>	<p><i>Discussions regarding potential policy changes and building upgrades to protect businesses and residents from winds associated with severe storms and tornadoes.</i></p>

<p><i>UNIVERSITY OF ALABAMA – Engineering Department (Dr. Edward Back – Director of the Center for Sustainable Infrastructure)</i></p>	<p><i>The Center for Sustainable Infrastructure serves as an innovative technical resource, knowledge center and educational provider addressing critical issues related to sustainable infrastructure. This resource is especially relevant to homebuilders, homeowners and planning/zoning teams</i></p>	<p><i>Meeting</i></p>	<p><i>Discussed resiliency strategies, best practices, current research involving more resilient communities and capacity to measure resilience efforts.</i></p>
<p><i>UNIVERSITY OF ALABAMA – Environmental Institute</i></p>	<p><i>The Environmental Institute of Alabama strives to lead the nation in the research, development and application of science and engineering principles to collect and transform environmental and water resource information into actionable knowledge to protect public health and promote environmental stewardship and resilience</i></p>	<p><i>Meeting</i></p>	<p><i>Discussed resiliency strategies, best practices, current research involving more resilient communities and capacity to measure resilience efforts.</i></p>
<p><i>UNIVERSITY OF ALABAMA – Center for Advanced Public Safety (Dr. Allen Parrish)</i></p>	<p><i>A research and development center at the University of Alabama centered on the application of novel technology to public and transportation safety, health care and social services</i></p>	<p><i>Meeting</i></p>	<p><i>Discussed resiliency strategies, best practices, current research involving more resilient communities and capacity to measure resilience efforts.</i></p>
<p><i>525 Solutions – Dr. Gabriela Gurau</i></p>	<p><i>Entrepreneurship opportunities for innovators in green solutions</i></p>	<p><i>Meeting</i></p>	<p><i>Discussed climate change and the effects on potential shocks and stressors in Tuscaloosa and West Alabama.</i></p>

<p>UNIVERSITY OF ALABAMA – Chemistry Department – Dr. Julia Shamshina</p>	<p>University of Alabama research department</p>	<p>Meeting</p>	<p>Discussed climate change and the effects on potential shocks and stressors in Tuscaloosa and West Alabama.</p>
<p>CATHERINE KING – Student Delegate on Climate Change (American Chemical Society)</p>	<p>ACS sponsored students (Catherine King) to attend United Nations climate talks at the Conference of the Parties to the United Nations Framework Convention on Climate Change</p>	<p>Meeting</p>	<p>Discussed climate change and the effects on potential shocks and stressors in Tuscaloosa and West Alabama.</p>
<p>UNIVERSITY OF ALABAMA – Center for Green Manufacturing – Dr. Robin Rogers</p>	<p>Center with a green chemistry and engineering focus on the design, development, and implementation of chemical processes and products that reduce or eliminate the use of hazardous substances in a feasible and economically viable manner</p>	<p>Email Correspondence</p>	<p>Discussed climate change and the effects on potential shocks and stressors in Tuscaloosa and West Alabama.</p>
<p>UNIVERSITY OF ALABAMA – College of Community Health Sciences – Richard Streiffer, MD (Dean, Professor, Family Medicine – University of Alabama School of Medicine)</p>	<p>The College of Community Health Sciences operates the multi-specialty University Medical Center, West Alabama’s largest community practice. The college supports regional rural communities through telemedicine services and outreach in the following counties: Marengo, Choctaw, Greene, Hale, Sumter, Pickens, Clarke</p>	<p>Meeting</p>	<p>Discussed largest risks and stressors regarding West Alabama’s access to health care—specifically approaches and ideas to address the largest unmet needs in the population.</p>

<p><b>UNIQUELY DIFFERENT –</b>  Ryan Jimenez, M.S., BCBA  (Board Certified Behavior Analyst); Samantha Sterling Baer, M.S., BCBA</p>	<p><i>Applied Behavior Analysis – early learners through adulthood in Southeast region – populations served include individuals with intellectual disabilities, autism, ADHD, mental health diagnoses and individuals with behavior disorders and challenging behaviors.</i></p>	<p>Meeting</p>	<p><i>Vulnerable Population Workshop</i>  -Identified shocks and stressors, how these risks impact vulnerable populations and potential approaches to protect the vulnerable population represented, or better equipped to respond in emergency situations</p>
<p><b>FOCUS On Senior Citizens</b></p>	<p><i>United Way, non-profit (501-3C) comprehensive service organization for seniors 50 and older</i></p>	<p>Meeting</p>	<p><i>Vulnerable Population Workshop</i>  -Identified shocks and stressors, how these risks impact vulnerable populations and potential approaches to protect the vulnerable population represented, or better equipped to respond in emergency situations</p>
<p><b>MANUFACTURE ALABAMA –</b>  Abby Luker, Director of Communications</p>	<p><i>Trade Association – representing manufacturers and manufacturing interests in the State of Alabama</i></p>	<p>Meeting</p>	<p><i>Vulnerable Population Workshop</i>  -Identified shocks and stressors, how these risks impact vulnerable populations and potential approaches to protect the vulnerable population represented, or better equipped to respond in emergency situations</p>
<p><b>CONTINUUM OF CARE –</b>  Rebecca Wright, Housing Counselor</p>	<p><i>HUD CoC Program – West Alabama Coalition for the Homeless – Serving the homeless population, addiction recovery, mental health conditions, etc.</i></p>	<p>Meeting</p>	<p><i>Vulnerable Population Workshop</i>  -Identified shocks and stressors, how these risks impact vulnerable populations and potential approaches to protect the vulnerable population represented, or better equipped to respond in emergency situations.</p>

<p><i>PUBLIC INFORMATION OFFICERS – Alabama Department of Public Health, Druid City Health System, Tuscaloosa City School System, Tuscaloosa Police Department, University of Alabama</i></p>	<p><i>Communications Network Group – communications leaders serving large populations in Tuscaloosa and the surrounding areas – group meets monthly and participates in tabletop exercises to prepare for potential risks and threats to the community; create communication network to improve cohesion during times of stress/disaster</i></p>	<p><i>Meeting (Monthly)</i></p>	<p><i>Communication planning, coordination in for disaster preparedness—previous meetings addressed weather disasters and health epidemics.</i></p>
<p><i>HOLY SPIRIT HISPANIC MINISTRY – Translator (Juanita Zavala)</i></p>	<p><i>Largest Catholic Hispanic Ministry in Tuscaloosa—supports all members of Hispanic community</i></p>	<p><i>Meeting</i></p>	<p><i>Vulnerable Population Workshop –Identified shocks and stressors, how these risks impact vulnerable populations and potential approaches to protect the vulnerable population represented, or better equipped to respond in emergency situations.</i></p>
<p><i>HOLY SPIRIT HISPANIC MINISTRY – April 27, 2011 tornado victim (Trini García)</i></p>	<p><i>Hispanic population displaced by disaster.</i></p>	<p><i>Meeting</i></p>	<p><i>Addresses unknown risks, stressors and remaining unmet needs—identified cultural and language barriers that impeded recovery of the Hispanic population.</i></p>
<p><i>WEST ALABAMA AIDS OUTREACH (WAAO)</i></p>	<p><i>Individuals living with HIV/AIDS, those populations at high risk for contraction</i></p>	<p><i>Meeting</i></p>	<p><i>Vulnerable Populations Workshop –Identified most urgent needs of population (housing) and how disasters exacerbate the negative health effects experienced by individuals living with HIV/AIDS.</i></p>
<p><i>Tuscaloosa VA Medical Center</i></p>	<p><i>Veterans</i></p>	<p><i>Meeting</i></p>	<p><i>Vulnerable Populations Workshop –Identified most urgent needs of population (housing and transportation)</i></p>

<i>LIFELINE</i>	<i>Children's services</i>	<i>Meeting</i>	<i>Vulnerable Population Workshop -Identified shocks and stressors, how these risks impact vulnerable populations and potential approaches to protect the vulnerable population represented, or better equipped to respond in emergency situations.</i>
<i>FIRST BAPTIST CHURCH of TUSCALOOSA</i>	<i>Single mothers (in the context of providing needs to vulnerable populations—FBC offers a housing and education program for single mothers in the area)</i>	<i>Meeting</i>	<i>Vulnerable Population Workshop -Identified shocks and stressors, how these risks impact vulnerable populations and potential approaches to protect the vulnerable population represented, or better equipped to respond in emergency situations.</i>
<i>UNIVERSITY OF ALABAMA – Student Government Association (President)</i>	<i>35,000+ University Students (visitors to Tuscaloosa)</i>	<i>Meeting</i>	<i>Vulnerable Population Workshop -Identified shocks and stressors, how these risks impact vulnerable populations and potential approaches to protect the vulnerable population represented, or better equipped to respond in emergency situations.</i>
<i>TUSCALOOSA'S ONE PLACE</i>	<i>Family Resource Center – serving vulnerable populations including juvenile offenders, low-income families, prisoners, new parents in Tuscaloosa, Green, Hale and Bibb counties</i>	<i>Meeting</i>	<i>Vulnerable Population Workshop -Identified shocks and stressors, how these risks impact vulnerable populations and potential approaches to protect the vulnerable population represented, or better equipped to respond in emergency situations.</i>
<i>U.S. Economic Development Administration</i>	<i>U.S. Department of Commerce</i>	<i>Meeting</i>	<i>Discussed potential funding sources that could leverage proposed resilience efforts.</i>

<i>HABITAT FOR HUMANITY</i>	<i>Volunteer organization providing housing opportunities for homeless, low-income individuals</i>	<i>Meeting</i>	<i>Vulnerable Population Workshop -Identified shocks and stressors, how these risks impact vulnerable populations and potential approaches to protect the vulnerable population represented, or better equipped to respond in emergency situations.</i>
<i>ALABAMA HOUSING FINANCE AUTHORITY</i>	<i>A public corporation and instrumentality of the State of Alabama serving housing needs of low and moderate income individuals</i>	<i>Meeting</i>	<i>Established relationship for collaboration regarding meeting housing needs for low-income individuals—identified other potential funding opportunities for leverage.</i>
<i>TUSCALOOSA HOUSING AUTHORITY</i>	<i>Low-income housing</i>	<i>Meeting</i>	<i>Captured unmet needs in housing in the City of Tuscaloosa.</i>
<i>ALABAMA CENTER FOR INSURANCE INFORMATION AND RESEARCH</i>	<i>University of Alabama, Culverhouse College of Commerce – insured and uninsured populations</i>	<i>Meeting</i>	<i>Addressed the potential for risk mapping of insured and uninsured properties.</i>
<i>STATE FARM</i>	<i>Insurance Agency</i>	<i>Discussions</i>	<i>Addressing potential cost savings in insurance rates through adoption of increased building standards, etc.</i>
<i>SAFE HOME ALABAMA</i>	<i>Supervises traffic safety at the State level – coordinate governmental and private service groups to address traffic safety</i>	<i>Discussions</i>	<i>Addressing potential cost savings in insurance rates through adoption of increased building standards, etc.</i>
<i>NORTH AMERICAN INSURANCE MANAGEMENT CORPORATION</i>	<i>Insurance Consultants</i>	<i>Discussions</i>	<i>Addressing potential cost savings in insurance rates through adoption of increased building standards, etc.</i>

<p><b>TUSCALOOSA TOURISM AND SPORTS COMMISSION</b></p>	<p><i>Coordinate special events and visitor attractions in Tuscaloosa</i></p>	<p><i>Discussions</i></p>	<p><i>Addressed the potential risks for tourists/visitors in the City—especially during Alabama Football Games when 100,000+ enter and exit the City in 1 day</i></p>
--	---	---------------------------	---

**Subject:** City of Tuscaloosa to Present Resilience Grant Application, Accept Public Comment

**Date:** Thursday, February 26, 2015 at 4:15:19 PM Central Standard Time

**From:** Deidre Stalnaker

**For Immediate Release**

**Feb. 26, 2015**

**Media contact: Megan Brantley, 205-248-5700, [mbrantley@tuscaloosa.com](mailto:mbrantley@tuscaloosa.com)**

**City of Tuscaloosa to Present Resilience Grant Application, Accept Public Comment**

Tuscaloosa, Ala. – The City of Tuscaloosa will host a public hearing on Monday, March 2 at 10 a.m. in the City Hall Council Chambers to present its phase one application for the [National Disaster Resilience Competition](#) and accept public comment.

The City is eligible to compete for up to \$500 million in federal funding as a result of the April 27, 2011 tornado. The phase one application, which must be submitted by March 27, addresses risk, vulnerable populations and potential solutions to make Tuscaloosa more resilient but does not propose projects or request a funding amount. Applicants who successfully demonstrate unmet needs as defined by HUD may be invited to participate in phase two, involving project proposals for funding.

The City will accept public comment for 15 days following the public hearing and will address all comments received. Citizens can submit written comment to Recovery Operations at Tuscaloosa City Hall, 2201 University Blvd., email Savannah Howell at [showell@tuscaloosa.com](mailto:showell@tuscaloosa.com) or call 205-248-5700.

Visit <http://www.tuscaloosa.com/recovery/resilience-opportunities> or call Tuscaloosa 311 at 205-248-5311 for more information.

###

Stay up to date on all City of Tuscaloosa news via social media:

Twitter | [@TuscaloosaCity](#)

Facebook | [City of Tuscaloosa Government](#)

Instagram | [@TuscaloosaCity](#)

YouTube | [@TuscaloosaCityAL](#)

Vimeo | [Tuscaloosa, Alabama](#)

Legals 1	Legals 1
<p><b>LEGAL NOTICE</b>  <b>PUBLIC HEARING TO ACCEPT COMMENTS FOR THE CITY OF TUSCALOOSA'S PROPOSED APPLICATION TO THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT IN REGARD TO THE NATIONAL DISASTER RESILIENCE COMPETITION.</b></p> <p>A public hearing was previously advertised to be held on Friday, February 20, 2015, in the Council Chambers located on the second floor of City Hall (2201 University Boulevard, Tuscaloosa, AL 35401) at 9:00 am to receive comments and/or concerns from citizens, agencies, and other interested parties in regard to the City's application to the U.S. Department of Housing and Urban Development (HUD) in regard to the National Disaster Resilience Competition (NDRC). HUD has issued a statement regarding their decision for selection. Therefore, the City has rescheduled the public hearing to Monday, March 2, 2015, in the Council Chambers located on the second floor of City Hall.</p>	<p>(2201 University Boulevard, Tuscaloosa, AL 35401) at 10:00 a.m.</p> <p>The City will be submitting to HUD an application outlining the risks and threats to the City of Tuscaloosa, vulnerable populations more susceptible to the identified risks and threats, an overarching approach to making the City of Tuscaloosa and its citizens as well as the region more resilient, and long-term commitments of the City to resilient measures. All interested persons are encouraged to attend the public hearing and make valued comments regarding the application.</p> <p>For additional information concerning the above referenced hearing or if special accommodations are needed, please contact the Recovery Operations department at 205-248-5700.</p> <p>Comments may also be mailed to the City of Tuscaloosa, Recovery Operations at 2201 University Boulevard, Tuscaloosa, AL 35401, or via email to <a href="mailto:showell@tuscaloosa.com">showell@tuscaloosa.com</a>. All comments will be considered before the City of Tuscaloosa submits the application to HUD. Comments must be received by 5:00pm on March 17, 2015.</p> <p>THE TUSCALOOSA NEWS  February 20, March 1, 2015</p>

*Revised  
T-News Ad  
for NDRC Phase I  
Public Hearing  
(published 02/20 & 03/01/15)*

**LEGAL NOTICE  
PUBLIC ADVERTISEMENT  
AND COMMENT PERIOD TO  
ACCEPT COMMENTS FOR  
THE CITY OF TUSCALOOSA'S  
PROPOSED APPLICATION TO  
THE U.S. DEPARTMENT OF  
HOUSING AND URBAN  
DEVELOPMENT IN REGARD  
TO THE NATIONAL DISASTER  
RESILIENCY COMPETITION**

On or about March 27, 2015, the City of Tuscaloosa will submit to the U.S. Department of Housing and Urban Development (HUD) an application for the National Disaster Resiliency Competition (NDRC). The application outlines the risks and threats to the City of Tuscaloosa, vulnerable populations more susceptible to the identified risks and threats, an overarching approach to making the City of Tuscaloosa and its citizens as well as the region more resilient, and long-term commitments of the City to resilient measures.

All interested persons are encouraged to review the City of Tuscaloosa's proposed NDRC application available at [www.tuscaloosa.com](http://www.tuscaloosa.com). The application is also available in hard copy form at Tuscaloosa City Hall (2201 University Boulevard, Tuscaloosa, AL 35401) and at the main branch of the Tuscaloosa Public Library (1801 Jack Warner Parkway NE, Tuscaloosa, AL 35401). All interested persons are encouraged to submit comments regarding the application.

For additional information, please contact Recovery Operations at 205-248-5700. Comments may be mailed to the City of Tuscaloosa, Recovery Operations, 2201 University Boulevard, Tuscaloosa, AL 35401 or via email to [showell@tuscaloosa.com](mailto:showell@tuscaloosa.com). All comments will be considered before the City of Tuscaloosa submits the application to the HUD. Comments must be received by 5:00 p.m. on March 17, 2015.

Todo material está disponible en español y otros idiomas bajo petición. Por favor llamar al 205-248-5700 para asistencia.

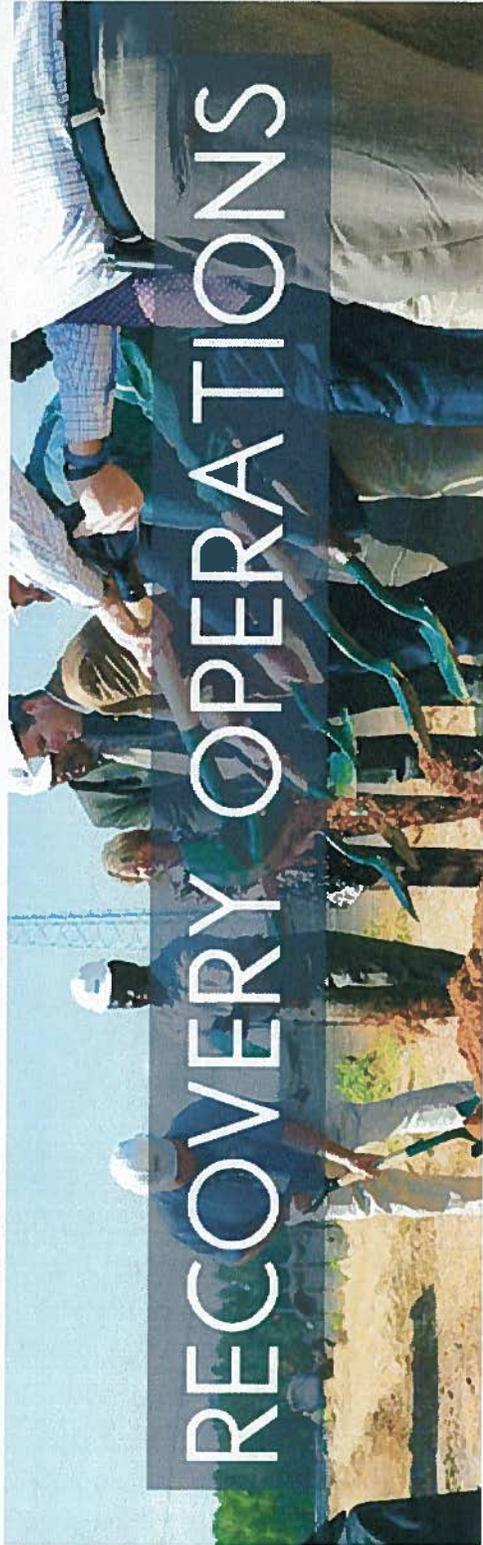
**THE TUSCALOOSA NEWS**  
March 2, 2015

T- News Ad  
for Public Comment  
NDRC phase I Application  
(published 03/02/15)



# CITY OF TUSCALOOSA

- Home
- Recovery
- News
- Government
- E-Services
- Employment
- Elections
- Help



Recovery Operations is a department of the City of Tuscaloosa devoted to economic development after the April 27, 2011 tornado.

## Building Back. Stronger. Safer. Smarter.

### LEGAL NOTICES

#### Notices

[Notice of Public Advertisement and Comment Period to Accept Comments for the National Disaster Resilience Competition](#)

[Notice of Public Hearing for the City of Tuscaloosa Phase I application for the National Disaster Resilience Competition](#)

[Amendment #2 to the 2011 CDBG-DR Action Plan](#)

**National Disaster Resilience Competition**

**Phase I Public Comment Period**

**No comments were received on the City of Tuscaloosa's National Disaster Resilience Competition Phase I Application.**



Department of Recovery Operations  
City of Tuscaloosa

P.O. Box 2089 Tuscaloosa, AL 35403  
205-248-5700

**Public Hearing to Receive Comment – Phase I Application**  
**National Disaster Resilience Competition**  
**Monday, March 2, 10 a.m. in City Hall Council Chambers**

NAME	ADDRESS	PHONE NUMBER
Jennifer Edwards		(205) 657-2537
Cartlyn Chastain		
Keith Dobbins		
Reubin Reynolds		(205) 754-1376

Building Back.  
Stronger. Safer. Smarter.



Attachment E – Maps & Drawings

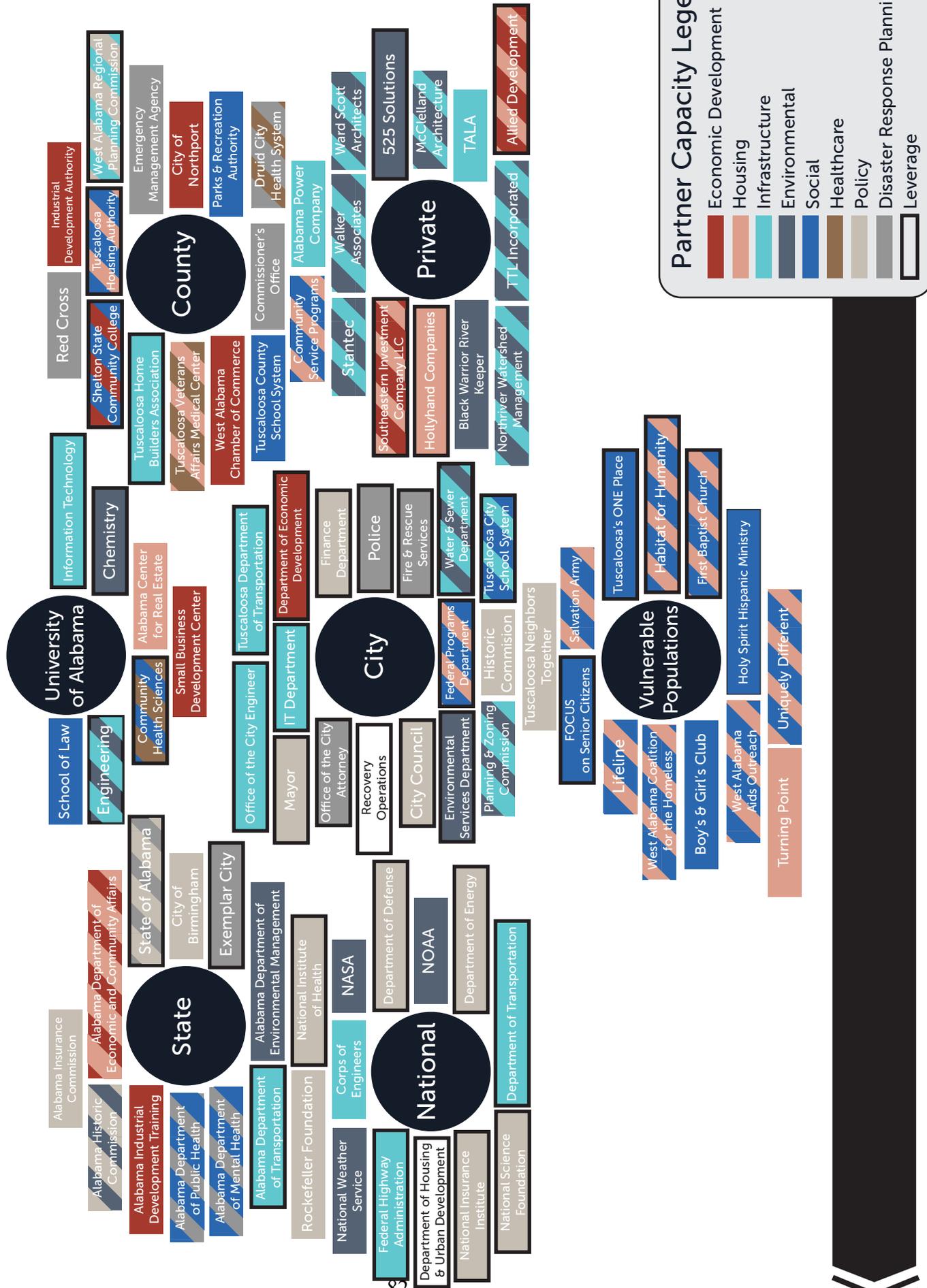
City of Tuscaloosa, Alabama

File Name: AttEMapsDrawings



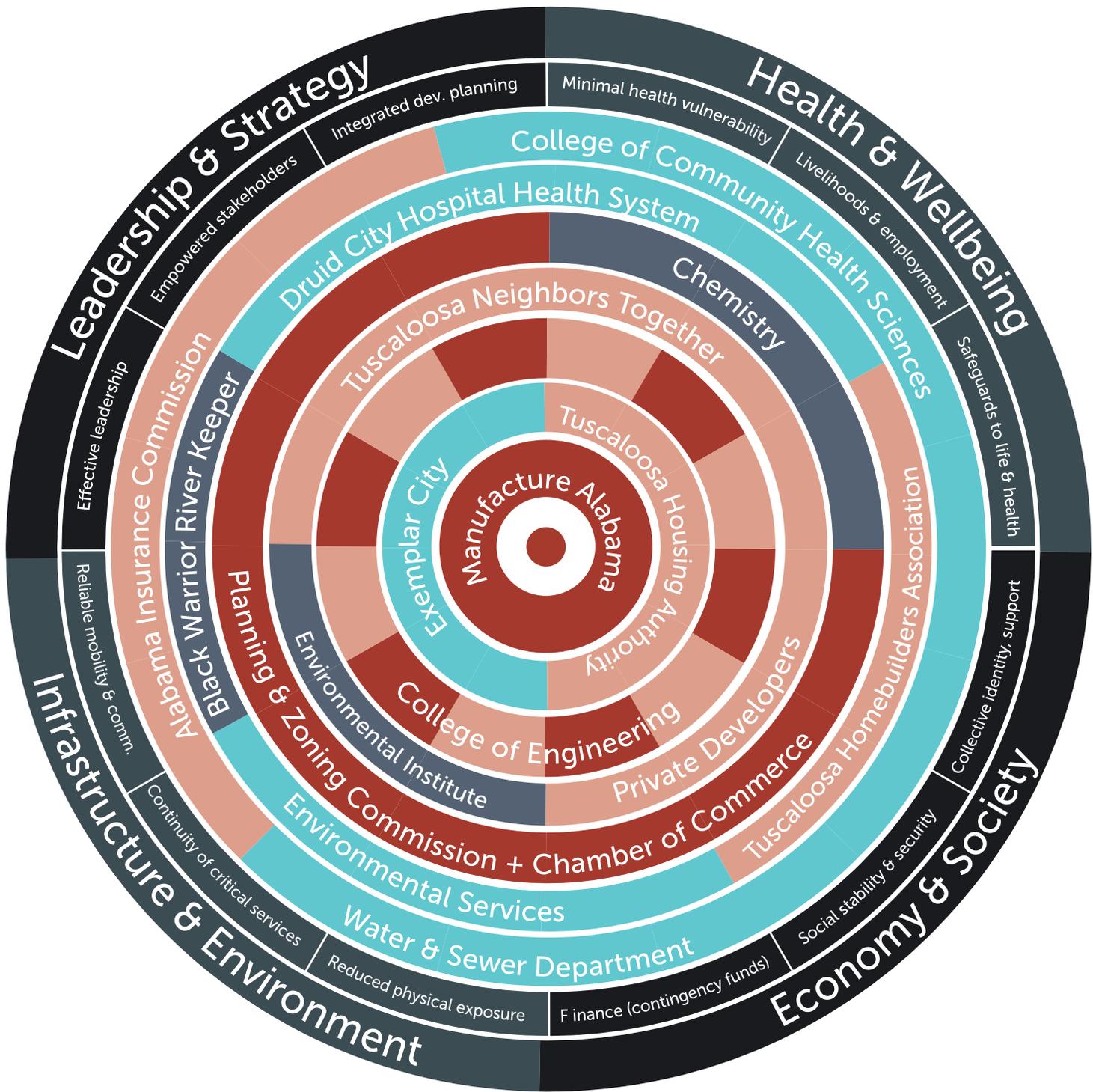


# City of Tuscaloosa Resources & Partner Capacity





# Targeted Stakeholder Strategy



## Partner Capacity Legend

- Economic Development
- Infrastructure
- Housing
- Environmental Degradation

Attachment A – Partner Documentation

City of Tuscaloosa, Alabama

File Name: AttAPartnerDocumentation



**BOYS & GIRLS CLUBS**  
OF WEST ALABAMA

**GREAT FUTURES START HERE.**

Post Office Box 40221  
Tuscaloosa, AL 35404  
PHONE: (205) 553-3819

CORPORATE BOARD

Margaret Sealise,  
Chairman

Randy Charles,  
Chair Elect

Norman Crow, Jr.,  
Past Chair

Sloan Patrick,  
Treasurer

Joyce Stallworth,  
Secretary

- Charlye Adams
- Jennifer Estes Agee
- Babs Anderson
- Audra Park Browder
- James Cain
- Brad Cork
- Lec Delchamps
- Brandon Farmer
- Evans Fitts
- Jim Fitts
- Jheovanny Gomez
- Christina Grant
- Brenda Griffin
- John Humber
- Will Humber
- Carl Jamison
- Chris Kyle, Jr.
- Steven 'Rodney' Landreth
- Yolanda Lawson
- Harry Lee
- Betsy Trick McAusland
- Ashley McGuire
- Jim Mills
- Lin Moore
- Sarah Snow Moore
- David Morrow
- Jason Munger
- Brenda Parker
- Ward Pearson
- Sarah Beth Hahn
- Bill Poole, Jr.
- Bob Prince
- Mike Reilly
- Ted Roberts
- Mike Russell
- Mary Dee Snow
- Chris Shinstock
- Susan Standeffer
- John Sutton
- Alan Steele
- Sandee Witt
- Bill Young

A. D. 'Tony' Bush,

February 9, 2015

To Whom It May Concern:

Re: Intent to Participate for Boys and Girls Clubs of West Alabama

This letter is to confirm the mutual intent of both the City of Tuscaloosa (City) and the Boys and Girls Clubs of West Alabama (BGCWA) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.

BGCWA is a not-for-profit corporation that was incorporated and chartered in March of 1961 by the State of Alabama. BGCWA consists of staff that has been devoted to enhancing the lives of the boys and girls during one of the most critical periods of their lives. BGCWA provides a safe environment for the youth as they enhance their competence, character, belonging, influence, usefulness, and security. Additionally, BGCWA provides a variety of resources to parents and have programs that raises insight on popular needs from education, health and fitness, crime and violence.

The City of Tuscaloosa intends to enter into a partner agreement with BGCWA, who will assist the City through collaboration in regard to providing programs, mentoring, and education to secure a bright and successful future for the young and the community.

It is understood that this letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,

A D 'Tony' Bush  
President/CPO





**HOME BUILDERS ASSOCIATION OF TUSCALOOSA, INC.**

2009 Paul W. Bryant Drive ■ Tuscaloosa, AL 35401 ■ (205) 345-7253 ■ Fax: (888) 693-3220

March 11, 2015

**City of Tuscaloosa**

Danielle Noland, Public Outreach Coordinator-Recovery Operations  
P.O. Box 2089  
Tuscaloosa, AL 35401

Re: Intent to Participate-City of Tuscaloosa

To Whom It May Concern:

This letter is to confirm the mutual intent of both the City of Tuscaloosa (City) and the Home Builders Association of Tuscaloosa, Inc. (HBAT) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the State of Alabama's CDBG-NDR application.

The Home Builders Association of Tuscaloosa, Inc. (HBAT) is affiliated with the Home Builders Association of Alabama (HBAA) and the National Association of Home Builders (NAHB). The Home Builders Association of Tuscaloosa, Inc. is an association, formed in 1961, which serves the housing and residential construction industry in Tuscaloosa and surrounding area. We are dedicated to promoting a progressive environment to enhance the vitality of the housing industry so as to benefit its members and the citizens of the Tuscaloosa area. Our goal to build safe and affordable homes that are durable and energy efficient for the citizens of Tuscaloosa and surrounding areas.

The City of Tuscaloosa intends to enter into a partner agreement with HBAT, who will assist the Tuscaloosa through collaboration in regard to enhancing the vitality of the housing industry through planning and implementation of affordable, resilient housing that serves all populations in the Tuscaloosa area and can be replicated across the State.

It is understood that this letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Aaron Sincroft, HBAT 2015 President  
Home Builders Association of Tuscaloosa, Inc.

"Promoting Quality Housing For The Community"

State Farm  
Corporate Headquarters  
1 State Farm Plaza  
Bloomington, IL 61710-0001

Steve Simkins  
Counsel  
285 Peachtree Center Avenue  
Suite 1200  
Atlanta, GA 30303  
(P) 404-335-2000 (F) 404-335-2005

March 13, 2015

To Whom It May Concern

RE: Intent to Participate

This letter is to confirm the mutual intent of both the City of Tuscaloosa and State Farm Fire & Casualty Insurance Company (State Farm), to collaborate on how best to leverage strategies to transform and transition the City of Tuscaloosa from Recovery to Resilience to build back stronger, safer and smarter. This collaboration will further continue upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.

State Farm, well known for being a "good neighbor" by "being there" for our customers, was founded in 1922 by retired farmer and insurance salesman George Jacob "G.J." Mecherle. We now insure more cars and homes than any other insurer in the U.S.

Originally a single line auto insurance company, State Farm is a mutual company offering nearly 100 products and services, in five different lines of business, to help customers manage today and prepare for tomorrow. The history of State Farm not only demonstrates we do the right thing for our customers; we do the right thing for communities. We are heavily involved in and support communities through sponsorships, safety programs, education leadership, and service-learning.

We help build strong communities by supporting programs that enable home ownership, create safe neighborhoods, and making our homes and highways safe through activities aimed at preventing and reducing injury and loss.

The City of Tuscaloosa intends to collaborate with State Farm who will assist the City through by providing technical and other expertise about the benefits of resilient communities, policies and building codes.

It is understood that this letter is only an expression of our intent to collaborate with the City of Tuscaloosa to execute the terms of the CDBG-NDR funds, if awarded.

State Farm  
Corporate Headquarters  
1 State Farm Plaza  
Bloomington, IL 61710-0001

Regards,



Steve Simkins  
Counsel

**Andrea Mayfield, Ph.D.**  
President

Phone: 205.391.5880  
Fax: 205.391.2426  
Cell: 205.765.4090



9500 Old Greensboro Road  
Tuscaloosa, AL 35405

Email:  
amayfield@sheltonstate.edu

*Office of the President*

March 6, 2015

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and Shelton State Community College (SSCC) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

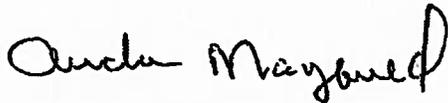
SSCC is the premier community college in West Alabama. In addition to general academic transfer courses, SSCC operates a very specialized career and technical programmatic division as well as a customized industry driven workforce development/training program.

As a comprehensive community college focused on ensuring success, Shelton State Community College makes it a priority to understand and meet the needs of business and industry. Programs are specialized based on the individual needs of each industry to ensure there is a quality workforce prepared to move the company forward financially. Shelton is committed to excellence and to service to support and grow the local and state economy. Shelton has successful partnerships with the Tuscaloosa based Mercedes, Nucor Steel, Phifer wire, and all other local industries and suppliers in producing a quality workforce. SSCC also offers adult education at no cost to provide opportunities for training and successful employment for people regardless of current level of education. Adult education focuses on career readiness, essential employment skills, preparation for GED and ESL.

Martin Campus | C.A. Fredd Campus  
[www.sheltonstate.edu](http://www.sheltonstate.edu)

The City of Tuscaloosa intends to enter into a partner agreement with SSCC who will assist the City through collaboration in regard to workforce development and job training to promote job creation and economic revitalization across the region.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.



Andrea Mayfield, Ph.D. President

Shelton State Community College

9500 Old Greensboro Road Tuscaloosa, AL 35405

Office 205.391.5880

Cell 205.765.4090

Fax 205.391.2426



March 4, 2015

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and Smart Home America, Inc. to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

Founded in the aftermath of hurricanes Ivan and Katrina, Smart Home America (SHA) is a nonprofit, 501(c)(3) organization whose mission is to create stronger communities through collaboration, education and the promotion of resilient and sustainable policies, products and building methods. Through our efforts, municipalities in both Mobile and Baldwin counties have adopted building codes and policies that ensure our housing stock, and our communities, will better withstand, and recover from, the next event.

The City of Tuscaloosa intends to enter into a partner agreement with Smart Home America who will assist the City through a continuing education program about the benefits of resilient communities, policies and building codes. Smart Home will leverage its network of partners to reach out to housing industry stakeholders such as insurers, builders, real estate agents and homeowners to maximize the impact of resilience measures in the City of Tuscaloosa.

It is understood that this letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Regards,

**Julie Shiyou-Woodard**  
President and CEO  
Smart Home America



**JLT Re (North America) Inc.**

335 Madison Avenue  
20<sup>th</sup> Floor  
New York, NY 10017

Tel 212 309 3760  
Fax 212 309 0927

[www.jltre.com](http://www.jltre.com)

March 10, 2015

To Whom It May Concern:

Re: JLT Re Intent to Participate

This letter is to confirm the mutual intent of both The City of Tuscaloosa (the City) and JLT Re (partner) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.

JLT Re is a global reinsurance broker and consultancy with 700 professionals across 14 countries, delivering world-class solutions and service whilst differentiating clients from their peers. JLT Re is currently the fourth largest reinsurance broker in the world. In addition to reinsurance broking services, JLT Re offers analytical and actuarial services among the best in the industry.

The City of Tuscaloosa intends to enter into a partner agreement with JLT Re, who will apply its expertise on topics including natural disasters, loss mitigation, and the cost of risk to facilitate cost benefit analysis, and to maximize the impact of resilience measures in the City.

It is understood that this letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

JLT Re (North America) Inc.

By: 

Print Name: David Unsworth

Print Title: Senior Vice President, JLT Re

Date: March 10, 2015

**LANCE R. LEFLEUR**  
DIRECTOR



**ROBERT J. BENTLEY**  
GOVERNOR

**Alabama Department of Environmental Management**  
[adem.alabama.gov](http://adem.alabama.gov)

1400 Coliseum Blvd. 36110-2400 ■ Post Office Box 301463  
Montgomery, Alabama 36130-1463  
(334) 271-7700 ■ FAX (334) 271-7950

March 4, 2015

Ms. Robin Edgeworth  
Director of Recovery Operations  
Post Office Box 2089  
Tuscaloosa, Alabama 35403

Dear Ms. Edgeworth:

The Alabama Department of Environmental Management (ADEM) implements a variety of environmental programs, on behalf of all Alabamians, to protect and preserve air, land, and water quality across Alabama. As such, we have established long-standing relationships with various stakeholder groups that not only allow the Department to leverage our limited resources but also provide those stakeholder groups with a vested interest in protecting Alabama's natural resources at the local level.

Therefore, this letter confirms our support of the City of Tuscaloosa in their application for funding through the United States Department of Housing and Urban Development--Community Development Block Grant National Disaster Resilience (CDBG--NDR) competition. The funding of the City of Tuscaloosa's CDBG--NDR application would support environmental improvements, provide economic benefits, and enhance the long-standing relationship between ADEM and the City of Tuscaloosa.

Sincerely,

A handwritten signature in blue ink that reads "Marilyn Elliott".

Marilyn Elliott  
Deputy Director

ME/ash

**Birmingham Branch**  
110 Vulcan Road  
Birmingham, AL 35209-4702  
(205) 942-6168  
(205) 941-1603 (FAX)

**Decatur Branch**  
2715 Sandlin Road, S. W.  
Decatur, AL 35603-1333  
(256) 353-1713  
(256) 340-9359 (FAX)



**Mobile Branch**  
2204 Perimeter Road  
Mobile, AL 36615-1131  
(251) 450-3400  
(251) 479-2593 (FAX)

**Mobile-Coastal**  
3664 Dauphin Street, Suite B  
Mobile, AL 36608  
(251) 304-1176  
(251) 304-1189 (FAX)

Black Warrior RIVERKEEPER®  
712 37<sup>th</sup> Street South  
Birmingham, AL 35222  
Phone: (205) 458-0095  
Fax: (205) 458-0094  
[info@blackwarriorriver.org](mailto:info@blackwarriorriver.org)  
[www.BlackWarriorRiver.org](http://www.BlackWarriorRiver.org)



March 4, 2015

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both the City of Tuscaloosa (City) and Black Warrior Riverkeeper to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.

The City intends to enter into a partner agreement with Black Warrior Riverkeeper, who will assist the City through collaboration in regard to planning and executing ways to improve public health, drinking water quality, environmental quality, and other potential threats associated with the waterway.

It is understood that this letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Our mission is to protect and restore the Black Warrior River and its tributaries. We are a citizen-based nonprofit organization dedicated to improving water quality, habitat, recreation, and public health throughout our patrol area, the Black Warrior River watershed. This vital river basin is home to over a million people and is entirely contained within Alabama, America's leading state for freshwater biodiversity. Throughout the watershed, our staff identifies major pollution problems and works on cleaning them up while increasing public awareness.

Black Warrior Riverkeeper is a proud member of the Alabama Association of Nonprofits, Alabama Rivers Alliance, Alabamians for Forever Wild, GuideStar Exchange (Gold level), River Network, and Waterkeeper Alliance. In 2010, our Riverkeeper, Nelson Brooke, won the Alabama Rivers Alliance's River Hero Award. In 2013, pollution threats from the proposed Shepherd Bend Mine landed the Black Warrior on American Rivers' annual list of America's Most Endangered Rivers™. In 2014, we became an official Conservation Partner of Orvis.

For Cleaner Water,

Charles Scribner  
Executive Director





**ALABAMA DEPARTMENT OF TRANSPORTATION**

1409 Coliseum Boulevard  
Montgomery, Alabama 36110

Telephone: 334/242-6311 • Fax No.: 334/262-8041



*Robert Bentley*  
Governor

*John R. Cooper*  
Transportation Director

March 2, 2015

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both the City of Tuscaloosa (City) and the Alabama Department of Transportation (ALDOT) to collaborate and enter into a partnership agreement, contingent upon the awarding of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.

ALDOT is responsible for the construction and maintenance of all transportation infrastructure in Alabama under federal and state jurisdiction, and provides other services in cooperation with other state and local agencies. Such services may include traffic monitoring and data collection, cooperative context-sensitive design solutions, building and land access projects, and year-round facility maintenance. Important MPO projects underway in Tuscaloosa include the Adaptive Signals and Access Management projects on US 82, the McWright's Ferry Road and North River Bridge project, and the Jack Warner Parkway/ML King Boulevard Project.

The City of Tuscaloosa intends to enter into a partnership agreement with ALDOT, who will assist the City through collaboration in regard to planning and execution of projects that improve access management of roadways and identify opportunities for more resilient infrastructure across the City and State.

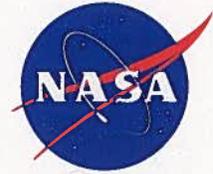
It is understood that this letter is only an expression of our intent and a binding partnership agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,

John R. Cooper  
Transportation Director

JRC:RJJ/kh

National Aeronautics and Space Administration  
George C. Marshall Space Flight Center  
Marshall Space Flight Center, AL 35812



March 2, 2015

Reply to Attn of:

ZP01 (15-005)

Ms. Savannah Howell  
Program Manager, Community Development  
Recovery Operations  
City of Tuscaloosa  
2201 University Boulevard  
Tuscaloosa, Alabama 35401

Ref: Intent to Participate

Dear Ms. Howell:

This letter is to confirm the mutual intent of both the City of Tuscaloosa (City) and the National Aeronautics and Space Administration Marshall Space Flight Center (NASA MSFC) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.

Atmospheric scientists at NASA MSFC Science and Technology Office are experts in climate and weather analysis. They participated in and made significant contributions to the 2014 National Climate Assessment (NCA), particularly to the section on the southeast region. The 2014 NCA was conducted under the auspices of the U.S. Global Change Research Program. The NCA identifies that tornadoes and severe thunderstorms in the U.S. frequently cause as much property damage as hurricanes and often more deaths. Case in point: the tornado of April 27, 2011 that struck Tuscaloosa resulted in 53 deaths alone within the city and a total of 316 deaths throughout the southeast from all the tornadoes on that day.

The City of Tuscaloosa intends to enter into a partner agreement with NASA MSFC, who will assist the City by identifying climate and extreme weather risks that could impact Tuscaloosa infrastructure and disaster preparedness in the coming decade and beyond. For example, severe weather events associated with climate change will likely increase disruptions of infrastructure services. It is clear that with an increase of impervious surfaces within urban areas, rainfall runoff during extreme precipitation events will exacerbate the potential for urban flooding. The impact of an increase in the mean

summer temperature, the number of days exceeding 90°F, and the extended periods of drought brought on by climate change, as well as the negative effects on air quality and public health will also be examined. By leveraging this knowledge and expertise, NASA MSFC will be able to aid the City in formulating a comprehensive and scientifically sound proposal in response to the CDBG-NDR competition and participate with the City in follow-on funded activities.

It is understood that this letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,



Daniel M. Schumacher, Ph.D.  
Manager  
Science and Technology Office

March 3, 2015

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and the State of Alabama (State) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the State of Alabama's CDBG-NDR application.

The Salvation Army serves the needs of underserved and struggling populations in Tuscaloosa County and the West Alabama area. In addition to providing meals, job training resources and housing, the Salvation Army works one-on-one and provides resources for vulnerable populations such as veterans, prisoners, and the elderly.

The State intends to enter into a partner agreement with the Salvation Army who will assist the State to strategically address the needs of underserved populations specifically the homeless, veterans, and unemployed.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

The Salvation Army



Major Dean Moretz

Corps Officer, Tuscaloosa, AL.



**DEPARTMENT OF THE ARMY**  
MOBILE DISTRICT, CORPS OF ENGINEERS  
BLACK WARRIOR & TOMBIGBEE/ALABAMA-COOSA PROJECT  
101 21ST AVE.  
TUSCALOOSA, AL 35401-1015

REPLY TO  
ATTENTION OF:

March 2, 2015

SUBJECT: Intent to Participate

To Whom It May Concern:

This letter is to confirm the mutual intent of both the City of Tuscaloosa (City) and the US Army Corps of Engineers (USACE) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, and contingent on USACE authority and approval, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.

USACE has a mission to deliver vital public and military engineering services, partner in peace and war to strengthen our Nation's security, energize the economy and reduce risks from disasters. The USACE vision is "engineering solutions for our Nation's toughest challenges."

The City of Tuscaloosa intends to enter into a partner agreement with USACE, who will assist the City through collaboration in regard to obtaining engineering services that could be implemented to reduce risks and make Tuscaloosa a more resilient community, specifically concerning waterways.

It is understood that this letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,

A handwritten signature in black ink, appearing to read "Daniel K. Hensley", is written over a large, stylized circular flourish.

Daniel K. Hensley  
Operations Project Manager  
Black Warrior – Tombigbee &  
Alabama River Waterways



March 2, 2015

To Whom It May Concern:

**Re: Intent to Participate**

This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and Tuscaloosa County Emergency Management Agency (EMA) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

EMA is a multi-jurisdictional operation working with the City of Tuscaloosa, City of Northport, and Tuscaloosa County departments, agencies, volunteer organizations, and the private sector to develop disaster preparedness plans, provide training and exercise activities, and coordinate the response to large scale emergencies and disasters. One of EMA's primary goals is to ensure training and information is available to both first responders and the community.

The City of Tuscaloosa intends to enter into a partner agreement with EMA who will assist the City through collaboration in regard to develop plans to comprehensively respond to future events in the most effective and efficient way.

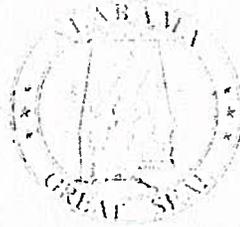
It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,

W.D. "Rob" Robertson  
Director, Tuscaloosa County Emergency Management Agency  
SOPC Homeland Security

OFFICE OF THE GOVERNOR

**ROBERT BENTLEY**  
GOVERNOR



**STATE OF ALABAMA**

ALABAMA DEPARTMENT OF ECONOMIC  
AND COMMUNITY AFFAIRS

**JIM BYARD, JR.**  
DIRECTOR

February 9, 2015

To Whom It May Concern:

Re: Intent to Participate

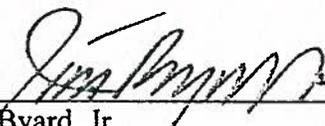
This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and The Alabama Department of Economic and Community Affairs (ADECA) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

The Alabama Department of Economic and Community Affairs is committed to building better Alabama communities. Through partnerships with local governments, nonprofit groups, state and federal agencies, and other agencies, the men and women of ADECA work every day to improve the quality of life for Alabamians.

The City intends to enter into a partner agreement with ADECA, a State entity, who will assist the City through collaboration in regard to improving the quality of life of the citizens of Alabama through housing, economic development and infrastructure improvements.

It is understood that this letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,

  
\_\_\_\_\_  
Jim Byard, Jr.  
Director

February 9, 2015

West Alabama Chapter of the American Red Cross

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both the City of Tuscaloosa (City) and the West Alabama Chapter of the American Red Cross (ARC) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.

ARC provides a prevention and alleviation of human suffering. There are eight-county areas served within West Alabama. The counties are Bibb, Fayette, Greene, Hale, Lamar, Marion, Marengo, Pickens, Sumter and Tuscaloosa. ARC offers assistance through areas such as financial support, brood drives, lifesaving skills, volunteering, public involvement, and global impact.

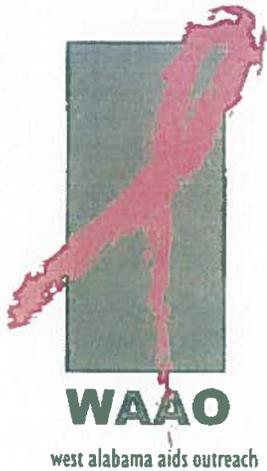
The City of Tuscaloosa intends to enter into a partner agreement with ARC, who will assist the City through collaboration by providing plans to help meet the need of individuals, families and communities that are at-risk especially in the event of a disaster or threatening situation.

It is understood that this letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

West Alabama Chapter of the American Red Cross

*Beahle Powell, Executive Director*

*Beahle Powell  
Ex Dui  
West Alabama Chapter*



2720 6th Street  
Tuscaloosa, AL 35401

February 25, 2015

From: West Alabama AIDS Outreach (WAAO)

To: HUD Officials

Re: Intent to Participate

This letter is to confirm the mutual intent of both the City of Tuscaloosa and West Alabama AIDS Outreach (WAAO) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.

WAAO provides comprehensive medical and non-medical case management services for individuals living with HIV or AIDS including housing assistance, medication payment assistance, transportation assistance, procurement of food and personal hygiene items, support groups and referral. Other services include prevention education, free testing and advocacy.

The City of Tuscaloosa intends to enter into a partner agreement with WAAO, who will assist the City through collaboration in regard to the goal of educating the community, providing services for those affected by HIV/AIDS, and identifying the most likely risks and needs of the population.

It is understood that this letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,

Billy D. Kirkpatrick, Ph.D.  
Executive Director

P.O. Box 2947  
Tuscaloosa, AL 35403

[www.waao.info](http://www.waao.info)

1-800-722-2437  
(205)759-8470  
fax (205)366-9001



February 25, 2015

To Whom It May Concern:

Re: Support for the City of Tuscaloosa and the University of Alabama

This letter is to express NAMIC's support for the City of Tuscaloosa and the University of Alabama in their mutual pursuit of community resilience via this CDBG-NDR.

NAMIC is the largest property/casualty insurance trade association in the country, serving regional and local mutual insurance companies on main streets across America as well as many of the country's largest national insurers. The 1,400 NAMIC member companies serve more than 135 million automobile, home, and business policyholders and write more than \$196 billion in annual premiums, accounting for 50 percent of the automobile/homeowners market and 31 percent of the business insurance market.

NAMIC has enjoyed a substantial working relationship with members of the City of Tuscaloosa team. For example, Dr. Lawrence Powell, Director of the Alabama Center for Insurance Information and Research (ACIIR) at the University of Alabama, has been an active and highly valued partner in NAMIC's research endeavors for nearly a decade. In addition, Prof. Edward Back, Director of the Center for Sustainable Infrastructure at the University of Alabama, recently accepted an invitation to serve as a member of the Academic Research Council of the BuildStrong Coalition ([www.buildstrongamerica.com](http://www.buildstrongamerica.com)).

NAMIC will be pleased to facilitate dialog between the City of Tuscaloosa team and NAMIC's member insurance companies to help the team identify ways to minimize the cost of risk from catastrophic events and maximizing economic resilience. Given the insurance industry's longstanding role in promoting loss mitigation and public safety, we believe this dialog will be very valuable to the City's mission.

Sincerely,



Robert Detlefsen, Ph.D.  
Vice President, Public Policy



FIRST BAPTIST CHURCH  
721 GREENSBORO AVENUE  
TUSCALOOSA, AL 35401  
phone: 205.345.7554  
fax: 205.391.3108  
www.fbctuscaloosa.org

February 22, 2015

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and First Baptist Church to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

First Baptist Church, a faith-based organization, operates a non-profit outreach program that serves vulnerable populations including single mothers and children in the City of Tuscaloosa and West Alabama.

The City of Tuscaloosa intends to enter into a partner agreement with First Baptist Church, who will assist the City through collaboration in regard to the goal of addressing unmet needs of single mothers, pregnant women and children in the areas of housing, education and financial support.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

First Baptist Church

A handwritten signature in black ink that reads 'Kris Sullivan'.

Kris Sullivan  
Business Administrator

Magnify. Multiply. Minister.



# COMMUNITY SERVICE PROGRAMS OF WEST ALABAMA, INC.

ADMINISTRATIVE OFFICE

601 BLACK BEARS WAY, TUSCALOOSA, ALABAMA 35401-4807

TELEPHONE (205) 752-5429

TOLL FREE (877) 803-5509

FACSIMILE (205) 758-7229

www.cspwal.com

**Cynthia W. Burton**

Executive Director

February 23, 2015

To Whom It May Concern:

Re: Intent to Participate – HUD Grant (CDBG-NDR)

This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and Community Service Programs of West Alabama, Inc. (CSP) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

CSP, a non-profit agency established in 1967, provides resources and services to resolve immediate needs that lead to long term self-sufficiency in low-income and vulnerable populations across the West Alabama region (eight counties). Supportive services such as Meals on Wheels and Low Income Heating Assistance Program (LIHEAP), educational programs such as Head Start/Early Head Start and Early Intervention, and affordable housing programs are just a few of the services that are offered through CSP.

The City of Tuscaloosa intends to enter into a partner agreement with CSP who will assist the City to address unmet housing needs among low-income and other vulnerable populations through housing development/construction (single family and multi-family) and educational programs, such as homebuyer assistance and foreclosure prevention.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

COMMUNITY SERVICE PROGRAMS OF WEST ALABAMA, INC.

Cynthia W. Burton  
Executive Director

College of Community  
Health Sciences

Office of the Dean

THE UNIVERSITY OF  
**ALABAMA**  
HEALTH SCIENCES

February 23, 2015

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both The City of Tuscaloosa (the City) and The College of Community Health Sciences collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.

The College of Community Health Sciences is a College of the University of Alabama that provides the last two years of clinical training for a cohort of medical students enrolled at the University of Alabama's School of Medicine, and it operates a three-year family medicine residency program.

The City of Tuscaloosa intends to enter into a partner agreement with CCHS, which will assist the City through collaboration and data collection in regard to the goal of the improvement of health care in Alabama, emphasizing access to health care in West Alabama and rural areas. This partnership will continue to explore solutions to a lack of access to health care by vulnerable populations, specifically individuals who are isolated. It is understood that this letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,



Richard H. Streiffer, MD  
Dean and Professor of Family Medicine  
College of Community Health Sciences  
The University of Alabama

University of Alabama  
School of Medicine  
Tuscaloosa Campus

Box 870326  
Tuscaloosa, Alabama 35487-0326  
(205) 348-1288  
FAX (205) 348-9417



Samantha: 205.492.9671  
Ryan: 205.792.2808  
Fax: 205.210.5542

February 9, 2015

Uniquely Different

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both the City of Tuscaloosa and Uniquely Different to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.

Uniquely Different's mission is "to provide quality, effective behavior services to every individual by increasing socially significant behaviors and increasing the quality of each individual's life." Uniquely Different provides services regarding functional behavior intervention plans, problem behavior, toilet training, daily living skills, verbal behavior, parent/staff training, direct one to one therapy, social skills training and school consultation.

The City of Tuscaloosa intends to enter into a partner agreement with Uniquely Different, who will assist the City to identify vulnerabilities for individuals with physical, mental or behavioral challenges in the City of Tuscaloosa, and to explore potential solutions to the most likely risks and unmet needs.

It is understood that this letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Uniquely Different

A handwritten signature in black ink that reads "Ryan Eggenberg USBCLA". The signature is written in a cursive style.



**TUSCALOOSA COUNTY  
School System**

**LIZ D. SWINFORD, Ed.D.**  
**Superintendent**

February 13, 2015

To Whom It May Concern:

Re: Intent to Participate

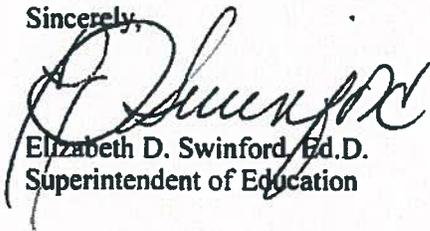
This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and Tuscaloosa County School System (TCSS) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

TCSS is an overarching system of over thirty K-12 schools. Based on the core belief that learning must take place at home, in school, and in the community, stakeholder involvement is encouraged in the school system to enhance student achievement. TCSS offers Special Education programs that educate children ages three to twenty-one alongside peers in a general education environment. The school system also offers a child nutrition program to ensure that vulnerable children receive adequate food sources as well as a ESL program to enable limited English proficiency students to become competent in a learning and a functioning society environment.

The City of Tuscaloosa intends to enter into a partner agreement with TCSS who will assist the City through identifying areas of educational improvement specifically in regard to vulnerable populations such as low-income, behavioral challenged, and ESL children.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,



Elizabeth D. Swinford, Ed.D.  
Superintendent of Education

January 28, 2015



To Whom It May Concern:

This letter is to confirm the mutual interest of both The City Of Tuscaloosa (the City) and The University of Alabama (the University) to collaborate and enter into a grant award from the City, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

As a student-centered research university, The University of Alabama is dedicated to excellence in teaching, research and service. As part of its mission The University is committed to enhancing the quality of life for Alabamians and the nation.

The City of Tuscaloosa intends to enter into a grant award with The University, a State entity, who will assist the City through student-centered research and planning of any subsequent activities developed as a part of said research.

It is understood that this is letter is only an expression of our interest and an agreement detailing the terms and conditions of the proposed grant award must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,

Judy Bonner  
President



Office for Research  
Office of the Director  
for Sponsored Programs

February 9, 2015



To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and the University of Alabama College of Engineering to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

The College of Engineering, a leader in student-centered education, research and innovation, has the capacity to identify and assess science-based information on existing and future risks from climate change and the capacity to address possible future conditions and risks/benefits and outcomes for resilience solutions. The College's involvement in the operations of multiple centers including the Center for Sustainable Infrastructure, the Environmental Institute and the Center for Advanced Public Safety will aid in the ability to assess these risks, benefits and outcomes.

The City of Tuscaloosa intends to enter into a partner agreement with the College of Engineering, a college of The University of Alabama, who will assist the City through collaboration in regard to the goal of ensuring a risk and science based approach for resilience in the community through improvements to infrastructure, housing, economic development and environmental degradation.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,

A handwritten signature in blue ink that reads "Cynthia Hope".

Cynthia Hope  
Assistant Vice President for Research



152 Rose Administration Building  
Box 870104  
Tuscaloosa, Alabama 35487 0104  
(205) 348-5152  
FAX (205) 348-8882



809 University Blvd. E.  
Tuscaloosa, AL 35401  
205.759.7111

February 17, 2015

Re: Intent to Participate

To whom it may concern:

This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and DCH Health System to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

DCH Health System provides high quality, compassionate community-based health services to the communities they serve through employees, physicians and volunteers in a financially responsible manner.

The City of Tuscaloosa intends to enter into a partner agreement with DCH Health System, a healthcare provider, who will assist the City through collaboration in regard to the goal of ensuring access to quality health care for the community through improvements to infrastructure and technology.

It is understood that this letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,

A handwritten signature in black ink, appearing to read "Sammy Watson". The signature is written in a cursive style with a long, sweeping underline that extends to the right.

Sammy Watson, Director  
Community Relations



# Alabama Small Business Development Center Network

---

Alabama SBDC Network  
The University of Alabama  
Box 870396  
Tuscaloosa, AL 35487  
Telephone: 205-348-1582  
Fax: 205-348-6974  
www.asbdc.org

February 16, 2015

Re: Intent to Participate

To Whom It May Concern:

This letter is to confirm the mutual intent of both the City of Tuscaloosa (City) and the Alabama Small Business Development Center Network (ASBDC or Alabama SBDC Network) at The University of Alabama to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.

## Host Institution

*The University of Alabama*

## Network Partners

*Alabama State University*  
*Auburn University*  
*Jacksonville State University*  
*Troy University*  
*University of Alabama  
Huntsville*  
*University of North Alabama*  
*University of South Alabama*  
*University of West Alabama*

The Alabama SBDC Network is a statewide, inter-institutional program designed to enhance growth in Alabama by providing management and technical assistance to small businesses. Services provided by the SBDC include counseling and technical assistance for business start-up, expansion of existing industry, capital access, and government procurement.

The City of Tuscaloosa intends to enter into a partner agreement with the ASBDC, who will assist the City by providing resources to start-up and existing small businesses including counseling and technical assistance. Providing small businesses with these resources will help create employment and increased tax revenues.

It is understood that this letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,

Brian Davis  
Project Director

## Specialty Programs

*Capital Access*  
*Government Procurement*  
*International Trade*

copy: Cynthia Hope, The University of Alabama

College of Arts & Sciences

Department of Chemistry

February 13, 2015

THE UNIVERSITY OF  
**ALABAMA**  
ARTS & SCIENCES

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both The City of Tuscaloosa (the City) and the Department of Chemistry to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.

The Department of Chemistry is a department of the College of Arts and Sciences at the University of Alabama with a mission to advance the intellectual, technological, cultural, and economic condition of the state, region, and nation through the discovery and development of knowledge in the field of chemistry.

The City of Tuscaloosa intends to enter into a partner agreement with the Department of chemistry, which will assist the City through collaboration and data collection in regard to the assessment of risks associated with climate change in West Alabama.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,



Kevin Shaughnessy,  
Professor and Chair of Chemistry

Prof. Kevin H. Shaughnessy  
Shelby Hall  
Box 870336  
Tuscaloosa, AL 35487-0336  
(205) 348-4435  
FAX (205) 348-9104  
kshaughn@ua.edu  
<http://bama.ua.edu/~kshaughn>



February 9, 2015

To Whom It May Concern:

**Re: Intent to Participate**

This letter is to confirm the mutual intent of both the City of Tuscaloosa (City) and the Alabama Center for Real Estate (ACRE) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.

ACRE, housed within the University of Alabama's Culverhouse College of Commerce, collects, maintains and analyzes the state's real estate statistics, and is a trusted resource for Alabama Real estate research, forecasting and professional development. Following the 2011 tornadoes, ACRE provided the City with housing and economic development studies that helped the City quantify the number of affordable and market rate housing units to support the population as well as economic development needs to increase revenue stream.

The City of Tuscaloosa intends to enter into a partner agreement with ACRE, who will assist the City through collaboration in regard to data and studies that will identify factors such as housing needs, population demographics and economic impact.

It is understood that this letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Grayson M. Glaze, JD, CCIM, CPM  
Executive Director  
Alabama Center for Real Estate (ACRE)  
The University of Alabama

# West Alabama Regional Commission

February 12, 2015

4200 Highway 69 North, Suite 1 • P.O. Box 509 • Northport, Alabama 35476-0509

205.333.2990 • Facsimile 205.333.2713

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and West Alabama Regional Commission (WARC) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

WARC, represented by seven counties, serves local governments and citizens by coordinating region-wide projects and services, promoting cooperation among local governments, and carrying out local, state, and federal programs on a regional basis. The scope of WARC includes transportation planning, economic and community development, a part-time employment program for low-income senior citizens and more. A specific example of how WARC addresses regional needs is through annual updates to the Comprehensive Economic Development Strategy Plan (CEDS) which looks at the resources, opportunities, problems, and needs of the region and formulates plans to address the condition.

The City of Tuscaloosa intends to enter into a partner agreement with WARC who will assist the City through data on vulnerable populations in the region as well as identifying needs in regional plans and implementing solutions to tackle initiatives such as disaster-resistant communities and a diversified economy.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

West Alabama Regional Commission



[Signature of Authorized Representative of Partner]





February 12, 2015

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and Tuscaloosa County Industrial Development Authority (TCIDA) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

TCIDA, established for nearly 40 years, is the lead agency for industrial recruitment and expansion in Tuscaloosa County. TCIDA was the catalyst in launching effective partnerships between large educational institutions such as The University of Alabama, Chamber of Commerce of West Alabama, and local businesses, community members, and government. Resources such as training new employees or updating the skills of existing employees are offered to Tuscaloosa business owners at no charge.

The City of Tuscaloosa intends to enter into a partner agreement with TCIDA who will assist the City through job specific training and education to serve specific industry needs while increasing the attraction for creation of new business in Tuscaloosa. An additional benefit will be the increase in employment and; therefore, the increased economic revitalization of the area.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,

A handwritten signature in black ink, appearing to read "Dara Longgren", is written over a horizontal line.

Dara Longgren  
Executive Director  
Tuscaloosa County Industrial Development Authority

---

Tuscaloosa County Industrial Development Authority

2204 University Boulevard (35401)  
P.O. Box 2667 • Tuscaloosa, Alabama 35403 • U.S.A.  
Telephone: (205) 349-1414 • Facsimile: (205) 349-1416  
[www.tcida.com](http://www.tcida.com)

---

February 12, 2015

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both the City of Tuscaloosa (City) and the City of Northport to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

The City of Northport is the adjacent neighbor of the City of Tuscaloosa. Both cities have a long-standing relationship of collaboration and sharing of resources. Physically separated by the Black Warrior River, each city has cooperated over the years to maintain the beauty of resources of the waterway. The cities also have several overlapping infrastructure connection points that citizens in the region are dependent on.

The City of Tuscaloosa intends to enter into a partner agreement with the City of Northport who will assist the City through collaboration in planning incentives that will support innovative and resilient strategies and implementation in regard to technology, housing, infrastructure, and economic development for both Tuscaloosa and Northport.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

City of Northport

*Scott Casius*  
CITY ADMINISTRATOR

[Signature of Authorized Representative of Partner]

# Doug Hollyhand Realty, Inc.

---

February 9, 2015

To Whom It May Concern:

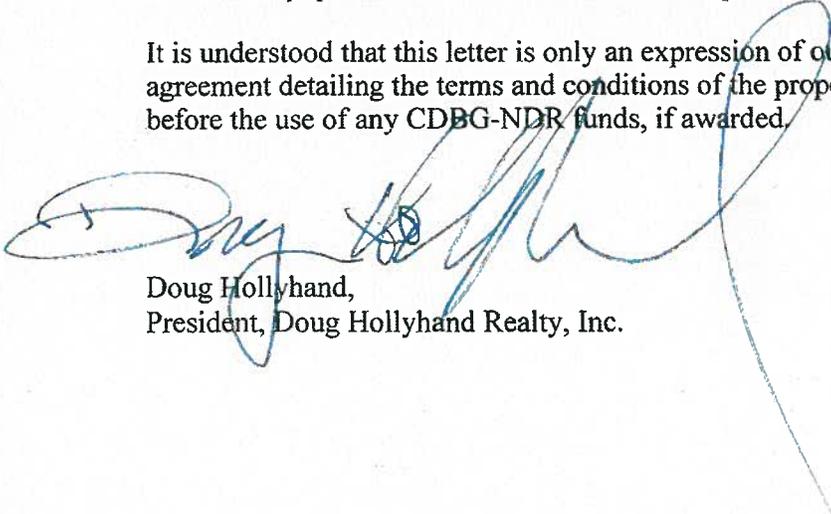
Re: Intent to Participate

This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and Doug Hollyhand Realty, Inc. (Hollyhand) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

Hollyhand has extensive experience in the development of private and public projects including commercial, residential, and public facilities. The firm is specifically known for its superior construction of low-income affordable housing and has constructed several housing rebuild projects as a result of the April 27, 2011 tornado in Tuscaloosa including the Rosedale Courts development.

The City of Tuscaloosa intends to enter into a developer agreement with Hollyhand who will assist the City through planning and implementation of affordable, green, and resilient housing to serve all populations in the Tuscaloosa area; particularly vulnerable populations.

It is understood that this letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.



Doug Hollyhand,  
President, Doug Hollyhand Realty, Inc.

527-A Main Avenue, Northport AL 35476  
Phone 205-345-0955 Fax 205-758-5605



401 Adams Avenue, Suite 710  
Montgomery, AL 36104  
PH: 334.386.3000  
FX: 334.386.3001  
www.manufacturealabama.org

February 10, 2015

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both The City of Tuscaloosa (the City) and Manufacture Alabama to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.

Manufacture Alabama represents hundreds of companies in a wide range of industries that are a vital part of a manufacturing base crucial to Alabama's economy and workforce—it is the only trade association in the state dedicated to the needs of manufacturers and their partner industries and businesses.

The City of Tuscaloosa intends to enter into a partner agreement with Manufacture Alabama, which will assist the City to identify vulnerabilities in the manufacturing industry, and to explore potential solutions to the most likely risks. This partnership will strive to synergistically make industry in Alabama more resilient.

It is understood that this letter is only an expression of our intent, and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,

A handwritten signature in black ink, appearing to read 'George N. Clark', is written over a series of horizontal, slightly wavy lines that serve as a background for the signature.

George N. Clark  
President, Manufacture Alabama

**Southeastern Investment Company, LLC  
Teton Valley, LLC**

PO Box 20183  
Tuscaloosa, AL 35402  
(205)345-5678

February 10, 2015

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and Southeastern Investment Company, LLC & Teton Valley, LLC to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

Southeastern Investment Company, LLC & Teton Valley, LLC are Sister Entities to John Plott Company, Inc., operating since 1975, is a Tuscaloosa based construction and development firm. The firm has completed various project types on the government and private sector level across the nation. John Plott Co. served as the general contractor on the City's Downtown Urban Renewal/Redevelopment Project, an approximately \$100 million investment, which revitalized the downtown area to provide connectivity, increased economic benefit and community interest.

The City of Tuscaloosa intends to enter into a partner agreement with Southeastern Investment Company, LLC & Teton Valley, LLC who will assist the City through the planning and construction of mixed-use developments.

It is understood that this letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Southeastern Investment Company, LLC & Teton Valley, LLC





ROBERT BENTLEY  
GOVERNOR

STATE OF ALABAMA  
**DEPARTMENT OF MENTAL HEALTH**  
**RSA UNION BUILDING**  
100 NORTH UNION STREET  
POST OFFICE BOX 301410  
MONTGOMERY, ALABAMA 36130-1410  
WWW.MH.ALABAMA.GOV



JIM REDDOCH, J.D.  
COMMISSIONER

February 9, 2015

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both the City of Tuscaloosa and the Alabama Department of Mental Health to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.

The Alabama Department of Mental Health provides high quality services to help with mental illness, developmental disabilities and substance abuse.

The City of Tuscaloosa intends to enter into a partner agreement with ADMH, who will assist the City through collaboration in regard to the goal of ensuring access to quality mental health care for the community through improvements to infrastructure and technology.

It is understood that this letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Reddoch".

Jim Reddoch, J.D.  
Commissioner



525 Solutions, Inc.  
PO Box 861426  
Tuscaloosa, Al 35486

720, 2<sup>nd</sup> Street, Tuscaloosa,  
Alabama 35401  
Telephone: 205-348-1918

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and 525 Solutions, Inc. (525) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

525 Solutions is an independent research and development (R&D) company that focuses on developing proprietary, broad-based ionic liquid technologies applicable in energy, medicinal, pharmaceutical, and materials fields, providing sustainable solutions to environmentally sensitive situations. Led by Dr. Gabriela Gurau, 525 consists of several researchers that have been devoted to this cause for several years. 525 is also instrumental in providing data to support climate change and its association with increased risk for extreme weather events.

The City of Tuscaloosa intends to enter into a partner agreement with 525 who will assist the City through collaboration in regard to science-based data, including climate change literature data, to support the planning and implementation of resilient projects.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,

A handwritten signature in black ink, appearing to read 'Gabriela Gurau', written in a cursive style.

Gabriela Gurau, PhD  
CEO, 525 Solutions, Inc.

February 9, 2015

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and Allied Realty and Development, Inc. (Allied) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

Allied is a Tuscaloosa based realty and development company offering quality housing to area residents. The firm is at the forefront of innovative residential and commercial developments. Since the April 27, 2011 tornadoes in Tuscaloosa, Allied has built back a substantial portion of the lost housing stock.

The City of Tuscaloosa intends to enter into a partner agreement with Allied who will assist the City through the planning and construction of mixed-use developments.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Allied Realty and Development, Inc.

A handwritten signature in black ink, appearing to read "Clay Hudson", is enclosed within a large, hand-drawn oval.

Clay Hudson, President

2/15/15



3516 Greensboro Avenue  
Tuscaloosa, AL 35401  
205.345.0816  
[www.ttlusa.com](http://www.ttlusa.com)

February 9, 2015

**Re: Intent to Participate**

To Whom It May Concern:

This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and TTL, Inc. (TTL) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.

TTL is a Tuscaloosa-based consulting firm with over 50 years of experience in providing geotechnical engineering, materials engineering/testing, laboratory analytical testing, and environmental consulting services across the southeastern U.S. TTL's experience in environmental consulting includes conducting soil/groundwater contamination assessments for petroleum and hazardous constituents, application of risk-based assessment corrective action, design and installation of remediation systems, as well as completion of environmental documents for projects requiring RCRA and NEPA policy compliance. TTL has been a valued asset on all City recovery projects thus far and has established a working relationship with all the City departments.

The City intends to enter into a sub-recipient agreement with TTL who will assist the City through planning and environmental testing services for any future projects.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

TTL, Inc.

A handwritten signature in blue ink, appearing to read 'Ken Bailey', written over a white background.

Kenneth M. Bailey, P.E.  
Vice President

February 9, 2015

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and Alabama Industrial Development Training to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

AIDT is an independent agency that has been operating under the supervision of the Department of Commerce. The goal of AIDT is to provide job-specific training at no cost to increase economic development across a variety of business sectors. AIDT has been in existence and providing a variety of services for over 40 years. Most recently, AIDT has partnered with Polaris Industries, Inc. to provide workforce training for over 2000 jobs at the business's new factory.

The City of Tuscaloosa intends to enter into a partner agreement with AIDT who will assist the City through job specific training and education to serve specific industry needs while increasing the attraction for the creation of new business in Tuscaloosa. An additional benefit will be the increase in employment and; therefore, the increased economic revitalization of the area.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Alabama Industrial Development Training



Ed Castile, Director

EC/nj



**Tuscaloosa**  
HOUSING AUTHORITY

Ralph D. Ruggs  
*Executive Director*

W.J. Fort  
*Assistant  
Executive Director*

January 21, 2015

SUBJECT: Intent to Participate

To Whom It May Concern:

This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and Tuscaloosa Housing Authority (THA) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

THA, a functioning public housing agency since 1951, consists of seven housing developments that house low-income, elderly, disabled, and other underserved populations. In addition, THA encourages economic and social independence of its residents through programs that address vocational, employment, and educational training as well as transportation, daycare, healthcare, and other services. A great number of public housing units were completely destroyed in the City's 2011 disaster and THA has been an active partner in ensuring that quality, affordable housing be made available to the affected population.

The City of Tuscaloosa intends to enter into a developer agreement with THA who will assist the City through addressing unmet housing needs among low-income and other vulnerable populations through the construction of affordable public housing.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,

Ralph D. Ruggs  
Executive Director



Jim M. Page, CCE  
President and Chief Executive Officer

January 26, 2015

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and The Chamber of Commerce of West Alabama (the Chamber) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

Serving as the supporting economic non-profit entity for the West Alabama area and based in Tuscaloosa, the Chamber provides networking opportunities for young professionals and businesses in the area, data on the economic impact of businesses as well as training and education for prospective business owners. The Chamber currently partners with the City and The University of Alabama in regard to *The Edge – Center for Entrepreneurship and Innovation*, which provides business incubation spaces for start-up businesses and targets underserved business owner populations such as women and African-Americans with the educational tools to succeed.

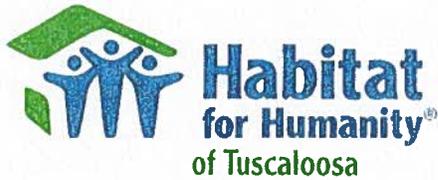
The City of Tuscaloosa intends to enter into a partner agreement with the Chamber who will assist the City through data collection on potential economic opportunities, training and networking sessions targeted to vulnerable populations to increase minority participation and any general initiatives to boost the economic revitalization of Tuscaloosa.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Should you have any questions or if I can provide any additional information, please contact me at any of the methods listed below.

Sincerely,

Jim M. Page, CCE  
President and Chief Executive Officer  
Chamber of Commerce of West Alabama



January 20, 2015

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and Habitat for Humanity of Tuscaloosa (Habitat) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

Habitat for Humanity of Tuscaloosa, an affiliate of Habitat for Humanity International, is a non-profit organization that promotes homeownership and good stewardship for families in need through the building and repairing of homes in Tuscaloosa. Habitat has been building and repairing homes in the Tuscaloosa area since 1987, but most recently for low-income families that tragically suffered loss as a result of the April 27, 2011 tornadoes. Since the 2011 tornadoes, Habitat has constructed 50 homes.

The City of Tuscaloosa intends to enter into a developer agreement with Habitat, a non-profit entity, who will assist the City through addressing unmet housing needs and promotion of homeownership among low-income and other vulnerable populations through the construction of housing.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,

A handwritten signature in black ink, appearing to read "Ellen W. Potts", is written over a circular stamp or seal.

Ellen W. Potts  
Executive Director

1120 35th Street, Suite B, Tuscaloosa, Alabama 35401

Phone: (205) 349-4629 Fax: (205) 349-5343 [www.habitattuscaloosa.org](http://www.habitattuscaloosa.org)

January 28, 2015

Exemplar City, Inc.  
Chris Johnson, GISP  
Executive Director  
1910 Sparkman Drive NW  
Huntsville, AL 35816

Re: Intent to Participate

This letter is to confirm the mutual intent of both The City of Tuscaloosa and Exemplar City, Inc. (Exemplar City) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.

Exemplar City, Inc. is a 501c3 non-profit corporation, sponsored by the City of Huntsville to develop technologies, processes, and training initiatives to make cities more safe, secure, and sustainable. Exemplar City works closely with Huntsville Mayor Tommy Battle's three economic development and jobs initiatives: GEO Huntsville, Energy Huntsville and Cyber Huntsville to make this a reality.

Exemplar City proposes to partner with the City of Tuscaloosa as a subcontractor for the CDBG-NDR grant. Exemplar City will assist the City of Tuscaloosa in the grant preparation and writing. In addition, Exemplar City will assist by engaging all stakeholders in the process, working closely together to achieve disaster resilience, recovery and revitalization, ensuring all needs are addressed. The team aims to accomplish this by: Creating multiple examples of modern disaster recovery that apply science-based and forward looking risk analysis to address recovery, resilience, and revitalization needs. Some examples include: 1) Tested tools to enable information sharing and create Shared Situational Awareness (SSA) across the entire response/recovery spectrum to improve and expedite the recovery metric. 2) Provide the ability to achieve and maintain SSA from the onset throughout the response and recovery phases of events. 3) Employ processes to identify high risk population areas with increased risk of hardship. 4) Derive effective ways to reduce redundancy, create efficiencies in pre-planning, response, and recovery activities. 5) Provide tools that enable national asset visibility into the incident response and recovery. 6) Hold collaborative forums to build strong stakeholder engagement through shared lessons learned, training, information sharing, and mutual aid response processes. 7) Utilize a unique process called TechVet to insert new and emerging advanced technologies, processes, methods, standards and tools into the resiliency, response and recovery process. TechVet allows stakeholders to review, discuss and vet multiple eligible technologies in a collaborative forum. Once vetted by the stakeholders, the most promising of the

technologies are inserted into a series of functional exercises whereby each is inserted into the agency's operational workflow and tested for full integration. This allows the city to fully test the product and see it in operation before buying it -- and in some cases allows the stakeholders to help shape the product before it comes to market. TechVet has been very well received as an alternative to the old process of multiple companies approaching multiple agencies to try and sell products.

Additionally, Exemplar City shall provide any needed documentation such as Memoranda of Understanding/Agreement (MOU/MOA), use case information, testing and exercise results, road maps, etc to fully engage the stakeholder community in decision making and planning. This further allows stakeholders to implement tested resilient approaches that best suit their challenges and circumstances. Collaboration on this scale provides greater resilience to future threats and hazards can be more easily achieved through economies of scale; increasing the ability to recover from past disasters and teaches ways to avoid future disaster losses.

Exemplar City shall integrated a variety of new on demand, online self-service technologies and methods, one of which is a new tool set created through a partnership with the National Geospatial Intelligence Agency (NGA) for public safety use called GeoQ. Communities will utilize GeoQ tools and workflows to report readiness, response and recovery activities across the entire response/recovery spectrum to further enhance information sharing and shared situational awareness across multiple agencies and jurisdictions. Multilevel access and cyber security measures will be applied to actionable information to facilitate better situational awareness and understanding of events in a municipal and/or county government environment. The mission of these partnerships is to utilize geospatial intelligence to protect the local economy and security of the citizens to remain viable during a crisis.

Exemplar City's GeoQ platform is ideal for planning, analysis and exercises of various resilience options helping communities plan and implement disaster recovery, making them more resilient to future threats or hazards, including extreme weather events and climate change, improving quality of life for existing residents while making communities more resilient to economic stresses or other shocks.

Additionally, Exemplar City will engage stakeholders at all levels of government through a series of exercises, and training opportunities such as TechVet Forums, Table Top Exercises (TTX), pilot programs, orientations, seminars, public forums and functional exercises to better inform them on the impacts of climate change and assist in the development of pathways to resilience based on sound science.

Furthermore, Exemplar City and GEO Huntsville as non-profit entities with its all volunteer community of over 300 geospatial professionals and practitioners are well positioned to leverage investments from the philanthropic community to help communities and stakeholders define problems, set policy goals, explore options, and craft solutions for

local and regional resilient recovery strategies. GEO Huntsville through its six working groups continues to build a portfolio of real world use case examples such as Blueprint for Safety®, Exemplar City®, TechVet forums, training workshops and conferences to better accomplish this mission.

And finally, Exemplar City will bring to the table its growing list of key partnerships with organization critical to the recovery, resilience, and revitalization process. Exemplar City is partnered with the National Geospatial Intelligence Agency (NGA) --becoming the first municipal partner in the development of GeoQ and Geo Event Pages . Exemplar City continues to developed a growing partnership with the National Guard Bureau, U.S. Department of Homeland Security and the Federal Emergency Management Agency (FEMA) in areas of both critical infrastructure protection and disaster preparedness, response, recovery and mitigation. We are also working closely with the newly developed Headquarters of the Defense Industrial Base Information Sharing and Analysis Center (DiB ISAC) forming the first ever regional chapter to bring an entirely new level of shareable critical infrastructure protection information into the recovery, resilience, and revitalization process.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Chris Johnson, GISP



Executive Director,  
Exemplar City, Inc.

Greg Schumann, President



President  
Exemplar City Inc.



**Stantec Architecture and Engineering LLC**  
226 Causeway Street, 6th Floor, Boston MA 02114-2171

## **Appendix C**

### **Partner Letter**

February 17, 2015

Stantec  
226 Causeway Street, 6<sup>th</sup> Floor  
Boston, Massachusetts 02114-2171

**Reference: Intent to participate  
National Disaster Resilience Competition**

This letter is to confirm the mutual intent of both the City of Tuscaloosa (City) and Stantec to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City's CDBG-NDR application.

Over 60 years Stantec has grown into a multidisciplinary consulting firm with more than 15,000 specialists working in more than 250 locations. Our work begins at the intersection of community, creativity, and client relationships. Stantec offers **resilience services** uniquely developed from applied experience. We look forward to sharing knowledge and lessons learned from responding to Hurricane Sandy, Tropical Storm Irene, Hurricane Katrina, and the tornadoes that devastated Joplin, Missouri, and Springfield, Massachusetts. Our services range from resiliency planning to response, recovery and reconstruction.

Working with Stantec offers two distinct advantages. First, we have extensive experience both as a partner with the federal government and directly for affected city, county and state governments. Second, in addition to catastrophic recovery planning and infrastructure design, our team brings nationally recognized expertise in urban planning, benefit-cost analysis, and grant assistance. We design and facilitate resilience frameworks that incorporate response, recovery and adaptive change that fully support client communities and the people who live in them.

Stantec is currently supporting the City with their NDRC applications as a resilience specialty consultant and sub-contractor to long-time, proven consulting service provider Walker Associates, Inc. of Tuscaloosa, Alabama. Stantec anticipates continuing this contractual relationship as the project transitions towards implementation.

**Stantec's anticipated role to include** specialty urban planning and design services related to helping the City rebuild more sustainable and resilient. Services to be offered include integrated

*Design with community in mind*



Appendix C  
Page 2 of 2

**Reference: Intent to participate  
National Disaster Resilience Competition**

land use planning, urban design, economic development, community revitalization, transportation, and green infrastructure.

It is understood that this letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Regards,

**STANTEC ARCHITECTURE AND ENGINEERING LLC**

John Malueg, PE  
Senior Principal

/cdm

January 21, 2015

To Whom It May Concern:

Re: Intent to Participate

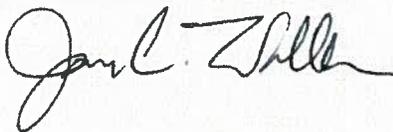
This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and Walker Associates, Inc. (Walker) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

Walker is a civil engineering, surveying, planning, and GIS consulting firm located in Tuscaloosa. Proficient in a variety of disciplines, the firm has provided services for both public and private entities. Jason Walker led the planning initiatives for all three of the City's most recent large scale projects, including current disaster recovery efforts, and is very familiar with the management structure and priorities of the City.

The City of Tuscaloosa intends to enter into a subrecipient agreement with Walker who will assist the City through planning and administration services as well as connections to subject matter experts to ensure resilient initiatives and activities are implemented in the City.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,  
**WALKER ASSOCIATES, INC.**



Jason C. Walker, PE, PLS

# CITY OF TUSCALOOSA

## PLANNING AND DEVELOPMENT SERVICES

2201 UNIVERSITY BOULEVARD • TUSCALOOSA • ALABAMA • 35401 • (205) 248-5110 • FAX (205) 349-0136

ALAN BOSWELL, MCP, CBO  
CHIEF BUILDING OFFICIAL



PHILIP O'LEARY, AICP  
DEPUTY DIRECTOR

JOHN MCCONNELL, AICP  
DIRECTOR

February 5, 2015

Re: Intent to Participate

To Whom It May Concern:

This letter is to confirm the mutual intent of both The City of Tuscaloosa (the City) and the City of Tuscaloosa's Planning and Development Services (PDS) to collaborate to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

The City of Tuscaloosa's PDS has been instrumental in the planning and development of comprehensive initiatives, code amendments, and updates to the building codes and zoning ordinances. Within the past five years, PDS has helped to implement plans including the Tuscaloosa Forward Generational Plan and the Downtown Urban Renewal/Redevelopment Project that has helped to remove traffic stressors as well as create a network friendly to pedestrians and their access to resources.

The City of Tuscaloosa intends to work closely with PDS to ensure plans are developed to create efficient land use patterns as well as strong, resilient infrastructure standards.

Sincerely,

A handwritten signature in blue ink that reads "John McConnell".

John McConnell, AICP

# City of Tuscaloosa

## COUNCIL

*District 1*  
HARRISON TAYLOR  
*District 2*  
President Pro Tem  
CYNTHIA LEE ALMOND  
*District 3*



COUNCIL  
MATT CALDERONE  
*District 4*  
KIP TYNER  
*District 5*  
EDDIE PUGH  
*District 6*  
SONYA MCKINSTRY  
*District 7*

**Office of Federal Programs**  
**LaParry Howell, MPA**  
**Director**  
**February 5, 2015**

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both The City of Tuscaloosa (the City) and the City of Tuscaloosa's Office of Federal Programs (Federal Programs) to collaborate to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

The City of Tuscaloosa's Federal Programs department manages the City's annual CDBG, HOME, and ESG allocations to address national objectives through housing, infrastructure, and economic development activities. Federal Programs also maintains relationships with local organizations that serve the needs of vulnerable populations in the City. Among other plans, the Fair Housing Plan, which consists of the Analysis of Impediments, Five Year Consolidated Plan, Annual Action Plan, and Citizen Participation Plan are sustained by Federal Programs to bring awareness of the needs of underserved populations while addressing them through equal and affirmative methods.

The City of Tuscaloosa intends to work closely with Federal Programs to continually identify and address the needs of vulnerable populations in Tuscaloosa.

Office of Federal Programs

  
LaParry Howell, MPA  
Director

Office of Federal Programs



## *City of Tuscaloosa*

**Water and Sewer Department**

Post Office Box 2090

Tuscaloosa, Alabama 35403-2090

Phone: (205) 248-5500 FAX: (205) 349-0237

Web Site Address: [www.tuscaloosa.com](http://www.tuscaloosa.com)

**February 8, 2015**

**To Whom It May Concern**

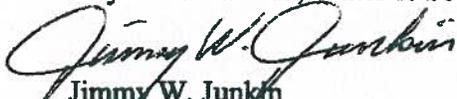
**RE: Intent to Participate**

This letter is to confirm the mutual intent of both The City of Tuscaloosa (the City) and the City of Tuscaloosa's Water and Sewer Department (WSD) to collaborate to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

The City of Tuscaloosa's WSD has drinking water assets which treat and convey approximately 9 billion gallons of drinking water annually to its customers as well as wastewater assets that convey and treat over 6 billion gallons of wastewater received from those customers annually. Not only does this department provide service to the City, but also to eight surrounding rural water authorities which adjoin the WSD's core service area. Comprehensive planning between all City departments and the WSD occurs whenever any new construction or reconstruction projects take place to ensure that the water infrastructure has the capacity to effectively operate and provide service.

The City of Tuscaloosa intends to work closely with the WSD on planning and implementation for future projects to ensure that water infrastructure systems are designed in the most resilient manner while delivering resources in the most efficient and effective way.

Sincerely,  
City of Tuscaloosa, Water & Sewer Department

  
Jimmy W. Junkin  
Director

fc: File

**TO:** Whom It May Concern  
**RE:** Intent to Participate  
**DATE:** February 9, 2015

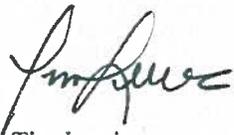
This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and TALA Professional Services (TALA) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

TALA provides innovative technology solutions through a range of services from consortium management, planning, and orchestration to project management. The firm has demonstrated expertise in technology application in various private and public sectors including economic development, government, public safety, education and training, and health and wellness. Recent projects designed by TALA to benefit the Tuscaloosa and West Alabama area include the Tuscaloosa Career Technology Academy, Alberta School of Performing Arts, The Edge: Business Resource Center, and Technology Center.

The City of Tuscaloosa intends to enter into a partner agreement with TALA who will assist the City through planning to ensure technology systems and applications to further resilience of populations and infrastructure are implemented in activities .

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

TALA Professional Services



Tim Lewis  
President



February 9, 2015

Re: Intent to Participate

To Whom It May Concern:

This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and Ward Scott Architecture, Inc., (WSA) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

WSA is a local architecture firm with over 30 years of design experience on public and private projects in the West Alabama area. The firm has demonstrated design expertise while addressing client needs in a variety of areas including economic development, government, public safety, education, healthcare, housing, and faith-based organizations. Recent projects designed by WSA to benefit the Tuscaloosa and West Alabama area include the Alberta School of Performing Arts, The Edge: Business Resource Center, Technology Center, and Salvation Army.

The City of Tuscaloosa intends to enter into a partner agreement with WSA who will assist the City through planning and design to ensure resilient infrastructure improvements and projects are implemented in the future.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,

Ward Scott Architecture, Inc.

A handwritten signature in blue ink that reads "James W. Ward". The signature is written in a cursive style with a large, looping initial "J".

James W. Ward, AIA, LEED AP  
President

February 3, 2015

To Whom It May Concern:

Re: Intent to Participate

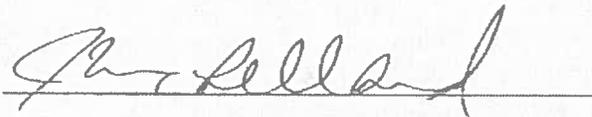
This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and McLelland Architecture (McLelland) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

McLelland is local architecture firm with a focus on sustainable design and construction. The firm has experience in both the public and private sector including design and restoration of historic buildings as well as green infrastructure. McLelland is specifically knowledgeable in green initiatives including LEED certification programs, cost-efficient and energy-saving principles, and public policy that may be enforced to support sustainable communities.

The City of Tuscaloosa intends to enter into a partner agreement with McLelland who will assist the City through education, planning, and implementation of initiatives and techniques that will lead to a more sustainable community.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

McLelland Architecture

A handwritten signature in black ink, appearing to read "Jonathan McLelland", is written over a horizontal line.

Jonathan McLelland, Principal



February 10, 2015

To Whom It May Concern:

Re: Intent to Participate

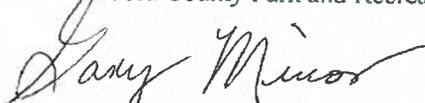
This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and Tuscaloosa Park And Recreation Authority (PARA) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

PARA's mission is to enrich the Tuscaloosa community through exciting recreational and cultural opportunities while offering the opportunity for learning and community interaction. PARA offers nearly 2,000 acres of green space including 36 parks and boat landing, five activity centers, an 18-hole golf course, and more across Tuscaloosa County.

The City of Tuscaloosa intends to enter into a partner agreement with PARA who will assist the City through plans for green space creation that will provide an opportunity for connection of neighborhoods, community interaction, and promotion of health and wellness among citizens.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Tuscaloosa County Park and Recreation Authority

  
Gary Minor, Executive Director



February 9, 2015

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both The City Of Tuscaloosa (the City) and Tuscaloosa City Schools (TCS) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City Of Tuscaloosa's CDBG-NDR application.

TCS is an overarching system of over twenty K-12 schools with Pre-K and early intervention programs offered at select schools. In addition to providing Pre-K programs which increases high school graduation rates, decreases crime, and has a \$7 return on investment for every \$1 invested, TCS offers a ESL program to ensure these students are competent in reading and writing to excel in school. Initiatives to integrate technology in curriculum through technology is a primary goal of TCS and great strides are being made in collaboration with the City to ensure these goals along with others such as early intervention are implemented.

The City of Tuscaloosa intends to enter into a partner agreement with TCS who will assist the City through identifying areas of educational improvement specifically in regard to vulnerable populations such as low-income, behavioral challenged, and ESL children.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

A handwritten signature in black ink that reads "Paul McKendrick". The signature is written in a cursive style.

Paul McKendrick, Ed.D.,  
Superintendent  
Tuscaloosa City School System

/emh



FOCUS On Senior Citizens of Tuscaloosa County, Inc.  
 1920 6<sup>TH</sup> STREET  
 Tuscaloosa, AL 35401  
 FOCUSONSENIORCITIZENS.ORG  
 205-758-3393 P  
 205-758-3395 F

◆ TRANSPORTATION ◆ NUTRITION ◆ SUPPORT SERVICES ◆ FOSTER GRANDPARENTS ◆ RETIRED SENIOR VOLUNTEERS ◆ SENIOR ACTIVITY CENTER ◆

**BOARD OF DIRECTORS**

◆ ◆ ◆ ◆ ◆

**PRESIDENT**  
 David Martin, Esq.

**VICE PRESIDENT**  
 Scott Holmes, Esq.

**SECRETARY**  
 Terri Brewer

**TREASURER**  
 Andy Lee, CPA

**PAST PRESIDENT**  
 Lee Allen Hallman

◆ ◆ ◆ ◆ ◆

Dr. Rebecca Allen  
 Trudy Anders  
 Tom Bonhaus  
 Nancy Boyd  
 John Cook  
 Dr. Carolyn Dahl  
 Judge John England  
 Sarah Halliday  
 Robert Higgins  
 Chad Hobbs, Esq.  
 June Holmes  
 Rev. Simon Hunter  
 Dr. Juanetta Jemison  
 Robert Lake  
 Brett Laney  
 Margaret Odom  
 Paul Patterson  
 Joe Robinson  
 Will Smith  
 Dennis Stanard  
 Lucy Taylor

**EX-OFFICIIS**  
 Angela Fulmer  
 Ken Swindle

◆ ◆ ◆ ◆ ◆

**EXECUTIVE DIRECTOR**  
 Janet Zeanah

◆ ◆ ◆ ◆ ◆

February 10, 2015

To Whom It May Concern:

Re: Intent to Participate

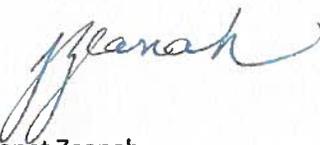
This letter is to confirm the mutual intent of both The City of Tuscaloosa (the City) and FOCUS on Senior Citizens of Tuscaloosa County to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.

FOCUS is a comprehensive service organization for those 50 and older providing supportive services, transportation and nutrition programs for seniors in West Alabama including Tuscaloosa, Northport, Brookwood, Greensboro, Vance, Coaling and Coker.

The City of Tuscaloosa intends to enter into a partner agreement with FOCUS, which will assist the City to identify vulnerabilities for seniors in West Alabama, and to explore potential solutions to the most likely risks. This partnership will strive to make the senior population in Alabama more resilient.

It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

FOCUS on Senior Citizens of Tuscaloosa County

  
 Janet Zeanah  
 Executive Director



## **Tuscaloosa Neighbors Together**

February 11, 2015

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both the City of Tuscaloosa (City) and Tuscaloosa Neighbors Together (TNT) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.

TNT serves as a coordinating body for the efforts of Tuscaloosa residents and neighborhood groups and makes positive contributions to Tuscaloosa through the betterment of our neighborhoods and the promotion of civic awareness. Current issues TNT is working through include student rental housing, early notification and public participation for zoning, tornado recovery, ordinance enforcement, and subdivision regulations.

The City of Tuscaloosa intends to enter into a partner agreement with TNT, who will assist the City through collaboration to explore potential solutions to the most likely risks and unmet needs in order to increase resiliency and the awareness of citizens' concerns.

It is understood that this letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,

Joan M. Barth, President  
Tuscaloosa Neighbors Together

tuscaloosa's  
**ONE**  
place

870 Redmont Drive Post Office Box 40764 Tuscaloosa, AL 35404  
Phone 205-462-1000 Fax 205-462-1001 www.tuscaloosaoneplace.org

**Teresa Costanzo**  
**Executive Director**

**Board of Directors**

**Debra Nelson-Gardell,**

**Chair**

**Amanda Mulkey,**

**Vice-Chair**

**Tonya Adams-Nelson**

**Carla Bailey**

**Kimberly Bailey**

**Avanti Baker**

**Steven Case**

**Chris Gunter**

**Leslie Guy**

**Robert Halli, Jr.**

**Helene Hibbard**

**Tom Ledbetter**

**Al May**

**Sandra Ray**

**Tammy Yager**

**Judy Young**

**Ex-Officio Member:**

**Joy Humphrey**

**Robert Pendley**

February 11, 2015

To Whom It May Concern:

Re: Intent to Participate

This letter is to confirm the mutual intent of both The City of Tuscaloosa (the City) and Tuscaloosa's One Place to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.

Tuscaloosa's One Place, a Family Resource Center providing resources to promote self-sufficiency, strengthen families, and prevent child abuse and neglect, serves citizens in Tuscaloosa, Green, Bibb, Sumter and Hale counties in West Alabama. Tuscaloosa's One Place served more than 8,500 individuals in 2014 and continues to adapt to fill the gaps in the community's greatest needs.

The City of Tuscaloosa intends to enter into a partner agreement with Tuscaloosa's One Place, which will assist the City to identify vulnerabilities for families in the City of Tuscaloosa, and to explore potential solutions to the most likely risks and unmet needs.

It is understood that this letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Sincerely,

*Teresa Costanzo*

Teresa Costanzo  
Executive Director  
Tuscaloosa's One Place

Tuscaloosa Family Resource Center, Inc. d/b/a Tuscaloosa One Place is a tax exempt organization under the Internal Revenue Code Section 501(c)(3). The organization was granted this status in March 1989 through a determination letter dated the same issued by the Internal Revenue Service. All donations to the Organization are tax deductible gifts as provided by IRS Code Section 170. Bequests, legacies, devises, transfers or gifts to the organization are deductible for Federal Estate and Gift tax purposes if they meet the provisions of IRS Code Sections 2055, 2106 and 2522. The organization's Federal Identification Number is 63-1212904.



February 9, 2015

**Board of Directors** Turning Point of West Alabama

*Carol Armstrong*

*Chuck Bracknell*

*Laura S. Clark*

*Ann Coyle*

*Gloria Effinger*

*Susan Pace Hamill*

*Rick Hanna, Jr.*

*Holly James*

*Chris McCool*

*Joanne Miles*

*Pauline Mills*

*John Mize*

*Dr. Kathryn S. Oths*

*Leah Ann Sexton*

*Christine Shattuck*

*Dennis Steverson*

*Brody Townsend*

*Haley Townsend*

**Executive Director**

*Emily Kelly*

**To Whom It May Concern;**

**Re: Intent to Participate**

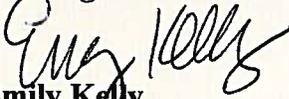
This letter is to confirm the mutual intent of both the City of Tuscaloosa (City) and Turning Point of West Alabama (TP) to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.

TP provides a safe environment for victims of domestic violence and sexual assault. There are nine-county areas served within West Alabama. The counties are Bibb, Fayette, Greene, Hale, Lamar, Marengo, Pickens, Sumter and Tuscaloosa. Over tens of thousands of men, women and children have been protected over thirty years of operations. Throughout the year multiple events are hosted, including speaking engagements and community trainings to equip victims of domestic violence and sexual assault with the education to prepare themselves for future threats and a better quality of life.

The City of Tuscaloosa intends to enter into a partner agreement with TP, who will assist the City through collaboration in regard to improving the safety of the victims that are affected through education and resources and to create a stronger system of volunteer and community support.

It is understood that this letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.

Turning Point of West Alabama

  
**Emily Kelly**  
**Executive Director**



February 17, 2015

To Whom It May Concern:

Re: Intent to Participate

**This letter is to confirm the mutual intent of both The City of Tuscaloosa (the City) and Lifeline to collaborate and enter into a partner agreement, contingent upon the award of funds from the United States Department of Housing and Urban Development for the Community Development Block Grant National Disaster Resilience (CDBG-NDR) competition, to carry out eligible activities as provided in the City of Tuscaloosa's CDBG-NDR application.**

**Lifeline is a full-service adoption and orphan care ministry serving vulnerable populations including single mothers and children in the City of Tuscaloosa and West Alabama.**

**The City of Tuscaloosa intends to enter into a partner agreement with Lifeline, a full range resource for consulting and social services, which will assist the City through collaboration and data collection in regard to the goal of ensuring the needs, risks and stresses of vulnerable populations are addressed in the City's resilience approach.**

**It is understood that this is letter is only an expression of our intent and a binding partner agreement detailing the terms and conditions of the proposed partnership must be executed before the use of any CDBG-NDR funds, if awarded.**

Sincerely,

A handwritten signature in blue ink that reads "Herbert M. Newell IV".

Herbert M. Newell IV  
President / Executive Director  
Lifeline Children's Services, Inc.

giving children a hope and a future.

HOME OFFICE 2104 Rocky Ridge Road  
Birmingham, AL 35216  
205.967.0811 | 1.800.875.5595  
(fax) 205.969.2137  
[www.LifelineAdoption.org](http://www.LifelineAdoption.org)