

Exhibit C – Capacity

City of Tuscaloosa, Alabama

File Name: ExhibitCCapacity

From planning to implementation, the City of Tuscaloosa has experience leading large scale projects requiring coordination of multiple public and private partners. Most recently and ongoing are disaster recovery activities as a result of a 1 mile wide, 6 mile long EF-4 tornado that ripped through the City of Tuscaloosa in April 2011. Realizing the widespread destruction and desperation of citizens whose lives were forever changed, the City created the Recovery Operations department hours after the tornado. Recovery Operations (RO) was created to respond to the immediate needs of the people and coordinate/manage long term revitalization while generating an environment that is reactive to the community's needs. Over \$1 billion of damage was wreaked across residential areas, economic corridors, and public facilities, predominantly in low-income census tracts. The City realized the people, not bricks and mortar were most tragically affected, and that listening to the people was the most successful route for a revitalized and transformed community. One month after the tornado, the City organized dozens of meetings where thousands of community members/organizations, local professionals, faith-based organizations, businesses and City staff congregated to formulate a plan to make their City an ideal community for their needs. Again and again, the people's shouts for a more connected community were heard; citizens not only wanted to be more connected physically to jobs, healthcare, education, technology, recreation, but most importantly socially- breaking down barriers among different demographics. Over an intense 5 week planning period, the Tuscaloosa Forward generational plan was born out of the community's vision. The City collaborated with the West Alabama Regional Commission to formulate plans for the 7 county region that best improved resources and opportunities – one of which was disaster-resistant communities – the City incorporated these ideas as part of Tuscaloosa Forward and it is included in the region's CEDS plan. As part of the plan, areas were rezoned to a series of residential and mixed use

districts that employed a system of zoning laws that work in unison to create a compact, connected, walkable development pattern to ensure planned growth. Since the summer of 2011, Tuscaloosa Forward has laid the foundation for recovery, but the City realizes that transformation is ever-changing in response to the community's needs and the environment and economy and will continually adapt the plan as necessary. As mentioned in Phase 1, the City utilizes various forms of outreach with stakeholders and citizens beyond public meetings to determine community needs and project input and keep the community informed and inclusive. Mayor's Night Out, an open forum discussion in each district, along with district newsletters and citywide mail-outs provides awareness for the 90,000 plus citizens. PSAs, commercials, user-friendly City website, and spots on local radio have been particularly advantageous for vulnerable population outreach. Research has shown that Tuscaloosa's most vulnerable are African American and low income individuals (most times the combination of the two); the City strategically partnered with radio stations geared toward the African American community to ensure that population was being reached. Another identified vulnerable population is minority businesses, again predominantly African-American. To strengthen the inclusion of this minority group and strengthen bid award to Section 3 businesses, the City places a large emphasis on its MBE/DBE/WBE program called Tuscaloosa Builds. The City holds monthly contractor education workshops in partnership with general contractors, universities, and state organizations to discuss topics such as bidding and estimating. A notification system alerts all MBE/DBE/WBE in the City database as soon as bid opportunities become available. As part of the procurement process for construction services, the contractor must show a good faith effort for minority inclusion as part of their bid to even be considered and are encouraged to show at

least 10-20% minority participation. These efforts have significantly increased the participation and award of MBE/DBE/WBE firms on not only disaster recovery funded but all City projects. Equipping the people with their wants – connectivity – as well as the means and needs to withstand hazards and a fluid economy became a priority. Therefore, the City immediately began the procurement process by releasing RFPs for several critical public facilities (environmental services, public safety logistics, a fire station, and police station), a comprehensive planning engineer as well as an engineer for each of the first four phases of City Walk. The City has operated under adopted procurement standards equivalent to federal standards for professional services, construction, and materials for each project, federally funded or not, for over 20 years. To date for disaster recovery projects alone, the legal department has successfully conducted the procurement process from advertisement to contract execution on over 35 occasions.

The backbone of the revitalization is a walkable/bikeable shared use path, called City Walk, which traverses neighborhoods across the path of the storm with schools, healthcare facilities, economic development, green spaces, and housing along the way. The City Walk provides water and sewer upgrades, curb and gutter, lighting, irrigation, green spaces, technology, and safety features. Technology attributes such as 1 GB wireless access points, fiber optics, cameras, LED lighting, digital signs, and GIS components are featured. Green infrastructure was incorporated to decrease carbon footprints and heat island effects through the inclusion of permeable pavements and other design features that decrease runoff and flooding. Realizing the construction of a 6 mile long shared use path with all the bells and whistles was not fiscally possible all at once, the City decided to fund the most impacted and heavily traveled areas first. Using CDBG-DR, CDBG, and City of Tuscaloosa dollars, an approximate \$4 million investment was made in the first phase of the City Walk at University Place/Forest Lake. As with all

projects, the City abided by federal procurement processes to procure an engineer and contractor for the project. Mandatory pre-construction conferences were held with City ORI, legal, and engineering staff, project engineers, and contractors to inform and ensure all aspects of the contract were followed including timelines, expenditure of funds, Davis-Bacon, sam.gov registration, and other project components and that those requirements were met by any subcontractors. As with all disaster recovery projects, Part 58 environmental review requirements were followed by the City's disaster recovery planning engineer in conjunction with a local environmental testing firm and concurrence with state and local agencies including the State Historical Preservation Office. On this particular project the review yielded a CENST determination before acquiring the needed easements and right-of-way for the project. Following the release of funds and prior to making an offer for the needed easements and right-of-way appraisals and review appraisals were conducted by procured firms. To ensure the City Walk was serving the needs of the citizens directly impacted while not impeding their daily activities, homeowners and the neighborhood association was heavily involved in the planning and construction of the City Walk path. Specifically, the University Place/Forest Lake City Walk improved approximately 4,000 linear feet with a shared used path including water and sewer upgrades, storm sewer and drainage upgrades, irrigation and landscaping, underground utilities, and pedestrian and street lighting. Perhaps, the most innovative part of the City Walk is the installation of public 1 GB internet which proves invaluable to the LMI community that the path traverses through providing access to the web for schoolwork, job applications, etc. The installation of this path alone provides the community with access to faith-based organizations, residential areas, small businesses, and cultural and educational opportunities. For example, children can now walk safely on the City Walk from their home to University Place Elementary

and Middle School, attend after school programs at faith based organizations, play a game of tag in the green space, and enjoy a family dinner at one of the locally owned restaurants. This portion of the City Walk provides immediate area benefit to over 3,000 individuals with a 62% benefit to LMI, but indirectly benefits the entire City population of over 90,000 because of its connection to other shared use paths.

On the eastern path of the tornado's destruction and adjacent to The University of Alabama (UA) is the Alberta community, a severely impoverished community with little access to economic opportunities, which endured the most destruction from the storm and stood as a blank canvas in the aftermath. Prior to the storm most of the housing stock was aging, insufficient single-family rental housing and was not rebuilt by the owners. Running with the people's vision, the City made investments to revive this once thriving community with public safety, housing, education, jobs, and infrastructure and encouraged others to invest in Alberta. Laying the foundation for a safe community, the City purchased a large piece of property from an individual and negotiated with Alabama Power for a land swap to construct a new fire station and make upgrades to an existing police precinct. In order to promote sustainability, conservation of resources, and mitigation, the \$3.8 million fire station was built using green standards and serves as a public storm shelter for 61 people. These enhanced capabilities now allow medical personnel to respond to more than 3000 individuals in the service area. Aging infrastructure and street systems in Alberta made it difficult for the community to access resources. For example, there was no east to west connection in the neighborhoods; children that walked to school had to walk south and travel along a busy boulevard. The creation of Alberta Parkway, \$8.7 million 3 phase project, will provide this east to west connection across the neighborhood through approximately 4,235 linear feet of improvement and immediate area benefit to over 2600 individuals with a LMI

benefit of 64%, but indirectly benefits the entire City's population. To achieve the vision, the City underwent voluntary acquisition with 7 homeowners and traditional property acquisition of 2 homes as well as easement acquisition under the provisions of the Uniform Relocation Act. In the Alberta community, the terminuses of the Alberta Parkway are a newly constructed School of Performing Arts and Jaycee Park; the City worked with the city school system and the park and rec association to make all the moving parts work cohesively. The City Walk will be constructed alongside Alberta Parkway and include the amenities mentioned above in the University Place/Forest Lake City Walk, but also enhance cultural initiatives through improved access to the performing arts school, an adjacent community garden, and a technology education center. To replace housing stock and promote homeownership, the City funded a down payment assistance program and partnered with Habitat for Humanity. Using donations, Habitat built 7 homes along Alberta Parkway; however, the City also funded Habitat to purchase 24 lots at fair market value, along Juanita Drive - the highest rated crime area in the City, while also funding \$1 million for construction. Since the emergence of homeownership through Habitat on Juanita Drive the crime rate is less than 1% for the area. Public infrastructure investments and services have spurred economic development of the area from small businesses as well as private developers; 1 developer is slated to construct a \$26 million mixed-used, mixed income development that will diversify the community and set a standard for the community's future.

Located just off the interstate, western Tuscaloosa and the gateway to UA is comprised of primarily low-income housing, depressed business areas and industry. On April 27, 2011 much of the population was tragically affected including Jeanette Barnes a resident at Rosedale Courts. Rosedale Courts, owned and managed by the Tuscaloosa Housing Authority (THA), housed low-income and Section 8 residents and was completely leveled. Working with THA, the City

funded, in conjunction with tax credits, THA insurance, and other sources, the redevelopment of three energy efficient phases of Rosedale (\$57.5 million). With the completion of phase III in early 2016, geared specifically toward elderly and disabled, the development will comprise of 302 units and give priority to citizens affected by the storm like Ms. Barnes. Additionally, the first 2 phases paid over \$10 million to Section 3 business concerns. Immediately across from Rosedale Courts will be The Edge: Business Resource Center, a business incubation and training center formed through a partnership among the City, UA, and the West Alabama Chamber of Commerce. Using land acquired from the DOD, The Edge is funded through EDA, CDBG-DR, and Alabama Department of Economic and Community Affairs. Using data from the region, the Chamber collaborated with the City and UA to develop programming for the center that would best serve the economic needs of the region. Once completed The Edge will house 25 incubation spaces, 100 working stations, training classrooms, established small business development and minority business programs and has the potential to create 120 jobs and generate \$16 million in revenue within 2 years. Supporting the development of housing and economic development in western Tuscaloosa, is 3000 linear feet of infrastructure improvements along 10<sup>th</sup> Avenue which will include all the City Walk components mentioned above.

To revitalize the economy, promote job creation and retention, and increase MBE/WBE/DBE owned businesses, the City created a 0% interest revolving loan fund and a forgivable loan program. As part of each program, underwriting is performed on each applicant before submission for approval by City Council. Upon approval, collateral is provided and the legal department drafts the appropriate mortgages, promissory notes, agreements, and other pertinent legal documentation. For the revolving loan fund, the finance department manages program income on over \$2 million in awarded funds. Since October 2012, 11 loans (\$2.14 million) have

been awarded (6 MBE) through the revolving loan fund with 168 FTE jobs created and 16 loans (\$870,000) have been awarded (14 MBE) through the forgivable loan with 16 FTE jobs created. Project outcomes are determined prior to contract execution and incorporated into all contracts in addition to benchmarks for performance and penalties. City staff or other entity as assigned by the City of Tuscaloosa, reviews in-house and beneficiary expenditures to ensure that funds are spent on eligible costs, and in a timely manner. Project funds and schedules are monitored by ORI, internal auditors, finance department, planning consultant, and compliance officers. Currently, ORI staff monitors projects via desk and on-site visits to ensure all project elements are being executed on time, as planned, in compliance with requirements, and to keep the line of communication open; 3 full-time and 2 part-time staff members are responsible for ensuring compliance of sub-grantees. In addition, bi-weekly meetings are held with all City departments, to discuss project aspects and how to overcome any potential problems.

Today, the 11 person Office of Resilience and Innovation (formerly Recovery Operations), in conjunction with other City departments, manages over \$149 million and 40 activities born from Tuscaloosa Forward's vision. Information is transmitted laterally across the department so that each member has a holistic understanding of each project and can collectively assist on audits as needed. The City has received a direct allocation of over \$60 million in CDBG-DR funds, but has also been successful in securing over \$91 million in leveraged funds through various sources including tax credits, insurance proceeds, State of Alabama CDBG-DR, City of Tuscaloosa general fund dollars, EDA, State DOT, CDBG, and HMGP. Each funding source operates under its own guidelines and the City has been successful in meeting those guidelines. Working across City departments (planning, engineering, transportation, legal, finance, community development, economic development, etc.) as well as with architects, engineers, state and federal agencies,

environmental engineers, and other partners (as described in Phase I Factor 1) the City has taken the first steps toward a stronger community completing over \$33 million in projects since 2012 – 450 rebuilt housing units, 2,744 residential building permits (\$117 million) and 407 commercial building permits (\$238 million) issued, and 5 rebuilt public facilities.

Internally, management begins from the top – the Office of the Mayor – which is comprised of the Mayor and two internal auditors to provide oversight of the City’s 20 departments. The Office of Resilience and Innovation (ORI) will be directly managing CDBG-NDR (Exhibit C – pg X), just as it does with current funds, in collaboration with the departments that activities fall under. For example, the Cedar Crest drainage activity was designed and executed in collaboration with engineering, planning and development, and water and sewer; purchasing and payment of invoices with finance; contracts and property acquisition with legal, and contract compliance and performance with engineering. The Chief Resilience Officer monitors the overall department performance and employees, provides financial oversight and approvals, and facilitates coordination among all departments and contracted agencies for project collaboration. Management, administration, and implementation of projects and program funds as well as Action Plan and amendment compilation are executed by the Community Development Program Manager. Additionally, this position serves as the first line of communication with sub-recipients and the HUD office as well as reporting information through avenues such as QPRs and DRGR. The Transportation Engineer coordinates and oversees projects and serves as a liaison among city departments and officials, contractors, stakeholders, and other related agencies regarding City, state, and federally funded projects. This position also oversees an intern that monitors the status of projects on site. Management and reporting of all funding sources related to DR funded projects including budgets, program income receipt, invoice coding, purchase order requisitions,

assistance with audits, and collaboration with the finance department (\$228 million managed in FY15) is performed by the Financial Manager. Supporting this position is the Financial Technician which coordinates and handles payment of vendor invoices, maintains a filing system, and conducts drawdowns on expenditures. The Compliance Monitor conducts on-site and desk reviews on all projects for program and financial compliance in regard to areas such as eligibility, labor standards, and timeliness not less than three times over project life and maintains an electronic and paper filing system; this position is supported with an intern.

Development and implementation of strategies to educate organizations and citizens to build support and enhance viability of activities, creating and disseminating public information to achieve goals for community involvement as well as real-time updates to the website and social media platforms is achieved through the Public Outreach Coordinator. The Tuscaloosa Builds Program Manager is dedicated to increasing participation of MBE/DBE/WBE business on all projects through one-on-one discussions, promotion of the educational series, upkeep of database, facilitation with businesses to acquire business licenses, bonding, etc., and attendance at all pre-bid and bid conferences. Informing citizens of ordinances and any changes, maintenance of departmental files and addressing citizen complaints is carried out by the Code Enforcement Officer. Should CDBG-NDR funds be received, attorney and paralegal, engineer, and accountant positions will be added as needed to increase capacity and project performance.

References for the City's experience managing the \$140 million of disaster recovery projects are:

Financial Capacity – Jamison Money Farmer; Leighanne Faught; 2200 Jack Warner Pkwy., Tuscaloosa, AL 35401; 205-345-8440; [jfaught@jmf.com](mailto:jfaught@jmf.com)

Design/Implementation/Project Management Capacity - McGiffert & Assoc.; David McGiffert; 2814 Stillman Boulevard, Tuscaloosa, AL 35401; 205-759-1521; [wdauid@mcgiffert.com](mailto:wdauid@mcgiffert.com)

Additionally, a Tuscaloosa News article from February 2015 ([Attachment A](#)) demonstrates the City's capacity regarding community involvement and disaster recovery project implementation. Many of the City's partners in this proposal have relationships with the City that exceed 35 years. Walker Associates provides additional oversight and project management of current disaster recovery projects including master schedules, implementation timelines, and coordination with project partners and service providers and has successfully engineered an \$8 million disaster activity. Walker will provide these same services for any NDRC funds received as well as management of project design, site planning, environmental review prep, assessment of technical feasibility and value engineering, etc. Walker's sub consultant TALA built a team of 35 members for a \$60 million technology deployment in 90 facilities in 36 months and will assist the City with assessment and implementation of technology needs. Additionally, Walker's sub Stantec brings experts in an array of disciplines including urban design, land use, economic development, risk assessment, transportation, environmental systems and many engineering technical disciplines. UA has unlimited data resources and the capacity to analyze data across a myriad of disciplines including assisting the City with measuring changes in community cost of risk resulting from the NDRC project. The Center for Sustainable Infrastructure will investigate new types of resilient and sustainable construction material made from recycled resources that can be used for rapid retrofitting and strengthening existing and new structures. Additionally, UA will work with ALDOT to train local and statewide employees on the emergency installation of stockpile sustainable materials. 3D building models will be expanded upon to determine their ability to withstand different hazards as well as the optimal building materials needed for energy efficiency etc. Currently, research with an earthquake table, wind tunnel, and debris cannon is conducted on site, but an existing partnership with the nation's lead wind engineering researchers

can test wind, hail, fire and rain and its effects. The insurance institute will assist in determining and recommending lower insurance rates for resilient building standards. The Environmental Institute will provide an assessment of the effects of climate change including extreme precipitation and wind events. The Center for Advanced Public Safety will expand on research to monitor the transportation system and evaluate conditions as well as integrated improved transportation options and improved efficiency especially in regard to evacuation. As mentioned before (Exhibit C – pgX), THA, which owns and manages over 1200 public housing units, has successfully leveraged over \$50 million in tax credits and other sources for the Rosedale Courts low-income housing development of over 300 units. Each phase has been procured and developed by Hollyhand Development. In this proposal, THA's role will be to provide quality, green based, affordable housing for vulnerable populations across the City while effectively managing project coordination with stakeholders. Habitat for Humanity (Exhibit C – pg. X) will be responsible for identifying qualified homeowners through community engagement and constructing affordable, energy efficient housing while also partnering with local organizations to provide advancement opportunities. Allied Development has extensive experience in the construction, management, and financing of multi-million dollar residential and commercial developments with green design elements; most recently through the redevelopment (procurement to occupancy) of 3 disaster ravaged areas for residential energy efficient units with infrastructure elements such as permeable pavements. Allied will construct an estimated \$20 million mixed-use, mixed financing development to provide housing and economic opportunity in the severely deprived Alberta area. Greenspace and community areas will be achieved through a partnership with Tuscaloosa County Park and Recreation Authority (PARA) who will design and implement improvements and provide maintenance for existing parks in the disaster area.

PARA has over 25 local and county partners and effectively manages 35 parks, 6 activity centers, and actively engages the community to meet needs through offering of classes for every age. Currently, PARA is simultaneously managing over \$5 million for improvements to 14 parks. Partners such as the Chamber and the Tuscaloosa County Industrial Development Authority (IDA) will assist the City to analyze the economic impact of business and industry for the region, county, and city while also employing tactics to increase employer attraction to the area. IDA successfully recruited Mercedes Benz USA (over \$2 billion investment) and many of its suppliers to the area which has a state wide economic impact of \$1.5 million per year; most recently IDA recruited a company with a \$158 million investment. The Chamber is actively involved in economic data collection especially in regard to the region's population demographics, economic needs for different business sectors, and assists the City with small business and minority business development through resource centers like The Edge. Shelton State Community College (SSCC) will implement programs and training to develop skills and job opportunities for underserved populations specifically supporting businesses recruited by IDA and the Chamber. Currently, SSCC implements the Ready to Work program which provides free training in skills and abilities required by most businesses and industries in Alabama. Through centers, SSCC provides the region with a single access point for job seekers and employers and offers a connection to local industry and their job training needs as well as training for existing business and industry. West Alabama Works, formed through a partnership with the Chamber and Region 3 Workforce Development Council, facilitates and implements a comprehensive, coordinated, workforce development and training system for the region. Supporting the City's proposal, West Alabama Works will work with the economic development partners mentioned above to provide K-12 curriculum to prepare the workforce and develop

apprentice programs with all regional technical high schools. Following the disaster, Tuscaloosa City Schools had to rapidly design and implement three new schools to ensure children's lives retained as much normalcy as possible while listening to the needs of the children. City Schools will design and oversee the construction of resilient structures to ensure safety. To increase the service capacity and cardiovascular services in the West Central Alabama area (11 counties), the City will partner with Druid City Hospital (DCH) to construct a new patient care center to serve the expanding number of patients across the region. DCH's MD Anderson accredited 100,000 sq. ft. \$32 million cancer center constructed in 2004 served over 48,000 patients in FY 2014. As part of the project, Lifeline will partner with the City to provide housing, healthcare, employment and other services for low-income unwed mothers in the region. Since 1984 and across 8 states, Lifeline has served over 3,000 women through women's centers like the one proposed. For over 40 years, FOCUS has served Tuscaloosa County; over 313,000 hours of service were provided in the last year through transportation for 406 clients, 29,340 meals, and supportive services for 480. FOCUS will assist the City through engaging senior citizens to continually identify their needs and providing leveraged funding for the construction of a permanent facility. NDRC funds will be leveraged with ALDOT funds to increase transportation efficiency, connectivity, and redundancy within the MID area; however, these improvements are to major highways that lead to other areas in the region. ALDOT effectively manages and partners with 67 counties to provide safe and environmentally sound transportation across the State. ADECA has vast experience working with communities and organization across the State; since Hurricane Katrina, the State has actively identified needs and worked with communities to expend over \$169 million in disaster funds. ADECA will assist the City in community engagement across the State regarding the City's research findings and resilience training offered to communities. Each

partner's key staff and position in regard to the City's proposal can be found at [Exhibit C – pg.](#)

**X.** ORI has worked to identify a range of partners with unique and overlapping expertise to bring knowledge to the implementation of our project, which provides a safety mechanism for the City should a partner drop out. For example, Walker Associates and Stantec bring expertise in engineering and design and several partners have data analysis capabilities. Should a partnership bringing a unique skillset dissolve, the City will employ our standard procurement process to expedite selection of another partner with the necessary qualifications.

References for partners are as follows:

Walker Associates – Scott Collins; 3500 McFarland Blvd., Northport, AL, 35476; 205-339-7000; [scollins@cityofnorthport.org](mailto:scollins@cityofnorthport.org)

Habitat for Humanity – Brian Wright; 2341 Woodhighlands Dr., Birmingham, AL 35244; 205-310-9324; [brian.wright@daimler.com](mailto:brian.wright@daimler.com)

Allied Development – Sherry Myers; 1726 Fairmont Dr., Tuscaloosa, AL 35404; 205-454-0906; [sherrymyers07@comcast.net](mailto:sherrymyers07@comcast.net)

PARA – Stephen Flournoy; P.O. Box 21300, Tuscaloosa, AL 35402; 205-333-1120; [sflournoy@harrison-const.com](mailto:sflournoy@harrison-const.com)

IDA & ALDOT – Hardy McCollum; 714 Greensboro Avenue, Tuscaloosa, AL 35401; 205-464-8204; [probatejudge@tuscco.com](mailto:probatejudge@tuscco.com)

Shelton State Community College- Donny Jones; 2201 Jack Warner Pkwy., Tuscaloosa, AL 35401; 205-391-0552; [donny@tuscaloosa.chamber.com](mailto:donny@tuscaloosa.chamber.com)

Tuscaloosa City Schools – Jim Ward; 2715 7<sup>th</sup> St., Tuscaloosa, AL 35401; 205-345-6110; [jward@ward-scott.com](mailto:jward@ward-scott.com)

FOCUS – Jackie Wuska; 2720 6<sup>th</sup> St., Tuscaloosa, AL 35401; 205-345-6640; [Jackie@uwwa.org](mailto:Jackie@uwwa.org)

