

**A 20-YEAR STRATEGIC BLUEPRINT & SHARED VISION
DEVELOPED THROUGH CONSENSUS BY THE
CITIZENS OF TUSCALOOSA COUNTY**

November, 1996

Mission

The mission of Challenge 21 is to “encourage and facilitate sustained implementation of shared visions and strategies as developed through the community building process.”

We facilitate implementation through the following methods:

1. Provide leadership
 - Recruit and cultivate
 - Facilitate linkages and communication between and among other groups
2. Community Involvement
 - Identify issues
 - Stimulate dialogue
3. Inclusion
 - Promote and encourage collaboration
 - Identify all stakeholders (public & private)
4. Serve as a catalyst for problem solving, innovation and consensus building.

OUR VISION

By the year 2015, the Tuscaloosa County...

...will have globally competitive system of education, which prepares our youth and adults for the diverse marketplace, lifelong learning and active citizenship.

...will be a friendly, safe and attractive community with a fulfilling quality of life where diversity is valued.

...will have a well-planned, effective infrastructure that promotes and sustains a strong, competitive economy and a fulfilling quality of life.

...will be a diversified globally competitive economy that offers meaningful employment opportunities for all our citizens.

...will have efficient governing systems that are accessible, responsive and accountable to the citizens of the community.

...will have nurturing and developing private sector leadership that ensures and sustains Tuscaloosa County's position as a world class community.

Key Benchmarks

The following key benchmarks will be used to measure and report the community's progress annually. Although we have a lot to accomplish over the next 20 years, continual improvement is expected.

•K-12 education will result in our students being in the top quartile in graduation rates and College Board scores

History. The Graduation Rate Index measures graduation rates and College Board scores with the US average being 100. A top quartile Outcome Index will be above 125. In 1995, the Tuscaloosa City System's index was 85; and the Tuscaloosa County System's index was 101.

•Reduce Poverty. The percentage of families and individuals in poverty in Tuscaloosa County will be at least 20% below the US average and show no annual increase.

History. In 1990, Tuscaloosa County was 35% above the US poverty rate for families and 53% above for individuals.

*** Priority strategies are listed in bold type**

•The average private sector earnings per job will maintain positive growth and reach or exceed the US average.

History. In 1993, Tuscaloosa County's private sector earnings would have been \$200 million higher if earnings had been as the US average. Tuscaloosa County's private sector earnings per job in constant dollars decreased .62% annually from 1980-1993 while Alabama's increased .24% and the US increased .2% per year.

•Housing Affordability. Tuscaloosa County will have a Housing Affordability Index that falls between the US and the Alabama average, while working to increase the median income, and increasing housing availability and ownership for lower and middle income citizens.

History. In the 1st quarter, 1996, the Tuscaloosa County Housing Affordability Index was 129 while the Alabama index was 144.6 and the US index was 131.2. In the 4th quarter, 1995, Tuscaloosa County's index was 121. Alabama- 149.03; and the US- 129.3. A low index means housing is less affordable.

•Reduce Crime. The Tuscaloosa County crime index, violent crime index and murder rate will be in the bottom quartile of our 50 peer communities.

History. In 1994, Tuscaloosa County was in the top quartile in all three measurements in comparison with our 50 peer communities.

Top 10 Priority Issues From Challenge 21 Stakeholders Summit

The 482 citizens participating in the Challenge 21 Stakeholders Summit on May 14, 1996 selected and voted the following as the Top 10 Priorities to be addressed in the Challenge 21 Vision Process:

1. Education
2. Quality of Life
3. Governmental Structures & Services
4. Economic & Job Concerns
5. Infrastructure
6. Planned Growth
7. Racial Equality
8. Public Safety
9. Leadership
10. Citizen Participation

Note: The process facilitator used this priorities list during the Vision planning process in June, 1996. Throughout this document, these issues are addressed the Vision & Strategies for the sic interdependent foundation required to provide global competitive advantages for Tuscaloosa County.

EDUCATION

“...a globally competitive system of education...”

Vision: Tuscaloosa County will have a globally competitive system of education, which prepares out youth and adults for the diverse marketplace, lifelong learning and active citizenship.

Strategies

1. Prepare all children to enter our K-12 school systems ready to learn and graduate prepared to work and/or enter a two year or four year college.
2. Provide a curriculum that challenges all students to reach their full academic potential, so that by graduation, all students are employable and meet acceptable performance standards, especially in math, reading, science and thinking skills. Encourage and support our educators to have higher expectations of all students to meet this challenging curriculum.
3. Create a safe, disciplined social and learning environment in all classrooms that is supported by teachers, administrators, parents and the community.
4. Encourage and support enhanced teacher qualifications for all teachers coupled with an effective system of accountability.
5. Develop an effective system that integrates technological and academic education; technical preparation for employment; apprenticeship programs; school-to-career programming; and build a world class technical high school.
6. Deliver quality education at all levels through smaller neighborhood schools and lower student-teacher ratios.
7. Remove Tuscaloosa City schools from Federal Court control.
8. Provide equality and access in academic opportunities for all students.
9. Teach children citizenship, responsibility and respect.
10. Provide more effective counseling services for personal and career development.
11. Work to reduce administrative costs and increase resources to the classroom.
12. Provide appropriate assessments of individual student potential and individualize instruction as identified and needed.
13. Provide parenting and home skills in the required curriculum.
14. Establish programs to allow students to attend classes around their work schedules either in the classroom or electronically.
15. Encourage and involve teacher input in the implementation process of education strategies.
16. Enhance and sustain arts and cultural educational opportunities in the curriculum.
17. Require accountability from boards of education, administrators and teachers in providing a globally competitive K-12 education.

Community College & Technical Training

1. **Provide tech prep and apprenticeship program that enhances technical skills and employability for the 21st century jobs and for the estimated 70% of students that may not seek a four year college education.**

2. Use community centers to provide neighborhood-based re-training opportunities so that our citizens can meet the educational, skill and technological requirements for higher income jobs and second career training.
3. Achieve national accreditation of technical and vocational education where required.
4. Provide targeted education on technological literacy for older adults.
5. Support and enhance Shelton State Community College's abilities to provide technical and workplace skills as well as life-long learning opportunities that contribute to an advanced and skilled workforce.

Colleges, Universities & Advanced Degree Institutions

1. **Establish and sustain The University of Alabama as one of the top 20% of all national research universities.**
2. Support and sustain Stillman College as a high quality liberal arts college and community outreach institution.

Community Support

1. **Expect parents to prepare children to come to school ready to learn with the community preparing students when their parents are unwilling or unable to.**
2. Provide early identification of at-risk students, and then provide the required support and remediation.
3. Develop ways for all citizens to be involved in strengthening our educational systems.
4. Focus on early childhood education.
5. Reduce the number of lawsuits against school systems by expecting parents to assume the responsibility for the actions of their children.
6. Continuously review and respond to the needs of children in Tuscaloosa County.
7. Provide continuous inspiration for expanded and sustained involvement of business in education.
8. Increase participation in Teachers in Industry program.
9. Enhance the image technical education.
10. Use appropriate individuals from all area colleges as a "brain trust" to help improve the quality of K-12 education.
11. Support and enhance the family structure.
12. Eliminate all portable classrooms in all school systems within ten years.

QUALITY LIVING

“...a fulfilling quality of life...”

Vision: Tuscaloosa County will be a friendly, safe and attractive community with a fulfilling quality of life where diversity is valued.

Strategies

Families & Young People

- 1. Coordinate planning service delivery for families between social service agencies, school systems and the judicial system.**
- 2. Provide school systems funding to support adequate before and after school care.**
3. Create positive economic opportunities for youth in the private sector.
4. Reduce teen pregnancy.
5. Use current resources in schools, religious institutions, and other community organizations to address family issues and sustain a positive community environment for family development.
6. Provide access for quality, cost effective and affordable health care for all citizens.
7. Provide intervention and access to therapy for spouse, child and elderly abuse.
8. Expand leisure activities and opportunities for teenagers.

Public Safety

- 1. Create a partnership between the citizens of Tuscaloosa County and all law enforcement agencies to significantly reduce criminal activity and reduce fear of crime.**
2. Ensure that all public safety agencies are adequately staffed, trained and funded.
3. Provide the necessary funds, equipment and facilities for all of our citizens to receive superior emergency medical treatment and fire protection.
4. Ensure that all public safety services allow equal access to all citizens.

Racial Equality

- 1. Create and sustain the model community for positive race relations.**
2. Recognize as a community and as individuals that there are no positive benefits of racism and therefore, strive to eliminate it.
3. Enhance race relations throughout the community by providing continuous dialogue between all races.
4. Expect all religious institutions and their leadership to provide the moral leadership to improve race relations.
5. Encourage the business community to provide pro-active leadership to improve and sustain positive race relations.

Civic Relationships & Responsibility

1. Promote and expect public civility, courtesy and respect among all citizens of Tuscaloosa County, providing regular opportunities for dialogue and communications among all of the diverse sectors of our community.
2. Promote and encourage positive interpersonal relationships and civic responsibility through region's religious and civic organizations.

Environment

1. **Maintain abundant open space, green areas, native habitats and rural surroundings.**
2. Increase recycling programs, institute curbside recycling and eliminate litter.
3. Enhance and sustain the beauty of Tuscaloosa County.

Arts & Culture

1. Provide and sustain diverse, meaningful opportunities for all citizens to participate in and be fulfilled by the arts.
2. Raise the level of per capita expenditures for the arts and libraries.

Recreation

1. Improve the coordination and accessibility county-wide for diverse and quality recreational opportunities.
2. Expand recreational and leisure opportunities for our children and young people.

INFRASTRUCTURE

“...well-planned, effective infrastructure...”

Vision: Tuscaloosa County will have a well-planned, effective infrastructure that promotes and supports a strong, competitive economy and fulfilling quality of life.

Strategies

- 1. Develop and implement a county-wide comprehensive master plan that includes at least the following elements:**
 - a) Transportation**
 - b) Water and Sewer**
 - c) Solid Waste**
 - d) Drainage**
 - e) Utilities**
 - f) Industrial, Commercial, Residential and Agricultural Zones**
 - g) Affordable Housing**
 - h) Recreation and Open Space**
 - i) Public Safety**
 - j) Environmental Stewardship**
 - k) An economic element that assures master plan compatibility with the interdependent visions, strategies and benchmarks contained in the Challenge 21 plan.**

- 2. Develop a public-private partnership that assures affordable housing using the following sub-strategies:**
 - a) Provide adequate, cost-effective infrastructure**
 - b) Develop a county-wide approach to regulation and inspection that does not eliminate possibility of affordable housing.**
 - c) Encourage innovative approaches to mixed-income and mixed-age neighborhoods and other non-traditional housing.**
 - d) Educate low-income buyers about opportunities for home ownership.**
 - e) Implement steps that take aggressive advantage of all state and federal housing programs and provide low interest rate mortgages, loans and/or grants.**
 - f) Disseminate affordable housing information throughout the entire county.**
 - g) Broaden base of builders and suppliers.**
 - h) Expand pool of skilled labor in construction trades.**
 - i) Provide affordable rental housing.**
 - j) Determine ways to make land available for development at affordable levels.**
 - k) Encourage restoration of older homes and rehabilitation of industrial/commercial structures into affordable housing.**
 - l) Develop consensus and strategies among builders, buyers and government that enhances understanding of realities of housing costs**

and impact on community of not providing affordable housing at all levels.

m) Target improvement of K-12 educational facilities and academics in areas where housing may be more affordable.

3. Implement a county-wide transportation system that maintains our quality of life and supports economic development to include but limited to the following elements:

- a) Expand the 69 South four-lane corridor between Tuscaloosa and Moundville, enhancing efficient access to Shelton State.**
- b) Complete 4-lane development of Highway 82 from Mississippi to Montgomery.**
- c) Develop 4-lane, North-South corridor from Muscle Shoals to Mobile.**
- d) Encourage development patterns and infrastructure that uses alternative forms of transportation such as walking and bikes.**
- e) Build two new bridges across Black Warrior River.**
- f) Complete development of River Road to I-59/20**
- g) Develop and sustain a county-wide public transportation system.**
- h) Develop strategies for mass transportation in the 21st century to include air, rail and high speed rail.**

- 4. Enhance and maintain a state-of-the-art information and telecommunications infrastructure for the Tuscaloosa County community that is accessible to business and industry, education, government and all citizens.
- 5. Provide industrial development zones, industrial parks and research and development parks.
- 6. Develop coordinated water and sewer access along I-59/20 economic corridor.

ECONOMIC DEVELOPMENT

“...a diversified, globally competitive economy...”

Vision: Tuscaloosa County will be a diversified, globally competitive economy that offers meaningful employment opportunities for all our citizens.

Strategies

- 1. Maintain a balanced economic development program that pursues value added jobs; a balance between expansion and retention of existing firms; creation of new business enterprises; and business relocation.**
- 2. Involve public sector, private sector and higher education in a cooperative relationship in creating the Tuscaloosa County community as an “economic product” to support of a balanced economic development program.**
- 3. Develop a community attitude that aggressively supports and pursues development of The University of Alabama as a national research university; and uses the technology created in an aggressive technology transfer process enhanced by incubators and research and development parks.**
- 4. Develop and implement action steps to create economic opportunities that will decrease the number of Tuscaloosa County households that live in poverty.**
- 5. Encourage a strong work ethic where individuals understand their personal responsibilities in improving and sustaining productivity in order to maintain the community’s global competitiveness.**
- 6. Provide coordinated initiatives and programs with higher education to promote and provide life long learning opportunities.**
- 7. Enhance and sustain an environment and coordinated support systems for small business and entrepreneurial growth and success.**
- 8. Develop and pursue regional economic development strategies that will enhance relationships between Tuscaloosa County, the Birmingham metropolitan area, and the Black Belt.**
9. Offer competitive economic incentives for expansion and retention of existing industries, creation of new business enterprises and business relocation.
10. Encourage efforts in the workplace to eliminate illiteracy and to provide lifelong learning opportunities.
11. Develop the area around the Tuscaloosa Municipal Airport into a multi-modal distribution center using air, rail, water and highway transportation systems integrated with a high quality industrial park.
12. Expand opportunities for economic impact on tourism, conventions and athletic events and activities.
13. Develop and implement strategies that integrate economic development and community revitalization in traditionally low-income neighborhoods.
14. Encourage all employers to develop family-friendly policies including: developments of child care on site where possible and /or in places providing training for single household parents.
15. Implement strategies to recruit retirees to Tuscaloosa County.

16. Enhance and sustain effective local broadcast media to meet the information needs of our citizens.
17. Promote the development of the area's riverfront coupled with efforts to revitalize and sustain existing business districts.
18. Recruit a Robert Trent Jones golf development and other comparable facilities to Tuscaloosa County.

GOVERNMENT

“...an efficient, accessible governing system...”

Vision: Tuscaloosa County will have an efficient governing system accessible, responsive and accountable to the citizens of our community.

Strategies

- 1. Expect all levels of government to embrace and adopt Challenge 21 visions and strategies and to incorporate appropriate parts into their own governmental strategies and annual operating plans. These annual operating plans should reflect action steps and measurable benchmarks based on the strategies each governmental organization or department is uniquely responsible for making reality.**
- 2. Encourage and expect all levels of government to communicate and to work together in a collaborative process to meet the needs of all citizens of Tuscaloosa County.**
- 3. Operate governments in an efficient, cost-effective and accountable fashion that responds to the needs of the total community; and encourage opportunities for reduction of duplication and increased productivity.**
- 4. Hold elected and appointed officials accountable for their public statements, campaign promises and goals, and decisions or lack of decisions as they relate to the progress of the community in achieving the visions and strategies of Challenge 21.**
5. Pursue aggressively the provisions of limited home rule for Tuscaloosa County.
6. Establish an annual forum to provide a constructive, coordinated and collaborative framework for local government, the area's legislative delegation, and the private sector; and develop and implement an annual, consensus-based legislative agenda consistent with the visions and strategies of Challenge 21.
7. Simplify the tax and licensing codes and regulatory environment throughout Tuscaloosa County to encourage and enhance the business environment and economic investment opportunities.
8. Develop a regional structure for West Alabama that includes at least Tuscaloosa County and the Birmingham metropolitan area to ensure and enhance our coordinated, collaborative efforts to become a world-class technology corridor with a superior quality of life.
9. Provide opportunities for effective citizen participation, including citizen forums that provide for meaningful dialogue and discussion about short and long term issues.
10. Expect all local government employees' performance to be based on quality management principles and “customer-friendly” attitudes for all governmental services and functions, treating all people fairly and equitably.
11. Develop the model public-private partnership in the Southeast U.S.
12. Ensure that broad and diverse mixtures of citizens are appointed to governmental and public boards.

13. Provide an annual leadership training program for governmental leaders, appointed and elected.
14. Provide full detailed financial information, data and disclosure of all governmental units, departments and agencies on an annual basis to the general public. These annual financial reports should be directly related to annual budgets with measurable financial goals.
15. Expect government to provide us only those services, which we cannot provide for ourselves, principally public works, public safety, public education, public welfare and the judicial system.
16. Encourage involvement in the governmental process by neighborhood associations, civic and social organizations and businesses.
17. Elect governmental officials willing to remove themselves from office if that is what is best for the community.
18. Expect all governmental organizations and agencies to abide by Sunshine Laws.
19. Develop an attitude and mechanisms that result in providing for the needs of the total community, not just individual needs.
20. Expect all governmental units to utilize policies and provide services that increase productivity and decrease costs for the private sector, such as providing better public safety thereby resulting in lower insurance rates for citizens and businesses.
21. Provide all citizens an opportunity to observe government in action by broadcasting governmental meetings on public access TV at times when the majority of citizens can view.

LEADERSHIP

“...a nurturing, developing private sector leadership...”

Vision: Tuscaloosa County will have a nurturing and developing private sector leadership that ensures we will be a world class community.

Strategies

1. Encourage every organization in Tuscaloosa County, both public and private, to adopt and embrace Challenge 21 visions, strategies and benchmarks and incorporate in their annual operating plans for the long term.
2. Obtain long term commitments from the private sector to provide the leadership required for the implementation of Challenge 21. We recognize that making Challenge 21 a reality requires change, patience, a long term view, and tough, aggressive persistence in the pursuit of our vision and strategies.
3. Provide long term leadership of Challenge 21 implementation by establishing a community-based Steering Committee with membership continuity supported by management and staffing by The Chamber of Commerce of West Alabama.
4. Identify, target and encourage effective leaders to run for public office.
5. Encourage collaboration rather than competition within Tuscaloosa County and the West Alabama region.
6. Expect and encourage every citizen to willingly be involved in the community.
7. Develop a score card that is updated annually and easily understood in order to report and demonstrate progress on meeting Challenge 21 visions and strategies; and provide an annual mechanism for updating and evaluating benchmarks and effectiveness of strategies.
8. Encourage and expect the politics to be more than a spectator sport by electing, supporting and holding accountable people with specific ideas and solutions.
9. Provide opportunities for newcomers and the ‘uninvolved’ in Tuscaloosa County to get involved in the community by creating an “entry level friendly” environment and providing regular “get on board” processes.
10. Develop and implement public relations and ways to recognize public and private citizens and organizations that contribute to meeting our visions and strategies.
11. Expect and encourage all citizens to understand and exercise their right and responsibility to vote, thereby assuring effective and accountable government.
12. Review and implement appropriate capital funds development to make our visions and strategies a reality.
13. Encourage the leadership of the religions community to assume a key role in the Challenge 21 implementation process.

THE CHALLENGE 21 PROCESS

The Challenge 21 process began in April, 1996 with a mission “to provide leadership, coordination and the catalyst for the development of a shared vision and strategic development blueprint for Tuscaloosa County for the 21st century through a community consensus building process.”

Development of The Vision & Strategies

The following steps led to the development of the Challenge 21 visions and strategies:

- √ A diverse Steering Committee was formed in early 1996 to provide the leadership and coordination for the development of a shared vision and to provide the management and oversight of the process.
- √ The Steering Committee selected a diverse Challenge 21 Stakeholders Task Force from all sectors and geographic areas of the Tuscaloosa County community.
- √ Henry Luke of Jacksonville, Florida was retained as the facilitator and consultant for the Challenge 21 process.
- √ The facilitator held “focus group” sessions with about 125 citizens from throughout Tuscaloosa County during the week of April 17-19, 1996.
- √ 482 citizens attended and participated in the Challenge 21 Vision Summit at Tuscaloosa Middle School on May 14, 1996. Participants participated in small groups and developed the top ten issues and priorities to be addressed by the Stakeholders. 20 additional Stakeholders were elected during the Summit to provide additional citizen representation.
- √ The 193 Stakeholders Task Force met on a weekly basis during the month of June, 1996 to develop, through consensus, visions, key benchmarks and strategies in six foundation areas.
- √ Following reviews during July and August, *The Tuscaloosa News* printed the entire Challenge 21 draft on September 8, 1996 for citizen review.
- √ 13 public forums were held throughout Tuscaloosa County during the months of September and October. Approximately 500 citizens attended and participated in these community forums to provide input and ideas to the Challenge 21 strategic plan. All of these forums were publicized and open to any citizen to attend.
- √ Following the public forums, a final “Town Hall” meeting was held on Tuesday night, October 29, 1996 at the Tuscaloosa Middle School. 125 citizens participated in providing final input and review of the Challenge 21 document.
- √ The media has kept all citizens well informed by vigorously covering and reporting the results of all Challenge 21 forums and Stakeholder meetings and the entire Challenge 21 process, providing opportunity for all citizens to be involved and informed.
- √ The Challenge 21 Vision & Strategies were revised after receiving and reviewing all citizens comments from the public forums and Town Hall meeting.
- √ This final Challenge 21 document, approved by the Steering Committee is now presented for implementation and application.

CHALLENGE 21 STAKEHOLDERS

Ms. Donna Aaron
Mr. Richard Adams
Dr. Ike Adams
Mr. Carl Albright
Mr. Bob Almon
Ms. Nancy Askew
Dr. Phillip Austin
Mr. Johnnie Aycock
Ms. Verta Barr-Meherg
Mr. Jerry Belk
Ms. Beth Ann Bippin
Ms. Lyda Black
Dr. John Blackburn
Mr. Waring Blackburn
Ms. Star Bloom
Ms. Donna Boles
Mr. J.G. Brazil
Ms. Hannah Brown
Mr. Donald Brown
Ms. Celeste Burnum
Ms. Cynthia Burton
Mr. Homer Butler
Mr. W.G. Caffee
Mr. Jon Carter
Mr. Mike Chambers
Mr. Bryan Chandler
Mr. Harold Chapman
Mr. Robert Coates
Mr. Rush Cochrane, Jr.
Ms. Peggy Collins
Mr. Alan Davis
Mr. Emmitt Dendy
Mr. Terry DeWitt
Mr. Roger Dockery
Dr. James Dockery
Mr. Lew Drummond
Mr. Joe Duckworth
Ms. Tulane Duke
Mr. Roger Edge
Ms. Gloria Effinger
Judge John England, Jr.

Capt. David Erickson
Ms. Hazel Eubanks
Ms. Daphne Ferguson
Mr. Dan Ferry
Mr. Mike Fields
Mr. Bo Fields
Mr. Bill Fitts
Mr. Lewis Fitts
Ms. Linda Flaherty-Goldsmith
Mr. Jim Flemming
Mr. Wayne Ford
Mr. James Ford JD
Mr. John Foster
Mr. Charlie Freeman
Ms. Angela Fulmer
Ms. Pam Garner
Ms. Margaret Garner
Mr. Howard Garrison
Ms. Any Gottozzi
Ms. Anne Gibbons
Mr. John Gordon
Ms. Vanessa Goas
Ms. Annie Marie Gray
Dr. Mark Griffith
Mr. Butch Grimes
Ms Sarah Gulley
Mr. Dennis Hall
Mr. Steve Hannum
Ms. Frances Hansford
Mr. Rick Harbin
Dr. Tom Harris
Judge Bernard Harwood
Ms. Amelia Heath
Dr. Alan Henry
Mr. Bob Hepburn
Mr. Tuffy Holland
Mr. Chris Holler
Mr. Vic Holman
Ms. Gwen Hood
Mr. James Horton

Dr. Arthur Howington
Ms. Kathleen Hughes
Ms Kathryn Hyche
Mr. Alton Hyche
Mr. Dough Hyche
Ms. Linda Jackson
Rev. E.J. James
Mr. Dick Johnson
Mr. Tom Joiner
Ms. Shelley Jones
Dr. LaDon Jones
Ms. Hattie Kaufman
Mr. David Kauppila
Ms. Lynda Kees
Mr. James Kellen
Mr. Bryan Kindred
Mr. Tom Knox
Ms. Lucy Kubiszyn
Ms. Shelley Kyle
Mr. Drew Kyle
Mr. Robert Lake
Mr. Charles Land
Dr. Winston Lawson
Mr. Otis Lee
Ms. Louise Lewis
Mr. James Lewis
Mr. Phillip Lisenby
Mr. Ray Looney
Mr. Paul Looney
Mr. Joe Mallisham
Mr. E.J. Martin
Dr. Barry Mason
Ms. Sarah McBroom
Dr. Susan McKee
Ms. Deloris McMullen
Mr. Jim Meherg
Mr. Jim Merrell
Mr. John Merrill
Ms. Bess Miller

Mr. James Minyard
Ms. Nisa Miranda
Mr. James Mize
Mr. Jimmy Moore
Rev. Schmittt Moore
Mr. Tom Myers
Mr. Jim Myers
Dr. Charles Nash
Mr. Hal Nobel
Ms. Charlotte Owens
Ms. Appie Owens
Ms. Linda Paulmeno
Ms. Victoria Perry
Ms. Mary Ann Phelps
Mr. Jim Phillips
Dr. Doug Phillips
Ms. Caroline Powell
Rev. Ray Pradat
Ms. Laurie Prentice-Dunn
Mr. Roland Pugh
Mr. Scott Randall
Ms. Sandra Ray
Ms. Kellee Reinhart
Mr. Joseph Robinson
Mr. Dave Rogers
Ms. Emily Rogers
Mr. Paul Rollins
Mr. Bob Rust
Mr. Ron Sawyer
Dr. Roger Sayers
Dr. Joyce Sellers
Mr. Ted Sexton
Ms. Julie Sittason
Ms. Melissa Smith
Ms. Dot Smith
Ms. Cressandra Smothers
Dr. Ted Spring
Mr. Dennis Standard
Mr. Charles Steele

Mr. Danny Steele
Mr. Doug Stevenson
Mr. Ken Stickney
Ms. Geri Stone
Mr. Charles Story
Mr. Adrian Straley
Ms. Dena Strong
Mr. Mark Sullivan
Mr. Charles Swann
Mr. Vernon Swift
Mr. Ken Swindle
Mr. Marvin Tant
Mr. Walt Tardt
Ms. Frankie Thomas
Dr. Eddie Thomas
Mr. Robert Thomas
Ms. Sue Thompson

Mr. Jerry Tingle
Ms. Earnestine Tucker
Mr. Chuck Turner
Dr. Britt Turner
Rev. Thomas Vaughn
Mr. Al Vreeland
Ms. Emily Warren
Mr. Terry Waters
Mr. Sammy Watson
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