



## City of Bessemer

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Jesse Matthews  
President  
District 6

Cynthia S. Donald  
President Pro Tempore  
District 3

### COUNCIL MEMBERS

Kimberly Alexander  
District 2

Jarvis D. Collier  
District 1

LaTricia Crusoe  
District 7

Ron Marshall  
District 5

Donna Thigpen  
District 4

**TO: ALL COUNCIL MEMBERS**

**FROM: COUNCILOR JESSE MATTHEWS, PRESIDENT**

**DATE: TUESDAY, SEPTEMBER 10, 2019**

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The Agenda for the Council Planning Session on Tuesday, September 10, 2019 at 9:00 a.m. is outlined below. Others matters and information for the council follow the Agenda.

**\*\*\*\*\*AGENDA\*\*\*\*\***

- ITEM 1. Call to Order**
- ITEM 2. Invocation**
- ITEM 3. Council Roll Call**
- ITEM 4. Bessemer Airport**
- ITEM 5. STRADA**
- ITEM 6. City financial update**
- ITEM 7. Update on Multi-Use Trail Phase II and III and the pedestrian bridge over SR150 between Berkley Avenue and Clarendon Avenue**
- ITEM 8. Ordinance regulating engine compression release brakes**
- ITEM 9. Councilor Kimberly Alexander is requesting the use the City Park by Abrams School for movie night starting 6:00pm**
- ITEM 10. Requesting recording device for Council's office**
- ITEM 11. Discussion on Opioid**
- ITEM 12. Discuss issues in District 1-7**

# Bessemer City Council Planning Session

September 10, 2019

## Bessemer Municipal Airport (EKY)

*A mile of road can take you just one mile.*

### Airport Finances

*A mile of runway can take you anywhere.*

- August 31, 2019 Financial Statements enclosed
- Gallons of Fuel Sold
  - 2018 total – 269,154.
  - Year to date August 31, 2019 – 260,379 gallons.

Unknown

### Airport Development

- \$750K ALDOT Grant Hangar Project
  - Building permit has been issued. Thank you, Mr. Harmon.
  - Construction underway.
  - Prefab building to be delivered week of September 9<sup>th</sup>.
  - Construction anticipated to be completed by mid-December.
- \$2.7M FAA Runway Rehabilitation Grant Project
  - Thank you for your support with the matching funds.
  - Work will be conducted between 8:00 PM and 6:00 AM; anticipate construction will commence in mid-October.
  - The FAA approved High Intensity LED Runway Lights around the same time as bid opening. The FAA approved our request to upgrade to LED lights. EKY will likely be the first airport in the country with High Intensity LED Runway Lights.
- Corporate Hangar Development
  - Ongoing discussions with multiple parties.

### EKY Aeroplex

- BAA Articles of Incorporation:
  - “The objects for which the corporation is organized are to acquire, purchase, construct, operate, maintain, enlarge, extend and improve an airport” in the City of Bessemer, Alabama and to serve the community of Jefferson County.
- More specific objectives embraced by BAA include the following:
  - Operate EKY in a self-sustaining manner.
  - Support economic development in Bessemer, Jefferson County and Central Alabama.
  - Maximize the value of EKY as an asset of the City of Bessemer.
- The EKY Aeroplex White Paper was developed by BAA leadership to serve as an introduction to BAA’s vision for the future of your airport.

10:40 AM  
 09/03/19  
 Accrual Basis

**Bessemer Airport Authority**  
**Balance Sheet**  
 As of August 31, 2019

	<u>Aug 31, 19</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
Cadence 2018 Grant Account	23.65
Cadence Authority Acct. 5265	112,365.09
Cadence Escrow Acct. 5281	19,450.13
Cadence Hangar Constr Acct 4019	116,100.00
Cadence Money Market Acct. 5299	165,770.88
<b>Total Checking/Savings</b>	<u>413,709.75</u>
<b>Accounts Receivable</b>	
Accounts Receivable	10,618.78
<b>Total Accounts Receivable</b>	<u>10,618.78</u>
<b>Other Current Assets</b>	
Allowance for Doubtful Accounts	-4,635.00
<b>Total Other Current Assets</b>	<u>-4,635.00</u>
<b>Total Current Assets</b>	419,693.53
<b>Fixed Assets</b>	
A/D - Buildings	-870,756.22
A/D - Equipment	-103,186.57
A/d - Furniture & Fixtures	-15,629.11
A/D - Infrastructure Lights	-186,230.13
A/D - Infrastructure Runway	-1,566,511.38
A/D - Infrastructure Stripe	-21,226.00
Buildings	1,582,222.00
Equipment	114,247.00
Furniture & Fixtures	5,827.00
Hangar Construction in Progress	63,798.45
Infrastructure - Lights	186,230.00
Infrastructure - Runway	1,590,345.78
Infrastructure - Stripe	21,226.00
Land	2,433,777.48
<b>Total Fixed Assets</b>	<u>3,234,134.30</u>
<b>TOTAL ASSETS</b>	<u><u>3,653,827.83</u></u>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Accounts Payable</b>	
Accounts Payable	4,332.34
<b>Total Accounts Payable</b>	<u>4,332.34</u>
<b>Other Current Liabilities</b>	
Trigreen Equipment LLC	1,413.27
Unearned Hangar/Office Rental	36,787.77
Unearned New Hangar Deposits	325.00
<b>Total Other Current Liabilities</b>	<u>38,526.04</u>
<b>Total Current Liabilities</b>	42,858.38
<b>Long Term Liabilities</b>	
Notes Payable Cadence Equipment	47,945.00
Notes Payable Cadence H. Constr	100,687.45
Notes Payable Cadence Refi	586,139.03
<b>Total Long Term Liabilities</b>	<u>734,771.48</u>
<b>Total Liabilities</b>	777,629.86

10:40 AM  
09/03/19  
Accrual Basis

**Bessemer Airport Authority**  
**Balance Sheet**  
As of August 31, 2019

	<u>Aug 31, 19</u>
<b>Equity</b>	
Retained Earnings	2,998,958.43
Settlements	-80,111.00
Net Income	-42,649.46
<b>Total Equity</b>	<u>2,876,197.97</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>3,653,827.83</u></u>

10:36 AM  
 09/03/19  
 Accrual Basis

**Bessemer Airport Authority**  
**Profit & Loss YTD Comparison**  
 August 2019

	<u>Aug 19</u>	<u>Oct '18 - Aug 19</u>
<b>Ordinary Income/Expense</b>		
<b>Income</b>		
Grant Income	0.00	129,193.00
Grant Income Hangar Constr	61,684.00	63,428.00
Grant Income Jefferson County	0.00	3,000.00
Movie Income	0.00	3,000.00
Rental income	9,212.86	212,770.08
<b>Total Income</b>	<u>70,896.86</u>	<u>411,391.08</u>
<b>Gross Profit</b>	70,896.86	411,391.08
<b>Expense</b>		
Accountant Fees	0.00	8,695.00
Bank Fees Cadence Bank	0.00	3.60
Cadence Equipment Closing Cost	575.25	575.25
Closing Costs Hangar Constructi	0.00	4,660.00
Contract Work	0.00	80.00
Convention or Meeting Expense	17.00	707.93
Crew Car Expense	0.00	112.52
Depreciation Expense	12,254.18	134,795.98
Dues and Subscriptions	54.08	1,194.88
Grant and Contract Expense	0.00	135,994.00
Grant Expense Jefferson County	0.00	3,000.00
Insurance	0.00	15,474.47
Int. Exp. Cadence Hangar Const	86.33	799.32
Interest Expense Cadence Refi	1,782.42	19,493.40
IT/Technology	466.00	6,486.88
Late Fee	0.00	-40.00
Legal Fees	2,933.75	22,885.81
Marketing / Public Relations	-2,500.00	7,086.58
Miscellaneous Expense	0.00	769.17
Postage and Delivery	25.50	544.60
Printing and Reproduction	0.00	659.02
Repairs and Maintenance	680.98	38,189.83
Supplies and Materials	0.00	986.28
Tax expense	0.00	180.90
Travel	794.42	8,505.43
<b>Utilities</b>		
Hangar LLC Utilities	1,557.76	11,243.53
Utilities - Other	3,017.16	31,339.58
<b>Total Utilities</b>	<u>4,574.92</u>	<u>42,583.11</u>
<b>Total Expense</b>	<u>21,744.83</u>	<u>454,423.96</u>
<b>Net Ordinary Income</b>	49,152.03	-43,032.88
<b>Other Income/Expense</b>		
<b>Other Income</b>		
Interest Earned Cadence Bank	35.19	383.92
<b>Total Other Income</b>	35.19	383.92
<b>Other Expense</b>		
Discrepancies Over/Short	0.00	0.50
<b>Total Other Expense</b>	0.00	0.50
<b>Net Other Income</b>	35.19	383.42
<b>Net Income</b>	<u><u>49,187.22</u></u>	<u><u>-42,649.46</u></u>

*"Some look at things that are and ask why.  
I dream of things that never were and ask why not?"*  
George Bernard Shaw



## BESSEMER AIRPORT AUTHORITY



EKY passenger terminal building.

The City of Bessemer Alabama has hosted a general aviation airport for over 70 years. Durham Airport, later known as Bessemer Airport, served Bessemer with a 3,000' unpaved runway for approximately 30 years and was located near the City of Bessemer Frank House Golf Course off of Old Tuscaloosa Highway. The current Bessemer Municipal Airport (EKY) was constructed in the early 1970s, pre-dating the construction of Interstate 459 near Morgan Road in southwest Jefferson County.

Over the past 40 years, EKY has incorporated numerous expansions and enhancements, including extending the runway to 6,007'. The FAA has given EKY the distinction of serving as a reliever airport for Birmingham-Shuttlesworth International Airport (BHM). Given ongoing growth and development at BHM, EKY has an opportunity and responsibility to expand its role as a reliever airport. With this in mind, EKY leadership is developing a ten-year development plan to unleash the Airport's economic development potential. The implementation of this plan will empower EKY to drive innovation and job creation in aviation industries throughout the City of Bessemer, Jefferson County and Central Alabama for EKY's next 70 years.

## EKY Aeroplex



BESSEMER AIRPORT AUTHORITY  
PROPOSED AEROPLEX IMPROVEMENTS



The EKY Aeroplex will result in the ultimate realization of the Airport's expanded vision – a comprehensive transformation into a leading-edge Executive Airport. The current physical footprint of the Airport will more than double through the purchase of approximately 700 acres of land adjoining the Airport. EKY will serve as the focal point of a LEED certified, campus based mixed use real estate development designed to function as a technology incubator with the potential to create hundreds of jobs in the following areas:

- **Executive Aviation:** 1,000' runway extension, 7,000' parallel taxiway, connecting taxiways, navigation aids, aircraft parking ramps and corporate hangars to support corporate aviation and the recruitment of national aircraft Maintenance & Repair Operations (MRO) and Fixed Base Operators (FBO).
- **Logistics:** Light freight operations serving the McCalla / Vance Automotive Corridor, Artificial Intelligence & Machine Learning software development to support aviation management and control systems as well as freight delivery systems optimization.
- **Drones / Unmanned Aerial Vehicles:** Airspace integration, counter measures, law enforcement and emergency response, R & D, manufacturing and light freight & package delivery operations.

The EKY Aeroplex campus will be designed with an eye towards creating quality of space, providing a live-work-play destination environment for Airport users and neighbors in the surrounding community. The overall architectural design will pay homage to Bessemer's rich history in the steel & rail industries by repurposing abandoned Bessemer railroad steel infrastructure.

### *History becomes future.*

The EKY Aeroplex will endeavor to enhance the quality of life for the surrounding area through community involvement and development. In addition to the creation of Runway Park – a twenty-acre multi-use community park – the Aeroplex will also incorporate a public green space around the airport perimeter to further expand recreational opportunities for all citizens.



Example of abandoned railroad infrastructure.

Additional components of EKY Aeroplex community development will include STEM programs as well as education and job training in disciplines hosted by the EKY Aeroplex technology incubator. These efforts will include outreach and partnerships with area universities, community colleges and high schools.



Abandoned railroad infrastructure, detail.

The Bessemer Airport Authority anticipates that the \$105M EKY Aeroplex will be funded through multiple avenues. In addition to FAA grant funding, additional funding sources could include DOE, DOT TIGER or STP grants and grants administered by the Economic Development Administration. Runway Park and green space features may be funded through EPA, DOI or Community Development grants as well as through private fund raising.

Bessemer Airport Authority leadership recognizes that the completion of this transformative development will require a community wide development team. The Airport is evaluating the feasibility of developing a public-private partnership, partnerships with other municipal entities as well as the engagement of professional real estate development firms.

# Bessemer Airport FBO

## BALANCE SHEET

As of August 31, 2019

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
1000 Contract Fuel Holding	0.00
Bessemer Airport Authority FBO	0.00
Bryant Bank Airport Authority FBO 7655	0.00
Cadence FBO Acct. 5273	248,756.29
Cash Drawer	200.00
Cash on hand	434.80
<b>Total Bank Accounts</b>	<b>\$249,391.09</b>
Accounts Receivable	
11000 Accounts Receivable	4,643.86
<b>Total Accounts Receivable</b>	<b>\$4,643.86</b>
Other Current Assets	
12000 Undeposited Funds	11,665.11
12100 Inventory Asset	31,557.20
13000 Due to/from BAA	0.00
<b>Total Other Current Assets</b>	<b>\$43,222.31</b>
<b>Total Current Assets</b>	<b>\$297,257.26</b>
Fixed Assets	
15000 Furniture and Equipment	8,577.79
<b>Total Fixed Assets</b>	<b>\$8,577.79</b>
Other Assets	
Payroll Adjustments	0.00
<b>Total Other Assets</b>	<b>\$0.00</b>
<b>TOTAL ASSETS</b>	<b>\$305,835.05</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
20000 Accounts Payable	20,663.66
<b>Total Accounts Payable</b>	<b>\$20,663.66</b>
Credit Cards	
AIR Card	0.00
Master Card	0.00
<b>Total Credit Cards</b>	<b>\$0.00</b>
Other Current Liabilities	
2110 Direct Deposit Liabilities	0.00
24000 Payroll Liabilities	5,169.29
BCBS / Companion	0.00
RC-ALCSPC	0.00
Under Payment of Taxes	0.00



	TOTAL
Wage Garnishments Payable	0.00
<b>Total 24000 Payroll Liabilities</b>	<b>5,169.29</b>
25000 N/P - Regions LOC	0.00
Direct Deposit Payable	0.00
<b>Total Other Current Liabilities</b>	<b>\$5,169.29</b>
<b>Total Current Liabilities</b>	<b>\$25,832.95</b>
<b>Total Liabilities</b>	<b>\$25,832.95</b>
Equity	
30000 Opening Balance Equity	0.00
32000 Retained Earnings	197,471.35
Net Income	82,530.75
<b>Total Equity</b>	<b>\$280,002.10</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$305,835.05</b>

# Bessemer Airport FBO

## PROFIT AND LOSS

August 2019

	TOTAL	
	AUG 2019	OCT 2018 - AUG 2019 (YTD)
<b>Income</b>		
47900 Sales	120,036.53	1,290,971.40
After-hours Fee	600.00	1,200.00
Call Out Fees		4,900.00
Commissions	563.10	1,309.35
Discrepancies - Over/Short		-1.00
Hangar Rental	200.00	1,849.94
Key Fob Fee	20.00	60.00
Ramp Fees	200.00	4,850.00
<b>Total Income</b>	<b>\$121,619.63</b>	<b>\$1,305,139.69</b>
<b>Cost of Goods Sold</b>		
50000 Cost of Goods Sold	81,007.48	867,759.40
51100 Freight and Shipping Costs	22.56	22.56
<b>Total Cost of Goods Sold</b>	<b>\$81,030.04</b>	<b>\$867,781.96</b>
<b>GROSS PROFIT</b>	<b>\$40,589.59</b>	<b>\$437,357.73</b>
<b>Expenses</b>		
61700 Computer and Internet Expenses	145.22	1,551.84
62500 Dues and Subscriptions	609.85	1,456.87
63300 Insurance Expense		
63360 Worker's Compensation	212.20	3,062.24
Crew Car Liability Insurance	282.21	3,125.74
Employee Health Insurance	3,020.70	14,949.90
<b>Total 63300 Insurance Expense</b>	<b>3,515.11</b>	<b>21,137.88</b>
64900 Office Supplies	1,212.77	6,148.18
66000 Salaries & Wages	18,810.54	226,009.63
66500 Postage and Delivery		67.40
66600 Printing and Reproduction		251.06
67200 Repairs and Maintenance	1,031.81	8,167.03
68100 Telephone Expense	1,164.50	13,663.52
68400 Travel Expense		25.01
68600 Utilities		
Dumpster	137.50	1,512.50
<b>Total 68600 Utilities</b>	<b>137.50</b>	<b>1,512.50</b>
Avfuel Processing Fee	2,609.43	32,974.13
Avfuel Refueler & POS Rental	20.00	1,787.00
Background Checks		22.00
Catering		99.47
Crew Car		115.96
Drug Testing	45.00	45.00
Fuel Truck Expense	1,721.52	18,336.77
IT/Technology	285.00	855.00
Line Equipment		700.61

	TOTAL	
	AUG 2019	OCT 2018 - AUG 2019 (YTD)
Marketing	99.54	565.26
Miscellaneous Expenses		82.83
Payroll Tax Expense	1,451.46	17,783.26
Uniform Expense	460.06	1,468.77
<b>Total Expenses</b>	<b>\$33,319.31</b>	<b>\$354,826.98</b>
NET OPERATING INCOME	<b>\$7,270.28</b>	<b>\$82,530.75</b>
NET INCOME	<b>\$7,270.28</b>	<b>\$82,530.75</b>



## Task Order #2: | Bessemer Opportunity Zone Investment Prospectus

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### **Project Understanding.**

On April 18, 2018, the U.S. Treasury Department and the Internal Revenue Service (IRS) approved 158 Opportunity Zones recommended by the State of Alabama. The City of Bessemer's downtown area was one of the selected Alabama Opportunity Zones.

The Program is by Congress established a new alternative economic development program (the Program) in the Tax Cuts and Jobs Act of 2017, which was signed into law in December 2017. It provides a new incentive centered around the deferral, reduction and elimination of capital gains taxes—to spur private investments in low-income areas designated by states as Opportunity Zones (OZ). Given the significant interest among investors, it is possible that this new tax incentive could attract hundreds of billions of dollars in private capital. If the Program comes to fruition as envisioned, it will be one of the largest economic development initiatives in U.S. history.

Bessemer's downtown qualifies as an OZ because the census tracts from which it is derived have been identified as low-income (poverty rate of at least 20 percent and a median family income of less than 80 percent of the statewide or area median income). The Program provides a federal tax incentive for investors to use their unrealized capital gains invested into Opportunity Funds dedicated for investing in the designated OZ.

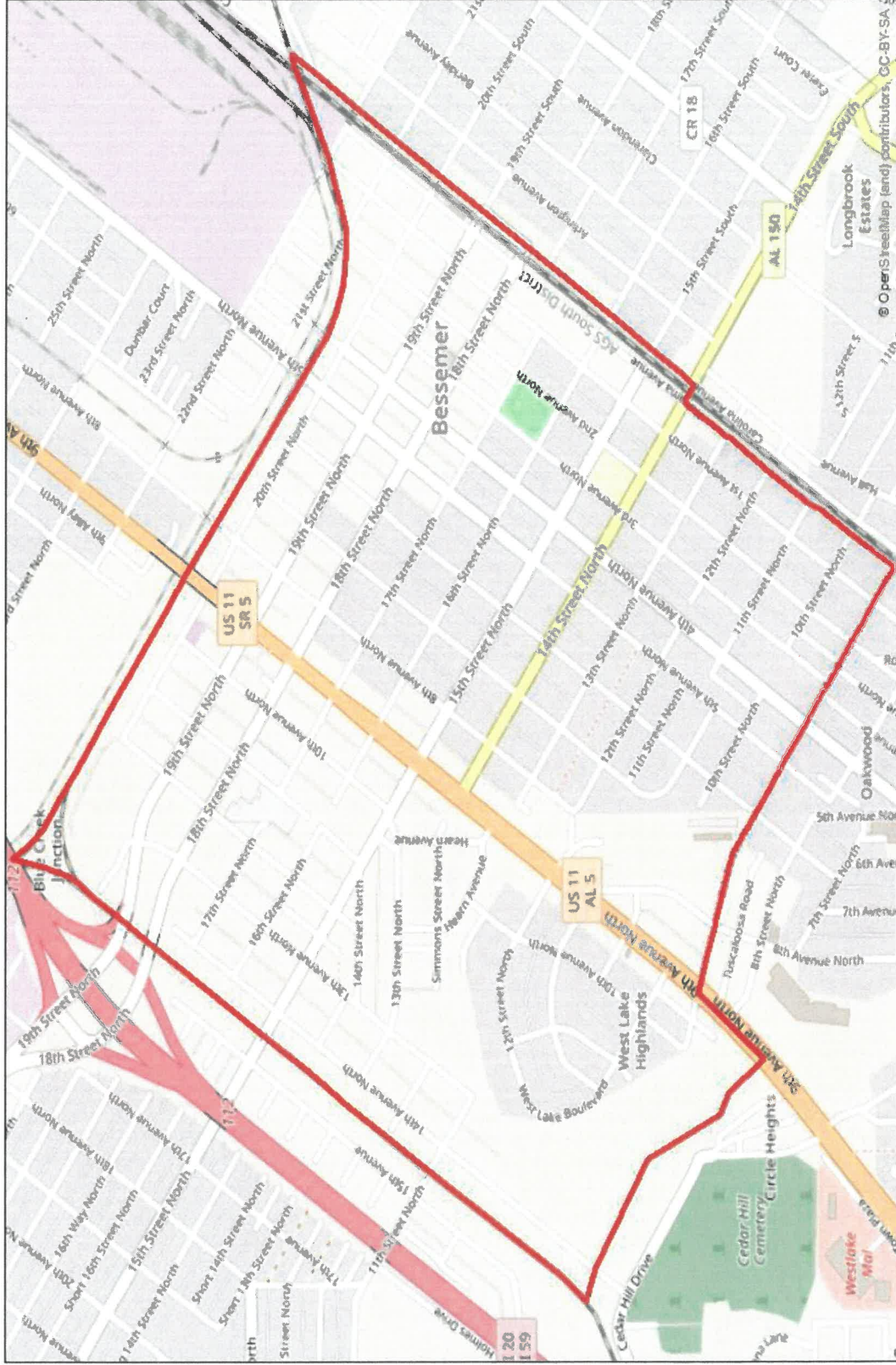
Downtown Bessemer is the civic heart of Southwestern Jefferson County. In June 2018, Amazon announced that it would build a new 800,000 square foot fulfillment center in Bessemer. Amazon's announcement, coupled with other recently completed public investments, has increased the development pressures within the City, especially in downtown.

Bessemer was already beginning to experience some redevelopment of its downtown prior to the Amazon announcement. This has brought with it both new and old conflicts as it relates to the adaptive reuse of buildings, preservation of the architecture and history, urban design, and parking pressures. None-the-less, the renewed interest in downtown, particularly from a younger generation of professionals, presents an opportunity to capitalize on Bessemer's proximate location to employment, transportation, entertainment and cultural amenities.

STRADA Professional Services, LLC (STRADA) is proposing to develop an Investment Prospectus to assist the City of Bessemer to communicate its competitive advantages, initiate local partnerships and identify sound projects that are ready for public, private and civic capital. The Investment Prospectus will be a tangible tool that the City and potential investors can use to make smarter and more precise decisions around the broad range of opportunities that exist within the Bessemer OZ.

The Investment Prospectus will, to the greatest extent practicable, tease out specific projects and propositions. It will help the city to harness local tax advantaged capital as well as attract regional and national capital with an eye on leveraging investment from funds such as the Alabama specific fund, Opportunity Alabama along with other large national, multi-asset, and multi-investor funds as they are formed. It is envisioned that this Investment Prospectus will help the City of Bessemer to organize its stakeholders around a unified vision of inclusive growth and catalyze better investments and decisions in areas such as infrastructure, place-making, and workforce development as well as the location decisions of public, private or non-profit institutions.

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**Map Contents**

- Study Area

## Downtown Bessemer, Alabama/Designated Opportunity Zone

## Scope of Services

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STRADA will assist the City in preparing the Bessemer Investment Prospectus. The following activities are included in our scope of services to complete this assignment.

### Project Management

STRADA will work closely with the City of Bessemer staff to coordinate all efforts associated with the development of the Investment Prospectus. The STRADA Project Manager will be the primary point of contact with the City of Bessemer and will coordinate all work efforts with STRADA. The Project Manager will direct the work and lead all aspects of the project.

**Coordination Meetings.** Prior to beginning the planning process, STRADA will coordinate a project kick-off meeting with City of Bessemer leadership and staff to discuss the work plan, team roles and responsibilities, available data resources, schedule and key milestones. public outreach process, and other items related to the project's execution. This meeting will also be used to identify key vision, goals, and objectives for the project.

STRADA will meet bi-weekly with City staff to inform the City about the progress made in developing the Investment Prospectus. The meeting topics will maintain flexibility to address immediate and long-term needs of the project. Agendas will be developed for each meeting, and summaries will be distributed afterward. When necessary, participants may include departmental staff, external agencies, or other stakeholders beyond the immediate project team.

### Deliverable(s):

- Project Management Plan
- Meeting Agendas
- Meeting Summaries

## Investment Prospectus Development (+/- 60 Days)

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### Task 1.0. Pre-Planning.

Prior to starting the planning process, STRADA will collect information from the City of Bessemer about the condition of the built environment within downtown and data about the City and the metropolitan area. Information collected will consist of a thorough investigation of the existing physical setting, socio-economic and political conditions, and the different markets that are currently impacting downtown Bessemer.

### Task 2.0. Investment Prospectus Development

#### Task 2.1. Setting the Stage: An Introduction to the City of Bessemer

**Overview.** The Bessemer OZ exists within the broader context of the Birmingham metropolitan area. The Investment Prospectus will situate the Bessemer OZ on several levels. It will set the economic context for the OZ, by providing information on driving clusters, sectors, institutions and companies that define why downtown Bessemer exists. It also will identify the strongest economic growth opportunities given the general trends and the social and economic dynamics. It will explore recent trends in entrepreneurship, company formation and growth and venture funding.

The Investment Prospectus also will introduce investors to the City of Bessemer's governance. That is, it will provide an overview of government structure/leadership, indicating who oversees the OZ effort, and make transparent any local resources and incentives.

As part of this subtask, STRADA will analyze the City of Bessemer's current regulatory and policy environment. This analysis will provide insight and understanding into how these might affect the reuse of buildings and sites, the construction of potential new buildings, open space requirements specific to the downtown area, and the threat/opportunity these propose to investment in the OZ.

## Task 2.2. Opportunity Zone Analytical Assessment

After setting the context, the Investment Prospectus will present a granular assessment of the competitive position and prospects of the Bessemer OZ. To that end, information will provide specificity on growth dynamics, investment patterns and catalytic projects. The Investment Prospectus will clearly show how the attributes of the OZ relate to the contextual macro strengths of the City of Bessemer, western Jefferson County, and the larger metropolitan area. This will include a discussion of the OZ's strategic location near infrastructure and areas of economic growth, the availability of land and buildings for economic use and the presence of anchor institutions like universities, hospitals and major employers.

Given that “capital follows capital,” the Investment Prospectus will identify public, private and civic initiatives that have already been undertaken within or in close proximity to the OZ. This may include public investments in transportation (e.g., roads, transit) and other infrastructure, company expansions and investments in capital assets, university support for centers of excellence, commercialization and entrepreneurial assistance, the designation of innovation or other special districts, the transformation of public or assisted housing, the creation of special high schools or workforce intermediaries, and the design and implementation of “buy-local” procurement efforts by major employers.

STRADA will develop an inventory and assessment of present conditions, strengths, weaknesses, and special issues facing downtown Bessemer as a means of establishing a baseline for recommendations. This analysis will focus on collecting data in the study area regarding a variety of topics relevant to future development. Activities included in the Opportunity Zone Analytical Assessment will include:

**Existing/Previous Planning Effort(s) Review.** An on-site visit will provide the starting point for the Investment Prospectus development. STRADA will review existing plan documents and their relevance to the OZ and evaluate these documents against the City of Bessemer's current vision and priorities for the downtown's (re)development. Existing plan documents also will be evaluated in the context of changing economic and demographic conditions.

**Physical Asset Review.** STRADA will evaluate the existing Property Conditions Survey of physical assets within the OZ. This shall include an assessment of:

- Property Conditions;
- Vacant and Underutilized Lands;
- Existing Land Uses, Building Uses, and Density;
- Development/Building Character;
- Historic, Recreational, and Natural Resources;
- Transportation Systems; and
- Infrastructure.

**Demographic Analysis.** STRADA will document the demographic and socio-economic characteristics of residents, employees, and visitors to downtown Bessemer. STRADA also will detail downtown Bessemer's historic population and employment growth trends and prepare a forecast of expected growth/decline for both through a set analysis horizon.

**Market Analysis.** STRADA will evaluate current market conditions and opportunities within the Bessemer OZ. The purpose of this exercise is to provide information about the local real estate market conditions and gain a better understanding of how potential private development projects may affect the economic climate. This exercise also will consider how these projects might enjoy solid market support within the local competitive marketplace. Additionally, the market analysis will identify the unique benefits and constraints of certain areas within the Bessemer OZ, and ultimately inform a cohesive economic development strategy and action plan. Components of the market analysis may include, but not be limited to:

- Office/Commercial Market Analysis;
- Retail Market Analysis;
- Residential Market Analysis;
- Industrial Market Analysis; and
- Redevelopment/Change Susceptibility.

### **Task 2.3. Catalysts for Inclusive Growth and Development**

The Investment Prospectus will illustrate how the City of Bessemer is working to maximize economic benefits for low-income and moderate-income people and places. It also will articulate how investment in the OZ will aid the City in achieving its goal. The Investment Prospectus will, at a minimum, include an analysis of the City of Bessemer's human capital issues specifically addressing the neighborhoods within and adjacent to the OZ. Additionally, the Investment Prospectus will show how Bessemer's workforce development and educational institutions have focused on skill building. Further, it will highlight these skill building activities connection to economic, capital, and socio-economic investment dynamics. While there are many dimensions to poverty reduction, the City of Bessemer will focus on how it plans to increase incomes across the City's population by continuing to upgrade the education system and improve skills of children and young adults who will become part of the workforce during the life of this tax incentive.

This Investment Prospectus will rely on objective quantitative evidence as well as qualitative local knowledge. It will utilize readily accessible data that can help investors uncover investable projects and help the City and its stakeholders build inclusive growth strategies. It also will help to create new (or repurpose existing) institutions to market the OZ, leverage public, private and civic investments and enhance residents' linkage to the resulting employment opportunities. Finally, the Investment Prospectus will help the City of Bessemer to build an accountability system to measure zone performance and inclusive growth outcomes.

#### **Deliverable(s):**

- Setting the Stage Memorandum
- Opportunity Zone Analytical Assessment Memorandum
- Human Capital Profile

### **Task 3. Stakeholder Engagement Strategy and Implementation Tools Recommendations**

STRADA will provide the City of Bessemer with a strategy for engaging with stakeholders to increase the effectiveness of the Investment Prospectus. This may include suggestions for organizational engagement, strategic partnerships, and stakeholder participation. STRADA also will provide recommendations for implementation tools that will increase the Investment Prospectus's visibility to potential investors. Stakeholder engagement will be implemented under a separate task order upon the City's approval.



## Time of Performance.

STRADA will begin work on this task order no later than five (5) business days from the issuance of a Notice to Proceed. This Task Order may be modified prior to its expiration to extend the time of performance. STRADA will coordinate with the Office of the Mayor regarding the progress of the project executed under this agreement and any needed requirements for continuation of this task order. This Task Order will be authorized under the terms of the Master Service Agreement.

## Fee Schedule and Estimated Budget

The following is a presentation of project cost by task activity. These costs were derived by estimating the level of effort to complete the task. The City of Bessemer will be billed monthly in arrears for work completed in relation to the agreed-upon task activities.

Task	Estimated Fee
<b>Investment Prospectus Development</b>	
<b>Task 1. Pre-Planning</b>	<b>\$ 3,250</b>
<b>Task 2. Investment Prospectus Development</b>	<b>\$ 36,750</b>
• Setting the Stage: An Introduction to the City of Bessemer	\$ 3,250
• Opportunity Zone Analytical Assessment	\$ 18,000
• Catalysts for Inclusive Growth and Development	\$ 15,500
<b>Task 3. Stakeholder Engagement Strategy and Implementation Tools</b>	<b>\$ 3,000</b>
	Subtotal
	\$43,500
	Reimbursables (Direct Expenses)
	\$3,750
	Total
	\$46,750

## City Responsibilities:

The City of Bessemer shall be responsible for providing the following information and materials to STRADA in support of this project:

- Property condition Geographic Information System (GIS) files and tables;
- GIS files of parcel data to include property ownership;
- Building occupancy data for the previous 5-years;
- Business license permit data for the previous 5-years;
- Code enforcement action data;
- Building demolition permit data;
- New construction and renovation permit data;
- Crime data;
- Infrastructure project descriptions and status; and
- Vehicular and pedestrian movement counts for intersections in downtown.

Additionally, the City will identify and invite participants to meetings. This includes City Departments, key City staff members, neighborhood, civic, and local business leaders as needed for this project's success.



## Assignment Authorization

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Task Order #2 addresses STRADA’s work efforts for completion of the task activities described herein.

Darrell Howard will be the assigned STRADA Project Manager for this task order. Mr. Howard will serve as the primary business resource for the execution of this assignment’s activities and will be assisted by other STRADA professionals.

Efforts associated with this assignment will be billed based on STRADA’s standard rate schedule shown as Schedule A in STRADA’s January 20, 2015 MSA with the City.

This assignment authorization is for a time period of sixty (60) days commencing from the date of execution of this Task Order. This time period is based on the City’s ability to provide information and schedule meetings efficiently. The execution date of this Task Order shall serve as the City’s formal Notice to Proceed issued to STRADA by the City of Bessemer. Prior to the expiration of the Task Order, STRADA will coordinate with the Office of the Mayor regarding the progress of the assignment and any needed extension requirements for continuing this Task Order.

I authorize STRADA Professional Services, LLC to provide the Scope of Work described herein. I acknowledge that this document is accompanied by the executed January 20, 2015 MSA between the City and STRADA and together they constitute the entire agreement. Any prior or contemporaneous agreements, promises, negotiations or representations not expressly stated herein or in the referenced MSA are of no force and effect.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Title

**ORDINANCE NO. \_\_\_\_\_**

**REGULATING ENGINE COMPRESSION RELEASE BRAKES**

**WHEREAS**, engine compression release brakes may make a loud chattering or machine gun noise while being used; and

**WHEREAS**, engine compression release brakes reduce the wear and tear on brake systems of large commercial diesel trucks and improves operator control of the truck to stabilize highway traffic flow; and

**WHEREAS**, 40 C.F.R. §205.52 requires that all vehicles manufactured since 1988 meet a requirement that the vehicle emit less than 80 dBA of noise when measured from 50 feet away, but some vehicles are modified to evade these requirements or have defective exhaust systems; and

**WHEREAS**, the City Council desires to provide a reasonably quiet environment for residents of the City by regulating unreasonable noise disturbances that affect the peace, health, comfort and convenience of residents;

**NOW THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BESSEMER, ALABAMA** at a regularly scheduled meeting, duly assembled with a quorum being present as follows:

**Section 1.** The Code of Ordinances, City of Bessemer, Alabama is amended by adding a new section as follows:

**Sec. 106-103. Engine compression release brakes.**

(a) Definitions. The following definitions apply to this section:

- (1) *Engine compression release brake* means any device that utilizes air compression and/or rapid release of compressed air in the cylinders of diesel engines to slow or retard vehicle speed.
- (2) *Noise baffling device* means a properly functioning muffler or engine exhaust silencer that eliminates the offensive and disturbing noise caused by use of an engine compression release brake. The muffler or engine exhaust silencer must reduce the noise to levels meeting vehicle noise emission standards set or authorized by the Noise Control Act (42 U.S.C. §4901 et seq.) and the United States Environmental Protection Agency, and must also comply with all other federal, state, or local laws and regulations relating to vehicle noise levels, including §32-5-216, Code of Alabama (1975).
- (3) *Public safety vehicle* means any vehicle operated by the Bessemer Fire Department or the Bessemer Police Department, or any authorized emergency vehicle, as defined in §32-1-1.1, Code of Alabama (1975).

(b) It shall be unlawful for the operator of a motor vehicle to engage or allow to be engaged, operate, or use, an engine compression release brake without a properly functioning noise baffling device while the vehicle is operated on any public roadway within the city.

(c) This section shall not apply to operators of a public safety vehicle.

- (d) It shall be a complete defense to a charge of violation of this section if the defendant proves to the court that the vehicle was equipped with a properly functioning noise baffling device. A law enforcement officer or other competent witness may give opinion evidence based on personal observation as to whether a vehicle had a properly functioning noise baffling device.
- (e) It shall be a complete defense to a charge of violation of this section if the defendant proves to the court that the vehicle was involved in an emergency not caused by the operator of the vehicle utilizing the engine compression release brake, wherein the operator reasonably believed that use of the engine compression release brake was necessary to avoid or mitigate an accident or collision.
- (f) The director of public works is authorized, but is not required, to place traffic control devices in appropriate locations that substantially state, "Engine Compression Release Brake Noise Enforced".

**Section 2.** Any person convicted of violating this section shall be punished in accordance with Section 1-8 of the Bessemer City Code and shall pay any additional costs involving moving traffic violations as required by §106-62 of the Bessemer City Code.

**Section 3.** If any part of this section is construed and declared invalid in a court of competent jurisdiction, the remaining parts, hereof, shall continue in full force and effect as though the invalid portion were stricken from said section.

**ADOPTED** this the 17<sup>th</sup> day of September, 2019.

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JESSE MATTHEWS  
President, City Council

**ATTEST**

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WANDA D. TAYLOR  
City Clerk

**APPROVED** this the 17<sup>th</sup> day of September, 2019.

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KENNETH E. GULLEY  
Mayor, City of Bessemer