

**THE ORIGINS, AND HISTORY
OF**

MOBILE UNITED

1972 - 1984

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I. WHO STARTED MOBILE UNITED - AND WHY

Mobile United came into being July 11, 1972, at the Municipal Auditorium, in a meeting of 60 concerned citizens who comprised a cross section of community leaders.

Background

That event was preceded by over a decade of turbulence, set-backs and self-searching, as well as progress within the community. This historical period could well be described as the "worst of times and the best of times".

Racial tensions were high: the issues raised by the civil rights movement of the 1960's were still largely unresolved. Unemployment was severe, resulting from the closing of Brookley Air Force Base, Mobile's largest employer. Several years later one of the individuals who started Mobile United commented "Conditions at that time were far different from today. Racial strife seemed insurmountable. There were school problems... no community spirit... We were a community badly fragmented."

However, just preceding this period of turbulence, citizens efforts had brought into being two great institutions of higher learning, Mobile College and the University of South Alabama; one of the finest mental health centers in the nation, and a likewise outstanding medical school and medical center; a cultural explosion, including the establishment of a museum of art, the building of a civic auditorium for the performing arts, and the first large municipal park.

What these leaders were seeking in creating Mobile United was an organized way to deal with and to resolve community issues, and a means of focusing citizen's efforts to make Mobile a better place to live.

Seeking a better understanding of their community, of its needs and potentials, a group of Mobile's leaders sponsored an "Area Audit" in 1960, by an outside management firm. The following listing of community assets and liabilities from this audit gives not only some interesting historical glimpses of Mobile 25 years ago, but also provides a good baseline to measure progress made since in many aspects of community life.

1. "The well-developed port, highly competitive with other Gulf ports, enables international trade. Its port management is ambitious, energetic, aggressive and public-relations conscious."

2. "The port suffers principally from not enough business, from the need of a 40-foot channel, and the failure of local manufacturing to supply consumer-type goods which would facilitate a more prosperous export-import business."

3. "In research and planning, the Mobile area lags significantly behind other metropolitan areas."

4. "In balancing the picture, the Audit did find restricted research toward meeting such problems as providing additional sources of industrial water, enticing outside industry to locate within the area, improving tourist promotions, developing new low-cost land areas for industrial sites, and improving the substandard traffic-congested downtown area."

5. "Mobile is not a consumer manufacturing or distribution center."

6. "The proximity of New Orleans and Atlanta prime distribution centers in the South, make it difficult for Mobile to seize a place in this key function of business. But aggressive action can change this picture."

7. "What will intrigue the student of communities most is that Mobile, so well endowed with seaport, natural resources, location in the mild South, and time enough to grow in, isn't any further advanced in the modern area of civilization."

8. "A number of other southern cities have progressed much farther in their economic, social and civic existence in a far shorter period than Mobile."

9. "Should Mobile be known as a city of many azaleas, or should it be seen by the outside world as a modern metropolis equal to the demands of the industrial age society? Feelings are sharply mixed as to the profile which Mobile should turn to the world. This makes concerted planning difficult; in fact, any such concert as we have seen is relatively undeveloped."
10. "Tourism, as an aspect of the service of local life, is significant as seen by a mushrooming of motel, if not hotel, accommodations in the past two years.."
11. "The municipal airport...is inadequate. Runways require lengthening for the DC 7's and pure jets. The terminal...is lacking in facilities and services."
12. "Oil is a local resource, with about 200 wells produced in the Citronelle Field since its discovery in 1955. However, the ratio of discoveries to dry holes, 1:58, does not compare favorably with the national ratio of 1:11, and the cost of lifting the crude oil is extremely high. About 140 million barrels of oil are estimated to be in Citronelle."
13. "From the standpoint of numbers employed by local industry, much of which is not home-owned or financed, Mobile can hardly be considered an industrial city in the true sense of the word. Indeed, when it is considered that Brookley Air Force Base alone has as many civilian employees as all area manufacturing, it would be more factual to say that Mobile is a government service center."
14. "The Mobile area is supercharged when public investment for defense and war projects pours in. Its pace and spirit slow when this fortuitous boost is withdrawn."
15. "Recent appearance of new industry and expansions of old industry have been low. Major substantial increase of new jobs is not in prospect."
16. "While it has fairly good potentialities for growth in production, ...Mobile should concentrate on becoming a balanced area, with government, industry, business, transportation and tourism, as the supports."
17. "The dilapidated areas of downtown Mobile, of which there are many, speak altogether too forcibly of a lack of fiscal willingness on the part of Mobile's citizens."
18. "The area has untapped potential in its retailing scope, with only three medium-sized department stores and one major suburban shopping area serving the

people in not too well promoted matrix."

19. "Mobilians reject in varying measures of feeling the congestion of traffic on the narrow downtown streets, the lack of splendor in shopping facilities and the too little variety of consumer goods. They are cool to bond issue elections or anything which might create more taxation. They complain of excessive ticketing of cars by police. They are confused by the financial problems of the schools, but are not generally happy with the status of their school system. They are irritated by their inadequate post office, and remotely concerned with air pollution problems."

20. "Great assets to the community are the United Fund, excellent parochial schools and private schools, and the plans for a new junior college under Baptist auspices. There is tolerance and good relations among religious groups and races."

21. "Mobile today is one the most stabilized areas in race relationships in the South and particularly as compared with many Northern areas. There is no overt strife or discord erupting in lawsuits to compel 'equality.' These conditions of equilibrium may be attributed in part to the moderating influences of local Negro leadership and the placatory policies of the city administration. Bias, while it unquestionable exists, is not blatant or calculated to create hostility. Curtailment of human privilege, dignity, or general opportunity to work is not applied differentially to race in Mobile."

22. "Culturally, there are serious deficiencies for a community of this size and age. There has been no auditorium or museum-art gallery, although both are in process of planning. The public library suffers from lack of support and facilities, particularly its branch structure. The most hopeful sign on the cultural horizon is a newly constituted United Arts Council."

23. "There has been little laxness or corruption concerning government expenditures. The financial affairs of the city have long been handled cleanly."

24. "The Mobile area is being strangled by the primary powers of state in matters of taxation."

25. "Architecturally too, little distinguishes Mobile despite the advantages of its historic age. Few old buildings have been restored or preserved."

26. "Mobile is not noted as a magnetizing force for attracting aggressive opportunity seekers."

27. "Within the community itself, there is wide-spread criticism of the failure of its leadership to cope with problems, of failure to promote growth, and of failure to bring Mobile up to the level of other areas."

28. "The Audit found that Mobile's major handicap to progress appears to lie within an element of its old 'aristocracy' which has long been characterized by its status quo philosophy on community affairs."

29. "Mobilians are law-abiding and religious-minded to a far greater extent than they are civic-minded. For this reason, they are generally down-rated in their potency by politicians. This is not to imply that they are not vocal in their civic criticism, but the agreeable way of life has reduced their aggressiveness to follow up criticism with action."

30. "Mobilians are not conspicuous by divisions into popular movements for reform or community betterment, or other plans and schemes to get things done. They are not pioneering types and are relatively passive and ineffectual in coping with their more outstanding problems, in part due to their lack of know-how in making things happen through group strength."

The Search for New Ideas and Identity

Undoubtedly the greatest achievement of Mobile United was, and continues to be, what happened at the Municipal Auditorium on July 11, 1972: bringing together into a cooperative effort a cross-section of the leadership of the community. As described by one of the founders "in Mobile United we have truly a powerhouse of leadership, representative of all segments of the community: from religion, 3 bishops and a rabbi; from education 4 college presidents; heads of labor unions and the Central Labor Council; presidents of two of the largest banks, city and county commissioners, members of the Alabama State Legislature; representatives of womens' organizations ranging from the Welfare Mothers to the Junior League; representatives from a variety of racial, cultural

and occupational backgrounds."

These components of leadership, and the lines of communication which have developed over the years between them, has made Mobile United unique among organizations of this community.

In the first year following this creation, a core leadership group met numerous times to find ways of utilizing and giving direction to this superb asset. Information and ideas were sought from all parts of the country. Several models for citizen participation in community development were looked at particularly:

Operation New Birmingham

Several members visited and observed this program which was started in 1956 with 27 community leaders and and had grown to 350 by 1971.

A partnership between the private sector and government, it was well funded by both, and had built a strong staff. The 1971 Annual Report stated the organizations achievements as "(1) maintenance of a positive public relations program designed to enhance the City's image both nationally and in the eyes of its own residents; (2) providing assistance in research, planning and development to these governments and to specific departments thereof; (3) maintenance of a Washington liaison office; (4) maintenance of an effective working relationship between the governments and the citizens served by them; and (5) handling arrangements for commemorative ceremonies and special events and providing entertainment and hospitality for special visitors to the City."

At that time, Operation New Birmingham had six major committees involving 48 separate projects, plus a Neighborhood Planning Staff of 2 professionals and a secretary who participated in 50 meetings during the year involving 17 projects.

One of the programs was a Monday morning breakfast meeting which brought together for an hour the top officials of government and the private sector for the purpose of "keeping channels open to air the problems that face our community. This common meeting ground has been a place to sift rumor from fact, hearsay from evidence, and put words into positive progressive action."

The Hartford Process

Two Mobile United members attended a workshop on an innovative program in this Connecticut community conducted by James W. Rouse (developer of the planned city of Columbia, Maryland, the waterfront in Baltimore and other creative programs in urban development.)

The essence of the Hartford approach was "to take an overview of the community- a multidimensional one - and then break down the different parts for immediate and later implementation." To guide the process, Hartford adopted these principles:

1. Bring all essential parties to the table. All elements having power, either positive or negative power, have to be engaged in the process.
2. Project a believable image of a community that works - a community that people would like it to be, that can be.
3. Recognize the inseparability of the social, the economic and the physical (land use, etc.) in community development.
4. Work at a large enough scale to get the involvement of top people. Past experience in all communities is that isolated projects consume the scarce resources of time, money and civic energy without significantly improving the quality of life of the community.
5. Create and capture values. In the process, the values of land will increase. The increases are "captured" by the voluntary sector and the tax base to be recycled into educational, social and economic improvement.
6. Establish a continuing base of development. The object is not to accomplish a specific project but to set in motion a new way of thinking and working by which a community will constantly renew itself.

From other sources came additional ideas and concepts, which are still very relevant today:

"Citizens have a level of expectations of government to solve all problems that is unrealistic. Citizens will not pay what it costs to do all the things they want government to do for them."

"Citizens can solve this dilemma for their elected officials, do themselves a favor as tax-payers, and at the same time improve the quality of life of their communities. They can do this by creating a certain kind of citizen participation mechanism. It is consensus building. We need to decentralize decision making on community issues, bring groups together to make their trade-offs within the resources available."

Minneapolis: Consensus Building

One of the communities that had demonstrated the effective use of consensus building was Minneapolis. Over a period of years, several activities had evolved, including a citizens' forum, training for civic leaders, on-going research that maintains extensive data on public issues, and citizens committees that study and recommend on public issues.

Each year the Minneapolis organization develops its work program which "emerges from a process involving suggestions from the membership...what are the uppermost concerns of the community? A selection is made of 6-8 study areas which may range from municipal finance to child day care, from land use to burglary." Any league member can sign up and the initial committee membership will be from 100-150. Each committee meets once a week from 6:30 to 9:00 PM and will complete its work in from 2 to 6 months, by which time committee membership usually drops to about 50-60. The process brings in expertise and views from all sides of whatever question or issue is being examined. The whole process has acquired such status that when the findings and recommendations come out, they make the front pages of the newspapers.

Minneapolis stood #1 on the "Quality of Life" ratings of Fortune Magazine and those at the Midwest Research Institute developed by Dr. Ben Chieh Lieu in 1975. This was largely credited to the consensus building that had been going on for years in Minneapolis.

Getting Underway 1972 - 1974

Authorized at the initial membership meeting on July 11, 1972, were committees on organization, membership and finances. These committees were immediately formed, and met frequently over the next several months.

The Core Group

The core group of leaders who had worked up the proposal for establishing Mobile United and taken it to the larger community included James S. Crow, A. Danner Frazer, William Kaufman, William J. Hearin, Ernest F. Ladd, Jr., Forrest Little, William L. McDonough, Arthur Outlaw, Joe Pearson, R.H. Radcliff, Arthur Tonsmiere, Fallon Trotter, B.R. Wilson, and Colonel Reuben Wheelis. All were businessmen except William Kaufman, the executive of the United Fund. Some of these men had grown up in Mobile, hunted and fished together as boys, survived the "Great Depression" of the 1930's, and had become successful. This core group were key to the selling of the idea of Mobile United to the larger community, and continued to be the propelling force to bring the organization into being.

The initial membership meeting was chaired by William Kaufman, with Arthur Tonsmiere as the principal presentor. Both had worked together on many United Fund and other civic efforts. Most of the men in this group had taken their turn as chairman of the annual United Fund campaigns. At that point in Mobile's history, the United Fund was spoken of as "the only organization which had successfully brought representatives of all segments of the community together in cooperative effort."

Arthur Tonsmiere was elected the first president of

Mobile United and served during the start-up period from 1972 to 1974. Arthur Outlaw chaired the committee on goals and purpose. William Hearin took on the finance committee. As a volunteer, Forrest Little became the first executive director on a part-time basis.

Expanding The Leadership

Participation was rapidly extended to include other prominent leaders as Bishop W.M. Smith assumed the chair of the committee on Organization; William Armbrrecht, Sr., ByLaws; Doris Bender, Membership Selection; Dr. William Weaver, Extending the General Membership; Mrs. Palmer Gaillard, Executive Committee; Lem Morrison, Officers. Many of those who became charter members at the July, 1972, meeting were called upon to serve on these committees. One or two meetings of the total membership were held. But for many months there was little of substance in terms of community issues or projects. The focus was almost entirely on organization, sifting through the experiences from other cities, trying to visualize what would work best for Mobile.

During these discussions, there were various ideas expressed:

"Mobile United should be an umbrella organization working with all the different organizations on community projects...give the Good Housekeeping Seal to a few worthwhile projects and support other organizations that carry them out...to pinpoint a few projects for short range and long range implementation, select a few each year and concentrate our efforts...if our over-all goal is to make a better community, we should define what we mean by better community...involve the total membership in all important policy decisions...develop a meeting format that saves time...."

with the stated purpose "to bring together all people in the Greater Mobile Area to unite toward common goals for a better community."

To achieve this objective, agreement was reached to address primarily three aspects of community life:

(1) Human Affairs - Be a forum to create a climate of understanding and harmony.
Promote a positive attitude and cooperative spirit in the community.
Improve the physical appearance and condition of our community, as well as the safety of its citizens.
Assist education at all levels.

(2) Economic Growth - Help develop and wisely use natural resources.
Help provide a climate attractive to new industry
Stimulate industrial development by assisting in provision of facilities for job training.

(3) Public Affairs - Encourage quality leadership in public office.
Secure cooperation and support from public officials in the interest of the entire area.
Generate public support for leaders in carrying out their responsibilities.

Initial Funding and Staffing

Early in the discussions, a budget of \$100,000. for the first year was adopted. Funds were solicited from the entire membership, but most of it came from the original group of 14 and their firms. Less than half the proposed budget was actually raised, most of this was not spent and gathered interest. This happened because of a strong sense of frugality on the part of those involved, and because there were donations of time and resources. For the first year and a half, the part-time director, Forrest Little, required no salary. Downtown office space at 71 St. Michael Street was provided rent free by Mobile United member Jay P. Altmayer. The principal costs as the organization became fully operational early in 1973 were the salary of a full-time secretary and office equipment. Karen Burgett was employed as the permanent full-time secretary in April, 1973, and remained in this position until May, 1984.

A 37 member Board of Directors began meeting and immediately concerned itself with a wide variety of community issues, including:

A proposed Deep Water Channel from Mobile Bay to the Theodore Industrial Site

A proposed State Docks Overpass to carry traffic above railroad cars which tend to block free flow of high density traffic

Stepping up of Mosquito and Rodent Control

Establishing a Research Center for the Mobile Delegation to the State Legislature

Bring public attention to the need for more humane conditions in local jails

Study reasons for shortage of natural gas

Encourage railroads to adopt reciprocal switching essential to development of the Theodore Industrial Site

Development of Fort Conde as a tourist center

Assist the Chamber of Commerce in its "Mach 80" program to bring in more new industry, create more new jobs

Help secure a Southern Airways Container Port for Mobile

What to do about loss of Container Port at the State Docks

Assist in the redevelopment of Downtown Mobile

Help promote the Tennessee-Tombigbee Waterway

Develop ways to increase tourism

Help resolve conflicts between proposed off-shore oil drilling and ecology concerns

Deal with lack of connectors from Highway 98 to the Interstate

Support the University of South Alabama in securing adequate support from the State

Assist in strengthening public relations support for S.D. Bishop State Junior College

Study underlying causes of crime

Undertake research on new forms of government for the City of Mobile

Work with the U.S. Corps of Engineers on flood control measures (Halls Mill Creek, Three Mile Creek, Moore Creek, Montlimar Creek)

During the early months of 1974, attention continued to be directed to the issues of concern of the previous year:

plus public school busing to achieve racial integration, other race related issues, road and highway improvements, more adequate fire and police protection, more and better aid to retarded children, the proposed Cathedral Place project under the auspices of the Catholic diocese to provide low-cost housing for the elderly in the central downtown area, need for pre-trial diversion of first offenders unable to afford bail who are currently being held in jail, recruiting of volunteers from Mobile United members to help in the survey of needs of the elderly, dredging of the Mobile River delta, the Theodore Industrial Park.

The members of Mobile United were working directly in ^{and 1974.} all of the above projects during 1973. In most instances, more than one member was involved. They invested much time and effort in each project, and kept the Executive Committee informed. In several instances, sub-committees formulated proposals for formal policy action by Mobile United. However, no official position by Mobile United could be taken except by action of the Executive Committee.

When the members were brought together at the Annual Meeting held in December, 1973, Tonsmiere asked them to take stock and decide:

"Are we accomplishing what we set out to do? What are the organization's objectives? Are they worthwhile? Are they of sufficient benefit to the community? How can we measure the results of what we do?"

At this meeting, concern was expressed that the General Membership had not been much involved; also, that the organization was handicapped in communication and coordination by not having a full-time executive director.

At the end of 1973, two parallel developments closely related to Mobile United got underway. Initiated by Mobile United members, these two programs interacted with and reinforced the Mobile United process:

The Community Development Advisory Group (CDAG)

A fifteen person committee, of which five were Mobile United members, worked with the City Planning Commission to "promote and encourage (1) the cooperation of governmental bodies concerned with the development of Mobile and (2) the cooperation of government at all levels with organizations and citizen leaders of the voluntary sector."

The Community Leadership Program (now Leadership Mobile) proposed to identify emerging young leaders "who will be moving into positions of increasing responsibility, to cope with greater complexities in community decision-making." The first program, an intensive 3 weeks of instruction and field work, was offered to a selected group of 30 young men and women and was completed in February, 1974. The format then developed has been repeated every two years since.

Need for More Staff, Greater Involvement of Membership

Within Mobile United, as the year 1974 began, steps were taken to remedy the problems beginning to surface: not enough staffing assistance to the volunteers, and the lack of involvement of the general membership:

(1) Dr. James Caldwell, from the administrative staff at the University of South Alabama, was appointed the first full-time paid director of Mobile United in January.

(2) The membership was brought to the fore as the key element of Mobile United. Dr. Bruce Trickey presented the proposal to the membership meeting of January 30, 1974:

"One year after our founding, we have come to realize that many of our decisions have been made on an expediency basis by the Executive Committee for the sake of getting the organization on its way....The participation and commitment of the membership on important decisions is at a low level."

"Therefore, we believe that major policy decisions should be made by the general membership. The Executive Committee wishes now to act as though they were agents for the will of the membership."

The following rules were then adopted by the membership:

- 20% quorum must be present
- 2/3 majority will be necessary to approve any policy decision
- 5 minute limit will be placed on each presentation to avoid digression
- chair to call for order if this happens

Within the Mobile United Executive Committee, self-searching discussions continued with questions being raised whether the organization was spreading itself too thin, and whether programs and projects of Mobile United were interesting enough. It was moved that the Committee meet immediately preceding the general membership meetings, and the meetings of that body were scheduled at least once a month.

At the February Tuesday breakfast meeting of the membership, the program included a discussion of the work of the South Alabama Regional Planning Commission, plus presentations on the progress of the Theodore Ship Channel and the revitalization of downtown Mobile.

This was followed by a luncheon meeting to bring together key planning elements for downtown Mobile, including representatives of Downtown Mobile Unlimited, the City Planning Commission, the Mobile City Commissioners, the County Commissioners, the Coastal Area Board, South Alabama Regional Planning Commission, and the Mobile Chapter of the American Institute of Architects. This meeting opened the way for Mobile United to "assume an effective role in assisting with the revision and implementation of the Master Plan for Downtown Mobile." The results of this discussion were presented to the March meeting of the Mobile United membership by a four member panel. A proposal for a restored Fort Conde, included in this presentation, continued to be a major concern of Mobile United until implementation was begun two years later.

First Contract with the City of Mobile

In January, ¹⁹⁷⁴ a budget of \$70,300. was adopted. At this time, the out-going volunteer executive director, Forrest Little, reported on several months of negotiations with the City of Mobile to secure a contract whereby Mobile United would be funded "to provide citizen participation in relation to several

City programs." The possibility had been cultivated within CDAG, the Community Development Advisory Group, as "citizen participation" was an important element in federal grantsmanship.

16.

In June of 1974, the first contract signed between the City of Mobile and Mobile United went into effect, providing \$30,000 from federal funds to Mobile United to provide "citizen in-put" into the City's Community Development programs and specifically requiring Mobile United to:

- "(1) assist in promoting a total community development program in the Mobile Area (meaning land use, economic development and social well-being)"
- "(2) to specifically promote improvements in the area of transportation (aviation, highways, waterways), a market place, employment, social services, environment, housing and education and government"
- "(3) to work closely with governmental bodies, planning commissions, and other organizations, in promoting and developing the total well-being of the Mobile area."

Restructuring of Committees - First Town Meeting

This resulted in the immediate implementation of the plan for restructuring of Mobile United, with a Steering Committee and sub-committees focused on 10 aspects of community development.

Discussion^{had} continued within the Executive Committee on "redefining the role and scope of operations" of the organization, and in May, 1974, an organizational plan was adopted which called for an organization of 150 members, with a 50 member Steering Committee meeting "weekly at breakfast to hear reports, make assignments, and take recommended action upon 2/3 majority favorable vote." Under the Steering Committee the following "Action Committees" were named:

- | | |
|-------------------------|--------------------------------------|
| 1. Education | 6. Transportation |
| 2. Housing | 7. Recreation & Culture |
| 3. Health Services | 8. Social Services |
| 4. Economic Development | 9. Government |
| 5. Public Safety | 10. Natural Resources & Conservation |

The restructuring was undertaken to position Mobile United "to meet the 'structure' requirements of the Alabama Community Development System as outlined in their manual, and therefore, will meet the requirements for 'citizen input' into the Federal grant program."

17.

On Tuesday, August 6, 1974, the first breakfast meeting of the newly constituted "Steering Committee" was held, and for the rest of the year it met almost every two weeks, with an attendance of 40-50 members. The new committee structure also became operational and a relatively ordered process began: matters brought to the Steering Committee being assigned to one of the sub-committees with a later report back on findings and recommendations. The following are some examples:

The problem of solid waste disposal was brought to the Steering Committee by the County Health Officer, worked up in the Health Committee, and later, on recommendation of that committee, the Steering Committee took action to support a study by the South Alabama Regional Planning Commission to look into various possibilities for a land fill site or other possible ways of disposing of solid waste.

A proposal to establish a wildlife refuge in a part of the Mobile River Delta was reviewed by the Steering Committee following work-up and recommendation by the Natural Resources and Conservation Committee, after which a resolution was adopted by the general membership. Almost immediately opposition arose among Baldwin County citizens fearing that federal government controls would deny access to sportsmen and hunters. Mobile United offered to host a meeting to resolve the differences. This did not happen. However, the concept of a wildlife refuge was achieved through the purchase of land by the Nature Conservancy, a non-profit organization whose purpose is land conservation.

A major concern of the Economic Development Committee, chaired by Max W. Morgan, was the possibility of redevelopment of land owned by the L&N Railroad on which the old station, regarded as a historic "architectural gem" by many, is located. The contiguous land south of the station, extending to the Mobile River on the East and to the I-10 access ramp on the west, "the last remaining waterfront property in the downtown area", was studied by the Committee in consultation with a local architectural firm. The conclusion was that the property, if the L&N Railroad

would agree, had great potential for "development of facilities for citizen access to the water and tourist-oriented installation and services".

18.

One of the creative proposals of this committee was for a walkway above and extending the length of the docks to provide the public with a "window to view all the activity of the waterfront".

A major concern of the Public Safety Committee was the system of justice in Mobile, specifically the jail conditions and the procedures for arresting, bonding and trial of the accused. A special concern was voiced about youthful offenders and those who are mentally ill. The focus of much criticism was the use of poorly trained personnel. The Committee asked the City Commission and the County Commission to ask the Community Chest and Council "to undertake a study and recommend (1) actions to relieve problems (2) needed construction of facilities and (3) employment of additional personnel".

A proposal came directly to the Steering Committee to hold a Town Meeting on "Inflation" which at that time was rising rapidly due to the oil crisis. President Ford was proposing voluntary sector action, rather than price controls, to deal with the problem. A special committee under Jack Friend was set up to conduct the meeting. It was an all day affair, with a morning session, a luncheon, and an afternoon session. From Washington came participants from the White House and the Departments of Treasury and Commerce, who interacted with knowledgeable local leaders. Although the live audience was small, the program reached an estimated radio audience of 35,000.

As the year 1974 closed, Dr. Caldwell resigned as Executive Director for health reasons. At the annual meeting, his report and the President's report agreed that Mobile United was shaping into an effective organization for "citizen in-put into planning and development" and "a forum for identification and solution of community problems".

SUMMARY I

Mobile United was created in 1972 by community leaders wanting an organized way to resolve community issues, and a means of focusing citizens' efforts to make Mobile a better place to live.

At the time, racial tensions were high, there were problems in the public schools, little progress was being made in economic development, unemployment was severe, the community appeared to be fragmented and dispirited. An Area Audit of 1960 detailed the various needs of Mobile, many of which still existed in 1972. However, others had been fulfilled and in many aspects, Mobile was moving forward.

The three year period 1972 through 1974 was marked by "a search for identity": for an effective organizational format, to decide what kinds of community problems to address, and what to do about them.

From this period emerged:

1. a broad-based leadership organization, committed to "viewing the community as a whole"
2. a community development approach (that land use, economic and social progress are interrelated) and a committee structure designed to concentrate on 10 such areas.
3. full participation of the general membership of approximately 150, retaining final authority on all policies and actions
4. governmental funding, largely because of the "citizen participation" component of Mobile United
5. paid staff comprised of executive director and secretary.

II THE TEN YEAR EXPERIENCE 1975 - 1984

Community Leadership Network

Through a diversified and expanding network of leaders, Mobile United has been trying "to influence change in a changing community." Growth and development are taking place all the time through the activity of many people pursuing their separate interests. Members of Mobile United are committed to bring some order to this growth by "viewing the community as a whole and putting it first in thinking, planning and development."

The high level of community leadership brought together in July, 1972, has been maintained over this ten year period, while the number of members has more than doubled.

The membership breakfast meeting has been an important factor. There one can get in-depth reports of what is going on in the community, listen to and/or debate the important issues, and go back into the community with a better perspective. Undoubtedly, the fellowship and stimulation of these 7:30 - 8:30 AM meetings is a major factor in holding everything together.

The General Chairmen and the Staff

Planning and conducting these meetings is the responsibility of the General Chairman and the Executive Director. They prepare the agenda and create the atmosphere which makes the meetings stimulating and enjoyable. A reflection of the quality and the diversity of Mobile United leadership is evident in the people who have served as General Chairman:

Arthur Tonsmiere, Jr.	1972-1974
E.S. "Pinky" Martin	1975-1976
Dr. Marshall Robinson	1977-1978
Bishop George Murray	1979-1980
A.F. "Fred" Delchamps	1981-1982
C.M.A. "Max" Rogers III	1982-1984
Rev. Stephen Dill	1985-

Chairing the membership meeting is but one part of the General Chairman's job. He provides inspiration and coordination to thirteen standing committees, as well as to the special committees that are created from time to time to meet a crisis situation in the community. Beyond the formal structure, there is much that goes on "behind the scenes" to deal with conflicts between individuals, group tensions in the community, and to follow up on resolutions adopted at the membership meetings.

For the entire ten year period, Joe Pearson, Jr. has been the Executive Director. The considerations that led to his appointment were: he grew up in Mobile, was one of the leaders group that started Mobile United, and in a very warm personal sense "knows everybody in town." During a long career in the automobile business, Joe has been a volunteer in various efforts to make Mobile a better community. As a businessman and conservationist - formerly president of the Alabama Wildlife Federation and Alabama Conservationist of the Year - he knows how to reconcile conflicting interests and to build cooperation.

Where Joe Pearson has worked best is with the informal aspects of Mobile United's work, the behind-the-scenes efforts to cope with community questions and issues. His special contribution has been to maintain and work with the network of relationships by face-to-face and telephone communications. At home he has an extension of his office phone, and with these phones or out in the

community, he is talking to somebody, day and night and week-ends.

Handling the organizational detail, the formal structure - arranging the meetings, notifying people of time and place, keeping the minutes, getting out the mailings, doing all the paperwork, handling the money and keeping the books - is the job of the secretary. And one person had this job from 1973 to early 1984 - Karen Puckett. She carried a tremendous load and did it well. Karen resigned in March, 1984. Shortly after that, Joe Pearson had a period of poor health and Mobile United activities were kept to a minimum. Robin Fitzhugh replaced Karen on a part-time basis in March, 1984, and when Joe Pearson's health and energies returned in the early fall, Mobile United's operations were back to normal.

The paid staff of Mobile United has been limited to the two positions of Executive Director and Secretary, except for a period in the mid-1970's when a part-time coordinator was employed to assist the Executive Director. The blue-print for Mobile United, the statement prepared by the original group, called for "a full-time administrative staff, at first consisting of an executive director and clerical secretary, with a third person in the area of research. An independent research capability would be important, not only for evaluation of other research efforts, but for specialized research not undertaken by others."

It was later decided that research and any other professional services would be obtained as needed through the temporary employment of consultants. Responding to this, William Kaufman^{in 1975} offered the services of a person employed by the Community Chest and Council as "Coordinator of Community Development". Experienced in community planning, research and work with volunteers, he was then serving as

the planning director for the Community Chest and Council, but also as a part-time paid consultant to the City Planning Commission working with CDAG. In the latter connection, he had participated in the negotiations that resulted in the first \$30,000 annual contract between the City and Mobile United.

The contract work with the City put a heavy burden on the Mobile United staff, so he was employed part-time to "assist Mobile United to fulfill its contract with the City... and, in addition, assist in the writing of a Mobile United brochure, and other materials as needed". Payment for his services went to the Community Chest and Council and this arrangement continued for almost two years.

Financing the Organization

The proposed budgets from 1975 through 1984 have ranged between \$45,000 and \$75,000. However, the actual budgets have been about \$50,000. In 1975, \$41,286 was spent and in 1983 the amount was \$51,340.

For several years a major portion of the funding has come from the City of Mobile. The contract provided \$30,000 a year beginning in the middle of 1974 and continued at this level through 1979. It decreased to \$23,750 in 1980, and to \$13,750 in 1981. Nothing was provided in 1982 and 1983. In 1984, the City began to fund Mobile United again, at a level of \$10,000. However, in the previous year, the Alabama State Legislature, on the initiative of Representative Mary Zoghby, ^{a member of Mobile United} allocated \$10,000 to Mobile United, which has been renewed in 1984. In addition, Mobile County provided \$5000 for 1984.

What these actions by governments indicate is that a citizen participation organization like Mobile United is an important

resource to government at all levels. How important

was clearly stated by the City of Mobile's Director of Fiscal Affairs in a letter to the City's Contract Review Committee in 1977:

"I take the position that we are buying a valuable resource - not a service - when we contract with Mobile United; and are paying precious little for what we do get and what we can get in return. Mobile United is the only formal source by which Mobile's citizens can actively participate in the decision-making process of their city government. In addition, it is the primary entity that brings together a wealth of expertise from the private and public sectors to address the problem areas that affect the Mobile Metropolitan area, which, in turn, directly affect our city government. And, it is the entity to which our government has turned to in a recent major crisis area with highly successful results."

The low point in funding from the City (1981-1983) may be accounted for by the drying up of federal funds, which were abundantly available during Mobile United's first years. But the start-up now of funding from local and state governments would appear to provide, possibly, a more stable base for such financial support in the future.

Efforts to secure funding from private sources have always been low-key, and limited to soliciting the membership. The numbers of members contributing to Mobile United's financial support has ranged from 25 to a high of 48, and the amounts raised each year since 1975 from \$24,775 to \$30,150.

The organization always has been run frugally. Many members feel that one of the attractive features of Mobile United is its low budget, small staff operation with volunteers doing the work. However, periodic financial crises have taken their toll. The Executive Director is now working for half his previous salary and is getting by with a part-time secretary.

Some members believe that the potential for support from both governmental and private sources is far greater than has so far been realized. At the moment, income from governmental sources is rising faster than from private sources. To insure Mobile United's independence, some members feel that private sector support should rise also and maintain some balance with governmental funding.

The Ways Mobile United Influences the Community

According to the first brochure published in 1975, "Mobile United provides a means whereby concerned citizens may combine and coordinate their interests (1) in the growth and development of the Mobile community, and (2) in maintaining and improving the quality of life which people of this community now enjoy."

These efforts are carried out through

1. committee work,
2. debates, forums and the enacting of resolutions,
3. Mobile United's members providing leadership to other organization with aims parallel to those of Mobile United
4. monitoring of government programs and other forces affecting community growth and development

These different approaches interrelate and reinforce each other.

Structure and Process

The Committees

The existing committee structure was set up in late 1974, to comply with the City of Mobile's contract requirements that Mobile United provide citizen participation in the areas of community development specified as:

- | | |
|--------------------------|--------------------------|
| (1) Economic Development | (6) Natural Resources |
| (2) Education | and Conservation |
| (3) Government | (7) Public Safety |
| (4) Health | (8) Recreation & Culture |
| (5) Housing | (9) Social Services |
| | (10) Transportation |

In the renewal of the contract in 1975, Mobile United agreed to provide "representative citizen panels to serve as a sounding board for the completion of overviews in each of these areas". These overviews, prepared by CDAG under the direction of the City Planning Commission, were research documents providing detailed information about Mobile's current conditions and trends, but with no recommendations. What the City wanted was a citizens review of the information and their recommendations as to what should be done.

This proved to be a formidable task for newly established committees, and shortly after the Overviews were transmitted to Mobile United in July, 1975, Dr. E. Bruce Trickey, a corporate executive, was asked to coordinate and help bring into focus the entire effort. Following is the statement that was prepared and discussed with all the Chairmen to guide the committees in their work:

OBJECTIVE

"Develop a description of what we want our community to be in 10 years. The product of each committee should be an part with the statements of each of the other committees."

PROCESS

Each committee to develop a baseline statement of where Mobile is in its development today. What is the situation as we enter the year 1976? What have we attained? How well are needs of the community being met? What direction is the community moving? What are the important unmet needs and the unresolved issues?

The Community Development Overviews can be a starting point in preparing the 1976 baseline statement. These overviews are no more than factual statements. In some overviews the data is better organized than in others. The facts, however, should be reviewed and analyzed, and the attempt made to determine whether the information is accurate, adequate and usable.

The Overviews should be re-written to the extent necessary to reflect each committee's criteria as to what should be included in its baseline statement. What emerges from the committee

then should be its own description of needs, resources, values and goals which reflect the present reality of our community, and as it develops in the next 10 years - before it actually happens. What are the things that should happen? What is the most important thing that should happen? the next most important thing? etc.

It will become necessary to break down the different parts of this overview for immediate and later implementation. The first steps in implementation, to begin in 1976, should be built into the 10 year projections.

What the committee completes by May 1, 1976, should be looked upon as the beginning of a process that will be continuing year after year. Once the process gets started, planning and implementation proceed simultaneously. The first steps in implementation are built into the projections and there is continuous feed-back of implementation experience into the planning process.

The overall plan, which emerges from all the Committee's reports and recommendations, is tentative, flexible and dynamic. Community goals which we establish in 1976, rather than being static proposals become moving targets. In each year that follows, then our sights should be reset based upon new knowledge and new experience about our community.

By early 1976, nine of the committees had completed reports and these were presented to the membership at two to three week intervals. Written reports were sent out in advance of each meeting and, after full discussion all nine reports -with some revisions - were then adopted. The tenth one, Government, was never completed to the point of action by the membership.

In July of 1976, Dr. Trickey had a meeting with committee heads, along with other interested Mobile United members, and told them: "We do not intend that all these reports be put on the shelf. They are the finest things ever accomplished in Mobile by broad-based citizen participation. The next phase must be implementation. How do we go about it?"

Following is a summary of the discussion in which enthusiasm and ideas for action are tempered with realism and candor:

"Our entire committee met with the City Commissioners. Now it is proposed to invite the Commissioners to address a membership meeting and comment specifically on the recommendations" (From a committee chairman).

"We should be careful about putting public officials on the spot." (From a person, not a committee member, acting as devil's advocate)

"The City has asked Mobile United to make these recommendations. If discussed in advance, there shouldn't be any problems. The committees are open-minded and realistic about what is possible for the City to do." (Another committee chairman)

"Plans for implementation are not likely to get very far, because of widespread apathy among the general public. In the everyday lives of people, they have more important things to give their attention to than what Mobile United recommends" (the devil's advocate)

Following further discussion, however, the committee chairmen did agree at this meeting on a plan of action:

1. Establish priorities among the recommendations and a plan for implementation (a) short range (b) medium range and (c) long range.
2. Identify those people who are the key to implementation.
3. Determine the resources that are needed to implement.
4. Prepare a brief description of the steps to be taken in implementation.
5. Inform the community in a widening circle.

It was observed that the average attendance for committee meetings was not high. . Each committee, on the average, lists 17 members, but the average attendance had been 8, and 5 never attended any meetings.

Those members who continued to be active were very productive in completing their reports over a period of about nine months, formulating, a total of 121 recommendations, ranging from 4 to 29 per committee.

The General Chairman noted in his 1977 Annual Report that the Committees met in March to set their priorities for 1977. Each committee selected, from the recommendations made in 1976 report, their objectives for this year. Many of the Committees have made enormous progress in implementing their recommendations."

What the ten committees have actually done in the years since is reflected in the listing of the activities of each from 1977 to 1984, to be found in the Addendum of this history.

Own Meeting Forums and Debates

One of the most effective ways to get issues aired and understood by the public is through forums and debates. Underlying conflicts and tensions within the community are often relieved and sometimes resolved when put under the spotlight of full public discussion. Over the years Mobile United has used this means of bringing public awareness to the issues:

Rapidly Rising Inflation in 1974	
The Rating of Mobile's Quality of Life	1975
Coastal Zone Management by Law: Retain vs. Repeal	1976
The Commission vs. Mayor-Council Form of Government for Mobile	1976
The Railroads vs. Tombigbee Waterway	1977
The Environment vs. Oil Exploration	1977
The Rising Cost of Health Care: Unreasonable vs. Reasonable	1977
Theodore Industrial Park Pipeline: Is the Environmental Impact Statement Necessary?	1977
Current Issues of Public Education in Mobile	1979
Proposed State Constitution Change Re: Local Home Rule	1979
Mayor-Council vs. Commission Form of Government	1981

One of the first debates involved a local panel vs. a representative of the Midwest Research Institute, Dr. Ben-Chieh Liu, who, in a national "Quality Life" study of 1975 rated Mobile last among 83 metropolitan areas of comparable size. People were upset by the report and the national publicity. Liu was invited to come to Mobile.

The Study was based upon five "social indicator areas" - economic, political, environmental, health and education broken down into 123 "quality of life factors". 30.
As Dr. Liu put it: "I didn't rate your city, the statistics did." The data was taken from the 1970 census and, as one of the founders commented, "It was out of the conditions of the time that Mobile United was created." Jack Friend, the chief spokesman for the local panel, summed it up for Mobile United: "This is an opportunity for us to develop our own criteria for quality of life and the data to show what this community really offers to the people who live here."

The issue of the City of Mobile's form of government first came up in 1976 with a court ruling that the three-member Commission form must be changed because it is discriminatory.

Since it was established in 1912,, no black has ever served as a member

Strong sentiment on both sides has created an impasse.

One debate in 1976 and another in 1981 - with much committee activity in between and since - has not by 1985 resolved the matter

An organization like Mobile United has to operate with much patience in dealing with complex and long-standing issues.

All of the debates are written up in detail and provide a frame of reference as need for action on the same issues re-occurs.

In fulfilling its contract to the City, Mobile United conducted 58 "Citizen Meetings" from 1976 to 1980, which were face-to face discussions between city officials and the general public regarding the City's budget, planning for city-wide and neighborhood Community Development Programs, and on tax questions. Held in all parts of the City, these appeared to be more effective in securing broad citizen participation than the traditional hearings conducted by officials at City Hall.

Individual Efforts

An important aspect of the work of Mobile United has been the efforts of members as individuals. They have joined together

to start programs and services to meet community needs. There are many ^{examples} of this, ranging from CDAG and Leadership Mobile to the resettling of Vietnamese refugees and the establishment of the public broadcasting station WHIL / As members of other organizations, they have made things happen with regard to revitalizing Mobile's downtown, the development of the harbor and docking facilities, and giving continuous support in many ways to the Tennessee-Tombigbee Waterway.

And they have also been vigilant observers to warn of things happening that threaten Mobile's quality of life. As one member observed, "Maybe one of our most important contributions is stopping things that shouldn't happen."

A very small part of this is seen in the committee work and the resolutions passed by the general membership. It is an elusive thing to try to describe but these individual efforts penetrate to every level and aspect of community life.

Leadership Training

Mention has previously been made of Mobile United's part in bringing into being Leadership Mobile in 1974. Since then members have played an important part in this program to train young people who are moving ^{toward top leadership roles in the community.} Graduates of Leadership Mobile are making an increasingly significant contribution to the work of Mobile United.

A training project which Mobile United initiated and conducted in 1976 and 1977 was the Board Members Workshop.

With 54 officers and board members from 32 non-profit service agencies enrolled, this one day program in 1976 focused upon Board members' responsibilities and accountability, including discussions about how board, executive and staff are involved in Policy, Goals, Objectives, Program Planning and Implementation. Following their experience, participants gave the rating to the program of 4.3 on a 5 point scale.

In 1977, a similar program was conducted,

with the addition of video tape of a simulated board meeting illustrating both good and questionable actions by individual board members. This was used effectively as a training device, and has been loaned to other communities engaged in similar programs.

Volunteer Mobile, which has since come into being to recruit and train volunteers, now conducts an on-going program of board member training.

Conflict Resolution and Consensus Building

The idea behind conflict resolution is that if important differences between groups in the community are brought in the open and discussed, they will eventually be resolved. Mobile United early adopted the motto:

"Between antagonists there can be no winner unless there is also a loser. But when there is a community of interest, everybody can win."

There is the implication in this that when conflict resolution is achieved it then leads to "consensus building". Rather than be held back by a gridlock of conflicts, the community then can move forward to bigger and better things, and an improved quality of life for everybody.

In pursuing these objectives, Mobile United members have concentrated their efforts in the following areas:

Race Relations

This was a primary concern when Mobile United was formed. Representative black leaders have been a part of Mobile United's membership from the beginning. This has increased communication across racial lines and helped to produce relative harmony in community relations. Confrontations and open conflict rarely occur any more.

Much of Mobile United's work in this area is behind the scenes, rather than in public meetings. However, a good example of conflict resolution followed by consensus building was the role played by Mobile United in 1976-77 in the "Glen Diamond incident", which caused a serious flare-up in racial tensions.

The incident involved the action of 5 police officers charged with threatening to hang a young black man suspected of robbery. The Mobile United membership immediately adopted a resolution of concern and of support for officials in their efforts to deal with the crisis. A "blue ribbon" committee was created under the chairmanship of Dr. William K. Weaver. Known as the Special Committee on Law Enforcement, it met frequently over a period of 18 months and interviewed "all knowledgeable persons representing different vantage points from which to observe police operations, from inside and outside the department". What was produced by this committee was an in-depth report with 67 specific recommendations, most of which focused on the training, compensation, promotion and morale of police officers, plus other recommendations on apprehension procedures and general administration of the police department. The committee worked closely with the Police Commissioner during the entire process and for a time following it.

The feeling among the members is that the work of this committee not only brought about conflict resolution between white police officers and members of the black community, but probably had a consensus building effect upon attitudes and procedures within the police department.

Economic Development - Protection of the Environment

Activity in this area has been consistently great, with more committee work, forums and debates on "development vs. environment" than any other set of issues. The basic positions appear not to have changed much over the years:

Pro-Development: "Mobile has lagged in economic development"... "We have high unemployment and need jobs." "I'm a businessman who is sick and tired and fed up to my ears with bureaucrats, extremists, and no-growth advocates trying to regulate things. These laws and regulations are an invasion of private property rights."

"God did not intend earth to remain unchanged. He constantly changes our environment. Do we want to protect ourselves rather than grow? Do we want to protect our environment rather than using our God-given resources?"

Pro-Environment: "Keep in mind that our wetlands and our coastal areas are great natural assets. The estuarine is the factory that produces our fish, cleans our water, acts as a storm buffer, provides great recreation and many other things. It takes 4000 years to make an estuarine - only a day or two to destroy it."

"The future development in this area - Tennessee-Tombigbee Waterway, drilling for oil and gas in Mobile Bay, industrial development around our waterways, condominiums rising on beaches - it doesn't take a genius to see that without good planning we are going to have a first-class mess here."

Mobile United has attempted to be even-handed by maintaining in its membership an equal balance between the different viewpoints, and by giving everybody the opportunity for free expression. When an action is proposed, a two thirds vote of the membership is necessary for it to be taken. In this way, conflict resolution sometimes occurs on specific issues, but the underlying tensions between these two forces has continued unabated. It does not appear that much consensus building has yet occurred.

Government: Quality and Effectiveness

Another basic concern of Mobile United, according to the brochure are the "service systems of the community....They dispose of astronomical budgets...but are being attacked on all sides for lack of performance....They must perform effectively if society and the economy are going to function."

Mobile United has addressed important issues regarding the functioning of local institutions, such as police, health services, and the schools; also, some state and federal agencies, particularly those having impact upon the economy and the environment.

As another illustration of the process of conflict resolution - consensus building, the work of another blue-ribbon committee is

noteworthy, that of the Citizens Committee on Public Education, chaired by Dr. Stephen F. Dill, active 1980 to 1983.

A joint effort between Mobile United and the Chamber of Commerce, the Committee had the objective "to resolve conflicts and bring about improvements in the administration and the quality of education of Mobile's public schools." One sub-committee of businessmen, working with school officials, did an in-depth review, with recommendations, of administrative procedures. Another addressed the "lack of agreement on educational goals" within the School Board and the professional staff. At the same time these internal problems were getting citizen attention and involvement, the committee was also working on the problem of the "media image being largely negative." An intensive effort to remedy this included the publicizing of "many noteworthy and positive features about public education that the general public does not know."

There is a general feeling among those who participated in this effort, as well as school officials, that very beneficial changes have come about in the functioning of "Mobile's largest business".

Currently, there is rising concern about corruption among government officials. In an October 1984 poll of Mobile United membership, this issue was rated number one. In November, 1984, newspaper publicity centers on the beginning of the trial of a City Commissioner on a 14-count federal indictment. As there have been a series of convictions of public officials on corruption charges in recent years, the attitude of the general public is reflected in the commentary in the Mobile Press Register: "I know all officials are not corrupt...but that is what everybody is saying...Mobile has reeled with one indictment after another, reeled with one scandal after another...."

SUMMARY II

The network of community leaders has been enlarged and extended, with an increase in Mobile United's membership to approximately 150. The 7:30 to 8:30 AM breakfast meetings of the General Membership, held at frequent intervals, has become an important feature in maintaining communications and holding everything together.

The key factor, however, is the calibre of the personnel who have guided Mobile United: the seven General Chairmen who have served from 1972 to 1985, the same Executive Director from 1975 to 1985, the same secretary from 1973 to 1984.

Mobile United is unique among similar organizations here or elsewhere in the frugality of its operations. Over the 12 years, the annual funding has remained fairly constant at a level of about \$50,000. - half the cost level anticipated in 1972. In many of these years the funding from government has exceeded the contributions from the private sector. The staff of two persons - executive director and secretary - is the same in 1984 as it was in 1974.

Through this small staff and a large force of volunteers, Mobile United has had a significant impact upon the community. Influence is exerted through several processes: the committee work; the debates, forums and the enacting of resolutions by the general membership; Mobile United's members individually providing leadership to other organizations with parallel aims; and the monitoring of the progress, lack of progress or, possibly, harm being done by other forces in the community. Mobile United members, within the structure of the organization, or beyond it, working as individuals, have

been notable in starting many things the community needs, as well as in "stopping things that shouldn't happen".

The most notable accomplishments have been in the resolution of conflicts and the alleviation of community tensions, particularly with respect to race relations, to economic development and protection of the environment, and in the participation and involvement of citizens in their government.

Beyond the easing of tensions, the more difficult task of building consensus - overcoming fragmentation of community efforts, unifying various forces in achieving a better quality of community life - continues to be a challenge.

The "Blue Print" for Mobile United 1972

PROPOSED PURPOSE AND ADMINISTRATIVE STRUCTURE OF AN ORGANIZATION TO COORDINATE AND IMPLEMENT COMMUNITY OBJECTIVES

THE NEED TO COORDINATE COMMUNITY EFFORTS

The increasing complexity of urban life is placing great stress on traditional problem-solving procedures. Yet, the need to solve problems is greater than ever, since - more and more - the community is becoming a place of interacting, interdependent services, each absolutely necessary for the functioning of the whole.

The problems that concern us today, however, are not matters that can easily be solved by people, institutions or agencies acting individually. Only through a unified, coordinated effort in behalf of the total community can problems be solved effectively.

In the typical society, an institution, agency or group guards with zeal the block that holds its corner of the structure in place - and although this self-interest contributes to the fulfillment of specific objectives and results in considerable achievement, it often impairs maximum effectiveness. Thus, pluralism needs a binding structure, some vehicle for insuring that common purposes, as well as specialized ones, are in fact achieved.

A community that cannot grapple in unison with its common objectives will not long prosper. It will sooner or later bog down in a mire of discord.

TYPE ORGANIZATION NEEDED

To effectively pursue the common objectives of our community, there is need for a broad-based, leadership organization capable of viewing the community as a whole. The objective of the Organization would be to study and evaluate community problems and opportunities, and to implement common objectives by working closely with appropriate private and public agencies, institutions and groups. This work would involve three major endeavors: (1) the identification of community goals, including the establishment of priorities; (2) the mobilization of efforts to achieve these objectives; and (3) the evaluation of performance and results. In carrying out its responsibilities, the Organization would have no authority other than the personal influence of its members and their constituents.

ORGANIZATION ACTIVITIES

In carrying out its objectives, the Organization would not attempt to duplicate the activities and efforts of other organizations; rather, it would concern itself primarily with functions that these organizations are not structured to handle effectively. The major involvement that the Organization would have in the affairs of other organizations would be in support of programs and objectives designed to benefit the community as a whole.

Community Goals and Priorities

The first task of the Organization would be to concern itself with community goals and priorities. Of the two, priorities would probably be the most difficult. There is often substantial agreement as to what should be done; the crucial question is "what comes first."

In this area, the Organization would undertake problem analysis, development of strategies, assessment of opportunities, etc.

Mobilization of Efforts to Achieve Objectives

Once goals and priorities were established, the Organization would then undertake implementation. This would involve, for the most part, activities in support of other community groups, institutions and agencies, including public communications.

Evaluation of Achievement

The final task of the Organization would be to evaluate performance relative to the achievement of community goals and priorities. In doing this, the Organization would attempt to devise concepts and measurements for gauging success.

ADMINISTRATIVE STRUCTURE OF THE ORGANIZATION

To achieve significant community well-being, it is essential that leaders from all segments join together in a common purpose which puts community needs first in thinking, planning and ultimate action. There is no guarantee that with this concerted effort success in each project would be achieved; but even more important, without it opportunities would be impossible.

As visualized at this time, the Organization would be structured as a nonprofit corporation, consisting of as few as 25 or as many as 50 or more leaders. Members of the Organization would hold positions of sufficient community responsibility to speak authoritatively on matters of concern, and would represent the thinking of large numbers of people.

The Organization would be structured with an executive council and various work committees, each committee representing a major aspect of community life such as Public Affairs, Economic Affairs and Human Affairs. The committees would concentrate their efforts in specific areas, but would work in close concert with the Organization as a whole in order to keep all individuals properly informed. Ultimate authority, however, would be vested in the Organization as a whole.

The Organization would be administered by a full-time administrative staff, at first consisting of an executive director and clerical secretary. Research activity would be provided in-house, or by consultants. In the area of research, as in overall activity, it would not be the purpose of the Organization to duplicate efforts of other organizations, but rather to help strengthen them through assistance. An independent research capability would be most important, however, not only for evaluation of other research efforts, but for specialized research not undertaken by others.

Headquarters of the Organization would be located in downtown Mobile. In the area of funding, it is felt that approximately \$100,000 would be needed at the outset.

A PHILOSOPHY OF LEADERSHIP

The coach of a great football team does not play football. He may not even be a good punter or an expert passer. His job is to know the capacity of each player and to evoke optimal performance. In short, he coordinates and inspires.

It is the responsibility of the leader to lead. It is not enough for him to claim that the community went the wrong way. It is his job

to find the right way and to point it out. The community expects this. Whenever a leader shrinks back, guarding his popularity, he pays a heavy price in the end. The public will forgive an honest mistake; it will not forgive, however, failure to act on one's best knowledge and conviction.

SUMMARY

In order to coordinate the achievements of the community's various agencies, institutions and groups toward the achievement of common goals, an Organization is proposed which would bring together leaders from all segments of society. The objectives of the Organization would be as follows:

1. *Identification of community goals, including the establishment of priorities*
2. *Mobilization of efforts to achieve objectives*
3. *Evaluation of results*

The Organization would not duplicate the efforts of other organizations, but would serve as a coordinator and sponsor of activities which would benefit the community as a whole.

Those Who Attended the Meeting to Create Mobile United July 11 1972

Mobile Municipal Auditorium Room 28

S.A. Alsup
Jay P. Altmayer
Howard V. Adair
Doris M. Bender
Dr. S.D. Bishop
Paul R. Cherney
Mrs. Clara Stone Collins
Hon. W.M. Collins
A.J. Cooper, Jr.
James S. Crow
Leland Dean
O. H. Delchamps, Jr.
Capt. James A. Dillian
Commissioner Robert B. Doyle, Jr.
Eugene E. Ellis, Jr.
A. Danner Frazer
William J. Gehlen
Dr. Robert W. Gilliard
Mary Alice Gray
William J. Hearin
Rev. Haywood Holderness
Charles Jackson
Mrs. Shepard Jerome
William Kaufman
John L. Leflore
Forrest Little
Bishop John L. May
Mrs. John A. McArthur, Jr.
Robert S. Edington
Ernest F. Ladd, Jr.

H. Ray McGuire
Commissioner Lambert C. Mims
Max W. Morgan
Lem Morrison
William O. Mozingo
Bishop George M. Murray
Arthur Outlaw
Layton Overstreet
Joe Pearson
Bishop W.T. Phillips
R.H. Radcliff, Jr.
Rev. William J. Rimes, S.J.
Arthur Rodriguez
Bishop William M. Smith
Mrs. Lois E. Strickland
Shelby A. Sutton
Arthur Tonsmiere, Jr.
Gen. Norman J. Walton
Marion E. Ward
Dr. William K. Weaver
Col. Reuben E. Wheelis
Jesse W. Whiddon, Jr.
Ralph E. Whitson
B.R. Wilson, Jr.
Dr. Arthur A. Wood
Commissioner Howard E. Yeager
Wesley Floyd
Jack H. Friend
William L. McDonough
James R. Alexander

Detail of the Work of Ten Community Development Committees 1976 - 1984

Following are the most notable items from the Annual and other reports on the work of the committees from 1977 to 1984:

Economic Development developed a conceptual plan for the Mobile area covering (1) wildlife regions (2) residential and recreational and (3) industrial and commercial (1976)

*membership passed resolution "reaffirming support for the Tennessee-Tombigbee Waterway, and opposition to any litigation which would delay the earliest possible completion of this vital project" (1977)

*extensive study and presentation of facts to the membership on "the location of new industry in Mobile...recommending that the State of Alabama create one-stop permitting office to serve as a clearing house for new and expanding industry" (1978)

*in preparation for the completion of the Tennessee-Tombigbee Waterway to make plans for "adequate barge fleet and handling facilities to accomodate the vast number of barges coming down this river system" (1979)

*focus attention on balanced planning for economic development and protection of environment in its continuing support for Tenn-Tom (1980)

*jointly with Natural Resources Committee, met with representatives of EXXON Oil Company and discussed plan for oil exploration: "to take precautions to protect against environmental damage." (1981)

*a special committee update on information on "what local, state and federal agencies are doing to plan for the future orderly development of Mobile, Baldwin and adjacent counties "in the face of Tenn-Tom completion, oil and gas exploration, increased coal exports, dredging a 55 foot channel to bring larger vessels to the Port of Mobile, waste water outfalls, and intensive condominium construction in coastal areas." (1982)

*Fantus Report survey to determine image Mobile projects to "site-seeking investor corporations" presented to membership. Particular attention given to observation of study that labor relations is an obstacle: "Are these findings accurate and, if so, what can we do about it?" Strong labor union representation within Mobile United facilitates resolving issue. (1983)

Education

*promoted the establishment of public kindergartens in the State public school system (1977-1980)

*worked to secure first doctoral program at the University of South Alabama (1979)

*a Joint Education Committee (Mobile United/Chamber of Commerce) "probably our greatest contribution to the life of the community in 1980" worked with School Board and administrators to improve business practices and upgrade quality of education in public schools, increase public awareness of problems and achievement of the schools, and insure the passage of two school levies (1980-1982)

Government

*completed work on restructuring Mobile County/City Personnel Board, sent proposed legislation to Mobile County delegation of Alabama State Legislature; addressed "the skepticism of the public about the City elections", and the overcrowded condition of the local jails (1978)

*addressed the financial problems of the City... made a study of tax structure and budget...suggesting alternatives for change (1980)

*"studying increasing problems of local government in providing services to community...also, looking at problems of other governmental bodies - county, school board and water board" (1981)

* "reviewed the court order to City to change its form of government from Commission to Mayor-Council... Commissioners discuss their positions before the Mobile United membership" (1981)

* "Joint Economic Development/Government Committees task force working with City Commissioners and County Commissioners to identify common problems. Mayor addresses Mobile United membership on 'need for unity in Mobile's economic development' " (1983)

*proposed to Mayor that Mobile United conduct quarterly public forums to give citizens opportunity to express views about City's needs and problems (1984)

Health Services

*studied Medicaid and other programs of health care for the elderly and indigent, "made a detailed presentation to the membership" (1977)

*follow-up on implementation of its recommendations that a Health Education program begin in the public schools (1979)

*conducted a debate before the membership between a physician and hospital administrator on one side and two consumers on the other on the rising costs of health care (1982)

Housing

*general membership passed resolution to "request the County to remove the abandoned buildings on Government Street in the block adjacent to the County Court House" (1977)

*sponsored a Housing Conference (televised) to inform the public by "bringing together local professionals from both public and private sectors to intensively examine the policies, programs, and processes of neighborhood conservation and housing rehabilitation" (1978)

*met with representatives of the City Inspection Services, Mobile Housing Board and the City Planning Commission to "review progress in revitalizing neighborhoods and enforcing building codes... Mobile United has organized three public hearings on the Three Mile Creek flood problem" (1980)

* "to generate private investment, stimulate the home building industry...are working with City Commissioners to secure federal funds for a write-down of 3% in the interest rate for certain dwellings and neighborhoods" (1981)

Natural Resources and Conservation

*membership passed a resolution supporting the Coastal Area Board, in the face of efforts within the Alabama Legislature to repeal the Coastal Zone Law; members acted individually to back this up and succeeded in stopping the repeal movement.(1976)

*held a community forum on the Theodore Industrial Outfall, bringing all sides together on the issue of combining industrial waste and sewage before disposal into Mobile Bay (1977)

*membership endorsed enactment by State Senate of legislation to purchase west end of Dauphin Island for public beach and park (1978)

*membership voted to oppose the establishment of an oil refinery on the Brookley Industrial Complex (1978)

*jointly with the Economic Development Committee, proposed to U.S. Corps of Engineers widening the Mobile Harbor entrance channel, the main ship channel, a turning basin, and an anchorage for ships in the upper bay; but not agreeing on disposal of new spoil to the Gulf and the deepening of the channel to 55 feet (1979)

*following Hurricane Frederick, undertook study of effects in other parts of the country following hurricanes damage, especially where barrier islands have been invloved (1980)

*brought together representatives of U.S. Corps of Engineers and FEMA to inform the public on alternatives available to prevent serious flooding which has occurred following loss of 400,000 trees by Hurricane Frederick (1981)

*membership passed resolution objecting "to the continued reluctance of local, state and federal officials to enforce reasonable managerial controls over unrestrained development that is now threatening Alabama's beaches and dune system" (1983)

Public Safety

*Special Law Enforcement Committee formed following alleged threatened hanging of a black robbery suspect by white officers of the Mobile City Police Department. Formulated recommendations to improve law enforcement process in areas of training, compensation, promotion and apprehension - many of which are known to have been put into effect (1976-1977)

*met with the City Police Commissioner in follow-up of recommendations of Special committee, especially the hiring and promotion of black police officers (1979)

*membership adopted a resolution "proposing new public safety measures for the downtown business districts. These have largely been put into effect." (1980)

*monitoring the court system to make "the public aware of the sentences criminals receive": also, "working with the school system to control drugs in the schools" (1981)

*a Special Jail Study Committee recommends against construction of a "new million dollar county jail", for renovation of present jail, and for "long-range planning" (1982)

*prepared a plan for tightening laws on street solicitation by prostitutes and to support police efforts to control and reduce such activity in the Mobile downtown area. (1984)

Recreation and Culture

49.

*recommended that City Recreation and public schools cooperate on plans to utilize school buildings after hours and on week-ends as centers of recreation, informal and continuing education for people of all ages (1977)

*met with Alabama Coastal Area Board regarding the proposed revelopment plans for Battleship Parkway, continues to monitor and participate in planning (1980)

*jointly with Education Committee, worked with local school administrators and Council on Arts and Humanities to implement a plan for a new Arts in Education program in the public schools (1981)

Social Services

*co-sponsored with other community organizations a city-wide conference on "Aiding Spouse Abuse Victims" (1978)

*worked with the County Health Department on a city wide conference on "Abused Children a Community Problem" (1979)

*develop guidelines for "establishment of a centralized Information and Referral Service for steering both the public and professionals to the specialized services available"; worked out an agreement with the Public Library to establish such a service (1980)

*worked with Junior League and other organizations in holding a seminar on the increasing problem of teen-age pregnancies (1981)

Transportation

*followed up on recommendations on the "staged plans for port development" (1976) with a presentation to the membership by "Alabama State Docks...their newly completed 50 year development plan" (1977)

*worked with City on plans for new airport terminal (1978)

*membership adopted a resolution endorsing the construction

*worked with City Transit Authority on an improved bus for the City of Mobile

MOBILE UNITED

1984 Membership List

N.Q. Adams
 Dan C. Alexander
 James R. Alexander
 Ronald E. Allen, Sr.
 Dallas Baillio
 Senator Ann Bedsole
 Palmer Bedsole
 Doris Bender
 Mary Abbie Berg
 Dr. Norman Berger
 Dorothy S. Bivens
 Gordon E. Blackwell
 R. Juan Blackwell
 Joanie P. Bridges
 Jack Campbell
 Charles Chamblee
 Al S. Chamlee
 Dr. Semoon Chang
 Paul R. Cherney
 Hattie Clark
 Hon. William Clark
 Isom Clemon
 Vernon Coleman
 Kathryn Coumanis
 James S. Crow
 Gerald M. Czarnecki
 H. Leroy Davis
 Alfred F. Delchamps, Jr.
 O.H. Delchamps, Jr.
 O. H. Delchamps, Sr.
 Dr. Stephen F. Dill
 Dr. Joe B. Donaho
 Hon. Robert B. Doyle, Jr.
 Bishop Charles F. Duvall
 Robert S. Edington
 Hon. Jack Edwards
 Inman Ellis
 Nina Edwards
 James E. Fibbe
 Robert Finke
 Robin Fitzhugh
 Marguerite Franklin
 Jack H. Friend, Jr.
 George Fuller, Jr.
 Bay Haas

Dr. Abe L. Hammons
 Martha Harris
 Dr. R.O. Harris, III
 Carl G. Haug
 William J. Hearin
 Edwin S. Henley
 Maurice Holt
 Odell C. Hose
 Eleanor Inge
 Jack Janecky
 Samuel Jenkins
 Eugene B. Johnson
 Hon. Douglas Johnstone
 Carl E. Jones, Jr.
 William Kaufman
 Col. Patrick J. Kelly
 Patrick W. Kelly
 Hon. Cain Kennedy
 Dr. Yvonne Kennedy
 Ben H. Kilborn
 Wilmer Kimble
 Julius Kretzer
 T. Edmund Lakeman
 Dr. Gerald Lightsey
 Bishop Oscar Lipscomb
 Dr. Michael Magnoli
 Dr. Sven Peter Mannsfeld
 Chris Marston
 E.S. Martin
 James R. Martin
 Joseph Martin
 Howard F. Mathis, III
 Judy A. McCain
 Joe McCray
 William L. McDonough
 Nicholas McGowin
 Alice Meadows
 Sen. Bill Menton
 Darrell Miller
 Hon. Lambert Mims
 Clarence Montgomery
 Max W. Morgan
 Sheldon L. Morgan
 William K. Morgan
 Lem Morrison

W.O. Mozingo
 Leo Mullin
 Charles H. Murray
 Bert Nettles
 Hon. L.W. Noonan
 John S. Parker
 James H. Parnell
 Andrea Pennington
 V.A. Pennington
 Thomas J. Purvis
 John Raspberry
 Earl Roberson
 Freda Roberts
 Dr. Marshall Robinson
 James T. Robson
 C.M.A. Rogers, III
 Dr. William Simpson
 Dorothy C. Rushing
 A. Crum Schambeau
 Bishop William Smith
 Jack Stallworth
 Dr. Alfred Stumpe
 Rev. Paul S. Tipton
 Ernest W. Todd, Jr.
 Arthur Tonsmiere, Jr.
 Dr. E. Bruce Trickey
 Fallon Trotter
 Jerry P. Turner
 John M. Tyson, Jr.
 Pleza B. Watson
 Dr. William K. Weaver
 John R. Weichman
 Thomas C. Weller, Jr.
 Erin R. Wheeler
 Hon. Douglas Wicks
 Hon. Dan Wiley
 Eurie Williams, Jr.
 Dr. George E. Uhlig
 Hon. Mary Zoghby
 C. Walton Kraver

A HISTORY OF LEADERSHIP MOBILE

July, 1986

Leadership Mobile had an interesting beginning. It was an ambitious undertaking that involved the core leadership of the Mobile community in 1973, and the top leadership of the United Way of America.

In 1973, Bill Kaufman was the Executive Director of the United Fund of Mobile (now Mobile Area United Way). The Hon. Samuel P. Goddard, Jr., Governor of Arizona, was serving as the Chairman of the National Academy of Volunterism (NAV), at that time a newly formed professional training institute of the United Way of America. Bill Kaufman initiated contacts with Sam Goddard, suggesting a pilot project for NAV for training community leaders, to be located in Mobile. The United Fund Board of Trustees, with Ernest F. Ladd, Jr., Chairman, concurred with the development of this project.

NAV agreed to participate in the development of this project as a model for other United Ways. Don Plambeck of NAV, and on the United Way of America staff, coordinated their involvement.

Mobilians involved in the planning process, in addition to Ernest F. Ladd, Jr., were Dwain G. Luce, Ralph E. Whitson, James S. Crow, William J. Hearin, William L. McDonough, Max Morgan, Carl Rauls, Donald H. Smith, Bishop William M. Smith, Arthur Tonsmeire, Jr., Dr. William K. Weaver, Jr., Earl Roberson, C.M.A. Rogers, III, and Ernest Todd. United Fund staff assigned by Bill Kaufman to be involved were Harvey Yarbrough, Paul Cherney, Wayne Murdock, James E. Leachman, and Lynne Lancaster.

1974

By January, 1974, planning had reached the implementation stage, and Dr. William K. Weaver was appointed Dean of the first program. William J. Gehlen agreed to serve as Chairman of the Selection Committee. Samuel W. Jenkins served as the first Director of Instruction, and Dr. Donald Mosley of the University of South Alabama College of Business and Management, agreed to serve as Program Evaluator.

The NAV consultants promoted the development of a program that would have been primarily classroom experience, and the Mobile planners, by suggestion of Harvey Yarbrough, wanted an experiential program with field study teams. The field team approach was adopted, and the first study areas were Art-Culture-Recreation, Education, Economic Development, Government, Health and Law Enforcement of Justice. An Advisory Council composed of community volunteers with expertise in each area were recruited to work with the field teams.

Thirty participants were selected for the first class, out of forty-six nominations, and the first program occurred from April 17 through May 15, 1974.

1976

Community response to the first program was very positive, and it was agreed to repeat the program every two years, on even years. By 1976, a more formal organizational structure had developed to include a Steering Committee, chaired by Oliver H. Delchamps, Jr. Bill Gehlen had become the General Chairman, and Sam Jenkins the Chairman of the Program Committee. Dr. Don Mosley became the Dean, and staff of the University of South Alabama College of Business and Management became the Instructional Team. Bill Kaufman had retired, and Darrel Miller had become the Executive Director of the United Fund of Mobile, in January, 1985.

Paul Cherney became the Program Coordinator in 1976, as the staff representative from the United Fund. Samuel M. Betty, Chairman of the Division of Commerce, Spring Hill College, served as Program Evaluator.

The thirty members of the Class of 1976 had field assignments in the same study areas, except Health, which was changed to Welfare and Social Services. The Program occurred January 28 through February 20, 1976.

1978

The governing body of Leadership Mobile remained essentially the same through 1978, with Oliver Delchamps, Jr. continuing as Chairman of the Steering Committee, and Bill Gehlen continuing as General Chairman. Sam Jenkins served as Dean of Program, and Ralph E. Whitson as Chairman of the Selection Committee.

Msgr. William B. Friend, of the Catholic Diocese of Mobile, was recruited as Program Evaluator, and a new position, Chairman of Community Relations was filled by William P. Harvey.

The thirty members of the Class of 1978 had revised field study areas that included Government, Health and Social Services, Housing, Land Use and Physical Planning, Law Enforcement and Justice, and Transportation. Several graduates of 1974 and 1976 served as Chairman of the Advisory Councils. The Program for 1978 occurred from March 29 through April 21, 1978.

1980

By 1980, Ernest W. Todd, Jr. became the General Chairman and Bill Gehlen the Chairman of the Steering Committee. Sam Jenkins repeated his role as Dean. A graduate of 1974, Carl Jones, Jr., served as Chairman of Finance, and Albert R. St. Clair, Class of 1978, served as Chairman of the Program Committee. John H. Friend, Jr., served as Chairman of the Evaluation Committee, and Bill Weaver served as Chairman of the Selection Committee.

The University of South Alabama team continued as instructors, and the study areas were Economic Development, Education, Government, Health, Housing, Law Enforcement and Justice.

The thirty-one members of the Class of 1980 participated in the Program from March 5 through March 28. Paul Cherney served his final tour of duty, prior to retirement, as Program Coordinator.

1982

The Class of 1982 was the largest ever, with thirty-four members. Al St. Clair served as Program Dean, Jack Friend as General Chairman, and Bill Gehlen as Chairman of the Steering Committee. For the first time, Assistant Program Deans were utilized, with Jim Parnell and Joyce Green serving in this capacity.

The study areas were Arts and Recreation, Economic Development, Environment, Government, Law Enforcement, and Non-Profit Human Services.

The Program for 1982 occurred from March 3 through March 26, 1982 and Ron Allen, Planning Director for the Community Chest and Council of Mobile County, Inc., became the Program Coordinator.

1984

By 1984, the Steering Committee had evolved into a Board of Directors, with Jack Friend serving as the first President. Jane Bledsoe served as the Dean of Program, and the only Assistant Dean was Elbert McQueen. Fred Delchamps served as the Chairman of the Selection Committee, Al St. Clair as the Chairman of the Finance Committee, and Tim Fink the Chairman of the Evaluation Committee.

The Program included study areas on Arts and Recreation, Community Regeneration, Economic Development, Education, Environment, and Non-Profit Human Services, and occurred from February 1 through April 4.

1986

1986 has become a pivotal year for Leadership Mobile, with growing concern by the Board of Directors about the need to revitalize the program for a more effective role in community leadership development.

Sponsoring organizations has been reduced to three: the Junior League of Mobile, Mobile Area United Way, and the Mobile Area Chamber of Commerce.

Bill Weaver serves as President of the Board of Directors. The Board decided in 1985 to proceed with the Class of 1986 based on the program design previously developed, and maximize the quality and the experience to the extent possible.

Al St. Clair served as Dean of Program for the Class of 1986, with Becky Holliman as Assistant Dean. Carl E. Jones, Jr. served as Chairman of the Selection Committee, with a subcommittee for interviewing candidates headed by Larry Wooley. Loucretia Hollingsworth served as Chairman of the Evaluation Committee.

A new committee, Communications, was formed of prominent media specialists, and chaired by Les Kerr. Special emphasis was given to community awareness of program activities and study recommendations.

The University of South Alabama instructional team were challenged to update and strengthen the instructional phase. New components of the program were added to facilitate group awareness, including a tour of the Mobile waterfront on the State Docks Yacht "Jamelle", and a Leadership Dialogue with Rep. Sonny Callahan and Mayor Arthur Outlaw.

The formal study presentations were reduced from a two day event to one day with 45 minutes allowed for each report. The reports were presented at the Chamber of Commerce.

The Program occurred from February 5 through March 19, 1986, with thirty graduating.

In 1985, Ron Allen resigned his position at the United Way. Dan Williams became the Planning Director for the Community Chest and Council, served as Coordinator for Leadership Mobile 1986 Program.

On May 15, 1986, the Board of Directors met and decided to proceed with a comprehensive evaluation of the Program, to determine whether the goals originally set have been met, and whether these goals are appropriate today. By June 30, a Committee, to be known as the Future Planning Committee, was appointed, with Robert A. Guthans serving as Chairman.

I. CHRONOLOGY: February 1973 -

- Feb. 1, 1973 Informal discussion between Hon. Samuel P. Goddard, Jr., Chairman, National Academy for Voluntarism, United Way of America and William Kaufman, Executive Director of the United Fund of Mobile at the Goddard home in Phoenix, Arizona (at time of "United Way Round Table"), agreed to explore possibility of a pilot project in Mobile, Alabama for training of community leaders.
- Feb. 7, 1973 Ernest F. Ladd, Jr. Chairman, United Fund Board of Trustees wrote to Sam Goddard to officially confirm the interest of the United Fund of Mobile to develop, in collaborating with the National Academy for Voluntarism, a pilot Community Leadership Training program.
- Feb.-May 1973 Further correspondence between staffs of United Fund of Mobile and United Way of America*
- Sept. 18, 1973 Sam Goddard, Don Plambeck, and Dr. Dorothy Walker, of the United Way staff, came to Mobile and met with Ernest F. Ladd, Jr., Chairman, Dwain G. Luce, President, United Fund Board of Trustees; Ralph E. Whitson, 1974 United Fund Campaign Chairman; James S. Crow, William J. Hearin, William L. McDonough, Max Morgan, Carl Rawls, Donald H. Smith, Bishop Wm. M. Smith, Arthur Tonsmeire, Jr., members of the United Fund Board of Trustees; Dr. William K. Weaver, Jr., President, Earl Roberson, C. M. A. Rogers, III, and Ernest W. Todd, Jr., Community Chest and Council Board of Directors; William Kaufman, Executive Director, and Paul Cherney, Coordinator of Community Development, United Fund staff. The purpose of this meeting was to further explore the feasibility of developing a national pilot Community Leadership Training project in Mobile.
- Oct. 22, 1973 Don Plambeck came to Mobile and met with Ernest Ladd, Dwain Luce, Ralph Whitson, Paul Cherney and Bill Kaufman. He also met individually with several members of the United Fund Board of Trustees and the Community Chest and Council Board of Directors.
- Oct. 23, 1973 Bill Kaufman wrote to Sam Goddard reporting further progress resulting from Don Plambeck's visit.*
- Oct. 25, 1973 First brief sketch of a plan prepared by Don Plambeck ("A Program for Key Community Leaders' Decision-Making for Orderly Community Development"). Sent to Ernest Ladd.*
- Nov. 13, 1973 Bill Kaufman, Paul Cherney, and Harvey Yarbrough, United Fund staff, reviewed the proposed plan in depth and developed a statement of United Fund staff perspectives.*

*Indicates that document (or documents) referred is included in this compilation (see Table of Contents)

- Nov. 19, 1973 Paul Cherney met with Don Plambeck and Dick O'Brien, United Way of America, in Alexandria, Virginia to continue development of the specifics of the pilot project.
- Nov. 30, 1973 The pilot project plan was submitted for review at a meeting of the Advisory Board of the National Academy for Voluntarism.
- Dec. 3, 1973 In a telephone conference between William Kaufman, Paul Cherney and Don Plambeck, Plambeck reported that the Advisory Board of the National Academy for Voluntarism endorsed the plan enthusiastically. This was confirmed by a letter to Bill Kaufman from NAV Board member Brian O'Connell*
- Dec. 6, 1973 The United Fund staff received copies of the proposed plan from Don Plambeck, as revised (dated November 1973)*
- Dec. 10, 1973 The plan reviewed by Bill Kaufman, Paul Cherney and Harvey Yarbrough.
- Dec. 14, 1973 Don Plambeck and Bill Kaufman discussed by telephone the United Fund staff reaction to the plan and possible dates for the program to be conducted in Mobile.
- Dec. 18, 1973 Letter from Don Plambeck with suggested dates for the program.
- Dec. 20, 1973 United Fund Staff Conference held for a complete review of the proposed project.
- Dec. 21, 1973 United Fund Staff Conference to continue review of the project. Staff assignments were made and staff members began development of their respective areas:
- | | | |
|---|---|---------------------------|
| Liason with United Way | - | William Kaufman |
| Project Director | - | Harvey Yarbrough |
| Program Coordinator | - | Wayne Murdock |
| Physical Arrangements | - | James E ("Red") Leachman |
| Communications & Public Relations | - | Lynn Lancaster |
| Selection & Recruitment of Participants | - | William Kaufman and Staff |
| Recorder | - | Paul Cherney |
- Dec. 21, 1973 Conference with Bill Kaufman, Paul Cherney and Harvey Yarbrough to review project.
- Dec. 21, 1973 Winter issue of Community magazine carried a story of the pilot program to be held in Mobile.*
- Jan. 10, 1974 A one-day staff conference was held to discuss, review and complete details of the pilot project.*
- Jan. 15, 1974 United Fund staff reviewed the plan.
- Jan. 16, 1974 Copies of the plan were sent to Samuel Goddard and Don Plambeck.

- Jan. 21, 1974 Dr. William K. Weaver is appointed Dean of the Program.
- Jan. 24, 1974 Don Plambeck comments on proposal prepared by staff of United Fund of Mobile, in memo to Gus Shea.*
- Jan 25, 1974 Board of Trustees, United Fund of Mobile approves the staff proposal 1974 Community Leadership Program. William J. Gehlen accepts chairmanship of the Selection Committee.
- Jan. 25 -
Jan. 28, 1974 The Vice Chairman of the Program are appointed:
Mrs. Marion S. Adams, Jr. (Junior League),
Oliver H. Delchamps, Jr. (Chamber of Commerce),
Larry Giardina (Junior Chamber of Commerce),
Dwain G. Luce (United Fund),
W. O. Mzingo (Southwest Alabama Labor Council, AFL - CIO),
Arthur Tonsmeire (Mobile United).
- Feb. 4, 1974 Official confirmation of joint-sponsorship Community Leadership Program made by the Chamber of Commerce, Community Chest & Council, Junior League, Junior Chamber of Commerce, Mobile United, Southwest Alabama Labor Council, AFL-CIO, and United Fund.
- Feb. 11, 1974 Samuel W. Jenkins, Coordinator of Management, Southern Kraft Division, International Paper Co. in Mobile joins the professional staff group planning the Program. (Subsequently he telephoned Don Plambeck and assisted in resolving differences between the national UWA-NAV staff proposals and the local United Fund staff proposals).
- Feb. 11 - 13 -
14, 1974 Sessions to re-work the United Fund staff proposal led by Sam Jenkins, and including Bill Kaufman, Wayne Murdock, Harvey Yarbrough, Red Leachman and Paul Cherney.
- Feb. 19, 1974
(Breakfast) Co-sponsors planning meeting, chaired by Dwain Luce, representatives of the 7 sponsor organizations met with Don Plambeck of United Way of America.
- Feb. 19, 1974
(following the breakfast meet.) Program Staff - first in-depth planning session, chaired by Sam Jenkins, with Don Plambeck of United Way of America, National Academy for Voluntarism (transcript*) Agreed upon general content of instructional program, the role of the Advisory Councils in field work, and task assignment in further program development.
- Feb. 28, 1974
(luncheon) Top Leaders Briefing Meeting to present the 1974 Community Leadership Program, and invite nominations for enrollment of leadership trainees. Invitations sent to 94 top leaders, 65 attended, endorsed the program, and subsequently nominated 49 men and women for admission to the Program.*
- March 1, 1974 Wayne Murdock resigned from the staff of United Fund. Paul R. Cherney appointed Program Coordinator of 1974 Community Leadership Program.
- March 8, 1974
(Luncheon) First meeting of the Selection Committee, chaired by William J. Gehlen, to begin reviewing the 49 nominations received for admissions to Community Leadership Program.

- 4.
- March 13, 1974 Final meeting of the Selection Committee: selected 30 for the 1974 class 1974 Community Leadership Program.
- March 13, 1974 Program Staff - second in-depth Planning Session, Chaired by Sam Jenkins, with Don Plambeck of UWA - NAV. Prepared the full program schedule, April 17 - May 10, agreed upon specifics re: content and materials, refined plans and schedules for every phase of the program. Lawson Clary and Walter Underwood of the Chamber of Commerce staff participated.*
- March 14, 1974 (breakfast) First meeting of Chairmen and Vice-Chairmen of Advisory Councils, chaired by Dr. William K. Weaver, re: guidance to the leadership trainees during their field work; agreed upon objectives for the overview statements* to be presented on the 1st day (April 17) for each of the field study areas: (1) Arts-Culture-Recreation, Education, Economic Development, Health, Government, Law Enforcement & Justice; agreed, also, on the tasks of the Advisory Councils during field work and trainees' report sessions - with Don Plambeck of UWA - NAV.
- March 14 - April 14, 1974 Meetings held by each of the six Advisory Councils to (1) prepare the overview statement to be presented on the 1st day (April 17) by chairman of each Advisory Council, (2) work up at least 4 proposals for specific projects from which the trainee's "Field Work Teams" will select one, and (3) plans to secure information, make appointments with knowledgeable people, and provide on-going consultation to the trainees during the field work and for the report sessions.
- April 17 - May 10, 1974 1974 Community Leadership Program carried on over a 24 day period. (Full details of the instruction provided, the field work and the report sessions are included in Volume II - "The Work Book", Volume III "Instructional Materials" and Volume IV "Final Phase Reports".
- May 15, 1974 (11:00 A.M.) Final Report to the Top Leadership, chaired by Ernest F. Ladd, Jr., including presentations by (1) Don Plambeck UWA - NAV; (2) Dean Donald C. Mosley, Program Evaluator; (3) leader discussion and summation by Dr. William K. Weaver, Dean of the 1974 Community Leadership Program.
- May 15, 1974 (Luncheon) Presentation of Certificates Achievement to the graduates of the 1974 Community Leadership Program and wall plaques from the United Way of America for successfully fulfilling the expectations for the Mobile Pilot Project of the National Academy for Voluntarism. Gus Shea made the presentations. The occasion was the 14th Annual Meeting of the Community Chest & Council featuring as principal speaker the Honorable Samuel P. Goddard, chairman of the NAV Advisory Board.
- Sept. 18, 1974 Evaluation Report on the "Mobile Pilot Project" presented to the National Advisory Board of the National Academy for Voluntarism meeting in Alexandria, Virginia by Dr. Donald C. Mosley, Program Evaluator of the 1974 Community Leadership Program.

1974 Community Leadership Program of Mobile, Alabama

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May 23, 1973	George A. "Gus Shea, Vice-President of United Way of America to Sam Goddard, re: the Mobile Pilot Program" including a time schedule for completion of the Program by December 1973.
Letter: Sept. 11, 1973	Ernest F. Ladd to selected top leaders of the Mobile Community inviting them to a breakfast meeting with Sam Goddard on Sept. 18.
Letter: Oct. 23, 1973	William Kaufman, Executive Director, United Fund of Mobile to Sam Goddard - reporting further progress with Don Plambeck's return visit to Mobile.
Letter: Oct. 25, 1973	Donald L. Plambeck, Director of Manpower Development United Way of America to Ernest F. Ladd, Jr. following visit to Mobile transmitting a "pilot approach to the decision-making program".
Letter: Dec. 3, 1973	Brian O'Connell, a member of The Advisory Board of the National Academy for Voluntarism to Bill Kaufman, conveying the favorable reaction of The NAV Board meeting on Nov. 30, 1973 to the "prospective" Mobile Pilot Project.
Letter: Feb. 4, 1974	Bill Kaufman to Gus Shea, United Way of America re: tentative agreement on co-sponsorship by Mobile organizations - Chamber of Commerce, Junior League, Junior Chamber of Commerce, Central Labor Council AFL-CIO, Mobile United - with United Fund of Mobile and United Way of America; Don Plambeck visit to Mobile, progress on planning of Program.
Letter: Mar. 5, 1974	Paul R. Cherney of United Fund to Don Plambeck, United Way of America reporting on Feb. 28, meeting of Mobile's top leadership: "...Mobile's power structure filled a big room. The response was enthusiastic, interest keen - a further surge of momentum."

Letter: Sept. 17, 1974	<u>Bill Kaufman to William Aramony, Executive Director, United Way of America, transmitting a copy of the "Final Phase Report of the 1974 Community Leadership Program of Mobile".</u>	Page 24
Note: Sept. 22, 1974	<u>Bill Aramony's reply to Bill Kaufman: "Excellent ... some questions ... is it transferable - in the sense we do not have a Bill Kaufman in every community?..."</u>	25
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Memorandum: Jan. 4, 1974	<u>Paul Cherney to Wayne Murdock, preparing Mobile's "counter proposal" - Suggested Program Content for the Mobile Pilot Project.</u>	80
Mobile's Proposal Jan. 1974	<u>Community Leadership Program Mobile, Alabama, Feb. 19 - May 2, 1974, prepared by Wayne Murdock and Harvey Yarbrough of Mobile United Fund Staff.</u>	83
Memorandum: Jan. 24, 1974	<u>Don Plambeck to Gus Shea, (intra-staff memo, United Way of America) re: Mobile Training Program: "The proposal as it now stands is really nothing more than a 2 1/2 day campaign kick-off luncheon ... would not support NAV endorsement..."</u>	89
Leadership Pro-gram Outline Jan. 25, 1974	<u>As presented to and adopted by the Board of Trustees, United Fund of Mobile. (prepared by United Fund staff.)</u>	96
Recruiting Schedule Feb. 1974	<u>Prepared by Harvey Yarbrough for Dr. William K. Weaver, Dean of the 1974 Community Leadership Program of Mobile. (Identifies the volunteer positions to be filled: speakers, professional advisors, presentors, etc.)</u>	101
Transcript Feb. 19, 1974	<u>Professional Staff Planning Session to bring together Samuel W. Jenkins Coordinator of Management Development, Divisional Headquarters, International Paper Co. with Don Plambeck, Bill Kaufman, and Paul Cherney (held following breakfast meeting of Sponsor Agencies).</u>	103

Memorandum Feb. 20, 1974	Paul Cherney (replaced Wayne Murdock as "Program Coordinator") to Dr. William K. Weaver: <u>Next Steps in Recruiting Faculty, Organizing the Program on Instruction and Preparing Training Materials and Content.</u>	Page 126
Training Outline Mar. 13 1974	Prepared by Don Plambeck for Planning Session	129
Transcript Mar. 13, 1974	<u>Professional Staff Planning Session, Don Plambeck, Sam Jenkins, William Kaufman, Harvey Yarbrough, Red Leachman, and Paul Cherney - with Lawson Clary and Walter Underwood of the Chamber of Commerce (Underwood later selected to be one of the leadership trainees in the Program)</u>	133
Charts Mar. 13, 1974	From the Planning Session, developed by Sam Jenkins (using easel and tear sheets) as the discussion proceeded; copies of 17 tear sheets.	146
IV. TOP LEADERS - SPONSORS: CORRESPONDENCE AND MEETINGS		
Letter Jan. 24, 1974	Ernest F. Ladd, Jr., Chairman, Community Leadership Program to selected Community Leaders inviting them to be his guests at a luncheon February 14, 1974 to explain the details of Mobile Pilot Project "which will attempt to identify future community leaders and conduct a special leadership training program for them." (Date later re-set for Feb. 28).	163
Agenda Jan. 25, 1974	<u>Meeting of Board of Trustees, United Fund of Mobile, at which decision made to officially sponsor the 1974 Community.</u>	164
Proposed Work Schedule Jan. 25, 1974	Handout piece to above meeting of the United Fund Board of Trustees providing (a) a chronology of events since Ernest Ladd's letter of Feb. 7, 1973 to Sam Goddard in developing the "Pilot Community Leadership Program" and (b) identify staff assignments and (c) a brief pre-view of program content.	165
Memorandum: Feb. 4, 1974	Wayne Murdock to Bill Kaufman and Harvey Yarbrough re: contacts with top leaders concerning co-sponsorship by key organizations of the Community Leadership Program.	167
Letters Feb. 4, 1974	<u>Formally requesting that the following organizations co-sponsor the 1974 Community Leadership Program - Chamber of Commerce, Junior Chamber of Commerce, Junior League, Southwest Alabama Labor Council AFL-CIO, and Mobile United.</u>	169
Letter Feb. 5, 1974	Ernest F. Ladd, Jr., to 94 selected top leaders of the community changing the Feb. 14, meeting to Feb. 28 "due to a major conflict in schedules;" also reported that <u>5 Vice-Chairman (presidents of the organizations invited to be co-sponsors) had been appointed as the first members of the Advisory Council to the 1974 Community Leadership Program.</u>	175
Letter Feb. 14, 1974	From Ernest F. Ladd, Jr. inviting officers and co-sponsors of the Community Leadership Program to the first planning session of citizen leaders to be held Feb. 19.	180

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Agenda Feb. 19, 1974	Co-Sponsors Planning Meeting which agreed upon objectives, tentative time schedule, basic program content and plans for the Feb. 28 "Top Leaders Briefing Meeting." 181
Handout to Feb. 19 Co-sponsors Planning meet.	Tentative Time Schedule 1974 Community Leadership Program. 182
Letter Feb. 22, 1974	Ernest F. Ladd, Jr., further communication to the 94 top leaders invited to the Feb. 28 luncheon meeting: <u>all organizations invited to sponsor the Leadership Program have agreed to do so, their presidents have been named Vice-Chairmen of the Program; Dr. William K. Weaver, (President of Mobile College) has agreed to serve as "Dean" and Bill Gehlen (head of Scott Paper in Mobile) has been appointed chairman of the Selection Committee.</u> 184
Invitation List	Persons invited to the "Top Leadership Briefing Meeting." 185
Agenda Feb. 28, 1974 (Including comments of some of principal speakers)	<u>"Top Leaders Briefing Meeting":</u> covering (a) need for such a program, (b) explanation of the "pilot project" arrangement with United Way of America, (c) program design and faculty, (d) procedures for evaluation of the program, (e) who should participate and (f) the selection of trainees, with each aspect covered by a different speaker. 187
Brochure Feb. 28, 1974	<u>A large and attractive hand out (5½" x 12") to the above meeting which includes a brief explanation of the Leadership Program, the names of sponsoring agencies, Program committee members, and the dates - time - places of all sessions of the Leadership Program and related events.</u> 194
Letter Mar. 1, 1974	Ernest F. Ladd, Jr., to invitees to the Feb. 28 meeting who were unable to attend (approximately 30) reporting a successful meeting and inviting nominations to the Leadership Program, cost: \$150. tuition. 195
Letter Mar. 4, 1974	<u>Dr. William K. Weaver, Dean of the 1974 Community Leadership Program to each Advisory Council Chairman and vice-chairman, inviting them to another Co-Sponsors Planning meeting on March 14.</u> 196
Agenda Mar. 14, 1974 (Breakfast meeting)	<u>Co-Sponsors Planning Meeting - with representatives of sponsoring organizations and chairmen of the Advisory Councils on: Economic Development (William H. Holland), Health (Dr. George Newburn), Arts-Culture-Recreation (Dr. Ron Koller), Law Enforcement and Justice (Commissioner Robert B. Doyle, Jr.); Chaired by William K. Weaver, with briefing by Don Plambeck and Sam Jenkins.</u> 197
Agenda Mar. 14, 1974 (Breakfast meeting)	<u>Attendance list (above meeting), Hand outs: Tentative time schedule - statements of program objectives, and program assumptions, training program, schedule and design, and related information ; also, presentation objectives for each project study area (as guide to Overview presentation on the 1st day of Training Program, April 17).</u> 198

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Participants Mar. 1974	All committee chairmen and members, advisors faculty and staff - including name, address, and telephone number.	205
Letters Apr. 10, 1974	Ernest F. Ladd to (1) all those attending Top Leaders Briefing Feb. 28, and to (2) members of the Selection Committee, all officers, all members of the Advisory Councils.	211
Letter Apr. 12, 1974	<u>Harvey Yarbrough, Leadership Project Director, to Dr. Weaver, Dean, detailing the agenda for the breakfast meeting to open the 1st day of the 1974 Community Leadership Program; identifying the other speakers and what they will cover, suggesting that Dr. Weaver provide an orientation statement "What To Expect From the Program," introduce all those who participated in developing the program, the faculty, and those who will advise and assist the trainees.</u>	213
Memorandum Apr. 12, 1974	Dr. Weaver addresses all officers, faculty and advisors of the Leadership Program - "over 50 of Mobile's most knowledgeable and experienced leaders in economic development, education, health, law enforcement and justice, arts-culture-recreation and in government have assisted in preparing this program. Your work has truly been outstanding." The agenda for the 1st day of the Program is enclosed and all are invited "to attend any part of the Program on April 17, 18, and 19 that you are able to, as observers and to further assist as advisors..."	216
Advisory Councils	Listing of the names of members of each of the Advisory Councils: Arts-Culture-Recreation, Education, Economic Development, Government, Health, and Law Enforcement and Justice.	217
Return Card	to indicate approximate time of arrival and of departure on each of the first 3 days of the Program.	218
Pocket size Schedule Apr. 17 - May 15	Detailing the time and place for each day of the 1st Training Session, the Field Work, the 2nd Training Session and the concluding Community Leaders Summary Meeting, the Annual Meeting of the Community Chest & Council at which all graduates are publicly recognized and receive Certificates of Accomplishment.	219
Brochure April 1974	Describing the 1974 Community Leadership Program with <u>pictures of the 30 participants, the Advisory Council Chairmen and the Selection Committee Chairman.</u>	220
Agenda Apr. 17, 1974	The opening day of the 1974 Community Leadership Program.	221
Letter Apr. 18, 1974	Ernest F. Ladd, Jr., to the top leaders advising that the Leadership Program is underway, enclosing the brochure with pictures of the 30 trainees, and <u>inviting all to the Top Community Leaders Briefing Meeting to be held the morning of May 15, preceding the Annual Meeting of the Community Chest & Council, to hear the reports of the Program and the evaluation.</u>	223

Letters Apr. 22, 1974	Dr. Weaver (1) to field work team leaders instructing them to present preliminary field reports to a breakfast meeting on April 26 (2) to officers and Committee Members and (3) to members of the Leadership Program, inviting them to attend the breakfast meeting to come and hear the progress reports.	227
Agenda Apr. 26, 1974	<u>Breadfast meeting, at approximately mid-point in the Field Work phase for purpose of receiving progress reports from leaders of each of the 6 field work teams.</u>	227
Instruction Sheet	Sent in advance of the April 26 meeting to the field work teams spelling out the format to be followed in making the progress reports (brief, factual) and the length of time (9 minutes); also, the format for the final reports on May 8, 9 and 10.	228
Memorandum May 1, 1974	Dr. William K. Weaver, Dean to all participants (leadership trainees) providing information regarding time and place of the Second Training Session (3 full days beginning May 8); as place has changed from the Quality Inn to the University of South Alabama, map and directions included.	229
Memorandum May 1, 1974	Dr. Weaver to the Participants, Officers, Faculty and Advisors inviting each to attend the 2nd Training Session, May 8, 9 and 10; enclosing agenda.	230
Memorandum May 3, 1974	Ernest F. Ladd inviting Participants, Officers, Faculty and Advisors to a reception to be held the close of the final day, May 15, honoring the participants, officers, faculty and advisors to be hosted by Arthur Tonsmeire, president of Mobile United and president of First Federal Savings and Loan Association.	231
Agenda May 8, 9 and 10	The 2nd Training Session with Sam Jenkins, Don Plambeck and Jerry Wild (United Way of Cincinnati) as the Instruction Team. Concluding with Post-Training Test and Evaluation Questionnaire administered by Dean Mosley, College of Business University of South Alabama.	232
Agenda May 15, 11:00 A. M.	<u>Report to the Top Leadership on the Program, including brief resumes of the field work experience by the 6 team leaders, preliminary report on the evaluation of the Program by Dean Mosley, and special recognition by the Hon. Samuel P. Goddard.</u>	234
Agenda May 15, 12:30 P. M.	Fourteenth Annual Member Meeting of the Community Chest & Council, featuring Hon. Samuel P. Goddard (former Governor of Arizona) and Chairman of the National Academy for Voluntarism as principal speaker; a review of the 1974 Community Leadership Program by Dr. Weaver: <u>presenting of the Certificates of Accomplishment to the graduates of the Community Leadership Program</u> by George "Gus" Shea, Vice-President of United Way of America, who also presented (a) wall plaques to each graduate from the United Way of America.	238
Certificate of Accomplishment	<u>Copy of the Certificate</u> which, signed and framed, was presented to each graduate of the 1974 Community Leadership Program.	240
Letter June 3, 1974	Dr. William K. Weaver expresses gratitude and appreciation to all who assisted in making the Program a success.	241

V. THE SELECTION OF TRAINEES

Selection Committee Procedure	Staff paper prepared for Chairman of the Selection Committee.	242
Form Used to Propose a Nominee	A printed 4" X 6" card, folded, with the Leadership Program logos on the outside front fold, inside a form to give information about the nominee. (Distributed to 65 attending the Top Leaders Briefing Meeting held on Feb. 28, 1974.)	243
Memorandum Mar. 1, 1974	<u>William J. Gehlen, Chairman of the Selection Committee</u> to members of the Committee, calling the first meeting for March 8, 1974.	244
Letter Mar. 8, 1974	William J. Gehlen to all top leaders who had been invited to the Feb. 28, 1974 meeting, advising that the Committee had met, urging additional nominations be made by March 13, 1974 (Subsequently, 49 nominations were made, from which 30 were selected.)	245
Tentative List of Nominees and Alternatives	Prepared in the second meeting of the Selection Committee, includes names of 30 chosen, plus 6 alternates (as a contingency in case of dropout), and the name of the person proposing the candidate.	246
Letter Mar. 18, 1974	Ernest F. Ladd, Jr., Chairman of the 1974 Community Leadership Program, to each person to contact the nominee, give him the brochure of information on the Program, inform him that he has been selected, and help him to arrange his schedule so that he is able to fully participate. The cost of tuition \$150., this was taken on as an obligation by the nominator, most of whom were the enrollees employer. (Where this was not possible, some scholarships provided.)	248
Questionnaire (Background Information Form)	Filled out by each enrollee in the Leadership Program, to provide information re: age, address, telephone number, marital status, number of children, education, occupation and work experience, church affiliation, recreational and cultural interests.	249
Letter Mar. 26, 1974	Ernest F. Ladd, Jr. to all participants congratulating them on being selected and asking that they fill out the enclosed questionnaire (as above) telephone Lynn Lancaster at the United Fund office for appointment to have picture taken, bring questionnaire.	250
Biographic Sketches of Trainees	<u>Compiled by Lynn Lancaster from the questionnaire</u> , then distributed to all enrollees and other participants in the Program.	251
Letter June 13, 1974	Paul R. Cherney to each leadership trainee, transmitting copy of edited transcript of the field work reports, for review before being prepared in final form.	259

VI. PUBLICITY

December 1973	Mention of the "Mobile Pilot Project" in an article on the National Academy on Voluntarism, <u>Community</u> , quarterly Magazine of the United Way of America.	260
Mar. 1, 1974	<u>Mobile Register</u> News story: "Voluntarism Project Set for Mobile".	262
Apr. 14, 1974	<u>Mobile Press Register</u> "Mobile Chosen for Model Community Leadership Plan".	263
Apr. 19, 1974	<u>Mobile Register</u> Group photo: Don Plambeck and Richard O'Brien, instructors, with Leadership trainees Carl Jones, Sidney Raines, and Erin Wheeler.	264
May 2, 1974	<u>Mobile Register</u> "Community Education Plan Offered to City" (Re: the project of the Arts-Culture-Recreation field work team)	265

Leadership Mobile Board Reorganization

Document Date: November 27, 2007

The mission of Leadership Mobile is to seek, train and empower leaders who are committed to supporting and leading community growth and progress through networking and collaborative problem solving.

The new structure shall consist of the **Mobile United Leadership Council** which shall be comprised of a Chair, Vice Chairs, MU Gen. Chair and Dean of current class. The Mobile United Leadership Council shall become a standing unit of the Mobile United Steering Committee structure.

The Role of the **Mobile United Leadership Council** is to create and sustain the appropriate committees with the support and input of the Mobile United Steering Committee to implement the annual Leadership Mobile program.

Chair's role with Mobile United Steering Committee Member *It shall be the duty of the Chair to attend and report to all meetings of MU Steering Committee and to work with the Administrator to appointment the committees as provided herein; and to call special meetings as deemed necessary. The Chair shall be an ex officio member of all committees and serve as a member of the Steering Committee of Mobile United.*

Mobile United Leadership Council Committee assignments shall include (but not limited to) the following:

1. **Membership** *The Vice Chair of the Membership Task Force shall be responsible for organizing and coordinating the membership programs including the **Annual Meeting** and shall chair the Membership Committee. The Vice Chair of Membership Program shall also perform the duties of the Chair in his/her absence. **Committee of Graduates** will be responsible for planning and implementing activities for the membership.*
2. **Finance** *The Vice Chair of Finance Task Force will sit on the Finance Committee of Mobile United and be responsible for reporting the collection of funds from program sponsors, tuition from participants, membership dues and fees charged for Leadership Mobile events. **Finance Committee of at least five (5) members**, two (2) of whom are members of the Board of Dir. to MU Finance Comm. – responsible for fundraising, collecting tuition, dues and fees, arranging scholarship funds. The Committee shall prepare a budget, no later than Oct. 1 for approval by Advisory of MU.*
3. **Communication** *The Vice Chair of Communication Task Force shall work with **at least five (5) members** who will be responsible for publishing the annual report/newsletters and other PR efforts.*
4. **Development** *The Vice Chair of the Development Task Force work with **at least three (3) members** to appoint the Dean and the Chairs of the Selection and the Evaluation committees. The **Dean** shall have the responsibility along with the program administrator, the Vice Chair of Development and eight (8) to ten (10) program graduates to plan, prepare and conduct the monthly seminars for the annual Leadership Mobile curriculum. **The Selection Committee Chair** shall appoint a committee of at least **68** volunteers to*

participate in the interview and application scoring process. (68 is the # of volunteers to select the Class of 2008)

The Evaluation Committee Chair will work with a committee of volunteers to work in pairs to independently and objectively observe each seminar day. The volunteers will meet at the end of the year to prepare recommendations for consideration in planning and implementing future classes.

Path to implementation:

- Leadership Mobile Board must vote to disband the Leadership Mobile Board of Directors and approve the structure of the Mobile United Leadership Council.
- Mobile United Steering Committee must vote to adopt the new structure of Mobile United Leadership Council and delete old language and insert new language into the Mobile United Bylaws.
 - Delete current language of Section VI of the Bylaws of Mobile United
 - Insert new into Section VI to define/describe Leadership Council –
 - Responsibilities. The Mobile United Leadership Council will be responsible for the design, implementation and financial support of the Leadership Mobile program as well as design and implementation of other leadership programs for various age groups as deemed needed by the community.
 - Composition. The Mobile United Leadership Council will be composed of the Council Chairman, who will also serve as a member of the Mobile United Steering Committee; defined committee chairmen to support the communication, financial, programming needs for the Leadership Mobile program as well as other committee chairmen defined to support additional leadership programs as they evolve. Membership of each committee shall be composed of graduates of Leadership Mobile and shall have no fixed number.
 - Vacancies. Vacancies of committee chairmen shall be filled by the Council Chairman with input from the Mobile United Steering Committee.
 - Meetings. The Council shall meet to review programs and affairs of the leadership programs as needed but not less than six times per year.
 - Dues. Fundraising shall continue to be collected in the name of Leadership Mobile for alumni and other contributions. Dues designated for the Leadership Mobile program shall be tracked accounted for as specifically designated for Leadership Mobile program. (Take language from LM Bylaws to include in MU bylaws.)