

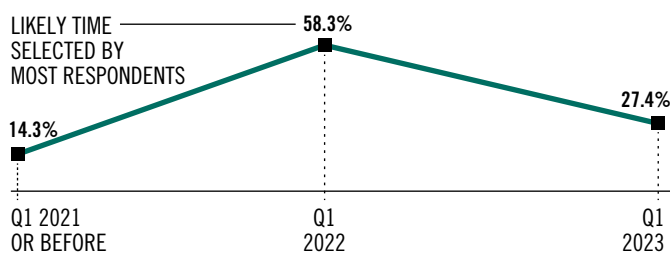
The CEO Outlook – “Scary”

WE ASKED THE NATION'S TOP CEOs HOW THEIR COMPANIES ARE DEALING WITH THE PANDEMIC AND WHAT THEY SEE AHEAD.

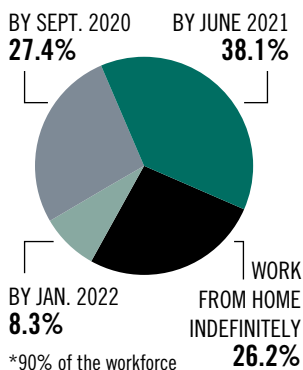
BY ALAN MURRAY – FORTUNE MAGAZINE

CEOs of the *Fortune* 500, surveyed in the last two weeks of April, believe it will be years before the effects of COVID-19 are purged from the U.S. economy. Only 27% expect their workers to fully return to their usual workplaces this year. A majority believe it will be the first quarter of 2022 before overall economic activity returns to levels reached before the pandemic, and another 27% don't expect that until the first quarter of 2023. Most say business travel at their company will never return to levels reached before the crisis. Despite the economic impact, three-fourths believe the crisis will force their companies to accelerate their technological transformation.

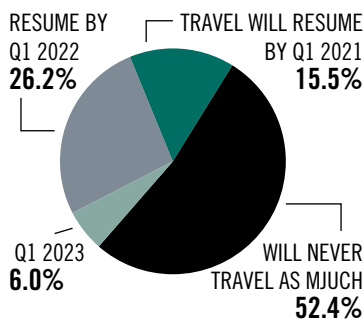
TIME BY WHICH ECONOMIC ACTIVITY WILL RETURN TO PRE-PANDEMIC LEVEL



ESTIMATED TIME FOR EMPLOYEES* TO RETURN TO THEIR USUAL WORKFORCE



POST-PANDEMIC BUSINESS TRAVEL



Shiny New Buildings

BY DAVID G. BRONNER

A recent promotional ad for the NBC daytime show *Judge Judy* has her telling a young male defendant he took advantage of a young love-struck girl by using her new inheritance to buy that “red shiny truck for himself.”

Not to be outdone, a senior director for the Alabama Policy Institute writes, “shiny new buildings won’t better education.” Being conservative is often very appropriate, but hiding under a rock is not.

It has been decades since a major capital improvement program for education has taken place in Alabama. Yes, active teachers and retirees deserve more, but buildings are like people – they will perish at some point, and Alabama is full of lifeless buildings.

The senior director goes on to state, “Senator Arthur Orr made two arguments as he advocated for the bill. First, he said construction projects will stimulate the economy, while putting Alabamians back to work.” Bad idea says the senior director – “it could be months, if not years.” I would say so what? It took two decades for the Robert Trent Jones Golf Trail to have a major impact on Alabama, and it took us nearly 13 difficult years to recruit Airbus!

The API senior director’s second problem is cost. Borrowing \$1.25 billion at normal interest rates would indeed be expensive, but we have the lowest cost on interest rates in my lifetime. Stating that the current interest cost on education debt is \$67 million a year, going to \$80 million a year for an additional \$1.25 billion is a gift based on the past history of interest rates and, in my opinion, the future of interest rates.



Senator Arthur Orr



Representative Bill Poole

Our children, our parents, and our teachers deserve this bond issue passed by the 2020 Alabama Legislature and signed by the governor. We thank the lead sponsors of the bill, Sen. Arthur Orr and Rep.

Bill Poole; Governor Kay Ivey; Lt. Governor Will Ainsworth; Speaker Mac McCutcheon; and President Pro Tem Del Marsh for having the vision to make this happen! ●

Retirement Crisis for Women

SOURCE: NPPC

American women are facing a much bigger retirement crisis than men. They are likely to earn less during their working lives and then to live longer after they retire. And if they take on extra unpaid responsibilities instead of paid work, such as looking after children, elderly parents, or — most financially devastating of all — a sick or disabled spouse, the problem gets even bigger [...]

“Older women receive approximately 80% of the retirement income that older men receive,” report researchers Tyler Bond, Joelle Saad-Lessler, and Christian Weller. The 20% gap between men and women’s average retirement income, says the NIRS, is about the same as the ‘gender pay gap’ during working years. The gap really gets worse in later retirement, as more women become widows, they note.

“Women experience a steep decline in income past 80,” they write. “Women age 80 and older are much more likely to be widows... Healthcare costs and long-term care costs in retirement are challenging for most people, but can be more so for women, who bear these costs for longer and may have already spent down assets if their spouse predeceases them.”

Women earn less than men, on average, during their careers. Women who take time out to raise children lose years of working credits toward Social Security and possibly other pension plans. And women who work part-time, such as while raising children or after children go to school, may be ineligible for participation in a company’s 401(k) plan or equivalent. Women are nearly twice as likely as men to be working part time, the NIRS researchers point out. All of this adds up. In total, the researchers argue, 27% of American women over 65 are poor or “near poor,” compared with 20% of American men.

On the other hand, say researchers, women who get and stay married, and those who have children young or not at all, are far less likely to face a retirement crisis than their peers. So too, are those who choose public-sector careers, such as teaching, that come with solid final salary pension plans.

“Women in a first marriage, especially one in which both spouses work and both spouses save, have the best retirement outcomes,” says the NIRS. “Married older Americans, both men and women, fare

better in retirement than any group of non-married older Americans, whether divorced, widowed, or never-married.” Just 13% of married women over 65 are poor or “near poor,” they report. The figure among divorcees over 65? Try 35%.

Meanwhile, the rates of poverty and near poverty for the over 65s who’ve never married are more than 40%. And that’s true for men as well as women.

But what is to be done? There are clear public policy measures that would be likely to help, such as eliminating unfair pay disparities, and providing more taxpayer support for child care costs so more young mothers could go back to work earlier. Public policy measures that helped the retirement crisis across the board would benefit both sexes. But while we are waiting for these things to happen, there are practical things individuals, particularly individual women, can do right now to help their situation, advisers point out. Planners highlight two: Spousal IRAs for stay at home moms, and long-term care insurance [...]

Development of the RTJ Golf Trail

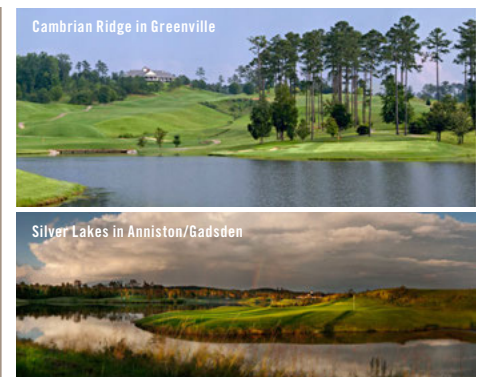
BY MARK FAGAN

There would have been no RTJ Golf Trail without Dr. Bronner’s vision and RSA’s money. RSA provided the money and structured the deals. Bobby Vaughan of SunBelt Golf scouted the sites and oversaw the construction of the golf courses and clubhouses. Mr. Robert Trent Jones and his chief architect for 34 years, Roger Rulewich, designed the courses and assisted with the on-site construction. Major contractors moved dirt, constructed the clubhouses, and refurbished or constructed the RSA hotels.

Bulldozers, scrapers, and finishing tractors were used to flatten hills, carve mounds, and work the land to fit the plan. Manmade lakes were added for drainage and aesthetics. Sand bunkers were dug and mounds created around greens. Fairways were shaped and filled with computerized irrigation systems and

then grassed. Elaborate putting greens were built to USGA specifications with the most modern grasses. Some 125 miles of 8-foot wide concrete cart paths were built. Clubhouses, maintenance buildings, pump houses, large parking lots, and golf practice facilities were constructed. Entrance roads were developed with the necessary utilities.

Each site is entirely different. Oxmoor Valley in Birmingham and Ross Bridge in Hoover use the ridge lines of the southern end of the Appalachian Mountains along with a valley between two mountains. Grand National in Opelika has a 600-acre lake with 30 holes on the water. Hampton Cove has holes on the Flint River and is in a valley with great views of surrounding mountains. Cambrian Ridge in Greenville has topography similar to Augusta National Golf Club. Magnolia Grove in



Mobile has a jungle environment. Silver Lakes in Gadsden has lakes and mountain views. The Shoals in Sheffield is on the Tennessee River. Capitol Hill in Prattville incorporates the waters from the Alabama River. Lakewood near Fairhope winds

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Alabama Success Stories

Alabama Network of Children's Advocacy Centers, Inc.

One in three girls and one in five boys will be sexually abused by the age of 18. Ninety percent of child sexual abuse victims know their perpetrator, indicating it is someone they are familiar with or trust. While all types of abuse are possible in the home, physical abuse and neglect are more common than sexual abuse. Yet, research has found that most child victims delay or never disclose child sexual abuse to friends, family, or the authorities. Last year alone, Child Advocacy Centers (CACs) in Alabama conducted almost 7,300 forensic interviews, referred 1,450 children for medical exams, and provided almost 26,000 counseling sessions. Child Advocacy Centers across Alabama serve children and families every day and offer a place for hope, healing, and justice.

Why do we need CACs? Imagine being asked to take center stage and share your last sexual encounter to a room full of strangers without omitting any details. It's an assignment that no one would willingly accept. Now, consider how difficult it is for a nine-year-old girl or a 14-year-old boy. Before CACs were developed, this is exactly what children and adolescents were required to do when disclosing their horrific stories of sexual abuse. A child would have to tell the worst story of his or her life over and over again, to doctors, law enforcement, attorneys, therapists, investigators, judges, and others.

The revictimization of a child was so traumatizing that Robert "Bud" Cramer, an Alabama native and former United States Representative, introduced the concept of the CAC on local, state, and national levels in 1984. He helped establish the first CAC in the nation in Huntsville on May 1, 1985. In 1986, the Alabama Legislature passed a bill designating the Huntsville location as a pilot CAC program which opened the door to Victims of Crime Act funding for the first center. During the next decade, Alabama would establish ten centers across the state and lead the nation in the development of CACs. The model that was **developed here in Alabama** has spread to more than 950 sites across the United States and in 34

countries throughout the world.

In 1996, the Alabama Network of Children's Advocacy Centers, Inc. (ANCAC or The Network) was recognized as the state chapter and tasked with promoting the multi-disciplinary process in fostering an abuse-free society for Alabama's children and supporting the development of the CAC model through public



awareness, training, and collaborative partnerships. The Network achieves this mission through 35 CACs and six satellite locations that serve 67 counties.

Child Advocacy Centers provide a child-friendly, safe, and neutral location in which law enforcement, child protective services personnel, and investigators may conduct and observe forensic interviews. At home, the child may not feel safe if the abuser is a family member; at a police station, they may feel blamed. The non-offending family members also receive support, crisis intervention, and referrals for mental health and medical treatment. The multidisciplinary team meets regularly to communicate and make decisions about how to help the child. Cases are reviewed beginning with the victim's initial outcry through investigation, treatment, and prosecution.

Communication within the team reduces duplication and mistakes, and also keeps victims from falling through the cracks. These multidisciplinary teams are made up of law enforcement officers, child protective service personnel, prosecutors, lawyers, advocates, mental health therapists, and medical personnel. Finally, CACs offer a wide range of services like courtroom preparation, victim advocacy, case management, and more.

Without intervention, child abuse causes lifelong problems. Sexual abuse, physical abuse, and neglect are forms of adverse childhood experiences (ACEs) that researchers have linked to mental health problems, such as mood disorders, anxiety, substance abuse, and impulse control disorders. Child abuse often co-occurs with other ACEs, like witness to domestic violence, community violence, traumatic loss or separation, or sexual assault. Adults with multiple ACEs have even been shown to be more likely to endure poor health outcomes like diabetes, STDs, heart disease, and early death.

It is exciting for Alabama to be the birthplace for CACs but there is more work to do. Reports show that during isolation and social distancing due to COVID-19 that there is an increase in occurrences of child abuse and severity because children are out of view of their mandatory reporters and advocates.

How can you protect your child and the children in Alabama? Talk to your children early and often. Know the signs and symptoms of physical and sexual abuse. Be an advocate. You do not have to have proof of child abuse. A "good faith" report means you have reasonable suspicion of abuse. You may be the only voice they have. For more information and to learn the signs and symptoms, please visit ancac.org or call 334.546.5257.

This is a series of articles about Alabama Success Stories. Please let us know if you have a similar success story you would like to share with the RSA membership. You may contact us at communication.correspondences@rsa-al.gov. ●

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Ross Bridge—RSA Spa Package—\$223

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- August 1-5, 10-17, 19-23, 30-31
- September 1-3, 8-9, 12-17, 20-23, 29-30

Auburn/Opelika Marriott—RSA Spa Package—\$201

- July 2, 9, 12, 16-19, 23, 26, 30-31
- August 1-2, 13-16, 20-23, 30
- September 3, 12-13, 17, 20

Prattville Marriott—\$89

- July 1-2, 5-9, 12-16, 19-23, 26-30
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Development of the RTJ Golf Trail

CONTINUED FROM PAGE 2

through large live-oak trees.

Each of the first four sites on the Trail have 54 holes (two regulation 18-hole courses and one 18-hole par-3 course). Each of the next three sites have 36 holes with three regulation 9-hole courses (allowing for three 18-hole combinations) and one 9-hole par-3 course. Jones took his favorite par-3 layouts and reproduced them, creating arguably the best collection of par-3 holes in the world. The par-3 courses were built on half the land, at half the cost, with half the maintenance, and could be played in half the time. The final four sites (one 54-hole, two 36-hole, and one 18-hole) all have regulation 18-hole courses giving a total of 468 golf holes.

The no-cost land, public contributions for infrastructure, and economy of scale from developing multiple courses cut RSA's cost for the Trail by 25-30%. Sprinklers, pipes, wiring, and concrete were bought in bulk. Using the same architects and contractors for each site reduced fees. The RSA built 54-hole courses for what it would cost other developers to build 18-hole courses.

The mammoth Trail project has been compared in complexity to the construction of the Golden Gate Bridge. More dirt was moved in its construction than in the building of the Panama Canal. To start at The Shoals in northwest Alabama and wind southward through the state visiting each of the 11 sites, ending up at Magnolia Grove in Mobile, would be a 760-mile trip. An ambitious golfer could play 36 holes per day for 13 days without playing the same hole twice. ●

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