# THE PICTURE

An Update on the City of Birmingham's Strategic Plan



**PUTTING PEOPLE FIRST** 

# THEBIGPICTURE

After taking office, Mayor Woodfin charged his team with the responsibility of developing a strategic plan that would refine, yet include much of the community's input as well as his own ideas and promises for progress in Birmingham. In October 2018, the City of Birmingham's Strategic Plan, The Woodfin Way, was published presenting a clear path forward for the city. Since this publication, the Woodfin administration has been working diligently to ensure there is transparency and communication concerning the progress of all strategic initiatives. Enclosed is an update on all 92 strategic initiatives that make up the Woodfin Way's six goals.

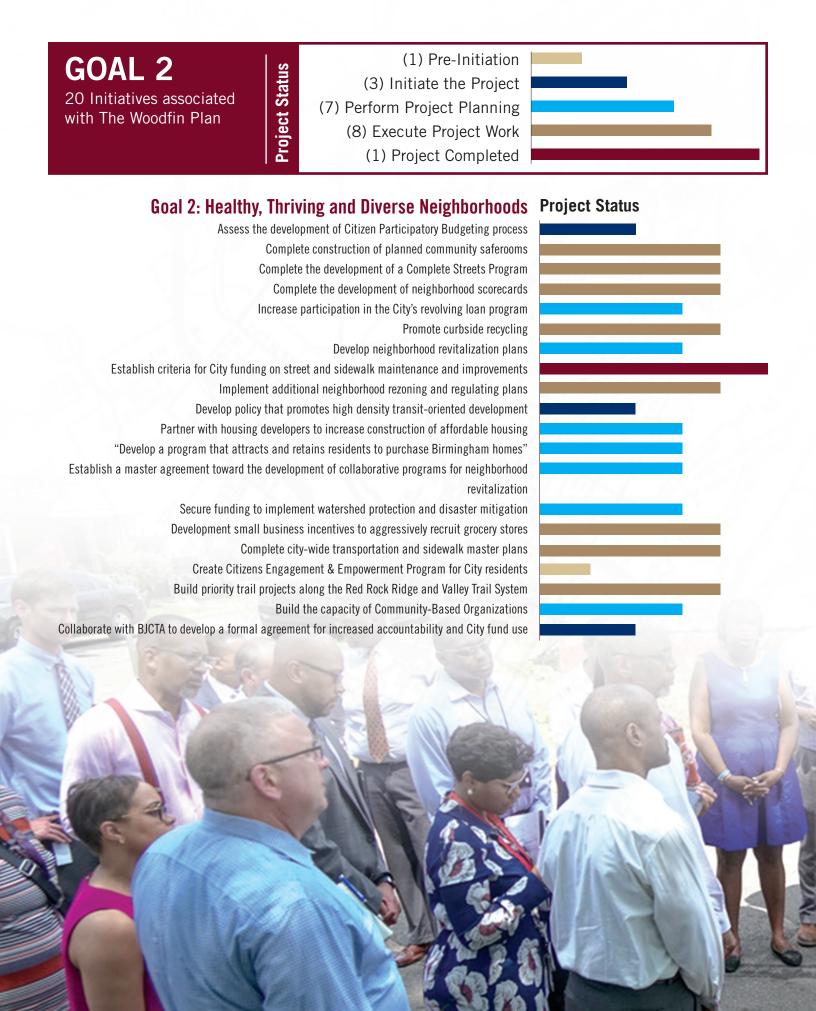
# GOAL 1

25 Initiatives associated with The Woodfin Plan

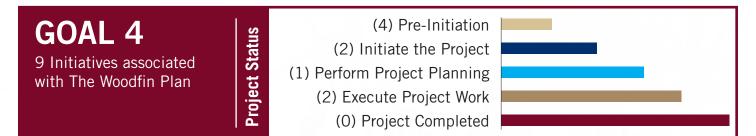
**Project Status** 

(1) Pre-Initiation
(4) Initiate the Project
(5) Perform Project Planning
(11) Execute Project Work
(4) Project Completed

### **Goal 1: Safe, Secure and Sustainable Communities Project Status** Actively recruit lateral transfers of current officers Assess community preparedness and disaster recovery plans Assess the development of a Civilian Oversight Board Complete highest and best reuse analysis for blighted properties Develop a Citywide Sustainability Plan and Additional Watershed Protection Plans Expand foot patrols in key neighborhoods and precincts Implement 10-hour work schedule to include "specialized units" Increase academy classes from 2 to 3 per year Perform assessment of city code enforcement Increase investment for streets, potholes, sidewalks, and streetscaping Develop and adopt Neighborhood Revitalization Plans Establish 2 Neighborhood Revitalization Teams (NRTs) Increase investment for weed abatement, demolition, and land banking Install and maintain LED street lighting Engage the community in creating a foundation for bereavement support of police officers Combine units to increase detectives, expand coverage, and reduce caseload Leverage approved grants to increase foot beat and bicycle patrols Implement rehire program bringing back retired officers Develop a comprehensive neighborhood revitalization plan Create a modernization plan of Birmingham Police equipment and technology Conduct an assessment to optimize recycling collection Expand the Birmingham Police force to 1,000 officers Develop a public safety plan Continue disaster preparedness education and awareness efforts Complete or update community disaster protection or mitigation plans or projects



GOAL 3  16 Initiatives associated with The Woodfin Plan	(2) Pre-Initiation (2) Initiate the Project (8) Perform Project Planning (3) Execute Project Work (1) Project Completed	
Goal 3: High-Performing 21st Ce	ntury Education and Workforce	Project Status
Develop a city-wide Interns	s, industry leaders, and workforce pipeline goals hip Program to help the City retain young talent sidents who have encountered the justice system to programs through the Mayor's Division of Youth Services Invest in re-skilling and up-skilling programs	
	to leverage the BPL resources in areas program expansion	
Formalize and codify the relationship betw Work with partners in education and industry to creat	een Mayor's Office and Birmingham City Schools te STEM and Business exposure opportunities for students	
Explore an incentive program to encourage gradus  Develop a talent acceleration program to encou		
Create an annual assessment o Define cluster-based growth strategies to develop a Partner with the Board of Education so that every stu		
Develop the "Shuttlesworth Opportunity Scholarshi		



# Goal 4: Innovative and Inclusive Economy Supported, Shared, and Served by All Develop supplier diversity and minority participation scorecards Establish and implement a historically disadvantaged business accelerator Launch Office of Business Opportunity Develop and implement an "Opportunity Tax Credit" Create programs to increase the number of shared work spaces and accelerators Improve responsiveness to business issues by expanding the City's business retention program Convert city-owned community centers into "Opportunity Centers" offering services to unemployed/ underemployed residents Partner with community-minded organizations to address transit, equity, poverty, affordable housing, and homelessness Strengthen assistance for minority, women, and disadvantaged businesses seeking procurement opportunities



(2) Pre-Initiation
(0) Initiate the Project
(7) Perform Project Planning
(5) Execute Project Work
(1) Project Completed

### **Goal 5: Highly Effective, People First, Smart Government Project Status**

Implement a financial oversight program

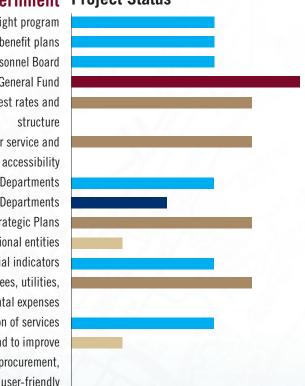
Implement plan to adequately fund pension and other post-employment benefit plans
Redesign hiring process through a renewed partnership with the Jefferson County Personnel Board
Address the structural deficit in the General Fund

Conduct an annual review of all bank accounts to ensure that the City is securing the best rates and structure

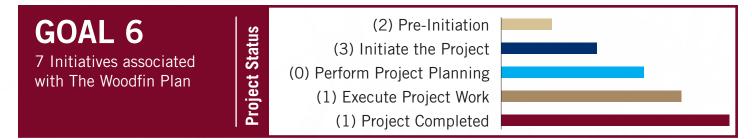
Evaluate and move 311 to a resident-facing department to achieve greater customer service and

Evaluate overtime spending and staffing requirements for City Departments
Implement an employee performance management system across all City Departments
Produce semi-annual report featuring progress towards goals for the City's Strategic Plans
Create a Taskforce to assess resource optimization by work with other regional entities
Create and implement a cash flow forecasting model/dashboard of financial indicators
Reduce City cost of insurance, construction, repairs & maintenance, professional fees, utilities,
technology, jail & rental expenses

Redefine City organizational structure to increase efficiencies and reduce duplication of services
Implement technology solutions in the Office of the City Attorney to alleviate workloadand to improve
services Identify procedures to make business licensing, permitting and procurement,
more user-friendly









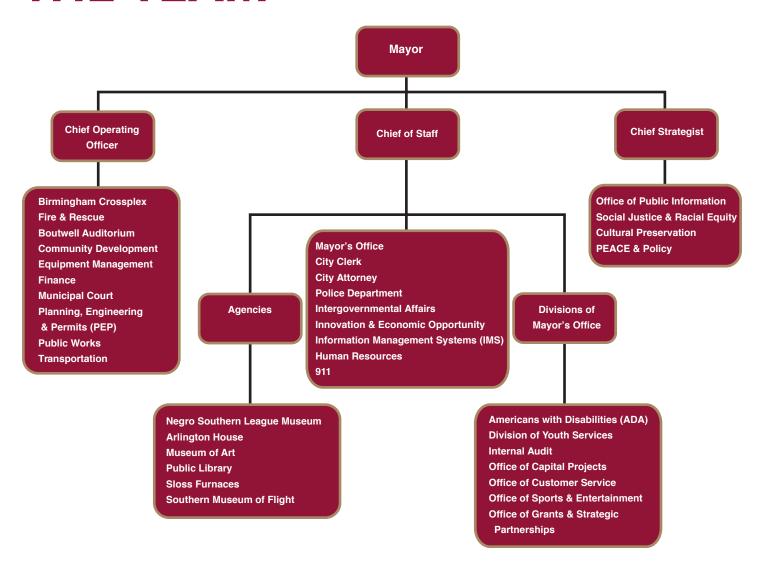
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Southern Museum of Flight	Brian Barsanti	Executive Director	bbarsanti@southernmuseumofflight.org	205-833-8226

# THE TEAM



## THE LOOK AHEAD

Mayor Randall Woodfin's Strategic Plan offers a clear path for progress in Birmingham. But, let's be honest -- the road ahead is not likely to be straight. It will be filled with unanticipated challenges and timely opportunities that will affect the successful outcomes across all six strategic goals. This plan is intended to keep us focused when those challenges and opportunities arise.

Mayor Woodfin has charged our team with growing transparency and communication efforts around strategic initiatives. Therefore, much of our energy over the next few months will be about working to offer additional information that will allow the public to see where we are in our strategic initiatives on a more frequent basis.

In the meantime, there are a number of City-related transformational projects underway that will have a generational impact on our City. Birmingham is on the move! It is our goal to ensure it moves with and for the people that helped get us where we are today.

Finally, you can expect periodic updates on the progress of the strategic initiatives listed herein at www.birminghamal. gov/strategy. We will also provide another update in October 2019. In the meantime, please reach me directly at ed.fields@birminghamal.gov or (205) 254-2609 with questions, comments, or ideas for our Strategic Plan and related efforts.

Putting People First,

Ed Fields

Senior Advisor & Chief Strategist City of Birmingham, Mayor's Office



