



ROTARY TRAIL
in the
MAGIC
CITY

NOVEMBER
2020



Jefferson County



FOR THE CITIZENS

STRATEGIC PLAN



Jefferson County Commissioners

(left to right)

Joe Knight – District 4

Lashunda Scales – District 1 President

Pro Tempore

Jimmie Stephens – District 3, President

Sheila Tyson – District 2

Steve Ammons – District 5

Jefferson County Commissioners

Our Community Mission, Vision and Values

OUR MISSION

Providing exceptional, everyday service through character and competence.

OUR VISION

To be a model local government that anticipates and meets the evolving needs of a diverse community with energy, character, dedication and accountability.

OUR VALUES

In keeping with our Mission and Vision, our core Values are:

- **Transparency:** All needed information is provided through communication that can be trusted among commissioners, departments, employees and the community.
- **Inclusion:** We value the diverse viewpoints, perspectives and backgrounds of all employees and citizens.
- **Integrity:** From the top down and the bottom up, Jefferson County acts with honesty, trustworthiness and integrity.
- **Innovation:** Every day provides the opportunity to take a fresh perspective on how to best serve the needs of Jefferson County citizens.
- **Energetic Service:** Each employee and department is accountable to providing the highest quality customer service to our citizens. If you need something from us -- consider it done.
- **Safety:** The health and well-being of Jefferson County citizens, including employees, is of paramount importance for each department and individual serving the County.



Safety



Innovation



Inclusion



Service



Transparency



County Manager Message

Over the last decade Jefferson County has become a strong, service-oriented local government that is focused on making the area a successful thriving community where people want to work and live. This five-year plan is our promise to citizens. It provides transparency and accountability. We want the public to know what we are going to do and when we are going to do it. It will be accompanied by an online dashboard at JCCAL.org that will provide real-time metrics on what we have outlined so everyone will know how we are doing.

We know the foundation to any thriving community is good local government services and that is what we want to provide. Safe roads and bridges to drive on, efficient service both online and in person, and solid infrastructure to support economic development, those are our goals.

Many may not realize that we have new diverse leadership in Jefferson County that has come from across the country and promoted from within. Our people are our talent and we are committed to them as well, that is why talent and resource development is a part of our plan.

We appreciate the patience from our citizens in getting to this point.

Tony Petelos, County Manager & CEO
Jefferson County, AL



The Plan

Jefferson County's five year strategic plan has four main goals. Each goal has key initiatives and specific measurable objectives. This plan will be outlined on our website ([JCCAL.org](http://jccal.org)) and performance indicators will be posted so that the public can see where we are making progress. Please visit our link at <http://performance.jccal.org>





GOAL 1: **Promote** a citizen focused culture that strives for accountability and consistent, efficient, delivery of service.

- Implement customer feedback surveys in all County departments by 2022.
- Implement citizen facing online tools that improve permitting, problem reporting and provide accurate reports of status by the end of 2021.
- Improve reporting of Capital Projects to citizens quarterly.
- Decrease the number of youth reentering the Youth Detention facility by collaboration with other entities.
- Implement Continuous Process Improvement program for all departments to remove waste and add value to citizens living in Jefferson County by the end of 2021.



GOAL 2: **Create** quality infrastructure that is efficient and serves the community.

- General Services department will maintain county facilities to the highest standards to create safe, functional, space for the public and employees.
- By 2026, 85% of all County maintained roads will have an inspection rating of "good" or higher.
- Complete resurfacing of 130 miles of County maintained roads each year.
- Roads and Transportation to improve safety, capacity and rideability of the county road system by implementing a Pavement Management Program.
- Roads and Transportation to improve County infrastructure by implementing a Stormwater Management Program.
- All water reclamation facilities receive 100% compliance on ADEM permits.
- By the end of 2026, reduce home sewer backups by 50%.
- By 2026, 90% of all deteriorated sewer lines are replaced or rehabilitated.
- 90% of building inspections and plan reviews completed on time annually.
- Complete a master plan for a demolition program by the end of 2021.



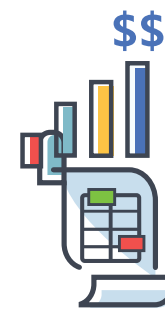
GOAL 3: **Attract,select, develop and retain our skilled and diverse workforce.**

- 70% of County job classifications meet diversity targets.
- Perform culture and climate survey and get 70% employee participation rate.
- Complete development of Jefferson County Employee Handbook.
- Develop employee portal that houses pertinent employee information.
- Develop Compliance Office to insure accountability with all County functions.



GOAL 4: **Build** the economic stability of the County and create a culture of trust and financial transparency.

- Comprehensive Annual Financial Report completed March 31st each year.
- 100% CARES ACT grants completed, and meet all eligibility requirements.
- Annually maintain General Fund balance at 50%.
- Annually maintain the County's Budget Stabilization, Catastrophic and Uncertainty Reserve Funds.
- Maintain or improve current bond ratings of the County's debt structure.
- By the end of 2022 a financial reporting website established for citizens and commission.



How are we going to achieve these goals and meet measurable objectives?
Good question!
We have established strategies and key performance indicators in each area.
This is our roadmap to success.

Goal 1: Promote a citizen focused culture that strives for accountability and consistent, efficient delivery of service.

Strategy: Gain Accurate Feedback From Our Citizens Through Customer Satisfaction Surveys.

| Key performance indicators: | Method for calculating success | Target |
|-----------------------------|---|--------|
| Customer Survey | Percent of departments who implement surveys by the end of 2021 | 100% |

Strategy: Implement Citizen Facing Communication Channels For Online Permitting, Work Order Requests, And Online Voter Registration.

| Key Performance Indicators: | Method For Calculating Success | Target |
|---|---|--------|
| Number Of Customers Using Online Permitting | Percent of permits that are processed online vs in person by end of 2026 | 50% |
| Online Real Property Protest Registration | Percent of registrations performed online by end of 2026 | 75% |
| Online Voter Registration | Percent of voters who register online vs through mail or in person by end of 2026 | 85% |
| Online Tag Renewals | Percent of license tags renewed online vs in person by end of 2026 | 40% |
| Service Request App | By the end of 2021, complete the implementation of an efficient citizen app for problem reporting | 100% |
| Capital Project Status Reports | Percent of capital projects with status reports published quarterly | 100% |



KEY INITIATIVE: Assist youth involved with the judicial system to become productive citizens. Over 440 adolescents find themselves in juvenile detention in Jefferson County each year. They can come for a variety of reasons, but they all receive comprehensive care and services at the G. Ross Bell Youth Detention Center. The center works as a part of the juvenile justice task force that is working to reduce the number of youths that reenter the program after leaving. This is called recidivism.

| Key performance indicators: | Method for calculating success | Target |
|--|---|--------|
| Youth Recidivism (Reducing The Number of Youths Reentering The Center) | By 2026 reduce number of youths reentering program to 50% | 50% |

The Youth Detention Center has established a five-year plan based on youth research that focuses three areas:

- Gang prevention/denunciation
- Higher education/vocational programming
- Mentorship

Focusing on these key areas, with key partners in the community, will help the Center reach its goals of serving the youth of our community.



Strategy: One of our Values is ‘Innovation’ and it requires us to always ask ourselves how we can best serve the needs of Jefferson County citizens. We will strive to create a culture of continuous improvement where we focus on adding value to our customers over the long haul even at the expense of short term financial or project success. Our goal will be standardizing our processes and continuously seeking to remove waste and add value to our citizens. We will strive to create the right process to get the right result.

| Key performance indicators: | Method for calculating success | Target |
|-----------------------------|--|--------|
| Training | Percent of directors who receive training in Continuous Improvement Principles by the end of 2021 | 100% |
| Standardized Processes | Percent of departments who identify and complete standardizing all of their processes by end of 2021 | 75% |
| Process Improvements | Percent of multi-departmental processes that are audited and and improved by the end of 2021 | 90% |



Goal 2: Create a quality infrastructure that is efficient and serves the community.

KEY INITIATIVE: REBUILD JEFFERSON COUNTY– Jefferson County maintains nearly 2000 miles of roadways, 6-million square feet of public facilities (buildings), and one of the largest wastewater treatment programs in the country. Over the last 10 years, much of the County’s critical infrastructure has suffered due to deferred maintenance stemming from an array of challenges and hardships. We will prepare and submit three - 5-year Capital Improvement Programs to include facilities, roads, and wastewater treatment assets. These Capital Improvement Programs facilitate rebuilding and maintaining the County’s aging infrastructure. The program will include the method for selecting and prioritizing projects, the estimated cost, and the year of construction.

Strategy: General Services Department Maintain County Facilities To The Highest Standards To Create Safe, Functional Space For The Public.

| Key performance indicators: | Method for calculating success | Target |
|---|--|--------|
| Tenant Work Orders | Percent of tenant work orders completed on schedule. | 95% |
| Preventative Maintenance Work Orders | Percent of scheduled preventative maintenance work orders completed per schedule | 80% |
| Programmed Capital Improvement Projects | Percent of capital improvement projects that meet programmed schedule annually | 90% |

Strategy: Roads And Transportation Department: Improve Safety, Capacity And Ridability Of County Road System.

| Key performance indicators: | Method for Calculating success | Target |
|--|---|-----------|
| Road Inspection Scores | Percent of total miles of county roads with "good" or higher inspection score by 2026 | 85% |
| Miles Of County Roads Repaved Annually | Total number of miles repaved annually | 130 miles |
| Programmed Capacity Improvement Projects | Percent of capacity improvement projects that meet programmed schedule annually | 90% |

KEY INITIATIVE: The County has many miles of County Roads that have a poor or lower inspection rating. The inspection rating is based on items such as the number of potholes, cracks, rutting and other condition factors. The county has built an automated inspection truck where computers, cameras, and laser equipment will automatically measure the number of potholes, cracks, etc. The road inspection data is processed by a computer program that will give the Roads and Transportation Department accurate real time information. This information is then used to select roads for new paving and repair projects. One of the major goals is to improve the County’s roads. This program will help the County do that in an objective manner.

KEY INITIATIVE: Stormwater Management Program - due to the amount of development within Jefferson County, Roads and Transportation is developing a Stormwater Management Program that looks at future development and how it impacts the entire watershed (A watershed is an area of land that drains or “sheds” water into a specific waterbody) not just the location where surface water leaves the proposed project. This will help prevent new flooding and protect the quality of water in our streams and rivers.

A computer model developed by the Army Corps of Engineers (ACOE) will be used for the analyzing the watershed and how new Development will affect the river. This computer model can be used for determining the amount of storm water throughout the watershed which will help us make better decisions for erosion and flooding prevention. This model represents the real-world storm water extremely well. It does this through its ability to make use of real-world inputs, such as soils, rainfall distributions and variable land uses.

Strategy: Environmental Services Department (ESD): Create And Maintain Financially And Environmentally Sustainable Water Reclamation System.

| Key Performance Indicators: | Method for Calculating Success | Target |
|---|--|--------|
| ADEM Permit Compliance Days | Percent of compliance requirements meeting standard annually | 100% |
| Total Number of Home Sewer Back Ups | Percent reduction of home sewer back ups by the end of 2026 | 50% |
| Programmed Capital Improvement Projects | Percent of capital improvement projects that meet programmed schedule annually | 90% |
| Wet-Weather Sewer Overflows | Percent reduction of wet-weather overflows by end of 2026 | 67% |

KEY INITIATIVE: Apprentice Program - consistently meeting permit compliance and protecting public and environmental health in operating the County’s water reclamation facilities (WRFs) requires highly competent and professional operating staff and reliable facilities. To address an aging workforce and sector-wide gap in new certified operators, the Environmental Services Department and the Human Resources Department has initiated an Operator Apprentice Program to develop a new skilled workforce.

Maintaining reliable facilities requires skilled maintenance trades people and a sustainable equipment and facility replacement/rehabilitation schedule. To maintain a skilled trades workforce, ESD will initiate an apprentice program for electrical, technical and mechanical maintenance personnel.

KEY INITIATIVE: Sewer backups into homes and businesses are highly disruptive to our citizens and businesses. To significantly reduce backups, ESD is prioritizing areas that are more likely to experience backups for 1) regular maintenance through its cleaning optimization program and 2) infiltration and inflow reduction, through its collection system and asset-management system.

KEY INITIATIVE: Keeping the County’s sanitary sewer collection system in sound structural condition is critical to having a financially sustainable system that protects public health. Through the collection system asset management program, ESD is assessing and rating the condition of its sewer lines. The most critical and deteriorated lines will be prioritized and scheduled for replacement or rehabilitation.

Goal 3: Attract, select, develop and retain our skilled and diverse workforce.

KEY INITIATIVE: A primary goal of the County’s EPA Consent Decree is to control wet-weather related sewer overflows. Through hydraulic modeling of the collection system, ESD is systematically identifying the sources of these overflows. By optimizing the ways it reduces or contains outside water entering the system, and prioritizes the most problematic areas, ESD will improve the system and eliminate these overflows as efficiently and affordably as possible.

Strategy: Development Services Department - Provide Excellent Customer Service To Builders, Developers, Engineers And Citizens Through Processing Proper Plans And Permits For Developments And Building Construction.

| Key performance indicators: | Method for calculating success | Target |
|-----------------------------|---|--------|
| Building Inspections | Percentage of the inspections completed within one business day of the inspection request annually | 90% |
| Application Reviews | Percentage of zoning, subdivision and site plan applications meeting standard targets for time to complete annually | 90% |

Strategy: Improve Property Values And Safety Of Neighborhoods By Developing A Program To Actively Pursue Demolition And Dangerous Structures.

| Key performance indicators: | Method for calculating success | Target |
|-----------------------------|--|--------|
| Demolition Program | Establish a demolition plan and program completed by the end of 2021 | 100% |

Strategy: Enhance The Quality Of Life In The Community By Aquiring Federal Grants For Infrastructure Improvements And By Providing Workforce Training For Citizens

| Key performance indicators: | Method for calculating success | Target |
|-----------------------------|--|--------|
| HUD Grant Projects | Meet the HUD grant program timeliness test annually | 100% |
| Work Force Development | Percent of state negotiated performance goals met by employees of CAPTE program annually | 80% |



Strategy: Recruit, Select And Maintain High Quality Diverse Candidates For All Jefferson County Jobs.

| Key performance indicators: | Method for calculating success | Target |
|--------------------------------------|--|--------|
| Job Classification Metrics Gender | Percent of individual job classifications that meet diversity targets annually | 70% |
| Job Classification Metrics Race | Percent of individual job classifications that meet diversity targets annually | 70% |
| Employee Participation Rate | Percent of employees participating in climate and culture survey during 2021 | 70% |

Strategy: Create And Maintain Transparency For Workplace Expectations, Policies And Processes. Develop An Employee Handbook And Build Out An Employee Portal With Relevant Employee Information.

| Key performance indicators: | Method for calculating success | Target |
|-----------------------------|---|--------|
| Handbook | Percent of employees who receive and acknowledge employee handbook by the end of 2020 | 70% |
| Employee Portal–HR | Percentage of employees who receive overview of employee portal which will house pertinent employer information and HR processes by the end of 2021 | 70% |

Jefferson County's Roads and Transportation Ketona Camp Crew



KEY INITIATIVES: Human Resources to implement learning management system and performance management.

As we strive to implement a continuous learning environment for Jefferson County employees, DevelopU, our learning management system, was launched in 2020. With the LMS, employees will have access to a large library of business, technical and soft skills content in a convenient format. Leaders will also be able to assign and monitor e-learning content for their employees.

Jefferson County’s goal for performance management is to embrace and hold all accountable to its values and priorities. Ideally, expectations and goals will be set annually, and feedback given periodically. Therefore, learning management is a key input for the performance management cycle. We expect to launch performance management initiatives throughout 2021 and 2022.

Strategy: The Jefferson County Commission and the County Manager recognize the need for maintaining excellent ethical standards and a commitment to follow all federal, state and local laws and regulations throughout the County. This key initiative will create a Compliance Office to provide accountability for compliance and ethics, including and extending beyond the Consent Decree. As part of this effort, the Equity and Inclusion Division (EID) function currently within HR will be migrated to a Compliance Office reporting directly to the County Manager. The County will also develop additional functions within this office to ensure that it will be able to provide accountability throughout the County for legal, ethical and appropriate behavior in all departments. Generally, the office will provide the following functions: receive and investigate equity and inclusion complaints; receive and investigate ethical complaints; work collaboratively with Learning and Organizational Development (LOD) as subject matter experts to ensure proper training is provided for compliance related rules in particularly equity and inclusion rules; write and document rules and regulations; provide auditing and analytics of policy requirements. We expect to have this office established by October 2020.

| Key performance indicators: | Method for calculating success | Target |
|--------------------------------|---|--------|
| Employee Participation Rate | Percent of employees participating in required equity and inclusion training annually | 80% |
| Employee Complaints | Percent of cases received, investigated and resolved within 60 days of receipt | 80% |

Goal 4: Build the economic stability of the County and create a culture of trust and financial transparency.

KEY INITIATIVE: A long-range financial plan and capital budget process will be created to increase the County's financial horizon and ability to address unforeseen pressures on the County. The integrated long-range financial plan will identify where the County wants to be financially and how it plans to get there strategically. Operating, maintenance, debt and capital program costs will be identified and built into the long-range plan. This will improve the integration between the capital plan and operating budgets.

Strategy: Build Economic Stability Into County Finances.

| Key Performance Indicators: | Method For Calculating Success | Target |
|---------------------------------------|---|------------------|
| Comprehensive Annual Financial Report | Comprehensive annual financial report completed by March 31st with an unqualified audit opinion or clean audit | 100% |
| Cares Act Grants | Percent of grant expenditures meeting eligibility requirements by the end of 2022 | 100% |
| General Fund Balance | Annually maintain general fund balance at 50% of annual expenditures | 50% |
| Emergency Reserves | By 2025 the Budget Stabilization, Catastrophic and Uncertainty Reserve funds combined are increased to 16% of the general funds annual expenditures | 16% |
| Bonding Rating | Maintain and/or improve current bond ratings of County's debt structure | Improve Annually |

Strategy: Create Transparency By Publishing County Financial Reports With User Friendly Website And Reporting.

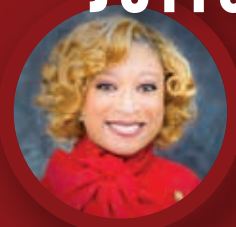
| Key performance indicators: | Method for calculating success | Target |
|-----------------------------|---|--------|
| Financial Reports | By the end of 2022 a complete financial reporting web site established for citizens | 100% |



Jefferson County Commission



Commissioner
Steve Ammons



Commissioner
Lashunda Scales



Commissioner
James Stephens



Commissioner
Sheila Tyson



Commissioner
T. Joe Knight

County Government Structure



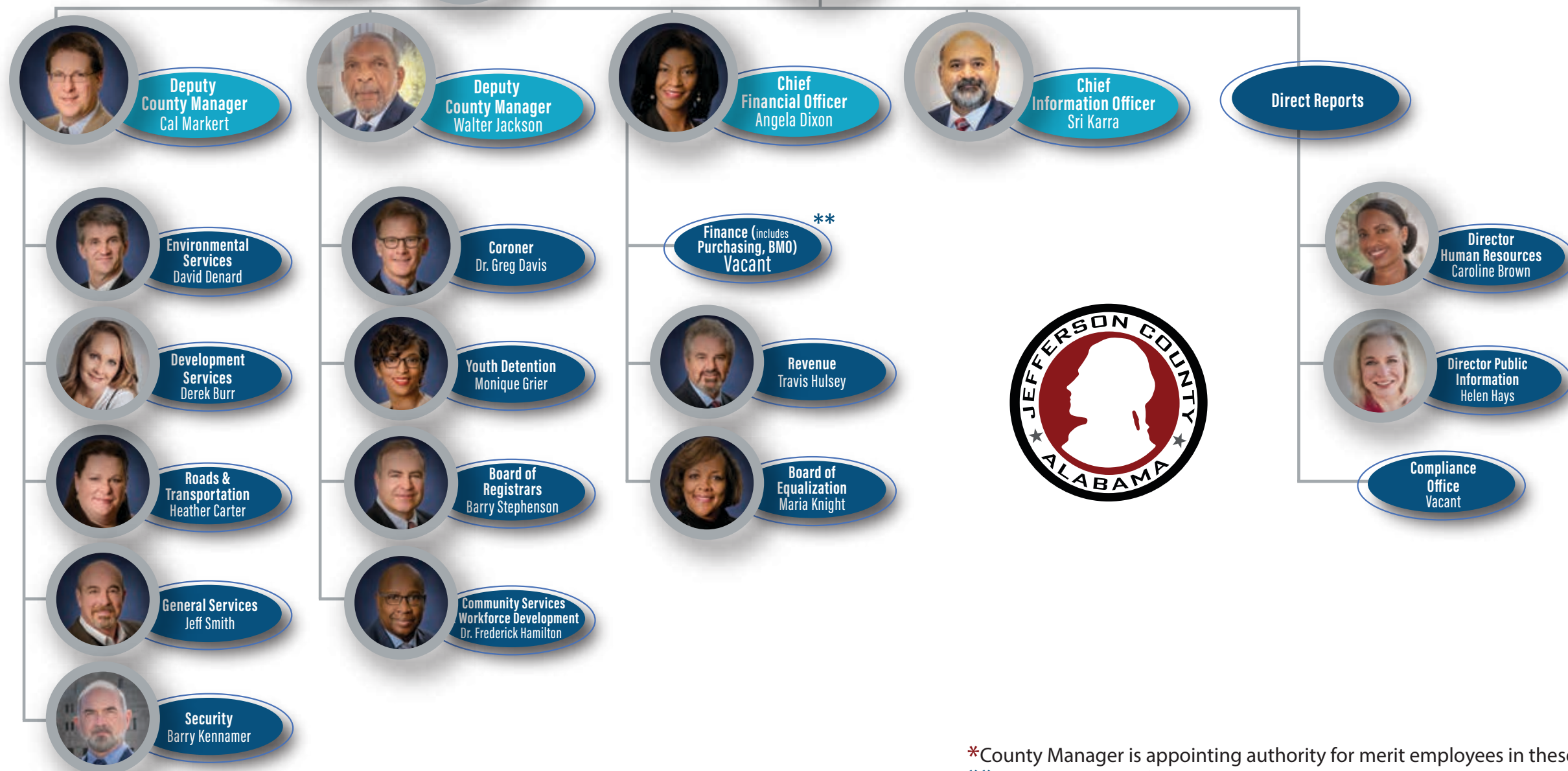
County Attorney
Theo Lawson



Assistant to County
Manager
Justin Smith



County Manager
Tony Petelos



Elected Officials *



Probate Court
James Naftel
Sherri Friday



Treasurer
Mike Miles
Sherry McClain



Tax Collector
J.T. Smallwood
Grover Dunn



Tax Assessor
Gaynell Hendricks
Dr. Charles Winston



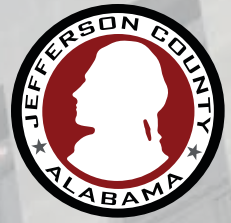
District Attorney
Lynnece Washington
Danny Carr



District Court
Janine Hilliard

*County Manager is appointing authority for merit employees in these departments.
**Chief Financial Officer serves as Finance Director.

Jefferson County Frequently Called Numbers



Environmental Disposal

- Obtain curbside garbage pickup, schedule large item pickup Advanced Disposal **640-7000**
- Used household cooking oil and grease recycling locations Environmental Services Dept. **238-3876**
- Recycling drop off centers (call for hours of operation):
 - Birmingham Recycling and Recovery **591-8201**
 - UAB Recycling Center **996-9043**
 - Bessemer Recycling Center **425-0068**
- Report suspected water pollution in a creek or other waterway **325-5792**
- Report a sanitary sewer emergency if sewage is backing up in your home or overflowing from a manhole - Environmental Services Dept. **942-0681**
- Report illegal dumping of trash - Development Services **582-6555**
- Report an overgrown or abandoned property **325-5321**
- Report a business being operated in a residential area, or a construction site that is not properly permitted - Development Services **325-5638**
- Properly dispose of household hazardous waste such as weed and bug killer, cleaning products, paint, aerosols, electronics, batteries **325-8741**
- Coordinate or participate in a volunteer roadside litter cleanup **325-8741**

Roads

- Report potholes, road debris, trees down on roads, sight distance concerns such as mowing, litter along Jefferson County roadways:
 - Roads and Transportation Dept. (main number) **325-5141**
 - Report concerns with contractor on or adjacent to roadway **849-2315**
 - Report missing/damaged street signs, traffic signals, striping concerns **849-2341** or **849-2336**

Community Service

Low/moderate income housing, community storm shelters, workforce development, senior citizen services.

Community Services and Workforce Development Dept. **325-5761**

Satellite Locations:

- Bessemer Courthouse - 1801 3rd Ave. Bessemer, AL 35020
- Center Point Satellite - 2651 Center Point Pkwy, Birmingham, AL 35215
- Hoover Satellite - 1901 Hoover Ct., Hoover, AL 35226
- Northern Satellite - 651 Main Street, Gardendale, AL 35071

Sewer

- General Billing questions **205-325-5390**
- Billing for Birmingham Water Works Board Customers **205-244-4000**
- Billing for Bessemer Utilities Customers **205-481-4333**

Tag Renewal

- Main courthouse **325-5171**
- Bessemer courthouse **481-4110**
- Centerpoint satellite **714-7175**
- Hoover satellite **497-8976**
- Northern satellite **909-3610**

Visit: www.jccal.org for public records request and other contact information not listed here.