



PUTTING PEOPLE FIRST
MAYOR RANDALL L. WOODFIN

DEPARTMENT OF INNOVATION AND ECONOMIC OPPORTUNITY: STRATEGIC PLAN 2018-2021

VISION

By 2021, Birmingham will be a hub of qualified and diverse talent and a premier destination for small businesses, startups, and businesses looking to expand, propelling shared prosperity through innovation and inclusive growth.

MISSION

Put the citizens of Birmingham first by providing economic opportunity through a relentless focus on talent: talent development, talent retention and talent attraction.

STRATEGIC GOALS

Put People First

The IEO will design systems, processes and procedures to bolster a comprehensive talent strategy for Birmingham. Investing in human capital is fundamental to building a sustainable, dynamic economy.

Measure What We Value

The IEO will set and track goals for an inclusive economy, reflecting a commitment to intergenerational and social mobility, equity-driven human capital formation and strategic investments for innovation and productivity.

Grow From Within

The IEO will build an ecosystem that allows innovation and opportunity to thrive by providing resources to nurture talent, establishing infrastructure that supports growth of women-, minority-, and disadvantaged businesses (W/M/DBE), and focused on developing targeted industry clusters.

Boost Trade

The IEO will be intentional about investing in opportunities to accelerate trade with other regional markets, as well as those throughout the nation and the world. Trade creates an influx of new dollars into our community through the export of goods and services into other markets, and it is fundamental to long-term economic prosperity.

Find Purpose In Place

The IEO will engage in place-based development offering resources to grow small businesses in our neighborhoods, partnering with other regional metros, leveraging unique physical and infrastructure assets, and optimizing our innovation economy via alignment with anchor industries.

OBJECTIVES

A1. *Close the gap* between the skills employers need and the skills our institutions produce using data to convene and collaborate with transparency, trust and follow-through.

A2. *Co-create a comprehensive talent strategy* with employers and education and training institutions at the table.

A3. *Accelerate credential attainment* in demand-driven sectors and occupations using the Burning Glass data.

A4. *Optimize incentives* to recruit and retain quality jobs for our citizens.

B1. *Design and deploy data systems* to collect, communicate and crunch metrics aligned with key performance indicators.

B2. *Advance evidence-based solutions* in inclusive economic development through evaluating pilot programs and strategic initiatives.

B3. *Develop a data dashboard* to benchmark progress in building a more inclusive economy, including GDP per capita, poverty, and quality job creation.

B4. *Reset the culture* to place data-driven decision making at the fore of performance assessments and resource allocation.

C1. *Identify, organize and deliver resources* for small business owners to grow and sustain their businesses.

C2. *Launch an Office of Business Opportunity* to identify and address barriers for women-, minority-, and disadvantaged business enterprises.

C3. *Clearly define a cluster-based strategy* to target retention and recruitment using data, aligning the innovation economy with anchor industries.

C4. *Convene workforce development stakeholders* to form a differentiated strategy in improving credential attainment and job readiness.

D1. *Launch strategic marketing campaigns* to indicate that Birmingham is “open for business” in targeted markets.

D2. *Develop partnerships intentionally* where Birmingham-based businesses can capitalize on expanded customer bases or deepen supply chain opportunities.

D3. *Establish clear financial mechanisms* to incentivize job growth in traded sectors.

D4. *Provide data infrastructure* to form a targeted trade advancement plan.

E1. *Conduct an inventory* of city-owned property and prepare readiness reports for site development.

E2. *Implement place-based economic development initiatives* located in the framework plans and the comprehensive plan.

E3. *Re-position Birmingham as a place where social innovation can flourish* because of its historical significance in the Civil Rights Movement.

E4. *Engage the private sector and neighborhood leadership* in development.



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DEPARTMENT OF INNOVATION AND ECONOMIC OPPORTUNITY: OPERATIONAL LANES 2018-2021

VALUES			
Customer Service, Efficiency, Effectiveness, Transparency, Accountability			
MOTTO			
Putting People First Through Servant Leadership			
OPERATIONAL LANES			
<p>Small Business Growth</p> <p>The IEO will give small businesses a seat at the economic development table, enabling Birmingham to grow from within and neighborhoods to thrive.</p>	<p>Innovation & Entrepreneurship</p> <p>The IEO will work closely with entrepreneurs to catalyze investment in their growth, because Birmingham is a city for purpose-driven builders.</p>	<p>Talent Development</p> <p>The IEO is committed to co-creating ladders of opportunity to sustain a qualified workforce for Birmingham's economic growth.</p>	<p>Recruitment, Expansion & Retention</p> <p>The IEO will expand existing industries and recruit cluster-based targets in partnership, to accelerate trade by leveraging best practices in project management</p>
OBJECTIVES			
<p>A1. <i>Solicit input</i> through the Small Business Council to organize and deliver resources, while addressing key concerns and elevating community-led solutions.</p> <p>A2. <i>Provide resources for small business owners</i> to obtain technical assistance, enhance marketing, apply for SBIR or other loans, and improve facilities.</p> <p>A3. <i>Streamline processes that have inhibited small business growth</i>, including obtaining and renewing a business license or reimbursing city subcontractors and vendors.</p> <p>A4. <i>Celebrate small businesses</i> for their unique contributions to our communities.</p>	<p>B1. <i>Open a feedback loop</i> through initiating a Startup Roundtable to offer feedback on key challenges to growth, including access to capital, managerial expertise and technology commercialization.</p> <p>B2. <i>Diversify incentive toolbox</i> to encourage commercialization of technology and offer additional avenues for access to capital.</p> <p>B3. <i>Refine procurement processes to encourage "buying local"</i> when City Hall is seeking to acquire technical solutions.</p> <p>B4. <i>Pursue extramural funding mechanisms</i>, via grants or otherwise, to boost investments in innovation with city-sponsored programming and public-private partnerships.</p>	<p>C1. <i>Lead in developing sector strategies</i> for workforce development in targeted industry clusters.</p> <p>C2. <i>Create mechanisms to train or retrain under-, and unemployed workers</i> in high-demand industries in partnership with post-secondary institutions and regional employers.</p> <p>C3. <i>Engage consistently with post-secondary education institutions and employers</i> to ensure skill development remains adaptive to industry needs.</p> <p>C4. <i>Initiate the Fred Shuttlesworth Promise Scholarship program</i> to facilitate post-secondary education and training for demand-driven skill development.</p> <p>C5. <i>Develop an internship program</i> to allow students to build professional skills and earn money, especially in the summer.</p>	<p>D1. <i>Modernize project management systems</i> through adopting new technological solutions and metric-based monitoring.</p> <p>D2. <i>Inventory internal capacity against cluster-based strategy</i> to define lines of partnership with economic development stakeholders.</p> <p>D3. <i>Deepen internal expertise</i> by defining lanes of ownership among the IEO team and developing internal project management processes and metrics.</p> <p>D4. <i>Implement systems and structures</i> to generate and follow-up on key leads in the city and beyond.</p> <p>D5. <i>Focus on preparedness</i> by steadily supplying data on workforce, site locations, and cluster-based activity.</p>



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DEPARTMENT OF INNOVATION AND ECONOMIC OPPORTUNITY: CLUSTER STRATEGY 2018-2021

INCLUSIVE GROWTH

Inclusive economic growth focuses on long-term economic sustainability by investing in increased productivity for employers and workers, expanding access to opportunities that develop demand-driven, future-oriented skills, leveraging distinctive and diverse community-based assets and inspiring creative collaboration among public and private partners, education institutions, foundations and non-profits to improve quality of life for all of Birmingham's citizens.

CLUSTER STRATEGY

A cluster based strategy empowers regional growth by investing in specific sectors, occupations and related economic assets. The benefits of a cluster based strategy are three-fold: (1) Companies can share specialized services and infrastructure in addition to purchasing inputs more efficiently; (2) Information and knowledge are more concentrated and more readily exchanged due to the density of complementary firms; (3) Pools of specialized workers are created and supported by focused workforce development efforts.

FOCUS AREAS

<p>Information Technology Between 2010 and 2015, Information Technology (IT) jobs grew by 77% in Birmingham. This occupational growth occurred across start-ups and established industries, as technical platforms become integrated into core operations.</p>	<p>Automotive Manufacturing Birmingham has a rich manufacturing history, and one of the fastest growing industries in the region is automotive manufacturing. This recent growth is a strong signal that the city can become an automotive manufacturing hub.</p>	<p>Healthcare and Life Sciences Birmingham's strong location quotient in healthcare jobs, in combination with robust research expertise and expenditures and academic programming, provide an opportunity to grow the Life Sciences sector.</p>	<p>Growing Jobs that Promote Trade In order to bring new dollars and investment into the community, build resilience into our industry mix, and promote long-term sustainability, the IEO will focus on the recruitment, retention and expansion of jobs that promote trade.</p>	<p>Neighborhood Investment & Small Business Growth Small businesses form the backbone of our community and have generated more than half of all new jobs in the last decade. The IEO will focus on developing infrastructure to grow small businesses and spur neighborhood investment to ensure inclusive growth in Birmingham.</p>
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OBJECTIVES

<p>A1. Use data to define specific skill mismatches in companies across the region and partner with educators and employers to bridge that divide.</p> <p>A2. Invest in infrastructure, such as increased broadband access, throughout the city, including neighborhoods.</p> <p>A3. Accelerate the momentum to boost Birmingham's brand as a city where high-growth start-ups can thrive.</p> <p>A4. Support IT growth in adjacent or established industry clusters with procurement processes to buy local, while partnering with local angel investment funds to seed startups and ideas.</p>	<p>B1. Build upon distinctive strengths in workforce training to grow and sustain the pipeline for skilled talent and encourage partnerships with secondary and post-secondary education institutions.</p> <p>B2. Inventory, assess and prepare sites for readiness to facilitate recruitment of automotive firms.</p> <p>B3. Support innovation by incentivizing R&D via industry-university partnerships.</p> <p>B4. Target recruitment of automotive manufacturers and adjacent industry firms strategically to increase density of the cluster.</p>	<p>C1. Construct pathways from education and research to industry for recent graduates with relevant skills and training.</p> <p>C2. Develop sites for biotech development with proximity to core assets such as medical district to recruit targeted companies or incubate new technologies.</p> <p>C2. Facilitate commercialization and technology transfer processes with creative R&D incentive initiatives and matching dollars.</p> <p>C4. Launch a biotech incubator program in partnership with anchor stakeholders to catalyze commercialization of research and leverage it to recruit and retain innovative companies.</p>	<p>D1. Invest in occupations that boost trade by designing an incentive strategy that identifies specific occupations that grow trade, independent of sector.</p> <p>D2. Improve, promote and leverage transportation assets such as the airport (including flight access), the highway system, and the intermodal.</p> <p>D3. Target job growth in smaller tradable sectors such as transportation and logistics and aerospace.</p>	<p>E1. Improve city and small business interactions by promoting small businesses, simplifying processes, and acting on recommendations of the Small Business Council.</p> <p>E2. Increase access to capital by implementing a revolving loan fund, neighborhood investment fund, and Opportunity Fund.</p> <p>E3. Expand program offerings that invest in talent at the entry-level, as well as management and entrepreneurial levels, empowering small businesses to navigate resources.</p> <p>E4. Develop a public-private partnership strategy to catalyze investment in small businesses and strategic projects for neighborhood development</p>
<p>Stage of Development: Growing</p>	<p>Stage of Development: Mature</p>	<p>Stage of Development: Nascent</p>	<p>Stage of Development: Growing</p>	<p>Stage of Development: Nascent</p>