



**“Progress is impossible without change and those who cannot change their minds cannot change anything.”**

**George Bernard Shaw**



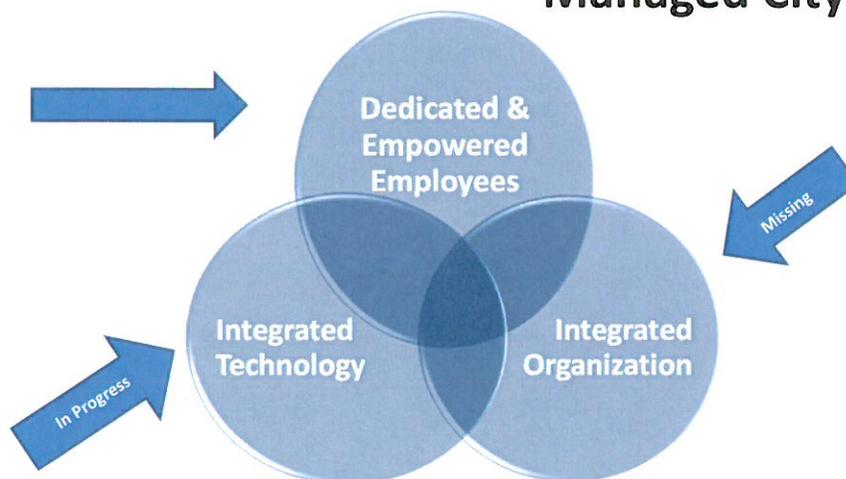


## Our Standard of Excellence

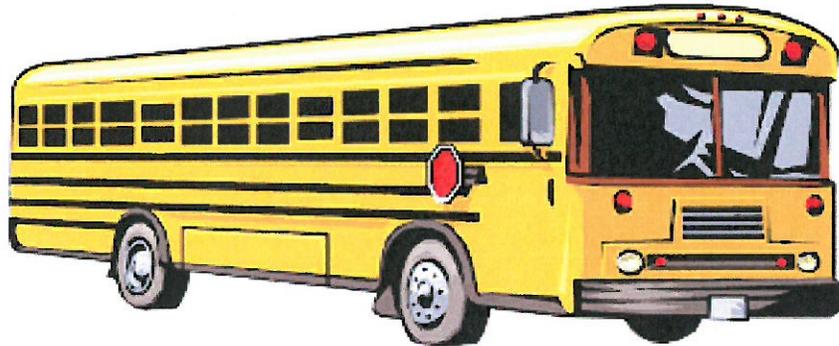
To be the most **innovative** and **effectively** managed City in the United States of America



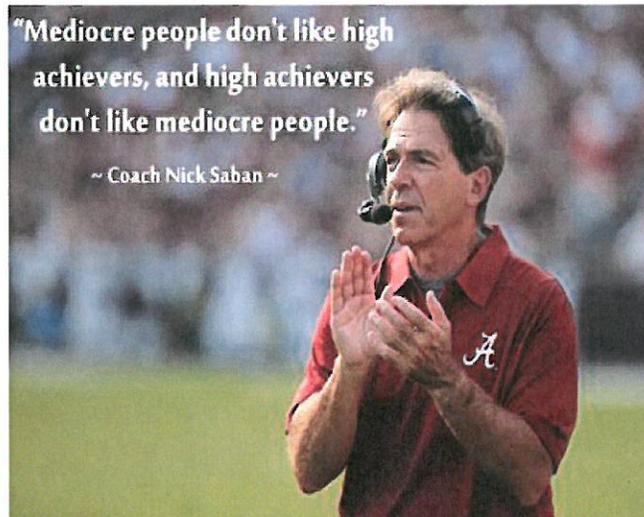
## Three Crucial Elements of an Innovative and Effectively Managed City



**“Get the right people on the bus, the wrong people off the bus, and the right people in the right seats.”** James Collins



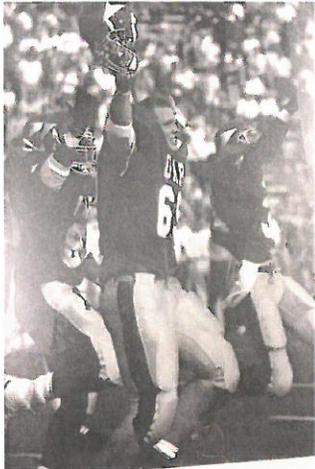
## **Recruit and Retain the Best and Brightest**



**“Mediocre people don't like high achievers, and high achievers don't like mediocre people.”**

**~ Coach Nick Saban ~**

## A Culture of Serving Something Greater than Yourself



## Leadership Expectations

If you are not fully committed to our core values and our standard of excellence,

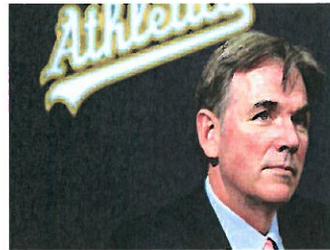
If you cannot hold yourself or your team members accountable,

If you cannot demonstrate sustainable effort, innovation, flexibility, selflessness and loyalty to our City, administration, colleagues, and employees,

If you see your leadership position as a job, rather than a mission,

**Then it is time to leave.**

## Rethinking Operational Norms



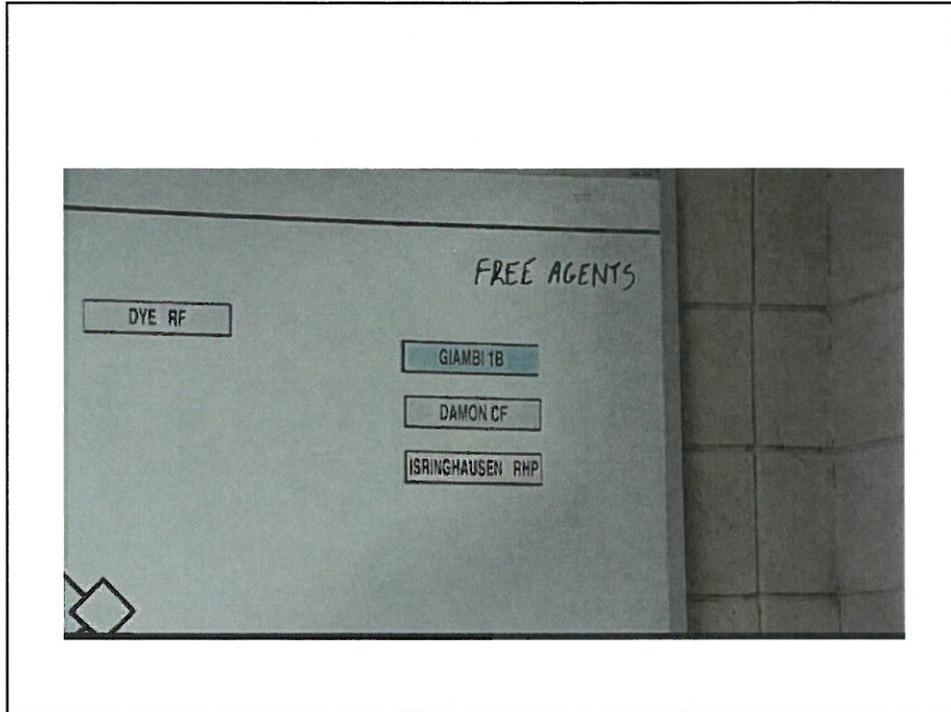
City	Population	City Rate	Combined Rate
Mobile	194,822	5.00%	10.00%
Huntsville	183,739	4.50%	9.00%
Birmingham	212,038	4.00%	10.00%
Dothan	67,382	4.00%	9.00%
Auburn	56,908	4.00%	9.00%
Decatur	55,996	4.00%	9.00%
Gadsden	36,674	4.00%	9.00%
Opelika	27,825	4.00%	9.00%
Bessemer	27,289	4.00%	10.00%
Phenix City	36,185	3.75%	8.75%
Montgomery	205,293	3.50%	10.00%
Madison	44,972	3.50%	9.00%
Florence	39,447	3.50%	8.50%
Prattville	34,873	3.50%	9.50%
Enterprise	27,789	3.50%	9.00%
Hoover	83,412	3.00%	9.00%
Vestavia Hills	34,090	3.00%	9.00%
Alabaster	30,991	3.00%	9.00%
Homewood	25,262	3.00%	9.00%
<b>Tuscaloosa<sup>1</sup></b>	<b>95,334</b>	<b>2.00%</b>	<b>9.00%</b>

## Two-Percent City Sales Taxes

- Represents nearly 25 percent of GF revenues and nearly 40 percent of discretionary revenues
- If you include the City's share of the County-wide tax, then the City's rate is 2.57 percent
- The cities listed are city sales tax only and exclude either their county-wide sales taxes or occupational taxes they collect

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<sup>1</sup> Only City where share of county-wide tax is included (.57%)



**Your past does not  
define your future**



## Impacted Positions - Phase I

### Revised<sup>1</sup>

1. City Engineer
2. WS Director
3. WS Assistant Director of Linear Assets
4. WS Associate Director of Financial Affairs
5. WS Waste Water Engineer
6. TDOT Director
7. Assistant TDOT Director
8. ESD Director
9. Assistant ESD Director
10. FM Director
11. Assistant FM Director
12. Revenue Director
13. OED Director
14. PDS Director
15. Deputy PDS Director

### Restructured

1. Director of IPS
2. Deputy Director of IPS (FY 2018)
3. Chief Operations Officer
4. Chief Logistics Officer
5. Chief Engineer
6. Chief Administration Officer
7. Director of Infrastructure
8. Director of Public Services
9. Director of UD
10. Deputy Director UD
11. Director of Planning
12. Deputy Director of Planning
13. Director of Development Engineering
14. Director of Development Services
15. Deputy Director of Development Services
16. Financial Analyst

<sup>1</sup>There will be no loss of salary/benefits



## Critical Points to Remember

1. The restructuring proposal does not impact existing City services during the transition
2. The restructuring proposal does not eliminate any existing employees or reduce existing pay and benefits
3. The restructuring proposal will not increase FY 2016 operating budgets
4. The restructuring proposal creates more opportunities for advancement and/or compensation adjustments due to added job responsibilities throughout the organization
5. The future phases of the restructuring will be focusing on administrative support, IT and financial services

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