

RESOLUTION NO. 16 , 2011

A RESOLUTION ADOPTING A FIVE YEAR STRATEGIC PLAN
FOR THE CITY OF MONTGOMERY

WHEREAS, the City Manager has recommended and this City Council has considered a Five Year Strategic Plan for the City for the years 2011 through 2016; and

WHEREAS, the Strategic Plan for the City of Montgomery should be accepted by City Council so that projects and programs may be planned and implemented,

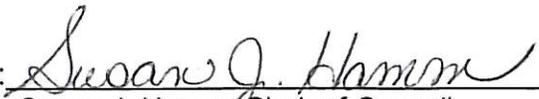
NOW THEREFORE, BE IT RESOLVED, by the City Council of the City of Montgomery, Ohio, that:

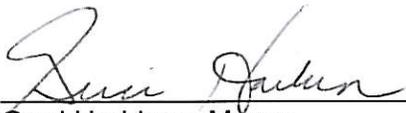
SECTION 1. The City Council hereby adopts the Five Year Strategic Plan as attached in Exhibit A for the City of Montgomery for the years 2011 through 2016.

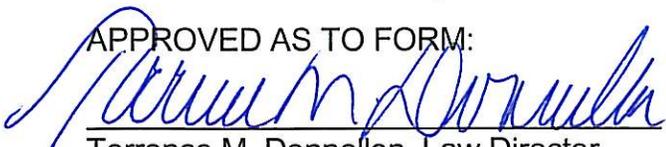
SECTION 2. The City Manager is hereby authorized and directed to implement the Five Year Strategic Plan and to report on its progress annually to the City Council.

SECTION 3. This Resolution shall be in full force and effect from and after its passage.

PASSED: July 6, 2011 _____

ATTEST: 
Susan J. Hamm, Clerk of Council


Gerri Harbison, Mayor

APPROVED AS TO FORM:

Terrence M. Donnellon, Law Director

Our Mission

“Providing superior services with integrity. Partnering with you to build a great community!”

Our Vision

The community is unique and forward thinking, yet respects its rich history and tradition. Our citizens bring diversity in background, belief and talents, and recognize their essential role in the success of our community. We have unique and prosperous businesses, making us the leading destination for entertainment, shopping, medical, and professional services, and employment opportunities. The Heritage District is a vibrant reminder to residents and visitors alike of the importance of blending history with excitement for a prosperous future.

City services are delivered by a responsive, transparent, and accessible local government providing high quality, innovative programs, services, and facilities that are nationally recognized and financially self-sustainable. Our employees are our most valuable asset and represent the very best in public service. We work in partnership with our citizens, businesses, and organizations to create community, and benefit from their participation, contributions, and ownership. We respect and nurture our environment, natural resources, and urban forest for current and future generations.

Our award winning City is recognized as THE place to live, work and play through diverse, high-quality housing options, safe neighborhoods, renowned schools, outstanding parks, unique special events, thriving businesses and most importantly – active engaged citizens!

We are Montgomery!

Our Values

Our citizens and partners who share their energy, talents, and passion in making Montgomery a desirable community in which to live, work and play.

Our employees, who are stewards of the whole, and not simply owners of their small piece of our organization.

Governance that is accessible by all and built on honesty, integrity, respect, initiative, and involvement.

Commitment to responsive, high-quality services delivered by dedicated employees and our community partners through leadership and teamwork.

Decision-making based on creative problem solving through open and honest communication, collaboration, and commitment to excellence.

Continuous improvement through the professional and personal development of our staff, partners, and volunteers, employing best practices and critical self-evaluation in our service delivery.

Goal 1: Montgomery is a city of vibrant commercial and residential neighborhoods with a growing employment base anchored by a robust healthcare industry and sustained by public and private sector partnerships committed to retaining, expanding, and diversifying our residential, office, retail, entertainment and services options.

Strategy 1: Research and formulate a plan to implement the City's expanded economic development effort.

<i>Implementation Steps</i>	
1.1.1	Identify several similarly situated communities who have a successful proactive economic development program that focuses on retail/office and medical office development and analyze and compile a report on the key components of those programs (i.e.: staffing structure and qualifications, integration of consultants with staffing or in lieu of staffing, financial incentives offered, partnerships with public/private organizations, outreach initiatives, business oriented community events, etc.)
1.1.2	Convene a focus group of local development professionals to solicit ideas and options on how to nurture economic development. This could include a discussion of how targeted community events could be used to benefit local businesses.
1.1.3	Create a list of options and resources needed to expand the City's current economic development efforts and prepare a report to City Council with recommendations.
1.1.4	Build selected initiatives into the City Budget if needed and initiate selected components. Facilitate/Co sponsor a community event designed to generate a benefit to the business community. (Link to 5.2.5)

Strategy 2: Create a business recruitment plan that increases and diversifies the employment base, increases the goods and services available to residents and complements the desired City image/brand.

<i>Implementation Steps</i>	
1.2.1	With assistance of staff/consultant and other resources identified in Strategy #1, create a list of the types of businesses that would find Montgomery attractive for their corporate offices.
1.2.2	Review existing marketing materials, and update if needed so that they reflect our image and business recognition efforts. (Link to 5.1.2)
1.2.3	Complete inventory of existing retail and service businesses downtown and along the commercial corridor.
1.2.4	Study other successful local shopping districts and identify the mix of businesses in those districts.
1.2.5	Complete a list of neighborhood retail and service businesses that are missing in the City
1.2.6	Using the information collected in 1.2.4 and 1.2.5, work with commercial realtors, business associations, and commercial property owners to initiate a recruitment program for neighborhood based retail and service providers and regional niche retailers.
1.2.7	Identify appropriate staff, consultants, and/or community representatives to lead an ambassadors group to identify and recruit a major employer (Link to 3.2.2, 3.3.1 and 4.3.3)
1.2.8	Work with local property owners to identify viable, available locations for a major new employer. (Link to 6.2.8)
1.2.9	Market available sites through business associations, the Montgomery website, HCDC, Port Authority and commercial realtors. Utilize existing marketing materials and coordinate with image campaign. (Link to 5.1.2)

Strategy 3: Implement a comprehensive retention strategy for existing businesses that complements and expands the internal business calling team.

<i>Implementation Steps</i>	
1.3.1	Internal interdisciplinary team from Development Department, Finance, and Citizen Engagement will brainstorm the goals and scope of the business retention/expansion (BRE) strategy. Develop list of perceived impediments to operating successful businesses in Montgomery. (Link to 2.1.2)
1.3.2	Working with the Citizen Engagement team, identify and recruit potential participant volunteers to work with the business calling team for an outreach task force (Link to 4.3.3)
1.3.3	Conduct a meeting with volunteers to develop parameters for a BRE program, including performance measures, and establish task force. (Link to 4.3.3)
1.3.4	Internal business calling team reviews and updates marketing materials with input from task force.
1.3.5	Develop and conduct a survey of businesses using task force and other volunteers. (Link to 4.3.3)
1.3.6	Use existing business calling program and BRE survey meetings to develop relationship with existing businesses and create cross marketing opportunities; link their advertising to the City image campaign initiative. (Link to 5.1.3)
1.3.7	Review survey results and establish priorities for action/response.
1.3.8	Initiate a business recognition program using the City website, Montgomery Bulletin, and other methods to increase visibility of existing businesses and drive customers to them. (Link to 5.2.4)

Strategy 4: Establish partnerships to encourage redevelopment of vacant and under-utilized properties.

<i>Implementation Steps</i>	
1.4.1	Identify and prioritize a list of vacant and underutilized properties (Link to 6.2.8)
1.4.2	Identify list of types of partners to work with
1.4.3	Meet with Chamber of Commerce and/or other business associations to establish partnership with them on this initiative.
1.4.4	Convene an organizational meeting with potential partners and begin initial marketing effort.
1.4.5	Identify financing needs to facilitate new investment (Link to 2.2.2)
1.4.6	Work with partners to establish short and long range plan for the commercial corridor, downtown, and the medical corridor, including performance measures. Include information from business retention effort.

Strategy 5: Maintain the desirability of Montgomery as a residential community by adopting policies that accommodate changing housing demands

<i>Implementation Steps</i>	
1.5.1	Use federal, state, and local programs to offer incentives to increase energy efficiency in new home construction and renovation/retrofitting of existing homes.
1.5.2	Evaluate and make recommendation on the value/affordability of offering tax incentives for energy efficiency for new and remodeled homes.
1.5.3	Study the benefits and problems of modifying the zoning code to allow 'granny flats' in single family residential zoning districts. Make recommendation to Planning Commission.
1.5.4	Evaluate ways to encourage developers to incorporate residential uses as part of a mixed use redevelopment downtown and other commercial districts. (Link to 1.4.6 and also 6.3.5)

Goal 2: Montgomery's long- term fiscal stability plan is to support both current and future levels of service with controlled levels of expenditures and revenues generated locally gaining greater financial independence by reducing the City's reliance on state-shared revenues.

Strategy 1: Maintain a heightened awareness and informed perspective of internal/external economic factors which may impact existing revenues and expenditures and take appropriate measures to stay fiscally stable.

Implementation Steps	
2.1.1	Prepare and conduct analysis of the budgetary impacts of legislative efforts at state and federal level; update semi-annually.
2.1.2	Identify and develop alternative sources of revenue to supplement losses in local government fund, estate tax, the elimination of the tangible personal property tax and other sources of revenue and make recommendation to City Council on the appropriate course of action. (Link to 1.3.1)
2.1.3	Analyze current assessed valuation and flow of revenue coming from Hamilton County in regard to the decrease in assessed valuation of properties located in the City of Montgomery.
2.1.4	Analyze the funding needs for the Fire Department operations beyond 2012 based on the decrease in assessed valuation of properties located within the City of Montgomery.
2.1.5	Reintroduce the City's Budget reduction exercise to provide an analysis of current/future services that the City can sustain with the future revenues generated. (Link to 3.1.3, 3.1.4, 3.1.7, 5.6.2, 6.1.3 and 6.3.4) <ol style="list-style-type: none"> 1. Study the feasibility of operating a Mayor's Court 2. Study the feasibility of charging for garbage collection 3. Conduct a cost benefit analysis of all service programs offered by the City of Montgomery (i.e. Safety Village, Swim Team, Chili Fest, etc.) 4. Analyze and recommend modifications to all fee schedules (i.e. inspection services, cemetery fees, etc.) 5. Analyze the fees charged for facility rentals and recommend, where appropriate, modifications.
2.1.6	Evaluate the time and resources involved in the grant application process to justify the cost and return for the program benefited. Performance measures developed to demonstrate the effectiveness of the grants process.

Strategy 2: Enhance the City's financial position and operations with the implementation of policy and procedural improvements which promote efficiencies and effectiveness.

Implementation Steps	
2.2.1	Maintain target fund balance in all funds that provide service delivery, invest in capital improvement and payment of debt service and evaluate excess funds over the target balance for supporting ongoing operations.
2.2.2	Conduct a joint review of the city's services and financial status with City Council's Government Affairs and Financial Planning Committees (Link to 1.4.5 and 3.1.2)
2.2.3	Assess the current allocation of City Earnings Tax revenues to ensure adequate funding for appropriate levels of service (operations), continued investment in capital assets (roads, buildings, parks, etc.) and timely repayment of debt over a multi-year period of time. (Link to 3.1.4)
2.2.4	Evaluate all investment opportunities both liquid (cash and cash equivalents) and fixed assets to maximize return. This would include a report and performance measures to gauge results.
2.2.5	Review, analyze and report the City's debt capacity via the City's Performance Measures.
2.2.6	Conduct an analysis of franchise agreements with utility providers and recommend revenue enhancement potential through a modification of these agreements
2.2.7	Formalize and enhance the gifting program to benefit individuals wishing to make tax deductible donations to the City's funds such as Historical Trust, Cemetery, Parks, and Arts & Amenities. (Link to 5.5.6)

Strategy 3: Enhance the City's financial performance by giving consideration to the implementation of technology and best practices.

<i>Implementation Steps</i>	
2.3.1	<p>Develop a finance technology plan to improve productivity and enable timely decision-making.</p> <ol style="list-style-type: none"> 1. Purchase new financial software for accounts payable, accounts receivable, payroll, and fixed assets 2. Inventory all fixed assets (properties, land, etc.) and analyze the cost/benefit of continued ownership or disposal. 3. Provide technology improvements which may benefit all departments.
2.3.2	<p>Conduct Citywide training on current and future technologies.</p> <ol style="list-style-type: none"> 1. Conduct analysis and standardize the City's guidelines for the purchase and acquisition of goods and services. 2. Conduct a Citywide training of financial processes for purchase requisitions and purchase orders.

Strategy 4: Continually communicate and provide information on the status of City finances with City Council, stakeholders, residents and other partners in the community on how budgetary constraints affect the City's ability to maintain service levels and operations.

<i>Implementation Steps</i>	
2.4.1	<p>Utilize the City's PAFR and quarterly revenue and expenditure reports, and publish articles in City publications to better communicate the City's financial position.</p>
2.4.2	<p>Provide educational opportunities to the community on the financial condition and the need to maintain appropriate levels of service and revenues. Seek feedback on information presented to public.</p> <ol style="list-style-type: none"> 1. Facilitate an economics class (Budgeting 101) at local schools. Engage students and seek feedback. 2. Present Montgomery's financial outlook to interested organizations and civic groups. Engage residents, businesses, taxpayers and seek feedback. 3. Update the financial information and continue to present at the Community Leadership forum and Montgomery Leadership Academy. 4. Use the City website to provide financial information in an easy to read format.

Goal 3: Montgomery's organizational structure and workforce enable it to be a national leader in the delivery of services that meet the essential needs of the community and are financially sustainable, efficient, of the right level and quality and within available resources (i.e. people, money, technology, facilities, etc.).

Strategy 1: Ensure services are financially sustainable, efficient, and of the right quality; the delivery of which contributes to the desirability and brand of the community.

Implementation Steps	
3.1.1	<p>Inventory and list all services provided by City departments. Each department lists all the services they provide.</p> <ol style="list-style-type: none"> 1. Each service listed has a brief description and identifies the recipient(s) of the service. 2. Lists are compiled into a master document which is available for use throughout the organization for the purposes of further work in the Strategic Plan.
3.1.2	<p>Review services and categorization of City services. (Link to 2.2.2) Definitions of City Services are reviewed and reaffirmed by Senior Staff.</p> <ol style="list-style-type: none"> 1. With the document created in 3.1.1, each department categorizes each City service and reviews previous categorizations and compares current to previous in order to assist in justifying categorizations. 2. Departments' categorizations are exchanged with other departments for purposes of obtaining another perspective. The departments review the categorizations and debate or confirm the findings. 3. Educate a group of citizens, utilizing MCLA graduates, about the City services and gather their feedback about the categorizations. 4. Senior staff collects all categorizations and reviews, recommends and develops final list for presentation to City Council.
3.1.3	<p>Identify the current cost of each service to establish a baseline. (Link to 2.1.5)</p> <ol style="list-style-type: none"> 1. The finance department establishes guidelines and templates for identifying costs of services. 2. Departments cost out each service and provide information on the templates. 3. Add to the master document created in 3.1.1 costs of service and make available to support other work in the Strategic Plan.
3.1.4	<p>Conduct an analysis of services/events and compare the value to the community to the cost. (Link to 2.1.5, 2.2.3 and 6.2.6)</p> <ol style="list-style-type: none"> 1. Each service is measured against the cost/benefit of alternative options. (Alternative options include but are not limited to outsourcing, elimination, modification, etc.) - A new budget reduction exercise as identified in 2.1.5 should be used as a tool to assist with this task. 2. Consideration is given to services which have the potential to be revenue generating and investigate the feasibility of charging for services (e.g. City-to-resident, City-to- City, City-to-organization, etc.).
3.1.5	<p>Utilize the LEAN Process, or other alternative methods such as Design Thinking (IDEO), to ensure that services are more efficient, effective and of the right quality. The Efficiency and Effectiveness team will conduct refresher training on LEAN for all City staff and create a new training program to teach staff about reviewing a process utilizing a model such as "Design Thinking".</p> <ol style="list-style-type: none"> 1. Specific services are identified by departments that would benefit from a LEAN Process review. 2. The LEAN Process is conducted and modifications to the services are made. 3. Data are collected based on performance measures showing the outcome(s) of the changes made to the service. 4. Data are assembled into a report for the City for use in future decisions regarding service delivery.
3.1.6	<p>Evaluate Services for "right quality" vs. "high quality."</p> <ol style="list-style-type: none"> 1. Define "right quality" and "high quality" 2. Define what customer service and customer/citizen expectations are today (i.e. email response times, online services, transparency, accessibility, etc.) 3. Identify which services would benefit from a review of "right quality" vs. "high quality" by soliciting input from employees (Resident Survey may be used as a resource in this step). 4. Employees submit their suggestions of "right quality" for the services.

Implementation Steps	
	<ol style="list-style-type: none"> 5. Create a process to receive community input on "right quality" vs. "high quality". 6. Analyze data collected and create a process to transition services to "right quality" based on the best outcome for the community. 7. Create performance measures and collect data showing the efficiency gained by transitioning a service to the "right quality" and communicate these results to the community.
3.1.7	<p>Look for opportunities for employee, equipment, process and/or facility sharing among other communities and organizations. (Link to 2.1.5, 6.3.1, 6.3.2 and 6.6.1)</p> <ol style="list-style-type: none"> 1. Departments identify opportunities to share resources among other communities and organizations. 2. Departments create and present proposals to administration. 3. For any sharing opportunities enacted, performance measures are identified and data are collected to justify program/process.

Strategy 2: Employee talents are developed and utilized to deliver services with creativity, integrity, and adaptability in meeting the essential needs of the community through our day-to-day operations and effective partnerships.

Implementation Steps	
3.2.1	<p>Create a team which will develop and implement a process to assess employee skills and talents and create a directory of those skills and talents. Some suggested resources for the team include:</p> <ul style="list-style-type: none"> • Existing databases (e.g. Volgistics) • Strength Finder Program • Employee interviews (or dialogue) • Past internal and external surveys • Myers/Briggs or Emergenetics • Personality profiles results • Skills beyond job description inventory <p>Utilize talent directory as a tool to align employees with functions that match their interests, skills and abilities with the organization's needs. Utilize talent directory to assign "experts" to employees in need of training in a particular skill.</p>
3.2.2	<p>Establish a team to develop a list of projected skills and talents that the organization may need in the future. (Link to 1.2.7 & 4.2.1)</p> <p>Possible resources include:</p> <ul style="list-style-type: none"> • New technology • Future trends in local government • ICMA resources • Potential new services required in the future • New skills required to meet the modified services from strategy 3.1 • Best practices • Consolidation of services • Mergers/partnerships • Financial sustainability • Other service providers in the community <ol style="list-style-type: none"> 1. The team will identify employee development opportunities to teach the newly identified skills. 2. The team will develop a process to measure an individual's creativity, integrity, adaptability and innovative skills and abilities. This process should be administered to existing employees. 3. Administration will review and modify existing job descriptions based on the new skills identified. This process will include working with the collective bargaining units as outlined by their contracts. 4. The hiring process is modified to support this strategy.

Implementation Steps	
3.2.3	<p>Employee performance and development tools are reviewed and revised to ensure employees have the capacity to deliver services and the opportunity for career growth.</p> <ol style="list-style-type: none"> 1. A task team will create a career development plan section to be added to all employee performance achievement plans. 2. A task team will review the 360 process and forms to determine if they support this strategy. Modify if necessary. 3. Supervisors encourage employees to join organizations for professional development opportunities, networking, and partnerships. Incorporate the employees' activities and outcomes from their participation in professional organization(s) into the employee's performance achievement plan. 4. A team researches best practices for cross-training of employees and develops program that addresses knowledge transfer and work to be performed to ensure consistent service delivery when an employee is absent. 5. The job shadowing program is eliminated and a team develops a new program to provide meaningful mentoring and/or apprenticeships for employees. 6. Succession planning is implemented based on plan established by the Managers' Forum succession planning team.

Strategy 3: Research best practices and apply citizen input to create or sustain a resilient organizational structure that delivers essential services which are efficient, effective and within available resources.

Implementation Steps	
3.3.1	<p>Research innovative organizational structures to identify best practices and/or models that enhance service delivery. (Link to 1.2.7, 4.3.1 & 4.3.3)</p> <p>This will include research from groups such as:</p> <ul style="list-style-type: none"> • AFI • ICMA • OCMA • CLG • SHRM • TechSolve • Chamber of Commerce • Community partners (i.e. Connect Montgomery, MCLA) • Private sector • Organizational theory (e.g. concentric circle organization chart) • Non-profits
3.3.2	<p>Create a team to investigate and recommend potential technology enhancements to how we work within our organizational structure (see 3.4.1). Share with workforce team to include in the report in 3.3.3.</p>
3.3.3	<p>The organizational structure and workforce team will lead a brainstorming session on developing a creative organizational structure. This team will include at least one member from each of the strategic plan goals teams and will provide an opportunity for community input.</p> <ol style="list-style-type: none"> 1. Team will review the work completed in 3.1, 3.3.1 and 3.3.2. (Link to 6.2.7) 2. A report will be developed to identify these broader view concepts and potential opportunities for implementation into the City's organizational structure and presented to administration and City Council. 3. Based on actions from step 2 above, assemble community focus group to review proposed organizational structure and gather feedback on the proposed new methods of interfacing with the organization for value added business transactions. 4. Present final report and recommendation (which includes community feedback in step 3 above) to administration and City Council for their consideration

Strategy 4: The City's facilities complement the organizational structure in delivering essential services.

<i>Implementation Steps</i>	
3.4.1	Investigate the utilization of nontraditional offices (i.e., mobile office, remote office, etc.) that support the overall organizational structure and service delivery. <i>Keep in mind that the form of the facilities follows the function of the services and organizational structure.</i> (Link to 6.3.1)
3.4.2	Present report created in 3.1.7 and 3.3.3 to finance and facilities goal teams in order to link with the work of these other goal teams. (Link to 6.3.6)

Goal 4: Montgomery has actively engaged citizens, an accessible local government and synergistic partnerships with organizations working together to build connection, ownership, pride and positive direction for the community.

Strategy 1: The City engages citizens through the implementation of best practices in community engagement which includes educational and volunteer opportunities and the ability of its citizens to connect.

<i>Implementation Steps</i>	
4.1.1	Collaborate with other communities with leading volunteer programs and with local organizations with volunteer programs to share ideas and resources to improve our retention, recruitment, recognition and development efforts with involved citizens. (Link to 6.3.2)
4.1.2	Increase awareness and visibility of the range of volunteer opportunities for youth, adults, families, older adults, and groups utilizing a variety of forums including website, social media, events and traditional print. <ol style="list-style-type: none"> 1. Establish measures to track both financial value and community value. Track results using online tools. Report monthly, both internally and externally, on value of new efforts.
4.1.3	Utilize the ICMA Capstone Matrix to identify new community building opportunities and measures to gauge success. Collaborate with the leaders of those efforts to enhance our engagement efforts locally with new activities/service changes.
4.1.4	Retain and grow interest among citizens for involvement with the community through the development and implementation of a comprehensive recognition and reward program.

Strategy 2: Through conscious efforts aimed at employee and organizational development, community engagement becomes the standard in how we conduct business.

<i>Implementation Steps</i>	
4.2.1	Create a community building resource library with complimenting trainings on how to use these tools for increased engagement between departments/staff and community in two or more new efforts from each department. (Link to 3.2.2) <ol style="list-style-type: none"> 1. Add to the resource library through attendance at local and national trainings/webinars/conferences with community building tracts/subject matter. 2. Lead a Montgomery Rap and Manager's Forum discussion on Community Engagement. Measure changing knowledge and understood roles of staff related to community engagement as a way of doing work.
4.2.2	Learn from others through the creation of a "best practices in community building" workshop in partnership with an organization like AFI or ICMA to be hosted collaboratively with neighboring jurisdictions and inviting regional participation. <ol style="list-style-type: none"> 1. Identify local and regional jurisdictions undertaking community building initiatives. 2. Brainstorm collaboratively with interested entities the logistics, plans and partners for hosting a workshop 3. Plan, organize and implement the workshop. 4. Measure the success of the workshop through a survey and determine interest in continuing this effort.
4.2.3	Promote local volunteer opportunities with other organizations to city employees to create/strengthen relationships with these community-building groups. <ol style="list-style-type: none"> 1. Identify community groups/events with volunteer needs 2. Communicate options and requirements to city workforce 3. Track and promote awareness of city staff as volunteers in local efforts. 4. Use relationships built to identify additional partnering opportunities between the city and the other entity.

Strategy 3: The City facilitates effective partnerships and interconnections among local organizations, businesses and institutions to collaboratively contribute to the overall quality of the community.

<i>Implementation Steps</i>	
4.3.1	<p>Create an outreach and ongoing development program for MCLA alumni to stay engaged in the community and as volunteers with the City. (Link to 3.3.1)</p> <ol style="list-style-type: none"> 1. Establish measures that gauge community pride, trust in government, responsiveness and citizen efficacy and report progress annually. 2. Mobilize MCLA Alumni as a leading group in Connect Montgomery. 3. Identify MCLA class projects within the community that can be built on with alumni contribution. 4. Evaluate use/impact of the Reunion Summit and make changes to use this forum to strengthen alumni unity and community impact. 5. Evaluate interest and opportunity to involve MCLA alumni in “work teams” directly linked to city’s established priorities within the strategic plan.
4.3.2	<p>Identify opportunities for Connect Montgomery to work together to benefit the community and succeed as a collaborative effort while maintaining unique identities among member organizations.</p> <ol style="list-style-type: none"> 1. Assist in the development of a charter, mission statement and work plan. 2. Address turnover of membership representation. 3. Recruit new participants to build capacity within Connect. 4. Facilitate Connect umbrella projects that are creatively address community issues\needs and still allow for group identity. Examples: property maintenance initiative, buy local campaign, community-wide beautification efforts, safety preparedness. 5. Identify joint efforts that link Connect with the local business association and the area schools.
4.3.3	<p>Partner with the local business association to identify opportunities that both benefit the community and provide a financial benefit to area business. (Link to 1.2.7, 1.3.2, 1.3.3, 1.3.5, 3.3.1, and 5.2.1)</p> <ol style="list-style-type: none"> 1. Recruit business representation in annual MCLA. 2. Engage local business association as a member organization of Connect Montgomery. 3. Collaborate on a buy local campaign. 4. Engage local businesses on a collaborative economic development task force. 5. Survey local business on our business calling efforts and enhance current efforts based on feedback.
4.3.4	<p>Expand partnered efforts with the local schools to connect with local families, expand inclusive activities and programming. (Link to 5.5.4)</p> <ol style="list-style-type: none"> 1. Engage area partners and schools to create a youth council which engages in community building efforts. 2. Expand partnerships on events and programming to day cares and private schools. 3. Identify partnering opportunities within existing programming between schools and the city and work collaboratively on these efforts. 4. Engage local PTO/PTA as active members of Connect Montgomery. 5. Identify opportunities for youth to serve on City boards/commissions. Solicit involvement. 6. Recruit MCLA participation from local youth. 7. Identify outreach\education programs city staff can provide within the schools to build relationships with youth and the schools, understanding of government work and recruitment of youth engaged in the community.
4.3.5	<p>Utilize the community engagement grant to support efforts to enhance community pride through collaborative engagement.</p> <ol style="list-style-type: none"> 1. Publicize grant funding opportunity. 2. Support projects that are both collaborative and have positive local impact. 3. Promote success of supported projects. 4. Evaluate ROI and determine if grant program should continue being funded if council supported.

Strategy 4: Develop the systems and structures that give people multiple options to connect.

Implementation Steps	
4.4.1	Establish a well-connected central meeting place for community to gather. (Link to 6.2.5)
4.4.2	Conduct a connectivity study to identify the needs to better connect people throughout sections of Montgomery and neighboring communities.
4.4.3	Utilize events as opportunities to increase face-to-face connections. <i>Examples: Volunteer recruitment and opportunities, government staff with name tags or ask me buttons\shirts, MCLA representation at events, Connect Montgomery representation at events</i>
4.4.4	Utilize technology to extend social connections online. <i>Examples: wifi, internet kiosks at events, online brainstorming session, webinars for public input within the city, MCLA session videos for public review</i>

Strategy 5: Host unique events that build community.

Implementation Steps	
4.5.1	Grow and optimize commission and City events, including efforts to create potential partnerships, to increase attendance.
4.5.2	Research cultural options in the region and identify events to fill gaps with expanded events/activities in Montgomery. Use stakeholder focus groups to narrow options to meet niches in Montgomery. (Link to 6.2.5) <i>Example ideas: cruise-in, Montgomery Idol, Battle of the Bands, Amazing Race, Business Scavenger Hunt, Pub Crawl, Pioneer Days, Sculpture event, Ice sculptures, Soapbox Derby, Unique Montgomery ticketed tour, Go Green event, Progressive Dinner.</i>
4.5.3	Evaluate and improve current policies and processes to encourage other entities to offer events in Montgomery. Create new policies and processes if needed.
4.5.4	Identify facilities needed to host unique Montgomery events and cultural activities. (Link to 6.2.6)
4.5.5	Partner with regional and national event\associations\organizations to link to city events for increased publicity and participation. <i>Example: Arts Commission Photo Contest with PhotoFest 2012 or Environmental Commission programs with Earth Day.</i>

Goal 5: The City has a quality of life and image that makes Montgomery the community of choice to live, work and play.

Strategy 1: Promote Montgomery's image and develop a utilization plan to position Montgomery as the community of choice to live, work and play.

Implementation Steps	
5.1.1	Examine the feasibility of hiring a consultant to conduct focus group discussions regarding the Montgomery image and how to best promote this image for the betterment of the community.
5.1.2	Utilizing the materials developed with Impact Group as a base, enhance the promotion of Montgomery's image as the community of choice to live, work and play through a comprehensive image campaign considering both residential and business desirability. (Link to 1.2.2)
5.1.3	Establish relationships with local businesses and tag onto their advertising and other resources to help promote the Montgomery image that draws people to the community. (Link to 1.3.6)
5.1.4	Create welcoming entryways and improve the streetscape aesthetics to visually amplify the Montgomery image. <i>Examples: lamp posts at entryways and bridges, brick columns used throughout city like those in Parrot Alley, plentiful trees and beautification efforts.</i>

Strategy 2: Showcase the variety of businesses and residential options that contribute to making Montgomery as the community of choice to live, work and play.

Implementation Steps	
5.2.1	Coordinate with the business association to create a buy local campaign that involves Connect organizations and other partners in the promotion and support of the campaign. (Link to 4.3.3)
5.2.2	Partner with the business association to utilize large regional events/attractions to market options in Montgomery for complementary services. <i>Example: Visitors to the ATP, Volleyball, Golf events, Kings Island, professional and collegiate sports events receive information about dining, shopping, nightlife in Montgomery.</i>
5.2.3	Create Montgomery clear way-finding signage directing people to key locations in the community.
5.2.4	Explore and create a business recognition program that awards longevity, services that meet daily needs, community-mindedness, and environmental stewardship which adds to the quality of life in Montgomery. (Link 1.3.8)
5.2.5	Partner with the business association to create multiple events designed to have an economic impact and bring foot traffic to the downtown. (Link to 1.1.4) <i>Example: Create a heritage day event with tours into local shops housed in historic sites</i>
5.2.6	Promote the diversity of housing options that are attractive to varying and evolving audiences.
5.2.7	Assess opportunities to add connections from residential neighborhoods to services and key community locations to add to the desirability of living in Montgomery.
5.2.8	Explore logistics, other requirements as well as community support for food vending carts as options to draw people to the downtown.

Strategy 3: Create an environment that supports an active, healthy lifestyle.

Implementation Steps	
5.3.1	Investigate options and support for a local par (fitness and exercise) course. Consider how the course could create connection between neighborhoods or parks.
5.3.2	Evaluate and assess financial support for a Recreation Center. (Link to 6.2.5 and 6.4.3)
5.3.3	Further develop options to create biking/walking connection to Sharon Woods and Little Miami Bike trail.
5.3.4	Create a partnership with neighboring communities or local entities to offer a 5k/10k or a triathlon type event. (Link to 6.2.6) <i>Example is the Fleet Feet Turkey Trot done at Swaim Park on Thanksgiving or new idea for BAMSO fundraiser.</i>
5.3.5	Create an Active Montgomery page on the City website to promote awareness of active/healthy options in the community. <i>Examples: include park paths, walking maps, active local events, videos of City events, options and activities as well as connections to other community paths at schools and churches.</i>

Implementation Steps	
5.3.6	Assess interest and community support to plan and host recreation, sporting or tournament events to increase the use of underutilized park fields and courts. (Link to 6.3.2) <i>Example: Sand Volleyball tournament at Weller Park.</i>
5.3.7	Assess feasibility and interest in expanded lap pool or splash play elements at the pool for added activity, staff cost-savings and sponsor support opportunities. (Link to 6.3.1)

Strategy 4: Ensure all City services, facilities and activities are inclusive and welcoming.

Implementation Steps	
5.4.1	Identify opportunities to enhance welcoming and inclusive entry points at City facilities. (Link to 6.4.3) <i>Examples: signage for easy identification and way-finding, counter heights, organic textures, soothing colors, comfortable seating.</i>
5.4.2	Promote current services that are inclusive of a diverse population. (Link to 6.3.1) <i>Examples: ADA access options in parks, large print or language translator on city website, safety services to help people age in place, cultural events.</i>

Strategy 5: Create community art/cultural opportunities that encourage active participation and contributions by citizens.

Implementation Steps	
5.5.1	Consider and evaluate requirements for new business construction that would require funding or in-kind support for inclusion of art in the community.
5.5.2	Modify Universalist Church to hold more events such as art shows and other cultural events. (Link to 6.3.6 and 6.4.3)
5.5.3	Create an arts master plan, through a consultant, and involving the Arts Commission and community input, that would include permanent and temporary exhibits as well as complementing events and host facilities. (Link to 5.5.6)
5.5.4	Partner with local organizations to build upon the cultural options currently offered in Montgomery and weave them into a community arts lineup. <i>Examples: School Theater, Woman's Club lecture series, school bands.</i> (Link to 6.3.2 and 4.3.4)
5.5.5	Feature local art in city facilities.
5.5.6	Actively recruit financial support for the Arts and Amenities Fund and the Arts Master Plan. (Link to 2.2.7 and 5.5.3)

Strategy 6: Position ourselves as a recognized role model for environmentally sustainable practices.

Implementation Steps	
5.6.1	Generate and implement ideas to reduce the City's carbon footprint and use of energy in city facilities. <i>Examples: Geo-thermal heating, alternative energy options, non-metered uses for solar energy backup, alternative funding sources for green efforts.</i>
5.6.2	Evaluate an option for a recycling program to extend to multi-family units and businesses. (Link to 2.1.5)
5.6.3	Create "Go Green" events using partnerships with the schools, Montgomery Farmers' Market, Rumpke or others and coordinated by EAC to learn and share best practices.
5.6.4	Create a "green" page on the city website to promote opportunities that support "green" initiatives, environmental training, city projects and services and incentives for environmentally sustainable practices.
5.6.5	Research and develop "green" applications throughout the community. <i>Examples: Use solar compacting trash containers, recycle bins with each community trash can, and park further green stalls in parking lots, walk and enjoy signage, bike racks at key locations for alternative transportation options, and an eco-shuttle.</i>
5.6.6	Involve high school environmental club in the work of the Environmental Advisory Commission for additional perspective and energy.

Goal 6: Montgomery partners with the community to utilize, re-purpose or build facilities that meet the changing needs of our community and city operations, creating a comprehensive master plan for facilities needs and uses that will satisfy both community and government needs into the future.

Strategy 1: Complete a comprehensive inventory of all current city-owned facilities/properties, including office facilities, the public works garage, the recreational annex, lodges, historical buildings and vacant properties identifying current uses and any areas of underutilization not meeting the needs of the community and local government organization. The review will include a review of the recommendations of the Park Master Plan pertaining to the Recreational Annex and Swaim Lodge facilities, the Heritage District Master Plan, as well as other facility studies. Additionally, the review will include an assessment of possible re-purposing or reuse of underutilized sites or facilities.

Implementation Steps	
6.1.1	Complete a strategic assessment using a team and/or consultant that takes a coordinated and comprehensive look at all existing city-owned facilities/properties reviewing those facilities current usage for office space, general operations, meeting space for both internal and community needs, storage capabilities, recreational offerings, events, emergency backup, and parking.
6.1.2	Review existing plans for city facilities any additional detailed information on facilities such as the comprehensive park study, tech solve energy audit, Capital Improvement Program, and any other studies to consolidate and identify an inventory of current facilities noting sq footage, age, expected life span, cost to maintain, as well as any planned capital or operational/maintenance expenditures that are currently budgeted or planned.
6.1.3	Conduct an analysis of current revenue generating facilities to include a cost/benefit analysis of each facility and alternative or enhanced revenue generating opportunities. (Link to 2.1.5)
6.1.4	Identify underutilized or unutilized facilities/properties <ul style="list-style-type: none"> • Tours of all facilities/properties have staff discussion of usage, maintenance, capital needs and design layout appropriateness.

Strategy 2: Identify immediate and future public facilities needs that will address the capacity to support current services as well as support strategic plan goals, strategies and programs through forward thinking, financially responsible approaches that meet the need of the community and consider the possibility of partnerships with other community-related organizations and entities.

Implementation Steps	
6.2.1	Examine current city programs and services and identify the effectiveness of the facilities used to support these efforts. Identify functions that may be limited by the City's current facility inventory.
6.2.2	Benchmark City facilities/properties and their usage as they compare to other area and regional municipalities or local government entities. This may include investigations into local, regional and national best practices and trends public/private operations and initiatives in comparable cities.
6.2.3	Identify current and future City needs in terms of facilities that support event/community meeting execution; i.e. Community Leadership Forum; educational events; MCLA; special events, etc.
6.2.4	Utilize employee team "Space Cadets" to identify current and future storage space /records retention needs.
6.2.5	Survey community groups/entities; i.e. neighborhood groups, civic organizations, service clubs, Chamber of Commerce, etc. to determine facility needs for meeting/event space as well as any opportunities for collaboration with the City. Conduct focus groups of general citizens to capture those who are not members of these established community groups. (Link to 4.4.1, 4.5.2 and 5.3.2)
6.2.6	Identify programs/services that are not possible or that are under performing in terms of revenue generating potential that may be foregone as a result of limitations of current facilities; i.e. current limitation on recreational programming space, limitation on use of church due to no restroom facilities, vacant lot on site of former Businessmen's Club site, etc. (Link to 3.1.4, 4.5.4 and 5.3.4)
6.2.7	Conduct an analysis of future staffing and facilities needs for all departments considering: <ul style="list-style-type: none"> • the potential for more shared services/staff between departments; • the needs of a cross-functional team approach to work vs. the current departmentally structured

Implementation Steps	
	organization within facilities currently; i.e. could clerical staff sharing between departments/buildings, etc. (Link to 3.3.3)
6.2.8	Identify any privately owned properties that may represent strategic acquisitions for the City for future economic development needs such as in the case of the Triangle Property, Business Club, etc. that would generate ability to guide/control development in the future and or represent opportunities to address community needs in the future. (Link to 1.2.8 and 1.4.1)

Strategy 3: Examine the gap between the current facilities inventory identified in Strategy 1 and the needs identified in Strategy 2 and formulate a comprehensive master plan to identify possible future facility repurposing, property enhancement, redistribution of staff work/programming/services, capital improvement projects, potential property acquisition and/or sale/disposal of current assets.

Implementation Steps	
6.3.1	Critically review the inventory of facilities identified in Strategy 1 with the needs identified in Strategy 2 and formulates a plan for addressing the City's facility needs given existing City facilities. Identify if there are inabilities to meet needs of the City and/or community using current City facilities and alternatives as to how those needs can best be met including capital improvement projects and/or acquisition of additional space. (Link to 3.1.7, 3.4.1, 5.3.7 and 5.4.2)
6.3.2	Look at opportunities to collaborate in service delivery and facilities with other communities and organizations i.e. Blue Ash, TriHealth, Sycamore Schools, etc and other service providers. (Link to 3.1.7, 4.1.1, 5.3.6 and 5.5.4)
6.3.3	Identify any repurposing/reuse opportunities for existing City facilities.
6.3.4	Develop a plan to enhance the revenue-generating capacity of city-owned rental/lease facilities including lodges, the Universalist Church and historic buildings in the Heritage District. (Link to 2.1.5)
6.3.5	Develop a plan for the former Business Club property.
6.3.6	Prepare a written master plan document describing the findings of the above investigations and recommendations for future directions scope and initiatives. Create goals and implementation steps to address needs identified in the master plan as well as suggested timetables and financing sources, if necessary, based upon a gap analysis comparing current facilities and the needs of the community/local government operation. (Link to 3.4.2 and 5.5.2)

Strategy 4: Based upon input regularly and repeatedly received from citizens through community surveys, focus groups, etc. on their desire for a recreation center, arts/cultural and community center, establish a plan to involve residents and stakeholders in the final determination of whether such a facility/facilities should be built in the community including, the costs associated with such a project and the development of a funding plan to finance the construction of such facility/facilities.

Implementation Steps	
6.4.1	Conduct a dialogue with City Council to discuss this strategy to determine if it wishes to pose this issue to the community to decide if a recreation/community center is a viable option for the City or if it is a facility that will not be considered in the future.
6.4.2	If it is in the community's interest to pursue this question, create a plan containing cost analysis, possible location the construction of the facility and operation of this type of a facility, as well as a detailed financing plan identifying a funding source (through property tax levy) for such an improvement.
6.4.3	Utilize tools such as focus groups, open houses, surveys, e-gov, Open City Hall to evaluate the community's true interest and support for a community recreation center/ arts center/community center, and other such facilities given the costs associated with such a facility and the additional revenues that will have to be generated to construct and operate such a facility. (Link to 5.3.2, 5.4.1 and 5.5.2)

Strategy 5: Construct a detailed financial plan to implement any supported facility study recommendations.

<i>Implementation Steps</i>	
6.5.1	Utilize the comprehensive master plan for City facilities as developed in Strategy 3 to develop a report of estimated financial impact of suggested or desired facilities <ul style="list-style-type: none"> • Prepare cost estimates for all recommendations, capital improvements and acquisitions. • Prepare a matrix of alternative funding and grant sources for initiatives recommended in the study.
6.5.2	Prepare an analysis of methods the City can use to maximize its revenue-generating capability of properties such as the lodges, Universalist Church and leased office space.

Strategy 6: Develop a comprehensive communications strategy to solicit input from and educate the public on the recommendations of Comprehensive Facilities Master Plan.

<i>Implementation Steps</i>	
6.6.1	Conduct focus groups on preliminary findings of investigation into current facilities and local government and community needs and solicit input from the public, and incorporate a review of the report in 3.1.7 and the work of the City team in Goal area 3 to develop the Comprehensive Facilities Master Plan (Link to 3.1.7)
6.6.2	Once completed, create a comprehensive communications plan to educate/inform residents of the findings and content of the Comprehensive Facilities Master Plan including use of newsletter, website, social media, etc. once the plan has completed.

Strategy 7: Implement final decisions reached through the Master Plan process

<i>Implementation Steps</i>	
6.7.1	Approval/Acceptance of Master Plan <ul style="list-style-type: none"> • Presentation to City Council • Approval by City Council
6.7.2	Create an action plan/time line of actions necessary to complete goals and objectives of the master plan
<i>Implementation Steps</i>	
6.7.3	Develop Capital Improvement Plan recommendations and funding plan
6.7.4	Construct/Repurpose any recommendations.