

City of Montgomery, Ohio

Strategic Plan 2016 to 2021



*Includes the City of
Montgomery's*

Vision

Mission

Values

Goals

Strategies



Prepared for the City of Montgomery, Ohio by Management Partners



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Background



Project Background

The City of Montgomery uses strategic planning to set long-term goals. These goals then guide work planning in the City. Over the past 20 years, the City has undertaken strategic planning in five-year increments. This strategic plan and accompanying action plan serves as a tool that is used extensively by City Council and City administrators to track and manage progress toward the completion of the strategies associated with each goal.

Planning Process

In 2015, the City contracted with the University of Cincinnati's Institute for Policy Research to conduct a resident survey. This was the fourth survey conducted over 20 year period. A total of 911 households responded to the survey. City staff also prepared an environmental scan that provided trend data and projections about major factors that are likely to affect the city in the future. Both of these efforts helped Council members and staff prepare for the strategic planning workshop.

In collaboration with the City's strategic planning team, Management Partners prepared a workbook to assist participants with their preparation for the strategic planning workshop. The two-day workshop, held in August of 2015, included the Mayor, City Council members, department directors and staff from each department. During the strategic planning workshop, City leaders and staff worked together to refine the vision and mission, and craft goals and strategies to guide the City to the year 2021.

911 residents responded to the survey administered by the University of Cincinnati

98% of survey respondents were satisfied or very satisfied with the quality of life in the City of Montgomery

Vision and Mission



MISSION

Providing superior services and engaging with you to enhance our community!

VISION

Our efforts are focused on striving to attain...

1. A community that is forward thinking yet respects its rich history and tradition and emphasizes the importance of blending history with innovation for a prosperous future.
2. Partnerships with citizens, businesses, and organizations who are engaged and bring diversity in background, beliefs and talents, and contribute to the success of our community.
3. Vibrant and prosperous businesses and organizations that make Montgomery a premier location for entertainment, shopping, and employment opportunities.
4. Diverse housing options, safe neighborhoods, renowned schools, outstanding parks, and hometown special events.
5. A City that delivers superior and innovative services and programs that are financially self-sustainable.
6. Employees who represent the very best in public service.
7. Stewardship of our environment.

Values



1. Our citizens and partners who share their energy, talents, and passion in making Montgomery a premier community.
2. Decision-making based on creative problem solving through open and honest communication, collaboration, and commitment to excellence.
3. Our employees are stewards of City resources who believe in mutual commitment to superior services delivered by engaged employees and community partners through leadership and teamwork.
4. Governance that is accessible by all and built on honesty, integrity, mutual respect, transparency, initiative, and involvement.
5. Continuous improvement through the professional and personal development of our staff, partners, and volunteers, employing best practices and critical and consistent self-evaluation in our service delivery.

Goal A: Core Services



Montgomery delivers core services through innovation and partnerships consistent with our vision by assessing changes in customer demands, demographics and the environment.

Strategies

Strategy 1: Align the critical, core and quality of life service index to properly reflect current expectations, considering demographics and service inventory.

Strategy 2: Evaluate the City's ability to positively impact local and regional traffic issues with an emphasis on maintaining a small-town feel.

Strategy 3: Cultivate a progressive work culture that is responsive to customer service demands.

Strategy 4: Integrate performance measurement and benchmarking into the City's work culture.

Strategy 5: Review guiding documents (e.g., City charter, code of ordinances, personnel manual, collective bargaining agreements, and standard operating procedures) to assure they match service delivery model.

Strategy 6: Evaluate the City's infrastructure to ensure it meets current and future needs of the community.

Goal B: Quality of Life



Montgomery has a quality of life that makes it a premier community

19% of residents surveyed said they volunteer

Strategies

Strategy 1: Cultivate and support effective partnerships and relationships among local organizations, residents, partners, stakeholders and employees to collaboratively build connection, ownership and pride for the community.

Strategy 2: Use a variety of methods to communicate information based on the needs of the target audiences.

Strategy 3: Identify and provide a variety of recreation programs and events to meet the needs of the community.

Strategy 4: Providing a healthy and beautiful environment by building on past successes.

Strategy 5: Improve high levels of customer satisfaction with City services that meet the needs of current and future residents.

Goal C: Economic Development



Montgomery attracts and retains businesses that contribute to the long-term stability of the City, while maintaining our small-town, historic feel.

Overall employment in Montgomery has remained stable with 15,279 jobs in 2014

Strategies

Strategy 1: Work developers to complete development/redevelopment of underutilized and/or vacant properties in the City.

Strategy 2: Provide physical infrastructure to enhance and sustain commerce in the City.

Strategy 3: Create an environment in the Heritage District and Old Montgomery Gateway District that attracts a sustainable retail/restaurant mix that caters to employees and residents.

Strategy 4: Redefine/update the Montgomery Brand by implementing a marketing and image campaign.

Strategy 5: Create a redevelopment vision for the Montgomery Road Commercial Corridor from Main Street to City Hall.

Strategy 6: Define and create gateways into the City that are worthy of our community.

Strategy 7: Evaluate development opportunities with surrounding communities to determine if partnerships with the City would advance our strategic goals of broadening the employment base, diversifying housing stock, enhancing infrastructure and creating gateways into the City.

Goal D: Quality and Diverse Housing Options



Small photo
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Montgomery will retain and attract quality and diverse housing options while maintaining a small-town feel and will effectively manage infrastructure impacts of redevelopment.

Residential property values have rebounded since the recession and remain stable

Strategies

Strategy 1: Create a housing strategy based on changing housing demands and the market and include input from residents, builders, Planning Commission and City Council.

Strategy 2: Identify tools to encourage the diversification of housing stock based on the Housing Strategy.

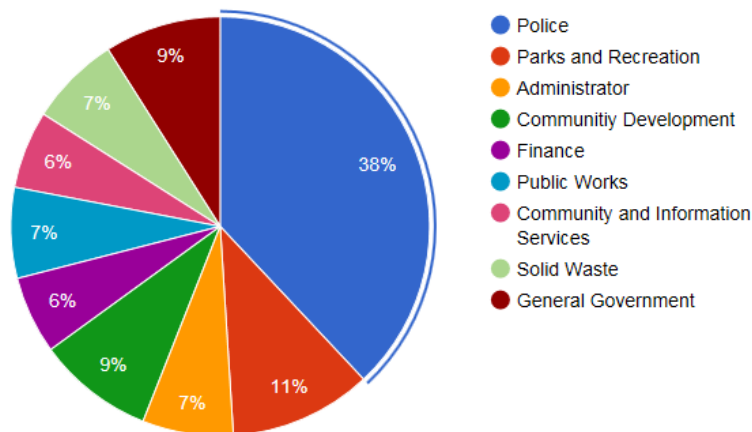
Strategy 3: Review and update the Comprehensive Plan and Zoning Code based upon the Housing Strategy.

Strategy 4: Review policies to mitigate the physical impacts of infill development and evaluate changes in the fabric of neighborhoods resulting from infill development.

Strategy 5: Identify new tools, policies and procedures to mitigate the impacts of single family infill development.

Goal E: Financial Stability

2016 General Fund Expenditures by Category



Montgomery's fiscal plan is to support city operations consistent with policy, while managing risk, to provide services in the most efficient and effective way possible.

Throughout the economic downturn in the past few years, the City of Montgomery has shown an increase in property valuation unlike many cities in the area.

Strategies

Strategy 1: Enhance the City's financial position and operations by identifying and implementing new financial tools as well as adopting policies and procedures which promote efficiencies and effectiveness.

Strategy 2: Assess potential changes in revenue as a result of internal and/or external economic factors and plan for possible future impacts in order to remain fiscally stable. Through risk management practices, identify and assess operational decisions which may impact the City's future financial condition and take appropriate measures to remain financially secure.

Strategy 3: In the spirit of good stewardship, educate residents, state legislators, and other stakeholders on financial and tax related concepts that affect the City.

Conclusion



This strategic plan includes five goals addressing core services, quality of life, economic development, quality and diverse housing options, and financial stability. An Implementation Action Plan accompanies this document. It describes and sequences the actions required to implement each of the strategies to accomplish the goals of the Strategic Plan. The Implementation Action Plan is included as a separate document.

Montgomery leaders and staff are committed to excellence in public service and continuous improvement. This Strategic Plan demonstrates that commitment.

If desired, we could list participants below or just the Council members

Name
Title

Name
Title

Name
Title

Name
Title

Name
Title

Name
Title