CITY OF MONTGOMERY

A CHARMING PAST. A GLOWING FUTURE.

Strategic Plan

2022-2026

Includes

Vision

Mission

Values

Goals

Strategies

Prepared for the City of Montgomery, Ohio by Management Partners

Table of Contents

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 Implementation Action Plan are tools 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 early 2021, the City contracted with the University of Cincinnati's Institute for Policy Research to conduct a resident survey for the fifth time. A total of 993 residents 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 efforts helped Council members and staff prepare for a 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 2021, included the Mayor, City Council members, department directors and staff from each department. During the workshop, City leaders and staff worked together to refine the vision and mission, and craft goals and strategies to guide the City into the year 2026.

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

97% of survey respondents were satisfied or very satisfied with the quality of life in the City of Montgomery

Vision and Mission

Effective mission statements clearly state why the organization exists, its purpose. The best mission statements state the desired outcomes. The best mission statements are short enough to be easily remembered.

MISSION

Working together to strengthen our premier community.

VISION

A vision statement is a description of what an organization would like to achieve, accomplish, and aspire to in the long-term future, typically in 10 to 20 years. It is intended to serve as a clear guide for choosing current and future courses of action.

"Montgomery excels at being a welcoming, healthy and inclusive community while honoring and building upon its past, focusing on a bright future, and leading with its values."

Values

Values drive behavior and communicate what an organization stands for.

1. **Our residents, partners and employees** 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 thoughtful stewards of City resources** who share a mutual commitment to superior services 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 and employing best practices along with critical and consistent self-evaluation in our service delivery.

GOAL A

Facilities and Infrastructure

Montgomery strives to meet community and staff needs by providing safe, well maintained, attractive and sustainable facilities, while ensuring efficient and dependable infrastructure.
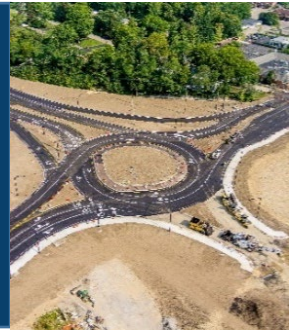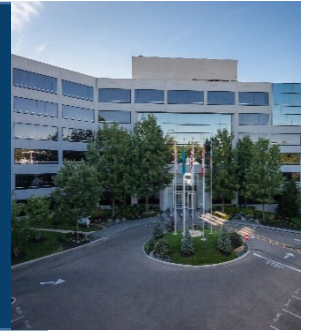
Strategies

1. Assess future facility needs and potential properties including the Safety Center, City Hall and Annex, Public Works building, Park buildings, and structures and playgrounds, City pool, City rental properties (Landmark Properties), and Hopewell Cemetery.

2. Assess public infrastructure, including city-owned streets, sidewalks, fiber optic network, traffic signals, streetscapes, irrigation system, stormwater system, utilities owned by other entities, IT infrastructure and public restrooms.

3. Identify Heritage District needs, including streetscape replacement and improvements.

4. Identity and examine options to unite streetscape connections between the Montgomery Quarter and areas to the north.

5. Identify Gateway improvements for the Cooper Road overpass, Pfeiffer at I-71, Montgomery Road at I-275, and Cross-County Highway at Montgomery Road Upgrade branding used on city signage.

6. Partner with neighboring jurisdictions and the Ohio Department of Transportation on infrastructure projects.

7. Use landscaping to mitigate stormwater/drainage issues.

GOAL B

Financial Sustainability

Montgomery fosters fiscal health through long-term planning, heightened efficiency, increased revenue, and cost recovery in order to sustain a strong financial position.

Strategies

1. Analyze pending legislative initiatives and project potential impacts on city income tax related to:
   - Work-from-home conditions, and
   - Centralized collections.

2. Forecast and plan for potential revenue losses caused by the loss of major employers and changes to core services and service levels.

3. Integrate technology upgrades and enhancements to improve service efficiency and transparency.

4. Use best practices to achieve finance reporting awards and a AAA rating for the city.

5. Monitor and implement cyber security best practices to minimize emerging threats to the city's technology systems.

6. Examine and develop a policy for preferred economic development incentive tools.

7. Review targeted fund balance and debt policies for the General and Capital Funds.

8. Pursue revenue enhancements in the form of grants and donations for capital projects.

9. Review capital asset life cycles and develop a replacement plan.

10. Review the cost recovery policy and update fees and charges to meet cost recovery goals.

11. Develop materials to educate the community about the city budget, finances, and return on investment.

GOAL C

Economic Development

Montgomery will develop key areas while attracting and retaining businesses that enhance our small-town historic feel to ensure the financial stability of the City.
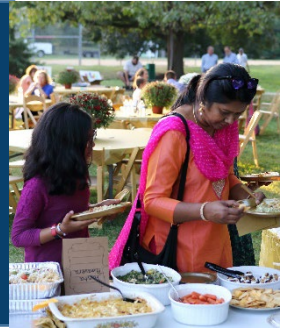
Strategies

1. Establish a land-use vision for the city by creating and implementing a comprehensive community master plan.

2. Capitalize on residents' business knowledge and experience by developing and implementing a career mentoring program.

3. Collaborate with our community partners to create events that make Montgomery a regional destination for family-oriented activities.

4. Capitalize on the Montgomery brand to promote business retention and stimulate business recruitment.

GOAL D

Communication and Community Engagement

Montgomery effectively uses communication and education to inform and engage our diverse community.

Strategies

1. Explore and implement fun and distinctive volunteer engagement opportunities that support a culture of service and engagement.

2. Promote Montgomery's past, present and future using various forms of media.

3. Promote mental health wellbeing in the community and among city employees through local partnerships.

4. Enhance communication with Montgomery residents and businesses through effective public relations, education, and community engagement.

5. Ensure that Montgomery has a welcoming culture by providing outreach, awareness, and education to employees, residents, and stakeholders.

6. Promote diversity and inclusion in employee recruitment and hiring efforts.

GOAL E

Programming, Activities, Events and Recreation

Montgomery provides a wide range of activities and events for a thriving, diverse, multi-generational community.

Strategies

1. Encourage health and wellbeing using community events such as We Thrive, Healthy Moving Challenge and outdoor activities using fitness equipment, etc.

2. Foster a small-town feel by maintaining and expanding Hometown Americana events.

3. Partner with businesses and the Chamber of Commerce to create a plan for activities and events in the business districts.

4. Identify and evaluate possible events and themes as part of Park upgrades, including art space, space for children's activities and a splashpad or water feature.

5. Identify and evaluate activities and events to determine if existing lodge characteristics meet the needs of the community.

6. Evaluate and diversify locations of City sponsored events, social activities, and neighborhood events in an effort to engage all areas throughout Montgomery.

GOAL F

Staffing and Workforce Development

Montgomery will cultivate a "Top Workplace" culture and will analyze staffing levels to ensure staffing meets community demands.

Strategies

1. Partner with area school districts and hold educational events for grade school, middle school, high school, and universities to promote careers in local government.

2. Target recruitment efforts to identify top candidates in advance of employment opportunities.

3. Look for creative recruiting opportunities to broaden the job candidate pool and achieve greater diversity in the city's workforce.

4. Evaluate service delivery costs and methods and identify opportunities for efficiency through insourcing and outsourcing.

5. Review potential job-sharing opportunities with neighboring communities.

6. Invest in professional development and training to support employee retention, upward mobility, and succession planning.

7. Using the high-performing organization model, engage and empower employees to reach their full potential.

Conclusion

This Strategic Plan includes six goals that address infrastructure and facilities, financial sustainability, economic development, communication and community engagement, programming, activities, events, and recreation, and staffing and workforce development.

Throughout the next five years Montgomery leaders and staff will work to implement the goals and strategies in the plan. Important next steps will include preparing a thorough and detailed plan of implementation based on priorities.

The Strategic Plan is meant to be a living document. Therefore, the goals and strategies should be revisited regularly and updated as needed. As priorities change or are adjusted over time, the plan should also reflect the changes.

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

2021 Montgomery City Council

Chris Dobrozsi
Mayor

Craig Margolis
Vice Mayor

Lee Ann Bissmeyer
Council Member

Mike Cappel
Council Member

Ron Messer
Council Member

Lynda Roesch
Council Member

Ken Suer
Council Member