

Strategic Planning Process

- Priority 1 – Community Safety
- Priority 2 – Economic Development
- Priority 3 – Finances
- Priority 4 – Traffics / Roads / Pedestrian Infrastructure
- Priority 5 – Parks and Recreation
- Priority 6 – Quality Customer Service
- Priority 7 – Communication and Branding

Each priority has an intro that stipulates why it is important to us and links the priority to our vision, our mission and our core values.

Tell me why each of these are important to you and why we should address the goal(s).

Key Measurements –

Key Action Steps –

Priority 1 – Community Safety

Priority Introduction: The City of Powell vision statement declares, “*Powell, Ohio* - “The City of Powell is one of Central Ohio’s premier communities, sought after for its high quality of life, unique community character, and vibrant business environment.” High quality of life is addressed first, regarding our vision. It is our highest priority regarding services. The following goals and action steps represent the strategic focus of the Powell Police Department to maintain the highest level of safety services to our citizens.

Key Result/Goal:

Identify Customer Expectations and Create a Powell Police Department Strategic Plan: Identify the needs and expectations of the community to assist us in providing quality customer service. We will utilize resident input and plan for the highest level of police services to the community; with a proactive approach to future planning.

Goal 1-1: Develop a Powell Police Department (PPD) strategic plan that identifies future needs of the Department and meets the needs and expectations of the community; and incorporating that plan into future City Strategic Plans (by 2020). (Administration and PPD)

Key Measurements:

1-1-M1 Staff Analysis report.

1-1-M2 External community assessment report (review and analysis).

1-1-M3 Internal employee survey results (review and analysis).

1-1-M4 Production and implementation of the Department’s Strategic Plan (by 2020).

1-1-M5 The Strategic Plan would include a process to continually evaluate and update the plan as needed.

Key Action Steps:

1-1.1 Perform an internal workforce analysis.

1-1.2 Develop a workgroup made up of representatives of all PPD groups to create a Strategic Plan.

1-1.3 Perform an external, community assessment to identify needs, wants and expectations of community members as it relates to law enforcement.

1-1.4 Perform an internal employee survey to identify needs, wants and expectations of staff members as it relates to the future planning of PPD.

1-1.5 Receive regular direction, input, and feedback from local elected and appointed officials, along with Economic Development, City Planner, Public Service and City Engineer.

1-1.6 The final action step is the creation of the PPD Strategic Plan by 2021 and incorporating that plan into future City Strategic Plans.

Key Result/Goal:

Crime Prevention and Traffic Safety: Identify the needs and expectations of the community to assist us in providing quality customer service. We will utilize customer input and plan for the highest level of police services to the community; with a proactive approach to future planning.

Goal 1-2: Continue to maintain low city crime rate and efficiently and effectively solve crimes. (Administration and PPD)

Key Measurements:

1-2-M1 Crime rates statistics.

1-2-M2 Community/business feedback.

1-2-M3 PPD crime solve rate.

1-2-M4 Traffic statistics.

Key Action Steps:

1-2.1 Continued proactive patrols.

1-2.2 Continued development of the City-wide camera systems/use of technology.

1-2.3 Regularly scheduled self-defense classes and crime prevention education.

1-2.4 Continued use of K-9 Unit.

1-2.5 Collaborating with IT to fully utilize the latest technology in crime prevention.

1-2.6 Improve (or enhance) community assistance in crime solving and prevention, connecting investigation to community policing.

1-2.7 Participation in various community taskforce and associations to combat crime and fraud.

1-2.8 Continue interagency cooperation for crime prevention and criminal apprehension.

1-2.9 Utilize Traffic Safety Education programs.

1-2.10 Distracted and impaired driving enforcement and education.

1-2.11 Share Community Policing Approach and successful attributes with the Community.

1-2.12 Discuss how City Council and PPD can collaborate on messaging with the Community.

Key Result/Goal:

Critical/Major Incident Management: Critical Incident Management is responsible for managing and directing the activities of the various personnel that will be involved in crisis response and recovery. Improved community understanding of police tactics, approach & shared appreciation.

Priority 2 – Economic Development

The City of Powell vision statement states, “The City of Powell is one of Central Ohio’s premier communities, sought after for its high quality of life, unique community character, and vibrant business environment. Situated in a significant growth corridor in southern Delaware County, Powell has planned for continued growth and development in a responsible and strategic manner. It has retained the charm of a small town with rural roots while responding to changing trends and development pressures in a way that is uniquely Powell.” Community and economic development are a priority to the City as both ensure a vibrant economy and high quality of life. Utilizing the sharing of public and private resources and forging of new partnerships, the City must be a catalyst in the development and redevelopment of the community. The goals below are designed to meet our vision.

Key Result/Goal:

Sawmill Rd Growth Corridor: With the investments into smart mobility infrastructure and the presence of existing service organizations, the Sawmill Rd Corridor is a significant economic development opportunity. As new economic opportunities arise, such as the OSU Wexner Medical Center project, the corridor will offer additional possibilities for further growth and development.

Goal 2-1: Further develop Sawmill Rd corridor infrastructure, improve and foster our valuable partnerships with governments, organizations and businesses to promote sound economic development. (Administration, Economic Development, Engineering, Finance and PPD)

Key Measurements:

2-1-M1 Establish Sawmill Corridor Development Team.

2-1-M2 Establish bi-monthly meetings of the Development Team.

2-1-M3 Development of an overlay including development standards for corridor jurisdictions.

2-1-M4 Amount of public and private investment.

2-1-M5 Development/implementation of a Sawmill Mobility Corridor marketing strategy with the City and Delaware County.

2-1-M6 Increased number of clients utilizing the fiber offered through the Sawmill Corridor.

Key Action Steps:

2-1.1 Complete analysis - discussion and installation of the fiber loop - dedicated short-range communication devices (DSRCs), and on-board units (OBUs), and with the assistance of a grant. (2020-2022).

2-1.2 Actively promote business development along the Sawmill Corridor (on-going).

2-1.3 Improve the development review and building permitting processes to include steps to ensure coordination among the various governmental entities along the Sawmill corridor (on-going).

2-1.4 Examine current utility capacity, ensure that future growth occurs responsibly, and identify possible utility shortfalls that can inhibit future growth (on-going).

2-1.5 Further solidify our partnerships in the Sawmill Rd Corridor including, but not limited to:

- Collaboration on economic development, infrastructure, and land use.
- Implement fiber connectivity and higher speed broadband along the corridor for government and business use.

Key Result/Goal:

City of Powell: A successful, vibrant business community is essential to our City’s quality of life.

Goal 2-2: Dedicate resources to recruit and retain businesses to downtown Powell (2020-2021). (Administration, Economic Development, Finance, CIC)

Key Measurements:

2-2-M1 Number of businesses and residents within the Downtown district.

2-2-M2 Increase in occupancy of buildings within the Downtown.

2-2-M3 Amount of public and private investment within the Downtown.

Key Action Steps:

2-2.1 Encourage and promote Historic Downtown Powell as a location for businesses and residents.

2-2.2 Establish a 2021 Downtown Revitalization Plan.

2-2.3 Encourage increased public investment in the Downtown.

2-2.4 Encourage building improvements and promote compliance with existing code.

2-2.5 Support the renovation and redevelopment of underutilized buildings, such as the drive-thru beverage.

2-2.6 Undertake initiatives, such as a Designated Outdoor Refreshment Area, to encourage new entertainment amenities (on-going).

- 2-2.7 Support single family, condo & small multi-family development (on-going).
- 2-2.8 Encourage better pedestrian and bike-friendly connectivity in, to and from the Downtown (ongoing).
- 2-2.9 Establish dedicated team to oversee efforts.

Key Result/Goal:

Economic Development Strategy

Goal 2-3: The Development Director will implement the Economic Development Strategy developed in 2015 to include the Sawmill Rd Growth Corridor. (Administration, Economic Development, City Engineer, CIC & PPD)

Key Measurements:

- 2-3-M1 Amount of private investment.
- 2-3-M2 Development of various companies within the Sawmill Rd Corridor.

Key Result/Goal:

Sawmill Rd Growth Corridor

Goal 2-4: The City/Economic Development Director will promote and market the development of the Sawmill Rd Growth Corridor. (on-going) (Administration, Economic Development and City Council)

Key Measurements:

- 2-4-M1 Implementation of strategic marketing strategy.
- 2-4-M2 1-2 projects annually.
- 2-4-M3 Development of the OSU Wexner Medical Center.
- 2-4-M4 Number of jobs created/income tax revenue.

Key Result/Goal:

Business Zoning Districts

Goal 2-5: The City/Economic Development Director will continue to review zoning code, the 2015 Comprehensive Plan to improve business zoning districts. (2019-2020) (Administration, Economic Development, City Engineer & PPD)

Key Result/Goal:

Comprehensive Plan

Goal 2-6: Implementation of the 2015 Comprehensive Plan. The 2015 Comprehensive Implementation Plan details goals, objectives and action steps with responsible parties identified for each. Timeframes are then provided; Short (0-1 years), Medium (1-3 years), Long (3+ years), and continuous. Monitor progress using the below measurements. (Administration, Economic Development, Engineering, CIC & PPD)

Key Measurements:

- 2-6-M1 Implement Annual status report on 2015 Comprehensive Implementation Plan progress towards goals, objective and action steps.

Priority 3 – Finances

Priority Introduction: Sound practices in financial management is the ultimate foundation for which City services and assets are fiscally sustained for the benefit of the community. The following financial priorities within the Strategic Plan are proposed to ensure that the City's fiscal outlook is balanced, viable, transparent and protects public resources.

Goal 3-1: Identify uses for funds post facility debt payout (by the years listed below). (Council)

Key Measurements:

3-1-M1 City Hall note retired 12/31/?

3-1-M2 2012 note of \$7.7 million to be retired in 2023?

3-1-M3 Facility bond of \$x million (ends 20x).

3-1-M4 Long-term bond (2039), is callable in next 5 years.

3-1-M5 Review Park notes (when do they retire?)

Key Action Steps:

3-1.1 Continue to retire short term debt and pursue financing options that avoid the issuance of new short-term debt.

3-1.2 Evaluate options of retiring a portion of the long-term debt that will have a call option within the next 5 years.

3-1.3 Incorporate the surplus funds that have been allocated for debt service once the General Fund debt has been retired within the 5- year Financial Forecast and make recommendations to the Finance Committee and City Council on the best use of these monies (special projects or additional transfers to the Capital Reserve Fund).

Key Result/Goal:

Bond Rating: A bond rating performs the function of credit risk evaluation. Many factors go into the investment decision making process. The bond rating is often the single most important factor affecting the interest cost on bonds. Our City uses Standard & Poor's. Our current bond rating is AAA.

Goal 3-2: Maintain the City's AAA bond rating as established in 2013. (Finance Department & Finance Cmte)

Key Measurements:

3-2-M1 Actual bond rating.

Key Action Steps:

3-2.1 Work to increase the unencumbered cash balance in the General Fund.

Key Result/Goal:

Reserve Management: A reserve rate is necessary to ensure the City can function in emergency situations (also called the rainy-day fund). Current reserve is set at **\$6.0 million**, or the total of 6 months of expenditures in the general fund (GF). The exact amount varies based on the most recent expenditures.

Goal 3-3: Maintain reserve level equal to 6 months of GF expenditures. (Finance Department & Finance Committee)

Key Measurements:

3-3-M1 Reserve level.

Key Action Steps:

3-3.1 Finance Department will monitor and report to the Finance Committee on trending 6-month GF expenditures. At such time the expenditure trends above \$6.0 million, the Department would bring to the Finance Committee a consideration of increasing the fund.

Key Result/Goal:

Capital Reserve Fund: A reserve fund is required for capital expenditures. The City's current Capital Reserve Fund is **\$1.5 million**.

Goal 3-4: Increase the capital reserve fund from \$1 million to \$4 million (by 2022). (Finance Department & Finance Committee)

Key Measurements:

3-4-M1 Capital Reserve Fund level.

3-4-M2 Adopt legislation by the end of 2020 outlining how the \$4 million Capital Reserve Fund cash balance will be spent by 12/31/2028.

Key Action Steps:

3-4.1 Present a listing of possible projects, facility needs and equipment to be considered by Council that would be financed through the entire \$4,000,000 estimated balance in the Reserve Fund.

3-4.2 Draft legislation based on recommendations by City Council and the Finance Committee and schedule the ordinance for a future City Council meeting.

Key Result/Goal:

Enhanced financial & fiscal capacity.

Goal 3-5: Conduct Policy discussion on JEDD opportunities. (Finance Department & Finance Committee)

Key Measurements:

3-5-M1 Modify or maintain City Fiscal Policy.

Key Action Steps:

3-5.1 Present options and implications of JEDD arrangements.

3-5.2 Draft legislation based on recommendations by City Council and the Finance Committee and schedule the ordinance for a future City Council meeting.

Key Result/Goal:

Enhanced financial & fiscal capacity.

Goal 3-6: Restructuring the Income Tax (Finance Department & Finance Committee)

Key Measurements:

3-6-M1 Modify or maintain City Fiscal Policy.

Key Action Steps:

3-6.1 Present options and implications of current tax rate.

3-6.2 Draft legislation based on recommendations by City Council and the Finance Committee and schedule the ordinance for a future City Council meeting.

Key Result/Goal:

Enhanced financial & fiscal capacity.

Priority 4 – Traffic/Roads/Pedestrian Infrastructure

Priority Introduction: The City must maintain a vision regarding roads, traffic, bicycle and pedestrian facilities (active transportation) to meet (or exceed) the needs of our citizens and businesses. A key component of this priority is improving the City's current infrastructure while planning for the projected growth of our community.

Key Result/Goal:

Annual Streets Maintenance Program: Current pavement condition ratings indicate that X% of City- maintained roadways are in poor condition. The City will maintain an aggressive repaving program as well as continued street repair and roadway improvements.

Goal 4-1: Continue to pave aggressively until the annual minimum budget has improved the condition of our streets. (Administration, Engineering, Finance Cmte)

Key Measurements:

4-1-M1 Percentage of streets in poor condition.

4-1-M2 Annual budgets (on-going).

Key Action Steps:

4-1.1 In order to assure street pavement life is maximized, the City will employ preventive pavement maintenance techniques including pavement rejuvenating agents and crack sealing.

4-1.2 All streets are evaluated annually and assigned a rating based on condition. Streets are then prioritized and included in the paving program as funding allows.

4-1.3 Continue to allocate the minimum funding amount (\$1.0 million) for pavement maintenance (resurfacing) on an annual basis.

4-1.4 The City will continue looking for alternate funding sources to offset the cost of proposed improvements.

Key Result/Goal:

Keep Powell Moving Plan: The Keep Powell Moving Plan provides the vision regarding connectivity, functional classification and level of service (capacity) of our roadway network.

Goal 4-2: Update the Keep Powell Moving Plan. (Administration, Engineering, Development Cmte (2021)

Key Measurements:

4-2-M1 Completion of the plan (2021).

Key Action Steps:

4-2.1 Incorporate traffic analysis when updating the Keep Powell Moving Plan, including new feasible roadway locations, multiple typical sections per functional classification, additional traffic signal locations and review of traffic patterns to ensure safe/efficient travel throughout the City.

4-2.2 Incorporate projects from the active transportation plan within the revised Keep Powell Moving Plan.

Key Result/Goal:

Future Projects Plan: The Keep Powell Moving Plan identifies future needs for roads, traffic, bicycle and pedestrian usage but **does not** identify the funding or scheduling of actual projects. The City's Capital Improvement Plan (CIP) identifies projects that are planned to be constructed, but it does not include all planned projects due to a lack of funding. The implementation of a Future Projects Plan (to supplement the CIP) will provide a comprehensive list of all future potential projects.

Goal 4-3: Create Future Project Plans. (Administration, Engineering, Development Cmte (2020-2021)

Key Measurements:

4-3-M1 Completion of the plan (2020).

4-3-M2 Annual updates to the plan (2020-2023).

Key Action Steps:

4-3.1 Utilize the Keep Powell Moving Plan and studies to identify a comprehensive list of all future projects.

4-3.2 The City will continue to look for alternate funding to offset the cost of proposed improvements.

Key Result/Goal:

Keep Powell Moving to Active Efforts: The Keep Powell Moving Plan identifies future needs for roads, traffic, bicycle and pedestrian usage (sidewalks, shared use paths, bike lanes, etc.) within the City. The City's Plan also includes the striping and signage associated with on-street routes. A primary consideration is providing connectivity between destinations within the City and to other regionally significant trail systems within area.

Goal 4-4: Incorporate active transportation components within Capital Improvement and private development projects. (Administration, Engineering, Development Cmte (2020-2025))

Key Measurements:

4-4-M1 Completed projects.

4-4-M2 Annual budgets (2021-2025).

Key Action Steps:

4-4.1 Prioritize projects listed within the Active Efforts Plan.

4-4.2 Review & Promote available downtown parking. Signage.

4-4.3 The City will continue looking for alternate funding sources to offset the cost of proposed improvements.

Priority 5 – Parks & Recreation/Public Service (Quality of Life)

Priority Introduction: The City's Parks and Recreation programs support the quality of life in Powell and play an important role in creating a strong community identity, promoting healthy and active lifestyles and improving property values for the community. In addition to quality of life, economic benefits are realized by the investments in parks and recreational programs.

Key Result/Goal:

Parks and Recreation Master Plan: The Parks and Recreation Plan was updated in 2017 and provides a framework to respond to citizens' needs and expectations, as well as an indication of priorities for the City and its partners to work toward together in order to achieve successful implementation.

Goal 5-1: Parks and Bike Trails. The City of Powell develops an appropriate number of trails and parks to meet the growing population and ensure equity of access for the community given available resources (2019-2023). (Administration, Engineering, Parks & Recreation, Public Service, Operations Cmte.)

Key Measurements:

5-1-M1 Progress in improving Level of Service as outlined in the Parks & Rec Plan.

5-1-M2 Total miles of soft and hard surface trails constructed annually.

5-1-M3 Total amount of grant funding obtained annually.

5-1-M4 Signage replaced and/or installed annually.

Key Action Steps:

5-1.1 Annually assess progress towards Level of Service recommendations and update CIP accordingly.

5-1.2 Add a minimum of **x** miles of soft surface trail and **y** miles of hard surface trail by 2023.

5-1.3 Identify potential expansion of active bike paths and walk ways infrastructure and funding opportunities.

5-1.4 Develop or update master plans when major amenities are added to existing parks.

5-1.5 Prepare an estimate of the Total Cost of Service and Total Earned Revenue for each new/redesigned park to understand staffing needs and contingencies for outside funding and partnerships.

5-1.6 Prioritize trail development that links park land to trails or creates city and regional loop trails.

5-1.7 Continue improvement of bike paths & trails and wayfinding signage to align with citywide branding and design standards.

5-1.8 Grow new partnerships with other providers and nonprofits in land management that create open space greenway and trail corridors throughout the area and region.

5-1.9 Continue to find ways to connect the Downtown area to the parks and trails system to leverage economic impact and provide additional recreational opportunities.

5-1.10 Develop a master plan or strategic plan for dedicated funding for acquisition and ongoing maintenance.

Goal 5-2: Operations and Maintenance. The City of Powell provides clean, safe, and memorable environments supported by maintenance standards and driven by policies that balance use, intended purpose, and long-term care (2019-2023). (Administration, Engineering, Parks & Recreation, Public Service, Operations Cmte.)

Key Measurements:

5-2-M1 Average annual playground equipment evaluation scores.

5-2-M2 Creation of maintenance standards for park facilities.

5-2-M3 Creation of formal design standards for park and trails.

Key Action Steps:

5-2.1 Identify and track maintenance standards, costs, and staff levels required to accommodate utilization demands.

5-2.2 Provide training for key employees to create a Cost of Service analysis for maintaining parks, trails, and amenities to determine unit costs and assess the level of productivity, efficiency, and management standards in place.

5-2.3 Bring any amenities such as playground equipment, structures, pathways, fences, and other park fixtures evaluated as poor or non-compliant in the park assessments into compliance.

5-2.4 Conduct an ADA accessibility evaluation of all parks, trails, and facilities. Based on the findings of the ADA evaluation establish a system-wide accessibility goal and prioritize accessibility improvements and include them in operational and/or CIP budget requests.

5-2.5 Compile existing maintenance standards and obtain concurrence from the Parks and Recreation department & Administration. Apply the maintenance and operational standards in managing facilities throughout the Powell system.

5-2.6 Compile and evaluate existing formal and informal design standards for parks and trails. Based on the evaluation, develop and obtain Parks & Recreation & Administration concurrence of comprehensive standards to

address safety, signage/wayfinding, branding, natural resource management, flexibility of use, costs, appropriate revenue development, etc., incorporating flexibility to address different user experiences and site contexts.

Goal 5-3: Recreation Facilities. The City of Powell aims to meet community demand for indoor and outdoor recreation facilities while achieving clear cost recovery goals that keeps facilities productive, adaptable, and financially sustainable. (2020-2023). (Administration, Parks & Recreation, Public Service Department, Development Cmte, Finance Cmte.

Key Measurements:

5-3-M1 Completion of a cost-benefit analysis for potential facility improvements.

5-3-M2 Completion of a feasibility assessment for developing additional fields and/or an indoor recreation facility.

Key Action Steps:

5-3.1 Assess the feasibility of adding a multigenerational indoor community recreation and meeting space, taking into consideration the desired facility program, costs for building new versus utilizing existing facilities, operating cost goals, and potential funding sources.

5-3.2 Assess the feasibility of developing additional sports fields to address community need taking into consideration costs for using existing/available acreage versus new land acquisition.

5-3.3 Establish utilization productivity goals for each facility (e.g., ratio of utilized hours to available hours).

5-3.4 Undertake a comprehensive fee analysis and review of cost recovery policies for recreation facilities and fields, including assessing the total Cost of Service for operation and realigning fees as necessary to meet community expectations and support financial sustainability

5-3.5 Expand the partnership with the YMCA and Olentangy Public Schools to provide additional athletic fields and indoor recreation facilities to the community.

5-3.6 Develop additional partnerships with community organizations, nonprofits, and private businesses to provide additional facility options.

Goal 5-4: Recreation Programs & Events. The City of Powell strives to develop, provide, and manage recreation programs and events that meet community needs in terms of topic, location, price, and service. (2020-2023). (Administration, Parks & Recreation, Operations Cmte)

Key Measurements:

5-4-M1 Annual report on all programs and their current state in program lifecycle.

5-4-M2 the creation of a mini business plan for each core event.

5-4-M3 Annual report on volunteer efforts and sponsorships.

5-4-M4 Feedback from customer surveys.

Key Action Steps:

5-4.1 Increase offerings in nature and outdoor recreation including appreciation of nature, stewardship of natural resources, walking, hiking, etc.

5-4.2 Consider offering additional adult fitness and wellness programs to meet community need. Create services for the “new older adult” (more active) with a focus on wellness and healthy lifestyles. Expand inclusion programs for people with disabilities to complement the existing offerings.

5-4.3 Track national and regional trends for programs and services and how they may apply to the community.

5-4.4 Annually assess relevance of selected Core program areas and determine if changes need to be made based on current trends, demographics, and community surveys. Track the lifecycle of all programs to ensure they match the distribution recommended in the Program Assessment. Terminate programs that fall into the decline and or saturation phase.

5-4.5 Institute a monitoring program to track the need to modify programs over time.

5-4.6 Through collaboration, partnership, or rental agreement, work with other service providers and/or facility owners, such as schools and churches, to bring programming closer to all residents.

5-4.7 Develop a Recreation Program Cost Recovery Policy for all programs to clarify and gain consensus on which programs should be subsidized by tax dollars versus user fees or a blend of both.

5-4.8 Utilize additional methods of customer surveys to collect more diverse feedback.

5-4.9 Develop business plans for each Core Program area that identifies goals, outcomes, financials, and marketing strategies. Include a Cost of Service analysis to understand the cost of providing each program.

5-4.10 Identify performance management standards based upon key outcomes for all programs and services.

5-4.11 As programs grow, recruit staff to continue to maximize efficiency of programs, pursue partnerships,

strategically grow revenue opportunities and communicate the value of each service provided.

5-4.12 Develop a formal partnership policy and identify ways to get more partners involved.

5-4.13 Ensure volunteer record keeping systems are coordinated so that it is easy to determine who is volunteering and where.

Goal 5-5: Financial Sustainability. The City of Powell balances growing community needs with strategic yet practical funding and staffing solutions. (2020-2023) (Finance Department, Public Service Department, City Manager, City Council & Parks and Recreation, Engineering, Building, et. al)

Key Measurements:

5-5-M1 Completion of a fee analysis and policy review.

5-5-M2 Establishment of key reserves.

Key Action Steps:

5-5.1 Consider enacting a parks and recreation levy to fund improvements to trails, parks, facilities, programs, and events.

5-5.2 Conduct a comprehensive fee analysis and policy review that evaluates the equity of user fees and charges, assesses in-house versus contracted operations for efficiencies, and analyzes administrative services and internal fees. Based upon the above analysis, establish pricing guidelines with pricing objectives and cost recovery targets for all major services.

5-5.3 Use a minimum of a three-year financial management plan for general operations and capital funds. Use a ten-year plan for long-term total projections. This plan should indicate projected revenues (by source) and estimated expenditures (by category) that reflect growth of the community and park system.

5-5.4 Establish dedicated reserves for facility replacement, infrastructure improvements and emergency repair/storm damage.

Goal 5-6 Examine usage of regional partnerships (Liberty Township, Olentangy Schools, YMCA) for additional space and programming. (Administration, Development Cmte (2020-2025)

Key Measurements:

5-6-M1 Inventoried list of shared space & usage requirements

5-6-M2 Reduced expenses

Key Action Steps:

5-6.1 Obtain inventory of available spacing

5-6.2 Outline usage needs & requirements, including costs and waivers.

Goal 5-7 Examine continued alignment of Parks & Recs with Public Service. (Administration, Development Cmte (2020-2025)

Key Measurements:

5-7-M1 Greater expense transparency and tracking

5-7-M2 Reduced expenses

Key Action Steps:

5-7.1 Obtain inventory of functions

5-7.2 Outline needs and requirements of each function

5-7.3 Examine and determine breakout of personnel and budgets

Priority 6: Quality Customer Service

Priority Introduction: The City of Powell's commitment to *quality customer service* begins with our City Brand Mission Statement, "We must listen to appreciate and preserve what residents love. We must share information to increase understanding. We do this so the citizens of Powell can enjoy living in one of the most desirable suburbs in central Ohio – knowing they have a group of individuals who are dedicated to serving Powell's best interests (for today and tomorrow) in ways that build trust."

Key Result/Goal:

Identify Customer Expectations: Customer expectations must form the basis for defining quality standards in the services we provide. The customer helps us define quality. The City must culturally move towards an environment where customer feedback plays a vital role in shaping future services.

Goal 6-1: The Administration will continue to execute the bi-annual (every two years) Community Attitude Survey re-starting in 2021. (Administration, City Council.)

Key Measurements:

6-1-M1 The report on the bi-annual survey results.

6-1-M2 The sample rate of the survey. The minimum goal is 400 respondents.

6-1-M3 Employee performance management "Customer Service" ratings.

Key Action Steps:

6-1.1 Utilize input from each department/division and develop a comprehensive, concise survey designed to capture our customers' views of the services we provide.

6-1.2 Plan for the best possible bi-annual time of year to obtain the best sampling. The idea is to default that time of year for future, recurring, bi-annual surveys.

6-1.3 Establish the best possible delivery method to obtain the largest sample, that seeks to gain input from all areas of the City.

6-1.4 Management will utilize the survey results to help guide their use of resources and to help them lead their workforce to continuously improve processes. Survey results will help drive budget and workforce requests.

6-1.5 Development of the specific performance factor of "Customer Service" for each employee performance evaluation. The Survey will help to define employee performance management ratings.

Key Result/Goal:

Workforce Management: There is a circular relationship between employees and customers. Under-staffed and under-trained employees will be hard pressed to deliver quality customer service. To realize the strategic vision of our City, we must recruit, train, and retain professional staff to continue providing quality service.

Goal 6-2: Utilize the Strategic Workforce Plan (SWP) to prioritize and project future workforce requirements and use the annual budget process/personnel budget requests to maintain the necessary staff to provide quality services. (Human Resources, Finance Department & Finance Committee)

Key Action Steps:

6-2.1 An annual Human Resources review of SWP with department/division managers, update as needed and include the SWP in the annual fiscal budget package to Council.

6-2.2 The Administration's annual submission of the necessary budget and prioritized personnel budget requests (when applicable) linking workforce needs to this strategic plan and/or the customer surveys.

6-2.3 Managers will ensure they utilize sound successor planning in the SWP process to ensure we maintain qualified staff and continuity of services.

Goal 6-3: Provide customer service employee orientations and periodically train employees to provide quality service. (Human Resources in association with Departments and Divisions)

Key Measurements:

6-3-M1 Record/document the completion of the employee orientation and other recurring training events.

6-3-M2 Total City funding for dues, conferences and training in the annual fiscal budget.

6-3-M3 Total number of annual hires from within.

Key Action Steps:

6-3.1 Human Resources provides employee orientations with a heavy focus on quality customer service.

6-3.2 Human Resources coordinates and budgets for continued customer service training and assists areas in professional development.

6-3.3 The Finance Department will develop and maintain a policy and procedure manual designed to help

ensure quality customer service at the City Hall.

6-3.4 The City values the current workforce and mentors, coaches and otherwise trains the workforce for future challenges; a focus on “promote-from-within.”

Key Result/Goal:

Asset Management: Maintain current assets (defined as facilities, vehicle fleet, and information technology) and plan for future growth to ensure quality service.

Goal 6-4: Utilize the reserve budget and capital improvement processes to maintain assets, plan for the unexpected, and modify as necessary/required. (Administration & Finance Committee)

Key Measurements:

6-4-M1 Capital Improvement Plan

6-4-M2 Reserve Budget

Key Action Steps:

6-4.1 Explore or create some form of asset maintenance management system/software. (Engineering staff 2019-2020)

6-4.2 Utilize departmental/divisional equipment replacement plans.

6-4.3 Update the Emergency Operation Plan (dated June 2016) in 2019. Plan a table-top exercise in 2020 and every two years in following years to be ready for emergency situations.

Key Result/Goal:

Internal Customer Satisfaction: Studies have shown that there is a strong link between employee job satisfaction and the quality of customer service those employees provide. We strive to motivate employees to want to be a part of a strong culture of customer care.

Goal 6-5: The City will provide sound employee safety and wellness policies and quality programs to help create the safest work environment possible and provide a path to the healthiest possible lifestyle. (Administration & Human Resources)

Key Measurements:

6-5-M1 Annual insurance usage reports.

6-5-M2 Wage and benefit studies as required.

Key Action Steps:

6-5.1 Human Resources will conduct wage and benefit studies of comparable cities as necessary to maintain a fact-based comparable wage and benefit package.

6-5.2 Human Resources will provide assistance/guidance to managers in applying the provisions of our merit-based incentive programs.

6-5.3 Human Resources will professionally manage the City’s insurance programs to ensure we provide our employees and their families the best possible care for the best possible cost.

Goal 6-6: The City will provide a focus on improving employee morale and promote a culture where employees are valued. (Administration & Human Resources)

Key Measurements:

6-6-M1 Results of the employee survey.

Key Action Steps:

6-6.1 The Administration will hold annual employee appreciation events and two annual health and benefit fairs.

6-6.2 Human Resources will conduct an annual employee-morale/engagement survey.

6-6.3 Create a mission statement

6-6.4 Create core performance values

Priority 7: Communication and Branding

Priority Introduction: Proactive communication is one of our City core values. Citizens will be kept abreast of changes regarding services. The City is dedicated to following up on their inquiries and complaints. City Council must be informed of pertinent information. This proactive approach must be in place throughout our organization; from upper management to managers and to each employee. As part of this communication process, we must work to brand who we are and ensure that the needs of our citizens play a vital role in creating that brand.

Key Result/Goal:

Communication with Citizens and Businesses: As a service provider, the City must stay connected and in-tune with our customers. Open and effective communication plays a vital role in the services we provide.

Goal 7-1: Conduct a comprehensive community attitude survey (2021) to better understand how our customers utilize the various forms of communication and to re-survey as needed to stay in-tune. The end goal is to provide a public information outreach effort that informs the public of City operations, accomplishments, and policies, and allows for citizen input on matters of importance. (Administration and City Council).

Key Measurements:

7-1-M1 Results of the surveys.

7-1-M2 Share City goals and progress prominently on City's website.

Key Action Steps:

7-1.1 The Administration will design a survey (2021) that contains all forms of current communication (website, Facebook, etc.) and other forms that are not currently used (Twitter, Instagram, etc.) and disseminate the survey by using all forms of current communications.

7-1.2 The Administration will utilize the results to manage how we communicate with our customers in the future (2020-2023).

7-1.3 Create ease of doing business process updates such as fillable forms to expedite resident requests and improve satisfaction.

Key Result/Goal:

Communication between Council, City Manager, Employees and Residents: The City fosters an environment of open and proactive communication while continuously attempting to improve communications among City leaders and exhibiting a strong commitment to work together.

Goal 7-2: Utilize proper communication channels, adhering to all applicable laws, and focus on proactive communication for the efficient management of our City. (Administration, City Council and Department Heads)

Key Measurements:

7-2M1 Submission of weekly and annual reports.

7-2M2 Meeting minutes (Council, Committees, CIC, Ad-hoc cmtes, etc.).

7-2M3 HOA Meetings

Key Action Steps:

7-2.1 The Administration provides weekly and annual reports to Council.

7-2.2 Administration takes appropriate items through the Council Mayor to Council and/or through a Committee Chair to Committee.

7-2.3 The City will continue to hold Council Work Sessions to help foster communication.

7-2.4 The City Council will meet periodically with various HOA's to share important information.

Key Result/Goal:

City Branding: We will "Brand" our city with an identity that makes residents feel proud and connected to Powell.