City of Marysville, Ohio

STRATEGIC PLAN
2019 - 2023
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1. Forwards
   a. Mayor/President of Council – Mr. J.R. Rausch: In November of 2013, our citizens voted yes to changing our form of a government from a Strong Mayor to Council-City Manager. This new Council-City Manager structure is more efficient and gives us more stability and continuity in our administration. This gave rise to the opportunity of true, forward-thinking or “strategic” thinking... regarding our future. Consistency with the right strategic plan is the ultimate key to future success.

   So, we set out on this strategic planning journey in 2016. This was, and still is, a collaborative effort. City Council, representing their constituents, provided a list of City “priorities.” The City Administration and their executive team (our subject matter experts or SMEs) completed the City’s first ever S.W.O.T. (strengths, weaknesses, opportunities and threats) analysis. Peter Drucker once said, “There is nothing so useless as doing efficiently that which should not be done at all.” Council’s priority list showed us what was important, our focus. Our SME team provided a SWOT to show us a clear picture of the current state of our City. After several thought-provoking sessions, we published Strategic Plan 2016-2020.

   Peter Drucker also said, “Plans are only good intentions unless they immediately degenerate into hard work.” The 2016-2020 Plan included action steps as well as progress management reporting by the Administration to Council. The main reporting tool Administration uses continues to be the comprehensive annual report, which is also available to citizens on the City’s website (www.marysvilleohio.org). These reports reflect the great work of our entire Marysville team. They also show the annual completion of, and progression towards, our strategic goals.

   One such goal included an action step of, “The City will explore the use of Work Sessions in future years.” We placed this on the agenda for our March 2018 Strategic Planning Workshop weekend. This resulted in work sessions becoming a reality starting in April 2018. These work sessions have created even more opportunities for City staff to go in-depth on proposed City projects allowing Council to examine, update and create sound legislation. Another benefit of the work sessions is the opportunity to further develop the teamwork and trust among City Council and our Administration.

   Although these are five year Strategic Plans, it became apparent early on that these plans should continue to get updated on a regular basis. So, after the Administration and SMEs provided the 2017 annual report and then updated their SWOT in February 2018, we all collectively knew that the Plan 2016-2020 should be updated during 2018.
After a few work sessions and with the full trust in the Administration, Council made the decision to empower the SMEs to draft updated priorities to build the 2019-2023 Plan. This next or “successor” plan would include two years (2019-2020) from the first plan and extended an additional three years (2021-2023). Council reviewed the original nine Strategic Priorities, with no changes being made currently. So the rails were in place (current plan) and the destination was known (Council’s priorities and vision). This resulted in an extremely efficient approach to staffing this plan into existence.

It is once again time for Council to step back and watch as our gifted workforce takes us all to the next, higher level. We look forward to 2019 and the four years to follow, because we are not heading into the unknown and we are in great hands.

J.R. Rausch
Mayor/President of Council
b. **City Manager – Mr. Terry Emery**: It is my pleasure to share the City of Marysville’s 2019-2023 Strategic Plan. The updated Strategic Plan will serve as a map of the City’s vision for the future through goals, objectives and strategies over the next five years. It is a result of several months of work by the City Council, Executive Management and City Staff. This team approach is critical to our success; it allows staff and City Council to understand each other’s goals and ideas to achieve a shared vision for Marysville. The Strategic Plan consists of the following priorities:

- Community Safety
- Finances
- Enterprise Fund Management
- Economic Development
- Parks and Recreation
- Traffic, Road and Sidewalk Infrastructure
- Quality Customer Service
- Community Appearance
- Communication and Branding

The Administration will continue to monitor and evaluate the progress of the Strategic Priorities and communicate the status through periodic reports to City Council.

I want to convey my appreciation to City Council for their guidance and leadership, Executive Management and City staff for their time and input, and Brian Dostanko who continues to facilitate the Strategic Plan process.

Terry Emery  
City Manager
2. City of Marysville Demographics:

**Economy**
The economy of Marysville, OH employs 10,084 people.

<table>
<thead>
<tr>
<th>Industry</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail Trade</td>
<td>1,111</td>
</tr>
<tr>
<td>Healthcare &amp; Social Assistance</td>
<td>1,318</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>1,873</td>
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**Median Household Income**
$62,371

**Unemployment %**
3.8%

**Median Age**
34.8

**Persons Per Household**
2.6

**% with College or Advance Degree**
27.2%

**Persons in Poverty**
9.3%

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**A Closer Look at the City of Marysville**

Marysville was originally part of the Northwest Territory. Founded in 1819 by Samuel W. Culbertson, he named the town after his daughter Mary.

The City of Marysville is the county seat in Union County, OH. Located approximately 33 miles northeast of the State capital, Columbus, it is easily accessible via US Route 33.

Marysville is home to Honda Marysville Auto Plant, Scotts Miracle-Gro Company headquarters, and Nestle’ Product Technology Center.

**Population**
Marysville has a population of 23,912 people. The ethnic composition is 90% White residents, 4% Black or African American residents, 3 % from 2 or more races, and 3% Asian residents.

**Housing**
The median property value in Marysville is $166,200, which is 19% lower than the national average. Households total 7,602. The homeownership of Marysville is 63%, with a median monthly cost of $1,468. Median gross rent in Marysville is $855. The average home-to-job commute time is 21.7 minutes.

Sources: US Census Bureau (website) and the 2014 American Community Survey
3. **City of Marysville Vision Statement:** The first City Strategic Planning process of May 2006, resulted in the crafting of our community vision statement. During the 2007-2009 timeframe, the community vision statement was adopted as the “City” vision statement. This statement was reviewed during each strategic planning process to include the process in creating this 2019-2023 Plan.

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City of Marysville – Vision Statement
“Marysville, Ohio - the safe, friendly hometown where families and opportunity grow together. We are committed to community pride, healthy families, well-planned neighborhoods and a vibrant economy.”
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This statement is far more than just words. This represents who we are and our culture. It reflects what is important to us. It is an oath to keep those important things in mind each day, in all that we do. Many experts state that a vision statement should represent what change you want or wish to create in your organization. We feel, however, that our statement reflects what we are already accomplishing and who we are. The statement does not need to reflect a change, but a continued focus and organizational commitment to live by this vision. The strategic planning process is designed to remind us of our vision and to use that vision to target our efforts in providing a better quality of life for our community.

4. **City of Marysville Mission Statement:** The first City Mission Statement came about over a period of time from 2008 to 2009. The statement reflects how we plan to transform our vision into daily practice. The statement grounds our vision for the future into practical terms for how we operate each day.

```
City of Marysville – Mission Statement
To provide timely, friendly, quality services to our citizens, businesses, clients, and customers–to include our internal customers, our employees.
```

5. **City Core Values:** Core values are paramount in realizing our vision and mission. Core values tell us what is important and how we will approach each day, each project, and each customer. The City core values define our culture and our expectation as to how every employee will approach their respective job.

   a. **Quality Customer Service:**
   - Understand your customers’ needs and meet them. Listen to your customers. Establish feedback processes that will ensure you know how you are doing.
   - We’ll help them, guide them, and when we cannot meet their need we will professionally explain why and give them next-step options.
   - Customer service must be timely and consistent. Vigorously follow-up on requests, complaints, and questions.
   - Employees are also customers and should also be treated with this same approach.
b. Accountability Throughout the Organization:

- We are all accountable to the citizens, our customers. They count on us to provide outstanding services.
- Each employee is accountable for the tasks and requirements as detailed in their respective performance plans, the policy manual, applicable guidance, collective bargaining agreements, as well as our mission statement and these core values.
- Department heads, division heads, and supervisors are additionally accountable for each employee under their management. You can delegate responsibility, but you will always retain accountability.

c. Respect:

- Respect is being on-time for meetings, returning phone calls, and following through on commitments.
- Each employee will respect the needs of the customers. Their time is valuable. Their problems are important.
- Employees will respect the authority of their supervisory chain. They are accountable for your performance and must have your support.
- Managers will respect their employees. From praise to discipline, each interaction will be done right, and will be done with respect.
- There must be mutual respect among our employees. We are all on the same team.

d. Proactive Communication:

- Citizens will be kept abreast of changes regarding services. We’ll follow-up on their inquiries and complaints.
- Council must be informed of pertinent information so that they can meet the needs of their constituents.
- Managers will hold meetings and create a culture of two-way communication. Supervisors will keep their employees aware of pertinent information. Employees will inform their supervisors of issues, problems and concerns.
- Managers will inform their supervisory chain of pertinent information.

e. Teamwork:

- Working in a collaborative spirit with fellow employees, other public entities and citizens; to achieve goals and/or improve efficiencies of services.
- Employees cooperating, using their individual skills, provide constructive feedback and setting aside personal conflicts and differences.
- Embracing the common goals and supporting other team members to reach these goals.
6. **City Strategic Planning History:** As noted in the last 2016-2020 plan, there were two prior strategic planning efforts in the recorded history of the City of Marysville.

   a. **The First Plan (May 12-13, 2006):** The City held a meeting/retreat with City Council, the Administration, and key City staff at the Sawmill Creek Resort (“The Lodge”), Huron, Ohio. The facilitators were Mr. Karl Rumser and Mr. Bob Gordan (Voinovich Center/Ohio University). The goals of that retreat were:

      (1) Bring together the Marysville City Administration and City Council to discuss issues related to growth.
      (2) Identify the challenges and opportunities that lie ahead for Marysville.
      (3) Develop a common vision that both administrators and elected representatives can share.
      (4) Develop a set of objectives and action steps as first steps toward achieving the vision.
      (5) Lay the foundation for future discussion and cooperation between Administration and Council.

   b. **Outcome of First Plan:** The City developed the *Community Vision Statement* (seen in Section 3 of this plan as *Vision Statement*). That statement continues to be used for each strategic planning process. The City also created 5 subcommittees (based on shared priorities) with each having some success regarding goals, objectives and action plans. The groups created a total of 23 “Strategic Objectives” and 52 “Action Steps.” The document from this process is available through City Human Resources.

   c. **Mayor Schmenk/Director Froment Administration Revisits Strategic Planning (2008):** On April 26, 2008, officials met at the Union County Chamber of Commerce and reviewed the 2006 plan. The City plan was updated. One major outcome from this event was the initiation of the *Safety Infrastructure Working Group* that led to the one-half (1/2) percent City income tax increase and subsequent safety-service infrastructure enhances. There was a follow-up meeting held at the American Legion facility. There is very little recorded from these meetings.

   d. **New Age/New Approach City Strategic Plan 2016-2020:** The 2016-2020 plan was the result of a unique number of events that naturally flowed into an internal planning process that we believed could be easily sustainable into the future:

      (1) **Change in the City Form of Government:** Under the provisions of the Ohio Constitution, Section 7, Article XVIII, the City of Marysville is under a charter (also known as Home Rule) that outlines how we govern. The charter directs that a Charter Review Board (CRB) be formed every four (4) years to review the charter. In August of 2013, the CRB recommended to City Council a change in our form of government from Mayor-Director-Council to Council-Manager. On November 5, 2013, the citizens of Marysville voted 1,655 in favor (54.69%) to 1,371 (45.31%) against, and the government changed effective January 1, 2016.
Transition Committee: City Council, in a team effort with key Administrative staff, formed an Ad Hoc Transition Committee to ensure a smooth transition through this major change in government. Starting May, 2014, the Committee met several times and provided a final report to Council and the administration on February 20, 2015. Two of their meetings were round-table “Q and A” sessions with leaders from various Ohio communities that either went through this same governmental transition, or were successfully operating under the Council-Manager form already. The view of other professionals, as well as the collective view of the Committee, was to recommend strategic planning to City Council. The Committee’s final report noted the clear need to strategically plan if we are to do the best for our community and all of Council agreed. The Committee created a “to-do” list of action items moving forward.

The New City Strategic Planning Process Begins: The last recommendation on the Ad Hoc Transition Committee “to-do” list was to start down the strategic planning path; to formulate a professional, forward-thinking culture; that would also improve the communication between City Council and the Administration. The Administration reviewed our past attempts (summarized in this document) and noted many lessons learned. An internal study was also conducted to include a review of hundreds of municipalities’ strategic planning processes both in Ohio and nationally, to select our specific plan of approach and utilize best practices.

Strategic Planning Training: There are many ways to approach strategic planning. City Council and our department/division managers (or Subject Matter Experts; SMEs) had varying levels of experience in strategic planning. A single approach was selected and introduced to all. The process began with a Strategic Planning Basics briefing (101) session held once for the Administration/SMEs and then again for City Council on January 28, 2016.

Our Process Defined and Utilized:

- Obtain Consensus for the Need: This step began with the Ad Hoc Transition Committee report. After the group training session of January 28, 2016, we validated and confirmed our consensus; “we needed a strategic plan!”
- Select a Process Facilitator: City Council confirmed the selection of Human Resources (HR) Director Dostanko, also on January 28, 2016. Director Dostanko had previous experience teaching and implementing strategic planning and had extensive facilitating experience. He was also present for the past two City strategic planning processes, was very familiar with city-wide processes and ordinances, and (as a current City employee) was highly flexible regarding his time which helped to accommodate a quick start.
- Assess Current City Condition: City managers (SMEs) led an unprecedented city-wide analysis of each area. A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis was written. The complete SWOT report is available from HR. On February 12, 2016, each area briefed their SWOT analysis/report to City Council.
- Identify Council (Stakeholder) Priorities: Each City Council member was asked to provide a list of their priorities (Root Priorities) for the City of Marysville, regarding the next five years. The lists were reviewed and grouped into similar topics by the Facilitator. These lists provided a starting point for our planning sessions and other items could be added as deemed necessary by the group.
Strategic Plan 2019 – 2023

- **Acknowledge/Review Current Vision Statement:** The vision statement was reviewed. This is the same statement that resulted from the 2006 strategic planning process.
- **Acknowledge/Review Current Mission Statement:** The mission statement that was created in 2008-2009 was reviewed and approved.
- **Acknowledge/Review Current Core Values:** The City Core Values were reviewed and approved.
- **Strategic Planning Sessions:** The sessions were planned. We started with the Root Priorities. The plan was built-as-we-went by our Facilitator. Some work was done in SME sub-meetings to expedite the process. The SWOT analysis was referenced throughout the process. The Root Priorities were primarily used to guide in the creation of Key Goals/Results. Where possible, the group identified Key Measurements and Key Action Steps for each goal.
- **Final Plan:** On June 23, 2016, this plan was finalized. The plan was to submit the document to Council during general sessions and have the plan confirmed by resolution.

e. **Final Strategic Plan 2016-2020:**

(1) **Strategic Priorities:** The plan was organized under nine (9) priorities. The priorities were selected by consensus from each City Council member. Council represents our citizens. Council is our key stakeholders.

(2) **SWOT:** The SWOT represented the SME views of our current state of services and processes.

(3) **Key Result/Goal:** The group utilized the SWOT analysis to identify goals under each priority.

(4) **Key Action Steps:** Key steps needed to reach each goal.

(5) **Key Measurements:** Measurements were used to establish indicators, or triggers, as we implement the plan through sound strategic management.

(6) **Strategic Management:** The key players agreed that the strategic plan was a necessary and critical step, but the real work was yet to come as we manage day-to-day by implementing the plan. The long-term vision is to continue to look ahead and plan ahead, but to also work operationally and tactically each week, of each month, of each year; to make our City better. Progress would be efficiency tracked and reported through normal reporting processes. These processes were also embedded in the plan under Goal 8-2, and Section 10 “Progress Report.”

- **Weekly Administrative Reports to Council**
- **Annual Reports**

(7) **Plan Updates:** The plan created a standard for the Administration and SMEs to review and update the SWOT every two years (even year). This review first took place in 2018.

(8) **Working Group Meetings:** The plan also identified the need for an annual working group (Council, Administration/SMEs) to discuss the annual reports and our strategic progress. This working group came together March 2-3, of 2018.
7. **City Strategic Plan 2019-2023 Process:** At the March 2-3, 2018, working session weekend, the working group (Council, Administration, and SMEs) reviewed the updated SWOT and the 2017 annual report. Based on significant changes to the SWOT, in addition to a number of items in the 2016-2020 plan that were either accomplished or becoming no longer applicable, a determination was made to update the plan. We set out to create a “successor plan” with a projected start date of January 1, 2019, through 2023.

a. **SWOT Update/Review:** The SWOT was updated and the SMEs briefed Council on March 2, 2018 at the working session weekend. The next SWOT review is scheduled for November-December 2020.

b. **Vision Statement/Mission Statement/Core Value Review:** This review also took place during the March working session weekend. No updates were necessary to any of these key elements of our strategic planning model and strategic management efforts.

c. **Priority Review:** During this review, it was noted, discussed and agreed upon that Council would prioritize the priorities. The priority numbering in Plan 2016-2020 was established based on the total number of Council members that independently submitted their priority list for the plan (example; all seven Council members submitted Finance, thus Finance became priority 1). It should be firmly noted that each Council member sees each of the nine priorities as extremely important, however; the working group wanted to add this prioritization dimension to the successor plan. The 2016-2020 priorities were thus changed to the 2019-2023 priorities per the diagrams below.

<table>
<thead>
<tr>
<th>2016-2020</th>
<th>2019-2023</th>
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<tbody>
<tr>
<td>1. Finances</td>
<td>1. Community Safety (was 9)</td>
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<tr>
<td>2. Enterprise Fund Management</td>
<td>2. Economic Development (was 3)</td>
</tr>
<tr>
<td>3. Economic Development</td>
<td>3. Finances (was 1)</td>
</tr>
<tr>
<td>4. Parks and Recreation</td>
<td>4. Traffic/Roads/Sidewalk Infrastructure (was 5)</td>
</tr>
<tr>
<td>5. Traffic/Roads/Sidewalk Infra</td>
<td>5. Enterprise Fund Management (was 2)</td>
</tr>
<tr>
<td>Structure</td>
<td>6. Parks and Recreation (was 4)</td>
</tr>
<tr>
<td>7. Community Appearance</td>
<td>8. Quality Customer Service (was 6)</td>
</tr>
<tr>
<td>8. Communication &amp; Branding</td>
<td>9. Communication &amp; Branding (was 8)</td>
</tr>
<tr>
<td>9. Community Safety</td>
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d. **Working Group Meeting/Becomes Work Sessions:** In the 2016-2020 plan, Section 10B “Plan Updates,” projected the use of an annual working group meeting to review our progress in achieving the Strategic Plan. Additionally, under Goal 8-2 of that plan, an action step stated, “The City will explore the use of Work Sessions in future years.” We held the working group meeting March 2018 as stated previously. At that meeting, we established the framework for implementing Work Sessions starting April 2018. The highly productive Work Sessions enabled the City to spend more time reviewing major projects and legislative updates. The sessions also helped improve communication between Council and the Administration, and also improved the teamwork of the players.

e. **SMEs to Draft Priority Updates:** During the May and June Work Sessions, the Administration and applicable SME, brought forth completed updates to the priorities of “Economic Development” and “Quality Customer Service.” Each were reviewed and edited to capture Council comments and concerns. It was decided at that point, that we’d approach all priority updates using the same process. This drafting process continued until a final Strategic Plan 2019-2023 was created.
Strategic Plan 2019 – 2023

8. City Strategic Plan 2019 – 2023: The Strategic Plan is structured using nine (9) “Strategic Priorities.” Each Priority has an introduction that stipulates why it is important to us and links the priority to our vision, our mission and our core values. The priority is then further divided into “Key Result/Goals.”

- The Key Result/Goal is first identified by a short title (in blue font) and a narrative that details our approach, our culture, and why we address the goal.
- This is followed by the actual goal (boxed to stand out) with the priority number and sub-numbers (dashed) in blue font and the City Department/Divisions, committees, and/or parties in red font responsible for monitoring goal.
- Following the goal are the “Key Measurements” (when used). These identify indicators in place that enable us to gauge our work towards accomplishing the goal.
- This is followed by “Key Action Steps” (when used). These provide a more detailed listing of actions required to achieve the applicable goal.

Strategic Priority 1: Community Safety

Priority Introduction: The City of Marysville vision statement declares, “Marysville, Ohio - the safe, friendly hometown where families and opportunity grow together.” Safety 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 Marysville Division of Police and Division of Fire to maintain the highest level of safety services to our citizens.

Key Result/Goal:

Identify Customer Expectations and Create a Marysville Division of Police Strategic Plan: 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 1-1: Develop a Marysville Division of Police (MPD) strategic plan that identifies future needs of the Division and meets the needs and expectations of the community; and incorporating that plan into future City Strategic Plans (by 2020). (Administration and MPD)
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Key Measurements:
1-1-M1 OACP 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 Division’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 MPD Bureaus to create a Strategic Plan.
1-1.3 In the first quarter of 2019, contract with the Ohio Association of Chiefs of Police (OACP) to perform an independent Staffing Analysis of MPD personnel.
1-1.4 Perform an external, community assessment to identify needs, wants and expectations of community members as it relates to law enforcement.
1-1.5 Perform an internal employee survey to identify needs, wants and expectations of staff members as it relates to the future planning of MPD.
1-1.6 Receive regular direction, input, and feedback from local elected and appointed officials, along with Economic Development, City Planner, Public Service and City Engineer.
1-1.7 The final action step is the creation of the MPD Strategic Plan by 2020 and incorporating that plan into future City Strategic Plans (2020-2023).

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 MPD)

Key Measurements:
1-2-M1 Crime rates statistics.
1-2-M2 Community/business feedback.
1-2-M3 MPD crime solve rate.
1-2-M4 Traffic statistics.

Key Action Steps:
1-2.1 Directed and Proactive patrols.
1-2.2 Expansion of the Multi-Agency Drug Enforcement (MADE) Taskforce.
1-2.3 Continued development of the City-wide camera systems/use of technology.
1-2.4 Regularly scheduled self-defense classes and crime prevention education.
1-2.5 Continued use of K-9 Units.
1-2.6 Collaborating with IT to fully utilize the latest technology in crime prevention.
1-2.7 Explore increase in IT personnel specifically to meet the challenges of MPD.
1-2.8 Improve (or enhance) community assistance in crime solving and prevention, connecting investigation to community policing.
1-2.9 Use of alcohol compliance checks as an enforcement tool.
1-2.10 Participation in various community taskforce and associations to combat crime and fraud.
1-2.11 Continued communication and collaboration between Investigation and Community Services Bureaus.
1-2.12 Continue interagency cooperation for crime prevention and criminal apprehension.
1-2.13 Utilize Traffic Safety Education programs.
1-2.14 Use of Click-It or Ticket campaigns.
1-2.15 Use of OVI checkpoints as a deterrent.
1-2.16 Distracted and impaired driving enforcement and education.
1-2.17 Safe Routes to School program.

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.

- **Goal 1-3:** Plan and train to respond to major, critical incidents and resolve them successfully.
  (Administration and MPD)

Key Measurements:
1-3-M1 Post-critical Incident Evaluation.
1-3-M2 Critical Incident Debriefs.
1-3-M3 Community Engagement.

Key Action Steps:
1-3.1 Identify critical incident types:
- Criminal Behavior,
- Pre-planned Events,
- Internal Critical Incidents.
1-3.2 Establish a proactive response.
1-3.3 Utilize a phased-approach:
1-3.4 Preparation- Preparing for Critical Incidents,
1-3.5 Management- Managing Critical Incidents,
1-3.6 Restoring confidence- Restoring Public Confidence.
1-3.7 Preparing for incidents using the following principles
- Sound Leadership,
- Written and reviewed Policy and Processes,
- Operational Risk Management,
- Training officers, communications and civilian staff,
- Partnerships and proper use of resources.
1-3.8 Use of the City Emergency Operation Plan (update as required).

*Note: The Marysville Division of Fire (MFD) has utilized a divisional strategic planning process since 2009. MFD’s current strategic plan (dated 2015-2020) is sourced appropriately in the following goals regarding Community Safety.*

Key Result/Goal:

**Quality Fire and Emergency Medical Services (EMS):** MFD seeks to provide the highest level of fire and EMS services possible to the community. This begins with a well thought out strategic focus on the needs of the community and meeting those needs through a proactive approach in providing the most progressive firefighting and EMS strategies. This was the MFD process in completing their strategic plan. That plan details the MFD vision; “To be recognized as a leader and a role model in emergency services to our area. To strive for professionalism by maintaining the highest performance standards possible, through training and education, and utilizing all resources available.” The City’s strategy is to support that plan.
Goal 1-4: Continue to promote and support the priorities and action items detailed in the Marysville Fire Division Strategic Plan. (Administration and MFD)

Key Action Steps:
1-4.1 Develop and manage MFD resources by reviewing and enhancing Information Technology and the Fire Training Program.
1-4.2 Develop MFD employees and the organization by refining succession planning, improving communications, and continuously improving the hiring process.
1-4.3 Deploy our resources effectively.

Key Result/Goal:
Infrastructure: The MFD strategic plan identifies “Deploy Our Resources Effectively,” and “Improve our infrastructure,” as two priorities to support quality fire and EMS services. The action items included a review of staffing and infrastructure. MFD commissioned a study performed by Kramer & Associates Group (Kramer Study). The report was published March 2018, and was entitled “Analysis of Fire Department Facilities and Operations.” The study proposes adding a new facility based on improving response times, and City growth.

Goal 1-5: Plan for the addition of a third operation fire station. (Administration, Finance Department, Finance Committee/Council and MFD)

Key Action Steps:
1-5.1 A joint review of the Kramer Study by the Public Service/Public Safety Committee and key staff from the Administration, to norm assumptions, jointly identify issues and identify “triggers” or measurements to establish a projected date for the third station. The priority of Community Safety, must be balanced with the priority of Finances.
1-5.2 Explore various funding options for a third fire station.
1-5.3 Determine the most appropriate site.
1-5.4 Explore estimated costs for site, construction and required equipment to operate the station.
1-5.5 Identify other City departments/divisions needs that could impact site selection and construction (example: Police satellite facility).
1-5.6 Identify a staffing model that is financially acceptable.

Key Result/Goal:
Community Involvement: Community involvement is paramount to the success of being proactive to the emergency needs of the community. The MFD strategic plan identifies “Reach Out to Our Community” as a strategic priority.

Goal 1-6: Engage the community in all aspects of the Fire Division, including: Fire Prevention, Code Enforcement, Accident Prevention and Community Paramedicine. (MFD)

Key Action Steps:
1-6.1 Enhance MFD Public Education Program.
1-6.2 Survey customers.
1-6.3 Be involved in community programs.
1-6.4 Partner with other agencies and City departments/divisions.
1-6.5 Develop a public information plan.
Goal 1-7: Dedicate resources toward battling the drug epidemic in our Community. (MFD in collaboration with the partners identified below)

**Key Action Steps:**

1-7.1 Collaborate with Union County Health Department and Union County Drug-free Coalition (community partners) to combat substance abuse in Marysville.

1-7.2 Share data with partner agencies to better predict target risk populations.

1-7.3 Collaborate on marketing campaigns to provide assistance to drug seekers.

Goal 1-8: Enhance our community paramedic program. (MFD in collaboration with the partners identified below)

**Key Action Steps:**

1.8.1 Be responsive to patient needs.

1.8.2 Explore further social services counseling for patients.

1.8.3 Work with Memorial Health and Union County Health Department to address super-users.

Strategic Priority 2: Economic Development

**Priority Introduction:** The City of Marysville vision statement declares, “Marysville, Ohio - the safe, friendly hometown where families and opportunity grow together.” Community and economic development are a priority to the City as both ensure a vibrant economy and top-notch 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:**

Northwest 33 Innovation Corridor: With the investments into smart mobility infrastructure and the presence of major manufacturing, research and development facilities, the NW 33 Innovation Corridor is a major economic development opportunity. As new economic opportunities arise, such as the 33 Smart Mobility Corridor project, the corridor will offer exceptional possibilities for further growth and development.

Goal 2-1: Further develop US 33 corridor infrastructure, improve and foster our valuable partnerships with governments, organizations and businesses to promote sound economic development along the NW 33 Innovation Corridor. (Administration, Economic Development, and Public Safety/Service Committee)

**Key Measurements:**

2-1-M1 Continued bi-monthly meetings of the 33 Corridor Development Team.

2-1-M2 Development of an overlay including development standards for corridor jurisdictions.

2-1-M3 Amount of public and private investment.

2-1-M4 Increased tax revenues from CEDA/JEDD agreements with Millcreek and Jerome Townships.

2-1-M5 Increased revenue from water and sewer capacity fees and user rates as a result of new businesses.

2-1-M6 Development/implementation of a 33 Smart Mobility Corridor marketing strategy with the City and Union County.

2-1-M7 Increased number of clients utilizing the fiber offered through the NW 33 Innovation Corridor COG.
Key Action Steps:
2-1.1 Complete installation of the fiber loop, dedicated short range communication devices (DSRCs), and on-board units (OBUs), and fully implement the Advanced Transportation and Congestion Management Technologies Deployment (ATCMTD) grant (2019-2020).
2-1.2 Develop the installed fiber and smart mobility equipment into a commercial enterprise through the NW 33 Innovation Corridor Council of Governments (COG) (2019-2021).
2-1.3 Actively promote business development along the US 33 corridor (on-going).
2-1.4 Work closely with Jerome Township to secure a CEDA/JEDD (2019).
2-1.5 Continue assisting the City of Dublin, Jerome Township, and Union County in the implementation of the Crossroads Area Plan (on-going).
2-1.6 Work closely with jurisdictions to design and create approved architectural and land use standards as part of a US 33 corridor overlay (2019).
2-1.7 Improve the development review and building permitting processes to include steps to ensure coordination among the various governmental entities along the US 33 corridor (on-going).
2-1.8 Examine current utility capacity, ensure that future growth occurs responsibly, and identify possible utility shortfalls that can inhibit future growth (on-going).
2-1.9 Further solidify our partnerships through the NW 33 Innovation Corridor Council of Governments including, but not limited to:
   ▪ Implementation of 33 Smart Mobility Corridor project.
   ▪ Collaboration on economic development, infrastructure, and land use.
   ▪ Better fiber connectivity and higher speed broadband along the corridor for government and business use.

Key Result/Goal:
Uptown Marysville: A successful, vibrant Uptown is essential to our City’s quality of life.

Goal 2-2: Dedicate resources to recruit and retain businesses and residents to Uptown Marysville (2019-2021). (Administration, Economic Development, & Public Safety/Service Committee)

Key Measurements:
2-2-M1 Number of businesses and residents within the Uptown.
2-2-M2 Increase in occupancy of buildings within the Uptown.
2-2-M3 Amount of public and private investment within the Uptown.

Key Action Steps:
2-2.1 Encourage and promote Historic Uptown Marysville as a location for businesses and residents (on-going).
2-2.2 Implementation of the 2017 Uptown Revitalization Plan (on-going).
2-2.3 Encourage increased public investment in the Uptown (on-going).
2-2.4 Encourage building improvements and promote compliance with existing code (on-going).
2-2.5 Support the renovation and redevelopment of underutilized buildings, such as the Avalon Theatre.
2-2.6 Undertake initiatives, such as a Designated Outdoor Refreshment Area, to encourage new entertainment amenities.
2-2.7 Encourage and support multi-family development (on-going).
2-2.8 Support the CVB Welcome Center and promote the Uptown District as a destination for tourists and visitors (on-going).
2-2.9 Adoption of a Downtown Redevelopment District (DRD) to help share resources and fund physical improvements within the Uptown District (2019-2020).

2-2.10 Promote the Community Reinvestment Area tax incentives for business/residential uses (on-going).

2-2.11 Identify and promote the preservation and renovation of historic structures (on-going).

2-2.12 Promote our Preserve America and Certified Local Government designations and recognize Uptown Marysville as the center of our community (on-going).

2-2.13 Encourage better pedestrian and bike-friendly connectivity in, to and from the Uptown District (on-going).

2-2.14 Senior Executive Assistant, City Planner and CIC Development Services Manager to oversee an Uptown retention program (on-going).

Key Result/Goal:

**Economic Development Strategy:**

- **Goal 2-3:** The Economic Development Director will implement the Economic Development Strategy developed in 2014 and amended in 2018 to include the 33 Smart Mobility Corridor. (Administration, Economic Development, City Planner and Public Safety/Service Committee)

**Key Measurements:**

2-3-M1 Amount of private investment.

2-3-M2 Development of advanced manufacturing, research and development, and smart mobility companies.

Key Result/Goal:

**33 Innovation Park:**

- **Goal 2-4:** The City/Economic Development Director will promote and market the development of the 33 Innovation Park. (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 Automotive and Mobility Innovation Center.

2-4-M4 Number of jobs created/income tax revenue.

Key Result/Goal:

**Business Zoning Districts:**

- **Goal 2-5:** The City Planner and Economic Development Director will continue to review zoning code, the 2017 Uptown Revitalization Plan and the 2018 Comprehensive Plan to improve business zoning districts. (2019-2020) (Administration, Economic Development & Public Safety/Service Committee)

Key Result/Goal:

**Comprehensive Plan:**

- **Goal 2-6:** Implementation of the 2018 Comprehensive Plan. The 2018 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 and Planning Commission)
Key Measurements:
2-6-M1 Annual status report on 2018 Comprehensive Implementation Plan progress towards goals, objective and action steps.

Strategic 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.

Key Result/Goal:
Debt Management: Sound debt policy is in place including a 5-year plan. Debt rate is primarily fixed. Facility rates are negotiable. Some facility notes have projected payout dates.

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

Key Measurements:
3-1-M1 City Hall/Station 272 note retired 12/31/2017.
3-1-M2 Decker Station note of $0.9 million to be retired in 2020.
3-1-M4 Long-term bond (2031), is callable in next 5 years.
3-1-M5 Innovation Park notes (Various purpose/$2.131 million and Capital/$1.9 million) to be retired on the selling of property.

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 Moody's Investors Service. Our current bond rating is Aa3.

- Goal 3-2: Increase the City’s Aa3 bond rating to Aa2 (by 2020). (Finance Department, & Finance Committee)

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 in excess of $6.0 million effective with the 2018 fiscal year.
3-2.2 Coordinate with the City’s Financial Advisor on preparation of a presentation to Moody’s Investor Services in 2020 to advocate for a rating upgrade of the City’s bond rating.
**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 2018 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:**

**House Bill (HB)-5 Impact:** HB-5 is now Ohio law. HB-5’s impact on our City is yet to be fully realized, but is a threat (within the SWOT) to our financial health. We will be proactive to examine what, if anything, we can do to counterbalance the impact.

- **Goal 3-5:** Finance Department/Finance Committee will work together to develop a HB-5 Impact Plan. (Finance Department & Finance Committee)

**Key Measurements:**
3-5-M1 Report written by April 2019.

**Key Action Steps:**
3-5.1 Consider future of commuter credit.
3-5.2 Consider other sources of revenue to include permissive tax/license plate fees (filed July 1 of each year).
Strategic 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 Paving Program:** Current pavement condition ratings indicate that 9% 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 as the annual minimum budget of $1.5 million has improved the condition of our streets. *(Public Service Department & Public Safety/Service Committee)*

**Key Measurements:**

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

**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 ($1.5 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:**

**Thoroughfare Plan:** The Thoroughfare Plan provides the vision in regards to connectivity, functional classification and level of service (capacity) of our roadway network.

- **Goal 4-2:** Update the Thoroughfare Plan. *(Public Service Department & Public Safety/Service Committee)*

**Key Measurements:**

- 4-2-M1 Completion of the plan (2019).

**Key Action Steps:**

- 4-2.1 Incorporate traffic analysis when updating the Thoroughfare Plan, including new feasible roadway locations, multiple typical sections per functional classification, additional traffic signal/roundabout 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 upcoming Thoroughfare Plan.

**Key Result/Goal:**

**Future Projects Plan:** The Thoroughfare Plan identifies future needs for roads, traffic, bicycle and pedestrian facilities (active transportation) but does not identify the funding or scheduling of actual projects. The City’s 5-Year 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.
Strategic Plan 2019 – 2023

- **Goal 4-3:** Create Future Project Plans. *(Public Service Department & Public Safety/Service Committee)*

  **Key Measurements:**
  4-3-M1 Completion of the plan (2019).
  4-3-M2 Annual updates to the plan (2020-2023).

  **Key Action Steps:**
  - 4-3.1 Utilize the Thoroughfare 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:**
  **Active Transportation:** The Active Transportation Plan identifies future needs for bicycle and pedestrian facilities (sidewalks, shared use paths, bike lanes, etc.) within the City. The City’s Active Transportation 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 Union County.

- **Goal 4-4:** Incorporate Active Transportation components within Capital Improvement and private development projects. *(Planning Commission, Public Service Department, Public Safety/Service Committee & Union County Health Department)*

  **Key Measurements:**
  4-4-M1 Completed projects.
  4-4-M2 Annual budgets (2019-2023).

  **Key Action Steps:**
  - 4-4.1 Prioritize projects listed within the Active Transportation Plan.
  - 4-4.2 Adopt a Complete Streets policy.
  - 4-4.3 The City will continue looking for alternate funding sources to offset the cost of proposed improvements.

**Strategic Priority 5: Enterprise Fund Management**

**Priority Introduction:** The City strives to keep our utility rates fair and equitable, while performing services requested by our users and planning for the future utility needs of our residents, customers and businesses. The City must focus on reliability and redundancy for our utility system. The City shall embrace technology to ensure the proper maintenance and capital improvements occur to preserve the level of service expected by our customers.

**Key Result/Goal:**
**Water and Sewer Rates:** Current rates are a function of past City efforts to increase capacity based on a projected increase for need. The current plan is to maintain current rates while pursuing economic development opportunities and exploring rate reduction initiatives.

- **Goal 5-1:** Maintain current water and sewer rates while exploring options to reduce rates (2019-2023). *(Finance Department, Public Service Department & Public Safety/Service Committee)*

  **Key Measurements:**
  5-1-M1 Possessing utility rates under the 75 percentile (combined for water and sewer) using Ohio EPA annual rate studies.
Key Action Steps:
5-1.1 Continue holding Utility Rate Working Group meetings to discuss options to keep our utility rates fair and equitable.

Key Result/Goal:
**Water and Sewer Users:** Rates can be maintained by increasing the number of users and therefore the usage on our utility system.

- **Goal 5-2:** Increase the number of end users by pursuing economic development opportunities and land use decisions (2016-2020). (Public Service Department & Economic Development)

Key Measurements:
5-2-M1 Number of users reflected in annual reports.

Key Action Steps:
5-2.1 Explore possible addition of other larger users including other public entities.

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**Marysville Upground Reservoir**

Key Result/Goal:
**New Water Treatment Plant:** The current plan and permit approval process is 80% complete. The timing of the plant construction is dependent on (a) new users (primarily larger users), (b) current capacity (c) facility aging concerns and (d) potential changes in Ohio EPA regulations. Ultimately, the City will not move forward with the construction of the new Water Treatment Plant until it is clear that rate increases are not necessary.

- **Goal 5-3:** The proposed construction start date of a new Water Treatment Plant in 2020. (Public Service Department & Public Safety/Service Committee)

Key Measurements:
5-3-M1 Water use reflected in annual reports.
5-3-M2 Quantity and cost implications for the required repairs to the current plant.
5-3-M3 Number of users (i.e. capacity fees received) reflected in annual reports.

Key Action Steps:
5-3.1 Finalize plan approval process through the various reviewing agencies (Ohio EPA, Union County Building Department).
5-3.2 Determine an appropriate funding source for this project while not increasing the user rates for our customers.
Key Result/Goal:
**Wastewater Master Plan:** This master plan is used to project future growth and ensure we can meet future wastewater needs. The plan is conducted by a consultant and is generally updated every 5-10 years (or based on need). Key

- **Goal 5-4:** Update the Wastewater Master Plan to ensure the City meets the future needs of the community and customers (2019). (Public Service Department & Public Safety/Service Committee)

Key Measurements:
5-4-M1 Completion of the plan (early 2019).

Key Action Steps:
5-4.1 Upon completion of the plan, City Council to adopt the Wastewater Master Plan for the purposes of planning the future capital projects for our wastewater system.

Key Result/Goal:
**Water Master Plan:** The plan was last completed in 2005. The plan fills a similar need as the Wastewater Master Plan in projecting future growth and proposed infrastructure improvements to meet future water needs. This plan is also accomplished by a consultant and would logically be completed after the construction of a new Water Treatment Plant.

- **Goal 5-5:** Update the Water Master Plan to ensure we meet the needs of the community and customers once the new Treatment Plant is constructed (2022). (Public Service Department & Public Safety/Service Committee)

Key Measurements:
5-5-M1 Completion of the plan (2023).

Key Action Steps:
5-5.1 Completion of new Water Treatment Plant (2022).
5-5.2 Upon completion of the plan, City Council to adopt the Water Master Plan for the purposes of planning the future capital projects for our water system.

Key Result/Goal:
**Stormwater:** Ensure the revenue generated by this fund is sufficient to cover the necessary operations, maintenance and capital costs of our Stormwater crew.
Goal 5-6: Project the revenue of the Stormwater Fund over the next five years to fund construction projects that reduce regional stormwater issues. (Finance Department, Public Service Department & Public Safety/Service Committee)

Key Measurements:
5-6-M1 Balance of Stormwater fund as indicated in annual reports.
5-6-M2 Completed projects.
5-6-M3 OEPA violations/rule changes.
5-6-M4 Incidents of significant flooding and drainage complaints.

Key Action Steps:
5-6.1 Ensure there are adequate funds available to prioritize and complete projects as identified in stormwater Capital Improvement Plan.
5-6.2 Performed recent audit of impervious area calculations, which ultimately resulted in additional revenue.
5-6.3 A proposed rate increase for Stormwater fees has been proposed in the 2019-2024 budget book. The rate increases would be implemented incrementally from 2019 through 2021 to ensure the capital needs of the department are funded within the 5 year forecast.

Key Result/Goal:
Sanitation: Ensure the revenue generated by this fund is sufficient to cover the necessary operations, maintenance and capital costs.

Goal 5-7: Analyze the fund and the reserve to ensure fund health over the long-term. (Finance Department, Public Service Department & Public Safety/Service Committee)

Key Measurements:
5-7-M1 Balance of Sanitation Fund as indicated in annual reports.
5-7-M2 Continue reporting quarterly and annually on the status of the Sanitation Fund.
5-7-M3 Refuse, recycling and yard waste issues.
5-7-M4 Refuse diversion rate.

Key Action Steps:
5-7.1 Ensure there are adequate funds available to preserve the level of service expected by our customers while covering the costs associated with our refuse collection contract and the Sanitation Division’s operation, maintenance and capital costs.
5-7.2 Finance Department reporting quarterly and annually on the fund.
5-7.3 A proposed rate increase for both Trash and Sanitation fees has been proposed in the 2019-2024 budget book. The rate increases would be implemented incrementally from 2019 through 2022 to ensure the capital needs of the department are funded within the 5 year forecast.

Key Result/Goal:
Enterprise Infrastructure: The infrastructure associated with the City’s enterprise services includes far more than consideration to just the treatment plants. Reliability and redundancy are key to operating a successful utility as indicated within the City SWOT analysis.
Goal 5-8: Perform annual maintenance and capital improvements that increase the reliability and redundancy of the water distribution and wastewater collection systems. (Public Service Department & Public Safety/Service Committee)

Key Measurements:
5-8-M1 Annual reports on progress.
5-8-M2 Completed projects.

Key Action Steps:
5-8.1 Continue to replace cast iron water mains annually and maintain a priority list based on the number of breaks experienced in each area.
5-8.2 Continue to perform water main leak surveys annually and immediately repair any issues found.
5-8.3 Continue to update the AMI system and its components to reach full system capability.
5-8.4 Provide redundancy to the southern portion of the water distribution system.
5-8.5 Continue to clean and video the wastewater collection system and immediately repair any issues found.
5-8.6 Use the results of the Wastewater Master Plan to identify limitations in the capacity of the wastewater collection system (i.e. under designed pump stations, undersized force mains, etc.) and prioritize improvements to address each issue.
5-8.7 Use the results of the Wastewater Master Plan to identify improvements that reduce the system’s dependence on wastewater pump stations which are costly to operate/maintain and pose a risk to the reliability and redundancy of the wastewater collection system.

Strategic Priority 6: Parks & Recreation

Priority Introduction: The City’s Parks and Recreation programs support the quality of life in Marysville 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. Many times businesses will cite the quality of a City’s Parks and Recreation offerings as a reason for relocating to that community.

Key Result/Goal:
Parks and Recreation Master Plan: The Parks and Recreation Master 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 6-1: Parkland and Trails. The City of Marysville acquires and develops an appropriate amount of trails and parks to meet the growing population and ensure equity of access for the community given available resources (2019-2023). (Public Service Department, Public Safety/Service Committee, Parks & Recreation Commission)

Key Measurements:
6-1-M1 Progress in improving Level of Service as outlined in the Parks & Rec Master Plan.
6-1-M2 Total miles of soft and hard surface trails constructed annually.
Strategic Plan 2019 – 2023

6-1-M3 Total amount of grant funding obtained annually.
6-1-M4 Signage replaced and/or installed annually.

Key Action Steps:
6-1.1 Annually assess progress towards Level of Service recommendations and update CIP accordingly.
6-1.2 Add a minimum of 3.55 miles of soft surface trail and 4.17 miles of hard surface trail by 2022.
6-1.3 Convert existing undeveloped park acres, or acquire new land, to increase the level of service of neighborhood and community parkland to recommended ratios.
6-1.4 Identify potential expansion of active transportation infrastructure and funding opportunities.
6-1.5 Develop or update master plans when major amenities are added to existing parks.
6-1.6 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.
6-1.7 Prioritize trail development that links parkland to trails or creates city and regional loop trails.
6-1.8 Continue improvement of trailheads and wayfinding signage to align with citywide branding and design standards.
6-1.9 Grow new partnerships with other providers and nonprofits in land management that create open space greenway and trail corridors throughout the area and region.
6-1.10 Develop additional spaces that are dedicated to passive natural area recreation and environmental education for all ages.
6-1.11 Continue to find ways to connect the Historic Uptown District to the parks and trails system to leverage economic impact, provide additional recreational opportunities, and acknowledge the significance of the heritage and history of Marysville.
6-1.12 Develop a master plan or strategic plan for public art in the park system, including dedicated funding for acquisition and ongoing maintenance.

Goal 6-2: Operations and Maintenance. The City of Marysville 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). (Public Service Department, Public Safety/Service Committee, Parks & Recreation Commission)

Key Measurements:
6-2-M1 Average annual playground equipment evaluation scores.
6-2-M2 Creation of maintenance standards for park facilities.
6-2-M3 Creation of formal design standards for park and trails.

Key Action Steps:
6-2.1 Identify and track maintenance standards, costs, and staff levels required to accommodate utilization demands.
6-2.2 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.
6-2.3 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.
6-2.4 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.

6-2.5 Compile existing maintenance standards and obtain concurrence from the Parks and Recreation Commission. Apply the maintenance and operational standards in managing facilities throughout the Marysville system.

6-2.6 Compile and evaluate existing formal and informal design standards for parks and trails. Based on the evaluation, develop and obtain Park Commission 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 6-3: Recreation Facilities.** The City of Marysville strives to meet community demand for indoor and outdoor recreation facilities while achieving clear cost recovery goals that keeps facilities productive, adaptable, and financially sustainable. (2019-2023). (Public Service Department, Public Safety/Service Committee & Parks and Recreation Commission)

**Key Measurements:**

6-3-M1 Annual progress towards Level of Service recommendations.

6-3-M2 Completion of a cost-benefit analysis for potential facility improvements.

6-3-M3 Completion of a feasibility assessment for developing additional fields and/or an indoor recreation facility.

**Key Action Steps:**

6-3.1 Assess the feasibility of adding 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.

6-3.2 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.

6-3.3 Conduct a condition assessment of the outdoor pool and the feasibility of replacement, adding additional amenities or constructing an additional outdoor aquatic facility or spray ground park elsewhere in the City.

6-3.4 Establish utilization productivity goals for each facility (e.g., ratio of utilized hours to available hours).

6-3.5 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.

6-3.6 Conduct a cost-benefit analysis to determine which facilities could become more productive (e.g., at night, during winter, etc.) through facility improvements such as artificial turf, lighting, etc.

6-3.7 Develop a business plan and pro forma to inform operations and use when developing a new facility or completing major improvements.

6-3.8 Expand the partnership with the YMCA and Marysville Public Schools to provide additional athletic fields and indoor recreation facilities to the community.

6-3.9 Cultivate additional partnerships with community organizations, nonprofits, and private businesses to provide additional facility options.
**Goal 6-4: Recreation Programs & Events.** The City Of Marysville strives to develop, provide, and manage recreation programs and events that meet community needs in terms of topic, location, price, and service. (2019-2023). (Recreation and Events Manager, City Manager, City Council & Parks and Recreation Commission)

**Key Measurements:**

6-4-M1 Annual report on all programs and their current state in program lifecycle.
6-4-M2 The creation of a mini business plan for each core event.
6-4-M3 Annual report on volunteer efforts and sponsorships.
6-4-M4 Feedback from customer surveys.

**Key Action Steps:**

6-4.1 Increase offerings in nature and outdoor recreation including natural history and appreciation of nature, stewardship of natural resources, walking, hiking, etc.

6-4.2 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.

6-4.3 Track national and regional trends for programs and services and how they may apply to the community.

6-4.4 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.

6-4.5 Institute a monitoring program to track the need to modify programs over time.

6-4.6 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.

6-4.7 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.

6-4.8 Utilize additional methods of customer surveys to collect more diverse feedback.

6-4.9 Develop Mini 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.

6-4.10 Identify performance management standards based upon key outcomes for all programs and services.

6-4.11 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.

6-4.12 Develop a formal partnership policy and identify ways to get more partners involved.

6-4.13 Ensure volunteer record keeping systems are coordinated so that it is easy to determine who is volunteering and where.

**Goal 6-5: Financial Sustainability.** The City of Marysville balances growing community needs with strategic yet practical funding and staffing solutions. (2019-2023) (Finance Department, Public Service Department, City Manager, City Council & Parks and Recreation Commission)

**Key Measurements:**

6-5-M1 Completion of a fee analysis and policy review.
6-5-M2 Establishment of key reserves.

**Key Action Steps:**

6-5.1 Consider enacting a parks and recreation levy to fund improvements to trails, parks, facilities, programs, and events.
6-5.2 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.

6-5.3 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.

6-5.4 Establish dedicated reserves for facility replacement, infrastructure improvements and emergency repair/storm damage.

### Strategic Priority 7: Community Appearance

**Priority Introduction:** The City’s vision for well-planned neighborhoods and having a vibrant economy must start with the Community Appearance priority. There are a number of attributes that contribute to a community’s character and uniqueness and that give it a “sense of place” which collectively comprise the City’s quality of life. Community character affects how the City is perceived and valued by anyone who lives, works, plays, or visits Marysville. The City will lead by example in improving the overall appearance of the community by continuing to improve and maintain the City’s thoroughfares, parks and facilities. The City will continue to maintain funding opportunities for residents and businesses such as the Home Improvement Reimbursement and Facade Improvement Programs.

**Key Result/Goal:**

**Exterior Property Maintenance:** A well-maintained community can enhance development and improve quality of life. It is often a first and lasting community impression. A team effort between Council and City staff must be focused on improving exterior property maintenance.

- **Goal 7-1:** Review applicable codes and processes to develop the strategy and implement a comprehensive, prioritized, time-phased, enforceable, exterior property maintenance movement designed to increase property values and improve quality of life (2019). (Public Service Department & Exterior Property Maintenance Commission)

**Key Measurements:**

7-1-M1 Violations.
7-1-M2 Number of complaints.
7-1-M3 The City’s Customer Support Survey.

**Key Action Steps:**

7-1.1 Continued enforcement of violations that are egregious, complaint driven, or health and safety related code violations.
Strategic Plan 2019 – 2023

7-1.2 Research the feasibility of developing a City Building Department (2019-2021).
7-1.3 Research the feasibility of creating and implementing a residential rental inspection requirement (including fees) as part of implementing the International Property Maintenance Code (2019-2020), which may require additional staff.
7-1.4 Continued enforcement of the abandoned/vacant property registration ordinance.
7-1.5 Continued review of the City Code and recommend changes to City Council.
7-1.6 Education of the citizens and businesses on City Code and what constitutes a code violation (2019-2020).

Key Result/Goal: Streetscapes and Corridors: Our City streets and corridors connect our community. These streets and corridors are used frequently and represent our City.

- **Goal 7-2:** Continuously look at ways to improve the overall appearance and provide aesthetic improvements to our streetscapes and corridors. (Public Service Department & Public Safety/Service Committee)

**Key Measurements:**
7-2-M1 Property values.
7-2-M2 The City’s Customer Support Survey.

**Key Action Steps:**
7-2.1 Install and maintain landscape medians/entryways on major corridors.
7-2.2 Encourage street tree maintenance and installation of approved street tree species.
7-2.3 Traffic signal/street lights improvements.
7-2.4 Implementation of the City-wide branding including gateway signs and street signs.
7-2.5 Continued regulation of commercial signage standards.
7-2.6 Prioritize private and public investment via sidewalk assessments (ADA).
7-2.7 Advertise the City’s sidewalk and curb improvement program to residents and ensure full utilization of the funding available for improvements.
7-2.8 Seek out opportunities to fund the installation of public art (sculptures, murals, etc.).

Key Result/Goal: Uptown Marysville: Our vision for well-planned neighborhoods and having a vibrant economy must start with the appearance of our Historical Uptown. An attractive, well-kept, safe Uptown contributes to a first and lasting impression for our visitors. It showcases our community pride. It creates identity and is a key component to our branding.

- **Goal 7-3:** Provide a City focus on improving the general appearance of the Uptown district and helping to make it a resident, visitor and business destination through building facade restoration, area enhancements and promoting the Uptown. The City is the primary driver through: consulting, engineering, planning, grants, city funding, street maintenance, code enforcement, and assisting organizations with this same goal. (City Planner & Economic Development Director)
Key Measurements:
7-3-M1 Number of occupied buildings.
7-3-M2 Property maintenance and number of property improvements.
7-3-M3 Uptown Measurements.
7-3-M4 Annual retention visits with businesses and residents in the Uptown.

Key Action Steps:
7-3.1 The City, in collaboration with the Chamber/Economic Development Director and Team Marysville, will identify the City employees (team and leader) assigned to manage the Uptown.
7-3.2 Implementation of the identified Uptown Improvement priorities through the annual budgeting process.
7-3.3 Continued promotion and oversight of the Facade Improvement grant for the Uptown area (established 2018). Continued monitoring of the Uptown façade restoration and maintenance codes to ensure they are in-tune with our vision while eliminating potential safety hazards.
7-3.4 Implementation of Uptown specific branding including wayfinding signage and decorative arches.
7-3.5 Review and update the architectural guidelines for the Historic Uptown.
7-3.6 Research opportunities for external funding (grants) for exterior improvement projects.
7-3.7 Continued promotion and oversight of the Home Improvement Reimbursement Grant Program focused on improving building appearances.
7-3.8 Continued utilization of the public sign package (including street signs and arches) to incorporate the Uptown Brand within the District.
7-3.9 Create a standard for City-Owned public parking lots located in the Uptown District including details for signage, columns, landscaping, lighting and other aesthetic enhancements. Begin implementing these standards for the existing parking lots and plan to incorporate them in future developments.

Strategic Priority 8: Quality Customer Service

Priority Introduction: The City of Marysville’s commitment to quality customer service begins with our City Mission Statement, “To provide timely, friendly, quality services to our citizens, businesses, clients, and customers—to include our internal customers, our employees.” This commitment is further demonstrated as “Quality Customer Service” is one of our City core values. The goals and action steps below enable us to fulfill our mission, embrace our core value and exceed customer expectations.

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 8-1: The Administration will develop and implement a bi-annual (every two years) Citizen Service Survey starting in 2020 (during each even year). (Administration & Department/Divisions as required)
Strategic Plan 2019 – 2023

Key Measurements:
8-1-M1 The report on the bi-annual survey results.
8-1-M2 The sample rate of the survey. The minimum goal is 500.

Key Action Steps:
8-1.1 Utilize input from each department/division and develop a comprehensive, concise survey designed to capture our customers’ views of the services we provide.
8-1.2 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.
8-1.3 Establish the best possible delivery method to obtain the largest sample, that seeks to gain input from all wards; all areas of the City.
8-1.4 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.
8-1.5 Development of the specific performance factor of “Customer Service” for each employee performance evaluation. The Citizen 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 8-2: Utilize the Strategic Workforce Plan (SWP) to prioritize and project future workforce requirements and use the annual budget process/personnel budget requests (PBR) to maintain the necessary staff to provide quality services. (Human Resources, Finance Department & Finance Committee)

Key Action Steps:
8-2.1 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.
8-2.2 The Administration’s annual submission of the necessary budget and prioritized PBRs (when applicable) linking workforce needs to this strategic plan and/or the customer surveys.
8-2.3 Managers will ensure they utilize sound successor planning in the SWP process to ensure we maintain qualified staff and continuity of services.

▪ Goal 8-3: Provide customer service employee orientations and periodically train employees to provide quality service. (Human Resources in association with Departments and Divisions)

Key Measurements:
8-3-M1 Record/document the completion of the employee orientation and other recurring training events.
8-3-M2 Total City funding for dues, conferences and training in the annual fiscal budget.
8-3-M3 Total number of annual hires from within.

Key Action Steps:
8-3.1 Human Resources provides employee orientations with a heavy focus on quality customer service.
8-3.2 Human Resources coordinates and budgets for continued customer service training and assists areas in professional development.
8-3.3 The Finance Department will develop and maintain a policy and procedure manual designed to help ensure quality customer service at the City Hall/Customer Service Center.
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 8-4:** 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:**

- 8-4-M1 Capital Improvement Plan
- 8-4-M2 Reserve Budget

**Key Action Steps:**

- 8-4.1 Explore or create some form of asset maintenance management system/software. *(Engineering staff 2019-2020)*
- 8-4.2 Utilize departmental/divisional equipment replacement plans.
- 8-4.3 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 8-5:** 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:**

- 8-5-M1 Annual wellness program statistics and insurance usage reports.

**Key Actions:**

- 8-5.1 Support a vibrant, active wellness committee and provide a challenging, incentive-based/outcome-based wellness program.
- 8-5.2 Provide the necessary safety programs, safety training and an engaged Safety Action Team (SAT), to reduce or eliminate work-related injuries.

**Key Measurements:**

- **Goal 8-6:** The City will provide a competitive wage and benefit package that also seeks to be fiscally sound. *(Administration, Finance Department, Finance Committee & Human Resources)*

- 8-6-M1 Annual insurance usage reports.
- 8-5-M2 Wage and benefit studies as required.

**Key Action Steps:**

- 8-6.1 Human Resources will conduct wage and benefit studies of comparable cities as necessary to maintain a fact-based comparable wage and benefit package.
- 8-6.2 Human Resources will provide assistance/guidance to managers in applying the provisions of our merit-based incentive programs.
- 8-6.3 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.
Strategic Plan 2019 – 2023

- **Goal 8-7:** The City will provide a focus on improving employee morale and promote a culture where employees are valued. (Administration & Human Resources)

**Key Measurements:**
- 8-7-M1 Results of the employee survey.

**Key Action Steps:**
- **8-7.1** The Administration will hold annual employee appreciation lunches and two annual health and benefit fairs.
- **8-7.2** The Administration and the Recreation and Events Manager will connect employees and their families to annual City events through internal marketing. This includes Uptown events, the use of our City pool and park system.
- **8-7.3** Human Resources will conduct an annual employee-morale/engagement survey.

**Strategic Priority 9: 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 supervisors 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 9-1:** Conduct a comprehensive survey of the community (2019) 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 various departments/divisions as need)

**Key Measurements:**
- 9-1-M1 Results of the surveys.

**Key Action Steps:**
- **9-1.1** The Administration will design a survey (2019) that contains all forms of current communication (website, Facebook, cable channel, etc.) and other forms that are not currently used (Twitter, Instagram, etc.) and disseminate the survey by using all forms of current communications.
- **9-1.2** The Administration will utilize the results to manage how we communicate with our customers in the future (2019-2023).
- **9-1.3** HR conducted an internal communications survey of City employees per the 2016-2020 Strategic Plan. The survey was completed in 2017. The results were "Excellent" and indicated that our employees view our internal communications very favorably. Given that response, we plan to check-in with employees and conduct the survey again in 2020.
Key Result/Goal: 
**Communication between Council, City Manager and all Employees:** 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 9-2:** Utilize proper communication channels, adhering to all applicable laws, and focus on proactive communication for the efficient management of our City. (Administration and various departments/divisions as needed)

**Key Measurements:**
- 9-2M1 Submission of weekly and annual reports.
- 9-2M2 State of the City Address.
- 9-2M3 Meeting minutes (Council, Committees, NW 33 Innovation Corridor COG and UCCOG).
- 9-2M4 Number of City Manager on-site visits.

**Key Action Steps:**
- 9-2.1 The Administration provides weekly and annual reports to Council.
- 9-2.2 The Mayor attends staff meetings that are held on Council meeting days to help prepare.
- 9-2.3 Administration takes appropriate items through the Council Mayor to Council and/or through a Committee Chair to Committee.
- 9-2.4 The City will continue to hold Council Work Sessions to help foster communication.
- 9-2.5 The City Manager, as a minimum, will continue to set aside a day in August to tour all facilities and discuss issues with managers. The August time frame is in concert with the budget process cycle. The HR Director will take notes and assist in following up on appropriate issues that are raised.

Key Result/Goal: 
**City Branding:** We will “Brand” our city with an identity that makes residents feel proud and connected to Marysville.

- **Goal 9-3:** The City will create and utilize a single approach to signs, asset identification (i.e., logo on City fleet), and correspondence with a templated logo and look for other ways to identify who we are, in all that we do. (Administration and various departments/divisions as needed)

**Key Measurements:**
- 9-3M1 Number of park signs updated annually.

**Key Action Steps:**
- 9-3.1 Continue to update at least 3 City park signs per year to new logo and colors (4 done in 2016, 3 in 2017, and 5 in 2018).
- 9-3.2 All written documents and email will be templated with the City brand.
- 9-3.3 Maintain consistent branding of logo on fleet.
- 9-3.4 Maintain consistent branding on water towers.
- 9-3.5 City flag design contest. A City Flag will enhance community spirit and symbolize City pride. The contest was announced in November of 2018 as a method of marketing for the City’s Bicentennial. The winning design will be selected and revealed in January of 2019.
- 9-3.6 Utilize professional, standardized-logo employee clothing.
- 9-3.7 The City will form a committee in 2021 that is made up of two Council members, a member of the Planning Commission and key executive staff, to reexamine the City motto, “Where the Grass is Greener”. That committee will ensure our motto embraces our history, but also provides vision into our future.
- 9-3.8 The City’s Bicentennial (August 10, 2019) is the perfect celebration to make residents feel proud and connected to Marysville. A Bicentennial logo will be used to brand the City’s 200th anniversary and utilized in all marketing efforts.
9. **Progress Reporting/Plan Updates**: Two of our guiding principles to our approach to this strategic planning effort are efficiency (regarding reporting on status/progress) and sustainability (in terms of a long-term, continuous approach to our vision).

a. **Progress Reporting**: The Administration will track and report on the progress towards the goals identified in this plan through the normal process of reporting to Council, and in accordance with Goal 8-2 of this plan under the priority of Communications and Branding.

   (1) **Work Sessions**: The monthly work sessions are an ideal forum to discuss strategic management issues and progress towards strategic goal accomplishment.

   (2) **Annual Reports**: The annual report plays a critical step in this process. City departments and divisions will include status of these strategic goals in their reports to the Administration; with the Administration reporting to Council. An annual report briefing will be provided to Council during the March work session.

b. **Plan Updates**: We developed this plan utilizing an updated SWOT analysis and annual reports. This plan reflects our 5-year vision, based on what we know today. This being our first successor plan, we will utilize lessons learned to establish the below three triggers or indicators, as to when this current plan needs to be updated in the future.

   (1) **SWOT Analysis**: The initial 2016-2021 Plan utilized the City’s first SWOT Analysis from February 2016. The model was developed to update that SWOT every two years (even numbered). The SWOT was updated in February of 2018 to trigger this successor plan. That model will be continued. The next SWOT update is scheduled for February 2020. SWOT analysis will be used as a trigger to whether or not this plan needs to be updated. Changing threats, new weaknesses, emerging opportunities, all have an impact on our strategic vision.

   (2) **Annual Reports**: The annual reports and March work session briefings will be used to provide status updates to this plan. This will also provide an indicator as to whether or not the plan needs to be updated. This status update step may show us our goals were either
too easy, or unrealistic.

(3) **Major Unforeseen Variables:** We are committed to effectively and efficiently using our approach to strategic planning and strategic management to realize our vision. Regardless of the indicators and triggers embedded in this process, there is still the potential variable of an unseen major event. This could include a National or local economic change, a natural disaster, or State level changes that effect local municipalities. The goal is to capture these, when possible, utilizing our SWOT. In the event that are truly unforeseen, we may need to adapt and rethink our strategic vision.

10. **Key Supporting Plans:** This Strategic Plan provides the macro-vision for our community’s future. It is not intended to provide all the necessary details. This Strategic Plan references dozens of additional supporting plans that act in concert with this plan to provide a more comprehensive, detailed plan for our future. These key supporting plans are listed below as a reference.

<table>
<thead>
<tr>
<th>Plan</th>
<th>Brief Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marysville Division of Police (MPD) strategic plan</td>
<td>Division specific goals and action plans; this MPD plan is to be developed by 2020. Was completed, the plan is available through MPD.</td>
</tr>
<tr>
<td>Marysville Division of Fire (MFD) strategic plan</td>
<td>Division specific goals and action plans; utilized since 2009 and updated by MFD for 2015-2020. The plan is available through MFD or HR.</td>
</tr>
<tr>
<td>Kramer &amp; Associates Group (Kramer Study)</td>
<td>The report was published March 2018, and was entitled “Analysis of Fire Department Facilities and Operations.” The report is available through MFD.</td>
</tr>
<tr>
<td>33 Smart Mobility Corridor marketing strategy</td>
<td>Once developed (anticipated 2019), the 33 Smart Mobility Corridor Marketing Strategy will provide a robust vision for the US-33 corridor and how Marysville and Union County can implement a comprehensive marketing and branding campaign that refines the complex messaging of the corridor and maximizes exposure of existing and pending automotive and smart mobility assets.</td>
</tr>
<tr>
<td>Crossroads Area Plan</td>
<td>Developed in 2015-16, this plan is an effort to create a common plan and build consensus for land use, infrastructure, and economic development for the area at the crossroads of US 33, State Route 161 / Post Road and Hyland-Croy Road. This plan is an attempt to move the communities forward in a positive way. The plan established desired outcomes for the area, proposed actions to achieve those outcomes, and articulated the logic for continuing to work together. The multi-jurisdictional effort brought together Jerome Township, the City of Dublin, the City of Marysville, and Union County with the guidance of the Logan, Union, Champaign Regional Planning Commission (LUC).</td>
</tr>
<tr>
<td>2017 Uptown Revitalization Plan</td>
<td>A community vision plan for the preservation, growth and development of the Uptown District. Serves as a guide for future development and policy decisions that reflect the community’s long-term vision, goals and priorities, balanced with an understanding of marketplace conditions. It is designed to assist City staff with communicating the City’s values to potential residents, investors, and businesses.</td>
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<tr>
<td>Economic Development Strategy</td>
<td>Originally created in 2014 and updated in 2018, the Economic Development Strategy provides a framework and recommendations on how Union County and its municipalities and townships can improve economic competitiveness and encourage new business growth and development.</td>
</tr>
<tr>
<td>2018 Comprehensive Plan</td>
<td>A plan to prioritize development and land-use patterns, identify important and potentially transformative projects, and align resources to address growth and improve the community’s quality of life.</td>
</tr>
<tr>
<td>5-year Financial Forecast/Plan</td>
<td>Embedded within the annual budget book that the Finance Department provides City Council each year, is a 5-year financial forecast on all existing funds within the City's chart of accounts. In addition, an update to the 5 year financial forecast for the General Fund is reviewed and adopted by the Finance Committee in the 1st quarter of each year.</td>
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<tr>
<td>Capital Improvement Plan</td>
<td>This is a 5 year plan and included in each budget appropriations package.</td>
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<tr>
<td>Annual Streets Paving Program</td>
<td>This is not a City program used to rate streets each year and based on the ratings, narrow the streets to be paved to a list that is then presented to Council for review and approval.</td>
</tr>
<tr>
<td>Thoroughfare Plan</td>
<td>The Thoroughfare Plan (last updated in 2011) identifies transportation needs based on current and future traffic counts and projections. It also lists standards related to Access Management, Roadway Typical Sections, Functional Classifications and speed limits. Finally, it incorporates other modes of travel other than vehicular to include pedestrian and bicycles and indicates where improvements will be needed in the future.</td>
</tr>
<tr>
<td>Active Transportation Plan</td>
<td>Currently this is a one page map that shows where future improvements will be needed to accommodate non-vehicle modes of travel. This plan will be incorporated in the next Thoroughfare Plan update.</td>
</tr>
<tr>
<td>Future Projects Plan</td>
<td>This plan is being created in-house and will include descriptions on all future capital improvements in the areas of Parks &amp; Grounds, Pedestrian &amp; Bicycle Infrastructure, Streets, Stormwater, Water, Wastewater and Facilities.</td>
</tr>
<tr>
<td>Wastewater Master Plan</td>
<td>This plan uses population projections to anticipate future wastewater demand and identifies infrastructure projects that will be needed to accommodate growth. It also looks at the operational needs of the wastewater collection system and recommends improvements that will reduce inefficiencies and potential points of failure to ensure consistent and uninterrupted service. It also evaluates the financial structure of the wastewater fund, revenue and expenses and compares them to those from other communities.</td>
</tr>
<tr>
<td>Water Master Plan</td>
<td>This plan uses population projections to anticipate future water demand and identifies infrastructure projects that will be needed to accommodate growth. It also looks at the operational needs of the water distribution system and recommends improvements that will reduce inefficiencies and potential points of failure to ensure consistent and uninterrupted service. It also evaluates the financial structure of the water fund, revenue and expenses and compares them to those from other communities.</td>
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<tr>
<td>Parks and Recreation Master Plan</td>
<td>This plan should be updated every 5 years and is intended to identify the City’s needs in the areas of Parks and Recreation. It includes a survey of the public as well as public involvement meetings to find what amenities, facilities and recreational programs are priorities to the citizens of Marysville and where the greatest needs exist. The plan also compares Marysville amenities, facilities and recreational programs with those of other comparable Cities. The recommendations from the plan are used to populate the Capital Improvement Plan, formulate new events and programs and assist with planning efforts in the area of Parks &amp; Recreation.</td>
</tr>
<tr>
<td>International Property Maintenance Code</td>
<td>The International Property Maintenance Code (IPMC) is a model building code developed by the International Code Council (ICC). It has been adopted for reference and development base code education by most jurisdictions in the United States and Internationally.</td>
</tr>
<tr>
<td>Strategic Workforce Plan (SWP)</td>
<td>A 5-year projection of workforce (employees) needs, categorized by job title and by department/division; updated annual by Human Resources (HR) and provided to City Council in budget folders.</td>
</tr>
<tr>
<td>Emergency Operation Plan (EOP)</td>
<td>Plan used to prepare, train and conduct operations in the event of an emergency. This is City Safety Program #9; updated and distributed by HR.</td>
</tr>
<tr>
<td>Strengths, Weaknesses, Opportunities and Threat Analysis (SWOT)</td>
<td>Standard analysis tool used by all departments/division to help key decision makers assess our strategic position and judge as to whether this Strategic Plan requires updating. First performed February 2016, again in February 2018 and next scheduled for February 2020.</td>
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</tbody>
</table>