

Tipp City Strategic Summary

Vision: To be nationally recognized as one of the best small towns in America.

Mission: To provide an environment that nurtures a high quality of life and a solid basis for economic growth for its residents and those who do business within the community. This commitment is based on the respect of our past, the safe-guarding of our heritage and traditions, and through creative innovative leadership in managing future growth while enhancing our community.

SWOT ANALYSIS

<p>Strengths:</p> <ol style="list-style-type: none"> 1. Prime location of Tipp City (proximity to Dayton, I70/75, CSX) 2. Low utility costs, tax rates & municipal electric 3. Great small town with engaged citizens - featuring great amenities, recreational activities, and quality of life 	<p>How to leverage:</p> <ol style="list-style-type: none"> 1. Develop marketing campaign highlighting specifics, compare/contrast 2. Develop marketing campaign comparing costs/rates, downtime, repairs, redundancy, etc. 3. Gather quantitative & qualitative research to differentiate greatness from other nearby similar towns
<p>Weaknesses:</p> <ol style="list-style-type: none"> 1. Bad 1st visual impression 2. Not enough time devoted to E.D. 3. Lack H.R. employee, succession planning, retirements, etc. 	<p>How to correct:</p> <ol style="list-style-type: none"> 1. Develop landscaping plan and year-round maintenance program 2. Hire a full-time E.D. professional 3. Hire a H.R. professional
<p>Opportunities:</p> <ol style="list-style-type: none"> 1. Economic Development 2. Marketing T.C.'s advantages 3. Advancing technology (ex. BPL, Wi-Fi all of T.C. - new utility) 	<p>How to pursue:</p> <ol style="list-style-type: none"> 1. Fund robust E.D. department 2. Develop multi-faceted media presentation with professionally produced testimonials, endorsements, social media, website, etc. 3. Capitalize on electric utility potential, plan, etc.

Priority – Key Issues:

1. Enhance 1st visual impression
2. More Time Focused on Economic Development
3. Improve Human Resource Functions

Tipp City

Priority Issue Summary – Key Issue #1

Issue Statement: Enhance the First Impression of Tipp City

Background of Issue:

- Over the past decade there has been a distinct decrease in maintenance & mowing of I-75 ROW by ODOT leading to overgrown, weedy, and unsightly entrance/exits in Tipp City. During that time period, other nearby cities have undertaken long-term and robust landscaping and maintenance of their proximate entrance/exit areas – exacerbating the distinction between Tipp City and neighboring cities and the negative “first impression”
- If the issue is not resolved, Tipp City will continue to give negative first impressions and foster contrary opinions/mental images counter to the vision. If the issue is resolved, the City can cultivate good first impressions in keeping with the vision, and at minimum maintain equality with other nearby cities (Vandalia, Troy, Piqua, Huber Heights, Englewood, etc.).
- Other entrances/corridors into Tipp City (CR25A, Hyatt, etc.) for opportunities to make improvements.

Objectives:

1. Develop and adopt a Master Corridor Plan (MCP), including funding.
2. Construct one entrance way in accordance with MCP, including ongoing maintenance thereof.

Strategies:

Strategy 1: Contract with landscape architect and/or local landscaper(s) to develop (good, better, best) MCP including landscaping plans.

Strategy 2: In cooperation with city staff, form coalition of local landscaping firms that provides, installs, and maintains landscaping in exchange for permanent signage acknowledging contribution (if permitted).

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Priority Issue Summary – Key Issue #2

Issue Statement: Tipp City does not devote enough time and effort to economic development.

Background of Issue:

- The City derives almost all of its fiscal resources from local income taxes, which are acquired specifically from individuals working in Tipp City. Thus, it is important to maintain and increase the number of individuals working in Tipp City (i.e. businesses). A primary goal of economic development is to maintain existing (80-85% of job growth), and foster new business development. As the national economy has struggled, the competition for the acquisition of new businesses to an area has increased dramatically.
- Tipp City's E.D. efforts are delegated to the Assistant City Manager, who has numerous other duties. If the issue is not resolved, Tipp City may miss opportunities to proactively seek out and acquire new businesses, cater to the needs of existing businesses, and court prospective site seekers. If the issue is resolved, the City will give itself every opportunity to maintain and expand its industrial base, and assist local businesses to expand.

Objectives:

1. Reprioritize the duties of the Assistant City Manager to focus more on E.D. within 6 months.
2. Provide City Council with plan to funded private economic development corporation within 1 year.
3. Stand up the existing C.I.C. (or other private development group) to assist (i.e. property sales, etc.) within 2-years.

Strategies:

Strategy 1: Review the existing duties and responsibilities of the Assistant City Manager. Redistribute selected (non E.D.) duties and responsibilities to other staff.

Strategy 2: Research best practices of municipalities regarding private economic development corporation. Provide feasibility analysis of initiation of private economic development corporation.

Strategy 3: Set specific goals/duties for the C.I.C. Provide adequate funding to reach goals/duties.

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Priority Issue Summary – Key Issue #3

Issue Statement: Improve Human Resource Functions including overall Government Communications.

Background of Issue:

- Tipp City has never employed a Human Resources Professional. Over the years, the H.R. function has been delegated to the City Manager, and more recently "by-committee" as each department undertakes their individual hiring and retirement needs.
- The need for H.R. employee has grown correspondingly as the number of city employees has increased, along with the complexity of rules, laws, and regulations.
- If the issue is not resolved, Tipp City will continue to encounter problems and potential legal consequences arising from deficiencies in recruitment, employee relations, compliance issues, succession planning/retirements, compensation & benefits, and training/development. If the issue is resolved, the City will foster a positive H.R. culture, and avoid the majority of the issues/problems noted above.

Objectives:

1. Budget for a full-time H.R. Employee for 2015 within 6 months.
2. Hire an H.R. Employee for 2015 within 1 year.
3. Devise specific communications & H.R. goals for new H.R. Employee (succession plan, regulatory compliance review, training, procedures, etc.) within 2-years.

Strategies:

Strategy 1: Develop job-description, anticipated duties, and salary requirements for H.R. Employee. Fund all necessary cost for H.R. Employee in F.Y. 2015.

Strategy 2: Recruit and hire a H.R. Specialist.

Strategy 3: Implement communications plan and comprehensive city-wide H.R. best-practices strategy within 2 years.

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Strategic Summary – Action Plan

Key Issue # 1 – Enhance First Impression of Community

Objective 1: Develop & adopt a Master Corridor Plan (MCP) with funding identified

Strategy 1: Create a sustainable Street and Interstate Interchange Landscaping Master Plan

<u>Steps</u>	<u>Owner</u>	<u>Due Date</u>
1. Staff gather information/costs for good, better, best plans	ACM/CP/CE	3/31/15
2. Council/staff review and decide on MCP goals & budget	CM/Council	4/30/15
3. Promulgate RFQ/RFP for landscaping consultant	CP/CE	5/31/15
4. Review submissions	ACM/CM	6/30/15
5. Council approves Resolution funding consultant	Council	7/31/15
6. Select consultant (Contract)	CM	8/15/15
7. Form committee of interested citizens & staff	ACM/CM	8/30/15
8. Research funding opportunities for MCP	ACM	9/30/15
9. Private & Public Funding Sources identified	ACM/FD	11/30/15
10. Committee works with consultant to finalize MCP	CE/CP	12/30/15
11. Council adopts MCP	Council	1/30/16
12. Community announcement of the MCP	CM/Council	1/30/16
13. Council includes project(s) in 5 year CIP & OP Budgets	FD/CM/Council	Fall/2015

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Strategic Summary – Action Plan
Key Issue #1 – Enhance First Impression of Community

Objective 2: Complete one significant and noticeable enhancement project

Strategy 2: Create a community-based funding coalition to facilitate implementation of one element of the Master Corridor Plan (MCP), including ongoing maintenance thereof

Steps	Owner	Due Date
1. Review MCP to determine best project to undertake (ex. Exit 68)	MCP Committee	4/30/16
2. Consult with ODOT personnel regarding project (if applicable)	CE	5/31/16
3. Devise plan for acquisition, installation and maintenance of landscaping	MCP Committee/CE	6/30/16
4. Budget & program first MCP Enhancement Project	FD/CM	Fall/16
5. Form coalition of local landscapers, gardeners, city personnel, volunteers	CE/CM	1/31/17
6. Engage coalition to implement first Enhancement Project	CE/CM	2/28/17
7. Community announcement of the first Enhancement Project.	CM	3/31/17
8. Engage coalition to maintain first Enhancement Project	CE/CM	Spring-Fall/2017
9. Plan for second Enhancement Project	MCP Committee/CE	7/31/17

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Strategic Summary – Action Plan

Key Issue #2 – More Focused Economic Development

Objective 1: Reprioritize the duties of the Assistant City Manager to focus more on E.D. within 6 months

Strategy 1: Review duties of ACM, & redistribute non-E.D. duties to others

<u>Steps</u>	<u>Owner</u>	<u>Due Date</u>
1. Review workload and distribution of time for ACM	ACM/CM	3/31/15
2. Analyze who in-house could absorb non-E.D. related duties	ACM/CM	3/31/15
3. Determine what % of ACM time to be devoted to E.D. (i.e. 50%, 75%, 80%)	ACM/CM	3/31/15
4. Reassign selected duties	ACM/CM	4/30/15
5. Increase number of Business First visits	ACM	2015 +
6. Implement new business outreach efforts & programs	ACM	2015 +
7. Expand Site Consultant outreach efforts	ACM	2015 +
8. Partner with regional groups for trade mission trips (DDC, WCODC, etc.)	ACM	2015 +
9. Work closer with Chamber & Partnership on retail sector growth	ACM	2015 +
10. Explore possibility of international recruitment trips partnering with Troy, etc.	ACM	2015 +

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Strategic Summary – Action Plan
Key Issue #2 – More Focused Economic Development

Objective 2: Provide City Council with a plan to fund private economic development corporation within 1-year.

Strategy 2: Research best practices, feasibility analysis, funding options

<u>Steps</u>	<u>Owner</u>	<u>Due Date</u>
1. Create work team to research Private Economic Dev. Corp. (PEDC)	CM/ACM	4/30/15
2. Team visits local and cutting edge PEDCs	ACM/Work Team	6/30/15
3. Team crafts implementation plan for IC PEDC.	ACM/Work Team	8/30/15
4. Team solicits and secures 3-5 year funding for PEDC	CM/ACM/FD	Fall 2015
5. PEDC stood up	CM/ACM	1/31/16
6. Community announcement of the PEDC	CM	1/31/16

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Strategic Summary – Action Plan
Key Issue #2 – More Focused Economic Development

Objective 3: Stand up private development group to assist with E.D within 2-years

Strategy 3: Develop goals/duties for private development group

<u>Steps</u>	<u>Owner</u>	<u>Due Date</u>
1. Recruit members existing ED groups-Chamber, Partnership, CIC, Joint ED Committee	CM/ACM	6/30/16
2. Recruit local private businesses leaders	CM/ACM	6/30/16
3. Community announcement of the private development group	PDG	7/1/16
4. Hold first meeting	PDG	8/1/16
5. Craft goals, duties, responsibilities of group	PDG	9/30/16
6. Incorporate group (bylaws, articles of incorporation, etc.)	PDG	11/30/16
7. Obtain 501c3 designation	PDG	6/30/17

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Strategic Summary – Action Plan
Key Issue #3 – Improve Human Resource & Communications Functions

Objective 1: Budget for a full-time H.R. Employee for 2015

Strategy 1: Research costs and duties for H.R. Employee in 2015

<u>Steps</u>	<u>Owner</u>	<u>Due Date</u>
1. Discuss outcome from Strategic Planning Session with Council	ACM/Council	9/15/14
2. Gather job descriptions, salary requirement, space needs, etc. = costs	FD	10/1/14
3. Craft 2015 budget for position	ACM/FD	10/15/14
4. Include position in proposed 2015 Operating Budget	FD	10/15/14
5. Present to City Council at Operating Budget Workshop	ACM/FD	10/27/14
6. Include costs in 2015 Operating Budget ordinance	FD	11/17/14

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Strategic Summary – Action Plan
Key Issue #3 – Improve Human Resource & Communications Functions

Objective 2: Fund H.R./P.R. professional in 2015 budget

Strategy 2: Recruit and hire and H.R./P.R. professional

<u>Steps</u>	<u>Owner</u>	<u>Due Date</u>
1. Gather cost comparisons for H.R./P.R. professional	FD	10/1/14
2. Determine budgetary requirements for H.R./P.R. professional	ACM/FD	10/15/14
3. Develop job description for H.R./P.R. professional	FD	10/15/14
4. Advertise for H.R./P.R. professional position	CM/ACM	11/31/14
5. Review candidates for H.R./P.R. professional	CM/ACM	12/15/14
6. Interview top candidates	CM/ACM	1/15/15
7. Finalize recruitment/offer/negotiations/hiring	CM	1/30/15

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Strategic Summary – Action Plan
Key Issue #3– Improve Human Resource & Communications Functions

Objective 3: Research & develop H.R./P.R. functions for Tipp City

Strategy 3: Implement comprehensive city-wide H.R./P.R. best practices strategy/plans within 2 years

<u>Steps</u>	<u>Owner</u>	<u>Due Date</u>
1. Research and document current H.R. practices in Tipp City	HR/PR	6/30/15
2. Research H.R. & communications (PR) best practices	HR/PR	6/30/15
3. Formulate plans for implementation (including succession planning)	HR/PR	9/30/15
4. Review plans with H.R. peers	HR/PR	11/30/15
5. Fine tune plans with City Manager	CM/HR/PR	12/31/15
6. Implement plans	HR/PR	2016
7. Training of Department Heads & Supervisors	HR/PR	2016
8. Determine if Communications functions should be contracted out	HR/PR/CM	2016