



STRATEGIC PLAN 2012 – 2014

Goal 1

Foster economic development in Tipp City by building upon the community's business base and aligning with regional and state industry sector priorities where possible

Strategy 1: Develop a Tipp City economic development plan focused on job growth by placing more economic development focus in the City's Comprehensive Plan. (2013-2014 update)

1. Align with existing plans from local, regional and state organizations such as the Dayton Development Coalition, State of Ohio and JobsOhio; use these plans as a guide for successful models, smart practices, and to develop industry priorities.
2. Pursue the supply chain that supports Tipp City's industry priorities.
 - a. Recruit targeted businesses to Tipp City to fill local supply chain gaps for industrial employers, because providing the supply chain to support existing companies is a crucial retention and expansion strategy.
 - b. Carry out this strategy in conjunction with responding to inquiries from the State's Ohio Insite Program that distributes economic development leads to counties.
3. Dedicate deal closing funds to assist in retaining/recruiting businesses.
 - a. Establish criteria for distributing deal closing dollars based on other incentives provided, the cost-benefit of a deal, and the payback period (meaning the length of time it takes for the City to obtain a reciprocal benefit from a company's presence in the City).
 - b. Closely monitor the amounts distributed.
 - c. The longer term goal is to set aside an additional general fund amount for economic development purposes in the next few years.
4. Continue the Business First program and with the Tipp City Chamber of Commerce to conduct business interviews, respond to business needs, and build relationships with manufacturing and key industries in the City.

Lead Person: Community & Economic Development Director/Assistant City Manager

Completion Date: December 2012

Estimated Cost: In-House

Results: A defined economic development strategy and plan for the City that enables staff to be more proactive by providing details and direction. Part of the budget will be dedicated to economic development efforts. More businesses and jobs will locate in Tipp City, especially those that support critical supply chains.

Strategy 2: Develop a plan focused on utility (electric, water, sanitary sewer, storm water) capacity and revenue requirements, because utilities play a key role in economic development.

1. Develop a five-year rate structure for utilities based on a five-year financial plan that analyzes historical data and determines the future revenue requirements for successful operations of the City's utilities.
 - a. Staff will set a minimum fund balance and seek council's approval.

Lead Person: Finance Director

Completion Date: Annually as part of 5-Year CIP

Estimated Cost: In-House

Results: A multi-year plan that establishes a commitment to maintain the City's utilities; a five-year rate structure approved by Council

Strategy 3: Update the zoning code book so that it consistently regulates "what can be built and where." The zoning code tells developers what land uses, building types and sizes, heights and densities are appropriate on land throughout the City among many other topics covered by zoning codes.

1. Finish the priority updates that are in progress, specifically zoning/subdivision codes and signs.
2. Develop the next set of priorities for what will be updated in the zoning codes, and Staff can provide support by extracting all references to those priorities throughout the Code Book.
3. Continue the work of the Council to update zoning/subdivision codes in this priority fashion.

Lead Person: Community & Economic Development Director/Assistant City Manager

Completion Date: December 2012 (currently in progress)

Estimated Cost: \$75,000

Results: Up- to-date zoning codes that enable economic development and provide clear regulations.

Goal 2

Improve and maintain housing and neighborhood environments

Strategy 1: Develop a citizen survey, which obtains results that provide the City with a high level of statistical confidence, to gather citizen feedback on park and other neighborhood environment and government service priorities.

1. Partner with a local university to design and conduct a community survey
2. Conduct community survey on a 2-year cycle

Lead Person: City Manager

Completion Date: Semi-Annually

Estimated Cost: \$5,0000 semi-annually

Results: A statistically significant base of citizen perspectives regarding city government services, including parks and amenities.

Strategy 2: Review and update the current Parks Master Plan and include recent citizen input.

1. Depend on the Parks Board to carry out the Parks Master Plan with direction from Council.
 - a. Council direction pertains to updating parks, primarily via equipment maintenance and pertains to promoting the 500+ acres of prairie land available to citizens to enjoy.
 - b. The Council is in a holding pattern regarding any skateboard park. Cities can protect themselves from liability claims at skate parks if they meet certain standards (such as posting specific signs) and if they do not charge for the use of the park.
 - c. Budget funds for update of Parks Master Plan in 2014

Lead Person: Service Director /Parks Board

Completion Date: December 2012

Estimated Cost: \$50,000

Results: Identification of priorities; parks plan

Strategy 3: Mitigate Stormwater Inflow & Infiltration (I&I) into the City's sanitary sewer collection system.

Over time, sanitary sewers, manholes, and private laterals age and deteriorate, crack, leak and break. During wet weather events, stormwater percolates into the soil, enters the sanitary sewer system, mixes with sewage, and sometimes overwhelms sanitary sewer pipelines and treatment plants, leading to spills and backups into homes and streets (sanitary sewer overflows). Illegal connections

(sewer pumps, roof drains, etc) also contribute to the inflow of clean water in the sanitary sewer system contributing to sanitary sewer overflows.

1. Consider establishing a homeowner assistance program to repair/replace laterals and remove illegal connections
2. Study options for funding I&I reductions programs, homeowner assistance programs, and storm sewer repair and upgrade programs
3. Identify pilot demonstration site to learn the best approach to work with the community to mitigate stormwater I&I.
 - a. Establish a partnership between the City and homeowners to develop a pilot project.
 - b. Educate homeowners about what they can do such as:
 - i. Have the lateral video inspected by a qualified professional plumber or contractor and repaired if required
 - ii. Disconnect sump pump and roof drains that connect to the sanitary sewer system
 - iii. Avoid dumping cooking oil and grease down the drain
 - iv. Avoid dumping debris down the sink or toilet (coffee grounds, egg shells, trash, etc.)
 - v. Avoid flushing expired or unused medicine down the drain
 - vi. If the lateral is cleared of roots, notify the City

Lead Person: City Manager/Utility Director

Completion Date: December 2013

Estimated Cost: _____

Results: Pilot program implemented and lessons learned from policy

Strategy 4: Address the number of vacant and abandoned homes in the City, the condition of which amounts to a public nuisance.

1. Consider developing a registry of vacant properties. Utility records may be the best central source which could be augmented with sheriff sale data and court records if those records are made public.
2. Identify property ownership records.
3. Consider developing mechanisms to partially recover code enforcement costs. Other cities have levied fines and liens to do so. A few examples of what other cities have done follows.

SEE APPENDIX FOR EXAMPLES FROM OTHER COMMUNITIES

Lead Person: Community & Economic Development Director/Assistant City Manager

Completion Date:

Estimated Cost:

Results: Improved response to vacant and abandoned homes in the City.

Goal 3

Foster communication between the community, staff and council members

Strategy 1: Enhance communication between the City and its community.

1. Establish new rules for citizen “open mic” time during Council meetings. A sample is provided in the box below.

Lead Person: City Manager / City Council

Completion Date: December 2012

Estimated Cost: In-House

Results: Gather citizen feedback more efficiently through Council meetings

Strategy 2: Enhance communication between staff and council members.

1. Council will provide more specific direction to staff on action items.
2. Staff will provide Council with work session materials or a summary of the discussion topic(s) in advance of the study session so they have time to review the materials.
3. Council and staff will email or call in between work sessions about questions instead of waiting until the next study session.
4. “Friday Reports” will be done monthly and should be condensed to hit the highlights (bullet point format).
5. The City will begin focusing more on electronic communication rather than hard copies

SEE APPENDIX FOR EXAMPLES FROM OTHER COMMUNITIES

Lead Person: President of Council/City Manager

Completion Date: Ongoing

Estimated Cost: N/A

Results: Staff will have more direction from Council and Council will have information in advance of meetings. Monthly Reports will replace Friday Reports.

Strategy 3: Enhance communication among Council members.

1. Study sessions will become more open and everyone will have a chance to talk.
2. Council members will provide more details during Council sessions on why they feel a certain way.
3. The City Law Director will review the sunshine laws and report back to Council on the specifics of the law.

4. Council will review their current code of conduct and make updates where necessary.

SEE APPENDIX FOR EXAMPLES FROM OTHER COMMUNITIES

Lead Person: City Council

Completion Date: Ongoing

Estimated Cost: N/A

Results: Council members will be more open and forthcoming with each other. Council will have a clear understanding of sunshine laws.

APPENDIX

Goal 2 – Strategy 4

Santee: Has an ordinance that requires the mortgage lender to do upkeep on the property.

Boston: The City passed an ordinance requiring owners of foreclosed properties to register and maintain their properties.

Las Vegas: The City is looking into drafting an ordinance change to shorten the compliance timeframe and to revise definitions.

Cincinnati: The City takes lenders to court for failure to comply with orders.

Columbus: The City Attorney and Mayor worked collaboratively to modify Nuisance Abatement Codes to give code officers more latitude in declaring structures a nuisance and providing stiffer fines for negligent property owners.

Buffalo: Local procedures have changed to include more aggressive prosecution of banks with control of vacant properties. Maximum fines are levied and liens are placed on the properties with violations, impeding buying and selling of other properties. This gets the attention of the banks and forces them to come to court and settle arrangements for upkeep of vacant properties under their control.

Southfield, Michigan Comprehensive Foreclosure Response

Southfield's Mayor Lawrence reports that her City is among those facing a crisis caused by the growing number of foreclosed properties, and that Southfield has responded with a comprehensive plan to combat the problems associated with vacant properties.

As soon as the City identifies a foreclosed and vacant home it is inspected immediately to ensure that it is secure; if it is not, the City secures it, boarding it up if necessary. Utilities are checked and shut off if necessary to avoid problems such as freezing pipes. The mortgage lender is identified from the foreclosure posting and is held accountable if the property is not maintained. All information on the property is maintained in a database and all homes in the database are re-inspected on a monthly basis. A listing of the properties is provided to the Police Department so that police patrols in the neighborhoods in which the properties are located can be increased.

The City's Code Enforcement Department is charged with the primary responsibility for the implementation and maintenance of these procedures. The Department has instituted a Citywide program—Eyes on Southfield—which allows any member of the community to call 24 hours a day, 7 days a week to report properties that are in poor condition. Code Enforcement, along with the Building, Fire, and Police Departments, if needed, will investigate the call and address the problem; the response may involve securing the property, cutting the grass or weeds, or inspecting the property to ensure it is in safe condition.

The Mayor says one goal of Southfield's foreclosure response plan is to maintain the curb appeal of the properties involved. The City has instituted a 48-hour emergency litter removal ordinance calling for the cleanup of properties at which any type of legal action, such as a foreclosure, has occurred.

Goal 3 – Strategy 1

A. We have citizens sign up to speak at the Commission meeting. On the sign-up sheet, standards of conduct are listed and reference is made to the Ordinance which sets out those standards. Having people know ahead of time what is acceptable and unacceptable is helpful; we find that it reduces the chances of someone feeling that we are setting arbitrary standards to thwart their "right" to express themselves.

B. The Clerk of Commission, who handles these comment periods, also has opening comments that she makes at the beginning of each comment period. When the Clerk is not present, the Executive Assistant fills that role. The script follows.

"YES YOUR HONOR THERE ARE __ (NUMBER) __ WHO HAVE REGISTERED TO SPEAK BEFORE I CALL UPON THE FIRST PERSON, I'D LIKE TO STATE THE POLICY ON PUBLIC COMMENTS. CITIZENS ARE PROVIDED THREE MINUTES TO MAKE COMMENTS TO THE CITY COMMISSION. EACH SPEAKER IS ASKED TO PROVIDE THEIR NAME AND ADDRESS FOR THE RECORD. AT THAT TIME, A TIMER WILL BEGIN AND A GREEN LIGHT WILL ILLUMINATE. AFTER TWO AND ONE HALF MINUTES A YELLOW WARNING LIGHT WILL ILLUMINATE. AFTER THREE MINUTES A RED STOP LIGHT WILL ILLUMINATE. THE CITIZEN IS ASKED TO CEASE THEIR COMMENTS IMMEDIATELY AND TAKE THEIR SEAT.

I CALL _____ TO THE PODIUM.

Direction: AFTER NAME AND ADDRESS TURN ON LIGHTS AND BACKUP TIMER

Direction: REPEAT AS NEEDED

I CALL _____ TO THE PODIUM.

Direction: AFTER NAME AND ADDRESS TURN ON LIGHTS AND BACKUP TIMER

Direction: (AFTER CITIZENS FINISH)

THAT IS ALL YOUR HONOR

When the three minutes allotted are over, the Clerk immediately stops the presenter by saying "Thank you. Your time has expired. You may resume your seat." If they continue to speak, that statement is repeated more emphatically. If it is necessary to say it a third time, one of the Police Officers in attendance (see item D below) typically comes forward to assist the person in finding their seat in a timely manner. 95% of the people stop by the three minute limit; 95% of those who do not will take their seat the first time they are asked to. It is probably only once or twice year that a Police Officer has to approach a speaker to assist them in find their seat. When an Officer starts to approach, that usually ends the issue. I would guess that it is only once every three or four years that an Officer actually gets to a person at the podium; usually just seeing the Officer move is enough to motivate the speaker to sit down.

C. We work with members of the City Commission to encourage them to accept, but not react to, any and all citizen comments. Regardless of a speaker's conduct or content, staff suggests that they either not respond or respond with "Thank you for your comments."

D. We have uniformed Police Officers at our meetings, just in case something negative occurs.

Very rarely does a Police Officer have to become involved at all.

E. If a citizen speaks on a specific issue best addressed by professional staff, the City Manager directs the appropriate staff person to meet the speaker right after the meeting. "Ms. _____, would you please raise your hand? Madam, Ms. _____ is responsible for water bills. She will meet with you right after the meeting to discuss your \$125,000 water bill."

F. If there is a topic that brings a lot of citizen comment, one or more members of the Commission may respond to the comments collectively during Commission comments, which follow the end of citizen comments. "Today we heard from a number of people concerned about waste collection. I can assure you that the City is not pursuing plans to begin dumping our waste in the Miami River. I am not sure how that rumor got started." By separating the initial comment and the response, and providing the response when a rebuttal cannot be made, that avoids escalation by the speaker.

While not part of our usually strategy, if and when a staff person feels a speaker has gone too far, someone usually talks to the staff person/elected official privately and helps them to remember that their personal feeling of discomfort is part of the price that is paid for the privilege of free speech and that those hurt feelings are a small price to pay for free speech. By and large, employees and elected officials already know this but may momentarily forget it when comments that they feel are excessive are made; talking it out with a peer usually only takes a few moments to help restore the sense of balance.

--Provided by a City in the Dayton area

Goal 3 – Strategy 3

Sample: Purpose Statement for _____ Community's Executive Leadership Team

***The Why we are here
(City Council and Leadership Team)***

Our Purpose

***We as the policy makers accept responsibility as servants who believe in _____.
We are flexible and adaptable in continuing to develop our diverse, prosperous, and
enjoyable community. We are working collaboratively to live in the present, design
the future, and lead the community and region toward a vibrant future.***

Ground Rules

The What: Tasks-Roles-Work we do

- We plan to communicate effectively- including regular dialogue as needed
 - Updates – all have same knowledge of City needs, problems or solutions

- Concerns of citizens – be eyes and ears of whole community
- Share information in a timely manner
- Add time/space in working sessions to bring forward relevant/timely topics

- Establish some realistic opportunities to legally share relevant information. The leaders can get together to have dinner and share information on feelings, if they follow clear legal GUIDELINES. No votes can be suggested, none taken and no decisions are to be made or discussed. The Council cannot discuss what happened in a meeting, but can share information that has been gathered from citizens that may be pertinent to the needs of the community. The Council feels it is important to be able to share concerns and comments during these informal gatherings.
 - Must clearly define and adhere to the rules of outside communication
 - No decision-making
 - No voting or suggestions of voting
 - Cannot be Council decision related
 - No policy-making
 - Must remain informal (avoid emails, texting- or will be in formal context). It would be open to the public, consider how things are worded.
 - It is important for the leadership team to get together and create an element of communication and trust where all members feel like they are an equal part of the leadership team. It is important to create positive working relationships and an open door policy that allows the leadership team to talk to one another.
 - Research what other Councils, Committees, Commissions are doing to communicate in the most effective and timely way.

- Participate with other communities/agencies/associations
 - Gather additional knowledge, community data, experience, expertise, details, research, measurements, and processes to bring back to the _____ Council.

--Provided by a small City in the Dayton region