Strategic Plan 2013-2016
Progress Report to the Community
Dear Montgomery County Resident,

In 2012-2013, the Montgomery County Commissioners launched MCOFuture, an ambitious initiative to engage our citizens, businesses, organizations and government leaders in serious dialogue about success for the future of Montgomery County. We held a series of public forums to gather input from our citizens and we asked some of our community’s best researchers from the University of Dayton, Wright State University, Central State University and Sinclair Community College to take a hard look at how we compare to similar counties. We found that these “winning” counties have high educational attainment, economic diversity, relative tax advantages, coordination, cooperation and collaboration, and highly positive attitudes about their area’s advantages and achievements. Taking all of this data and public input, we unveiled the MCOFuture Plan in 2013 and have incorporated these items into our 2013-2016 Strategic Initiatives:

1. Increase the percentage of adults who have a college degree or a post high school credential that certifies they have a skill or trade;

2. Target the County’s economic development assistance to small businesses;

3. Collaborate to save money, improve efficiency and add competitiveness;

4. Measure our results, improve our best practices and market our successes.

We are proud of Montgomery County’s tradition of teamwork, integrity and creativity. Many of our services are nationally recognized for their excellence and are models for counties across the country. Through initiatives such as MCOFuture, our comprehensive economic development strategies and our combined human service levies, we are already seeing tremendous progress. Please take a moment to look through Montgomery County’s 2013-2016 Strategic Plan and join us in working toward a brighter future.

Sincerely,

Dan Foley  
Commission President

Judy Dodge  
Commissioner

Debbie Lieberman  
Commissioner

Dan Foley  
Commission President

Judy Dodge  
Commissioner

Debbie Lieberman  
Commissioner
Goal: Increase the percentage of adults who have a college or post high-school credential that certifies they have a skill or trade.

Action Initiative 1:  
*The Preschool Promise – Ensure quality preschool for all children below 200% of poverty by 2015.*

**Background:** The County can influence the childcare decisions affecting 4,000 children who receive childcare assistance and 260 young children in foster care.

**External challenges:** There are competing factions in the childcare industry and no single entity “owns” preschool education. Also, a significant number of children are served in a distributed way, via home-based care, which makes communication with childcare providers more challenging.

**Internal challenges:** Given scarce resources, early childcare competes with neighborhood investments.

**Strategies:**

1. Develop a policy recommendation to align County funding and programs to impact measurable preschool outcomes.

2. Identify culturally competent, evidence-based in-home curriculum and disseminate and incentivize the use of it.

   A. Partner with organizations that are demonstrating excellence in training in-home and commercial childcare providers to disseminate the culturally competent, evidence-based curriculum.

   B. Provide technical assistance to childcare providers to improve use of model practices.

3. In the short-term, target strategies toward children who are already in childcare/ preschool versus the households that opt out of preschool.

4. To drive down the cost of child care, thus potentially increasing its use, consider subsidizing star-rated childcare providers. As a result, increase the number of high quality preschools.

   A. Help to develop a viable, affordable business model for commercial childcare provision.

**Measurable Outcomes:**

- Use data to inform decision-making to increase access and capacity for high quality preschool experiences.
- Improve KRA-L (Kindergarten Readiness Assessment-Literacy) scores for children who are impacted by the preschool strategies implemented.
- Increase the number of star-rated childcare centers in Montgomery County.
Contribute to the Educational Attainment of Residents (cont.)

Action Initiative 3:  
**Workforce Development – Improve and upgrade workforce development by getting more people on track for credentials needed for in-demand jobs.**

**Background:** “The availability of a reliable, skilled workforce is one of the most important factors for businesses planning to expand or relocate.”² Montgomery County’s efforts to create perfect synergy between the Community and Economic Development Department and the Job and Family Services Department, so that the County may respond to business expansion and relocation needs, are thwarted to a degree by federal funding restrictions.

**External Challenges:** Building strong partnerships with employers and sustaining job generation; identifying qualified candidates for training programs.

**Internal Challenges:** Funding and flexibility.

**Strategies:**
1. Identify three top employment growth sectors and create training programs to link unemployed or underemployed individuals with specific companies struggling to hire qualified workers.
2. Identify sources of funding and seek investment by all partners to meet employers’ needs.

**Measurable Outcomes:**
- The number of County residents successfully completing training.
- The number of employers participating.
- The number of training graduates being placed into jobs.

**PROGRESS**
In 2013, the County’s Summer YouthWorks program placed 1,250 teens at 275 different work sites in a variety of industries. The teens’ wages are paid through the YouthWorks Program. In 2014, the Montgomery County Commissioners committed to $1 million in additional funding to place 1,000 more young people. This initiative will expose our young people to career opportunities and expose our businesses to their future workforce.

---

1 - http://www.learntoearndayton.org/component/content/article/57.html
2 - http://www.development.ohio.gov/bs/hs_workforce.htm
Action Initiative 4:
Recruit local university students to live and work here after graduation and “bring home” talented young people.

**Background:** 69% of companies with 100 or more employees offered full-time jobs to their interns in 2012, according to a new survey.³

**Strategies:**
1. Double the number of paid internships the County offers.
2. Engage young professionals in a County Cabinet as an advisory committee.

**Measurable Outcomes:**
- Interns becoming a hiring pool for Montgomery County.
- An increased number of interns throughout Montgomery County offices and agencies.
- Establishment of a Young Professionals Cabinet, solidifying the County and Young Professionals partnership.
- Increased numbers of Young Professionals serving on local boards.
- Partner with programs to attract and retain young talent.

**PROGRESS:**
The Montgomery County Commissioners are partnering with SOCHE (Southwestern Ohio Council for Higher Education) to create and post County internship positions. In 2014, Montgomery County is committed to doubling the number of internships in its departments from 50 to 100.

The Montgomery County Commissioners are partnering with UpDayton on three Catalyst Programs to attract and retain young talent:

**Leadership Catalysts:** Identify, access and engage young leaders in the Dayton region and connect them to volunteer leadership positions and to area boards that are seeking young members.

**Campus Catalysts:** Engage area colleges and universities in order to build students’ attachment to the Dayton region through arts and culture, entertainment and civic and professional engagement.

**Business Catalysts:** Connect with local businesses to provide information on what young employees are looking for in the region and provide companies with the tools needed to engage, retain and attract young talent.

³ - Forbes "Internships May Be The Easiest Way To A Job In 2013," December 2012
External Challenges: The needs of businesses responding to bids under $10,000 is greater than businesses responding to bids in the $10,000-$50,000 range.

Internal Challenges: The County’s online quote system is not yet implemented. Education about the County’s procurement program can be time intensive. Messaging is necessary on an ongoing basis, with more outreach needed to those responding to purchases under the bid limit of $50,000, specifically those between $10,000 and $50,000.

Strategies:
1. Fully implement a vendor/online quote system that ensures easy access to County procurement opportunities for small businesses. Reach out to and promote the new vendor system to local vendors.
2. Increase the percentage of small businesses that participate successfully in County procurement opportunities.
3. Allocate $500,000 in ED/GE Funding to leverage with the Dayton Development Coalition’s (DDC) Entrepreneurial Signature Program (ESP) to invest in promising technology-based entrepreneurial commercialization.
4. Increase the number of businesses referred to the DDC’s ESP program.
5. Gather technical information about the current status of various broadband and wireless initiatives. Determine the viability of pursuing countywide broadband and wireless infrastructure.

Measurable Outcomes:
- Increased percentage of small businesses that participate successfully in County procurement opportunities.
- Increased number of vendors served by the online quote system.
- Increased registration of first time vendors for Montgomery County.

PROGRESS:
In 2013, the Montgomery County Commissioners awarded $500,000 in ED/GE (Economic Development/Government Equity) funding to support the Dayton Development Coalition’s Entrepreneurial Signature Program (ESP) to invest in promising technology-based entrepreneurial commercialization.
Action Initiative 2:
*Explore co-location of Economic Development and Regulatory Functions*

**Background:** The study of the nine winning counties gave evidence of a competitive advantage to counties that co-locate their economic development functions, including having a state office presence. “Speed to market,” one number to call, a coordinated response—each of these is essential to economic competitiveness.

**Challenge:** In initial conversations with Montgomery County’s economic development agencies, some have stated that a shared strategy must drive co-location and not vice versa.

**Strategies:**
1. Begin centralization with the organizations that the County does have influence over and build from there.
2. Pursue a virtual economic development presence on websites and other social marketing venues, thereby coordinating online resources.
3. Conduct joint marketing or at least obtain agreement to share a common regional message, while individual organizations can keep their slogans and collateral materials.

**Measurable Outcomes:** Convene a focus group of businesses to react to concepts before taking them to scale.

Action Initiative 3:
*Pursue promising industries.*

1. **Create a logistics and distribution hub at the I-70/I-75 Corridor.**
   
   A. Address Joint Economic Development District and infrastructure issues in the area with the Community & Economic Development, Transportation Improvement District, City of Dayton, the City of Union, and Butler Township.
   
   B. Continue to lead on logistics and distribution development for the County.

2. **Provide project support for: Aerospace Technology, I-75 Growth Corridor, and Downtown Dayton.**

**Measurable Outcomes:**
- Improve the DDC’s metrics (revenues and capital raised) for Montgomery County small businesses and entrepreneurs that participate in the ESP program.
- Track growth in the logistics and distribution industries.

**PROGRESS:**
The Montgomery County Commissioners are taking the lead on logistics and distribution development for the County. This effort includes developing a one-stop web site for recruiting logistics companies and educating potential employees on logistics careers.
**Goal: Collaborate to save money and improve competitiveness.**

**Action Initiative 1:**
*Establish a central point for government shared services and combined service delivery.*

**Background:** MPOs (Metropolitan Planning Organizations) are entities designated by law with the lead responsibility for the development of the area’s transportation plans and for coordinating the transportation planning process. All urban areas over 50,000 in population are required to have an MPO if the agencies spend federal money on transportation improvements. MPOs are basically advisory. A COG (Council of Governments) has legal authority that enables the implementation of regional solutions to regional challenges on a range of issues.

**External Challenges:** Resistance to change; jurisdictional and agency separate agendas and identities; resources.

**Strategies:**
1. Determine if the mission of an existing COG could be broadened to include a full range of regional issues and a full range of members (city, village, township, county). Two existing COGs are the Miami Valley Cable Council and the First Tier Suburbs Consortium.

2. If a regional COG cannot be created from an existing COG, look into other options.
   - A. Determine the amount of funding that the County may be willing to invest.
     - i. Recognize that jurisdictions have indicated a lack of willingness to invest a per capita amount toward a COG.
   - B. Determine the minimum number of participants to move forward.

3. Recommend some first activities of a COG—energy procurement, 800 mhz radio system, waste collection, co-location of building regulations, GIS, law enforcement records, IT, and Parks.

4. Develop a communications strategy for informing residents of the County’s ambitions regarding shared services.

5. Collaborate on shared services when possible.

**Measurable Outcomes:** Standing up a regional shared services process.

**PROGRESS:**
Montgomery County has identified specific projects that we will undertake in 2014:
- Develop and implement the 800 mhz Safety Radio System Upgrade to make the community safer by allowing for cross jurisdictional digital public safety communications for fire, police and emergency management applications.
- Identify areas where building and permitting processes could be aligned.
- Promote “green” practices both in and out of government through the Dayton Regional Green initiative.

**Action Initiative 2:**
*Job Center 2.0—Improve customer service, cut operational costs, and establish the Job Center as top in its class.*

**Background:** In the late 1990s, the Job Center was renowned for its one stop design, co-locating partner organizations to serve customers most efficiently. Over time, leases came and went, and now the location of relevant service partners should be reviewed for efficiency.

**Strategies:**
1. Conduct business process re-engineering of the Job Center, focusing on the analysis and design of workflows and processes within the organization.

2. Consider the appropriate mix of services to be co-located in the job mall to optimize Job Center operations and impacts. There is value in drawing people together with the same mission.
   - A. Explore the County having a master lease at the Job Mall.
   - B. Advance access to services needed by the people who come to the Job Center.

**Measurable Outcomes:** Purposeful location of organizations that benefit customers of the Job Center; increased customer satisfaction.

**PROGRESS:**
The Montgomery County Commissioners have organized a talented team of internal and external individuals to re-engineer the Job Center with a focus on improving workflow and process to benefit our clients and employees.
Action Initiative 3:  
*Human Services Levy—Collaborate to optimize the Human Services Safety Net*

**Background:** A recent survey of County residents indicated a general lack of awareness of the impacts of the human services levy on social issues and on vulnerable populations. Services where 25% of respondents lacked awareness included services for children who need foster care and mental health services. Statistical research showed trends of favorability among the younger respondents and households with less tenure. Trends for less support or lack of awareness about the issues generally came from those who are employed full-time, along with older respondents and those who are longtime residents.

**Challenges:** It is difficult to communicate the impacts of the human services levy (HSL) to those who are not personally affected or benefited.

**Strategies**
1. Communicate the efficiencies gained through the human service levy, which is essentially a shared service, best practice approach.
   
   A. Answer the question, “If not for the HSL, what organizations and how many people would be unsupported?”

   B. Engage employers to communicate the benefits of the HSL.

   C. Communicate the benefits, savings, and impacts of the HSL.

**Measurable Outcomes:** Business leadership participation in the levy campaign; continue to broaden citizen support for the levy.

---

Action Initiative 4:  
*City-County Water Contract—Explore the opportunity to build a regional water/sewer authority to transition out of the cost of services contract that expires in 2016.*

**Background:** The County purchases 90 percent of its water from the City of Dayton and pays for every gallon of water received. Each entity brings resources to the table, whether that is the water itself, or the space for expansion, or some other resource.

**Strategies:**
1. Begin with a conversation between County and City elected officials to assess the level of openness toward designing this as a shared service that could share staff.

2. Carry out a joint study of a regional water/sewer authority model.

3. The County is willing to give up its share of control to a regional water/sewer authority.

**Measurable Outcomes:** Evidence of which jurisdiction is subsidizing the other; establishment of a water/sewer authority model.
Goal: Use solid metrics to improve operational efficiency.

Action Initiative 1:
Internal Dashboard—Develop an internal dashboard to guide operational decisions and capital investments.

Background: While the County does have community indicators that are tracked through the Family and Children First Council, internal indicators are not tracked in a single mechanism.

Challenges:
- Discerning what is most important to measure.
- Sharing information.
- Real time data is lacking.
- Knowing what information requires action.

Action Initiative 5:
River Corridor – Partner with the Ohio Great Corridor Association to advance regional efforts and encourage economic and recreational development along the Great Miami River.

Background: Regional communities along the 99-mile corridor of the Great Miami River in southwest Ohio plan to spend about $39 million on projects to draw residents and tourists to spots on the riverfront. Riverfront development is seen as essential to attract and retain young, urban professionals and draw recreational tourists and their families to the area.

Strategies:
1. Continue to partner and voice County support for the River Corridor efforts.

Measurable Outcomes: Increased use of river corridor for recreation and other purposes; Funding obtained from the Army Corp of Engineers for a feasibility analysis.
Strategies:
1. Work with the MCO-Future partners to develop a method for measuring progress on MCO initiatives.

2. Develop key metrics that help us understand how we are running the business of County government.
   A. Use internally for discussions about how we are doing, personnel turnover and customer service satisfaction. Integrate technology into fieldwork (e.g., building-inspector tablets to electronically record information as it is gathered).
   B. Define a manageable number of metrics that can be measured in every department (e.g., financial stability, educational attainment, economic vitality)
   C. Identify progressive metrics, and metrics that are outward facing, for deciding on investments: “what value does it bring to the community? Can we afford the cost given the value it brings?”

3. Incentivize internal operational efficiency ideas: Ask, listen and acknowledge—give feedback.

Measurable Outcomes: Dashboard is operational and used daily to help guide County decisions.

PROGRESS:
The Montgomery County Commissioners are developing a dashboard to guide operational decisions, capital investments and show the citizens how we are doing in a variety of areas. Beginning in 2014, the dashboard will be available at mcohio.org.

Goal: Effectively tell the County’s quality of life story.

Background: The winning counties research uncovered that resident and leadership attitudes and community pride influences community vitality.

Challenge: How to (continuously) tell the County’s story so that it engenders pride. Internal marketing is a bigger problem than external marketing—internal meaning inside the organization and the community. Background information is needed to help residents understand quality and savings. These are sometimes complex messages.

Strategies:
Develop a communication plan using cable channels, e-newsletter, phone applications, new website, and short public interest messages in newsletters.

A. Need to appeal to the public including citizens, businesses, and organizations.
   i. Topics include: New private sector jobs attracted, saving tax dollars, and delivering government services more efficiently.
   ii. Look for revenue sharing opportunities; look for new collaboration opportunities with other counties; support existing collaboration; and market green programs

Update the electronic media infrastructure for BCC.

A. Build a BCC website and make information on the website appealing.

B. Need to move away from 1-2 dimensional information into “high definition and 3D” as a more attractive, appealing presentation.

Measurable Outcomes: Record which national and international news services pick up the story.