

# Implementation Status Update

Date: March 13, 2017

The GoForward Gahanna strategic plan was adopted by City Council via motion resolution MR-0021-2016 on April 18, 2016. This plan was the culmination of months of stakeholder meetings and interviews and extensive community engagement. It outlines the strategic priorities that Gahanna government will focus on for the next five years and the strategic results that our customers can expect to experience during that time. This report outlines the status of each of the 22 strategic results included in the GoForward Gahanna strategic plan. Detailed Implementation Plan Status Update reports follow this summary report for more information on each result.

## Overall Updates

- Implementation plans for each of the 22 strategic results were developed in March, and are updated on an ongoing basis.
- Transitioned to the Lumanas system for project management and performance measurement related to GoForward Gahanna and departmental strategic business plans.
- Completion of 5.5 Recurring Citizen Survey strategic result.

## Planning for 2017

- The 2017 budget includes funding for multiple strategic results from the GoForward Gahanna plan. This detail is provided in the summary report that follows.
- Beginning in January, City departments began working through a facilitated process (led by the City Administrator) for developing departmental Strategic Business Plans. These plans will link both long-term issues and operational results, establish meaningful, results-oriented performance measures, and ensure alignment between department operations and the City's strategic plan.

## Strategic Results

 <b>Business and Job Development</b>			
Status	Strategic Result	Lead	Updates
ON TRACK	1.1 Walkable Downtown District	Jennifer Teal	<ul style="list-style-type: none"> <li>▪ 2017 Budget Request includes planning for the Carpenter Rd rebuild in Olde Gahanna, funded by the Olde &amp; West Gahanna TIF</li> <li>▪ Working with City Attorney and Police Department to update mobile food vendor code</li> </ul>
ON TRACK	1.2 Create 2,750 Well Paying Jobs	Anthony Jones	<ul style="list-style-type: none"> <li>▪ Through 2016, 1,104 total new jobs, 974 of which are in the targeted industries and areas, were developed</li> <li>▪ Multiple business attraction efforts are currently underway</li> </ul>

ON TRACK	1.3 Job Wages and Density	Anthony Jones	<ul style="list-style-type: none"> <li>Developed baseline data and data collection methodology for future comparison</li> <li>Baseline payroll density = \$540,991.89 per non-residential developed acre</li> <li>Baseline average annual wages = \$37,456</li> </ul>
ON TRACK	1.4 Updated and Accessible Development Plans	Anthony Jones	<ul style="list-style-type: none"> <li>Currently wrapping up a comprehensive review and update of zoning code.</li> <li>In 2017, Development Department will engage a consultant to assist in this strategic result.</li> <li>Updated Council on all existing development plans in February.</li> </ul>



## Roads, Bridges and Infrastructure

Status	Strategic Result	Lead	Updates
ON TRACK	2.1 Arterial Roads 70 PCR	Rob Priestas	<ul style="list-style-type: none"> <li>99.7% of Arterial roads rated at a 70 PCR or better</li> <li>Because we were able to take advantage of the ODOT Urban Paving Program for the US62 resurfacing, 2016 progress exceeded the target goal for the year.</li> <li>2017 Budget includes Asphalt Overlay program, Bridge Replacement program, Detroit Street Rebuilds &amp; Morse Rd. Columbus Project (Hamilton-Trellis) as well as addition of 1 FT Project Engineer</li> </ul>
ON TRACK	2.2 Local Roads 65 PCR	Rob Priestas	<ul style="list-style-type: none"> <li>97.37% of Local roads rated at a 65 PCR or better</li> <li>2017 Budget includes Asphalt Overlay program, Detroit Street Rebuilds &amp; planning for the Carpenter Rd rebuild in Olde Gahanna (TIF Funded) as well as addition of 1 FT Project Engineer</li> </ul>
ON TRACK	2.3 West Side Intersection Completed	Jennifer Teal	<ul style="list-style-type: none"> <li>Nearly 120 residents attended West Side intersection open house providing thoughtful feedback; additional open house planned</li> <li>2017 Budget includes planning for South Stygler Rd. Widening and West Johnstown Road Improvements as well as addition of 1 FT Project Engineer</li> </ul>
ON TRACK	2.4 Dedicated Funding for Roads and Bridges	Joann Bury	<ul style="list-style-type: none"> <li>City Engineer has developed annual cost estimates for road &amp; bridge programs</li> <li>Performance Audit is underway</li> </ul>



## Parks, Trails and Recreation

Status	Strategic Result	Lead	Updates
ON TRACK	3.1 Completed Trail System	Jeff Barr	<ul style="list-style-type: none"> <li>Design work underway for design of Section 4 &amp; alignment of 8.</li> <li>Received \$850K Clean Ohio Trail Fund grant for BWT Section 4.</li> <li>2017 Budget includes BWT Section 4 and Rocky Fork Drive Sidewalks.</li> <li>Pending FEMA permitting, construction on Section 4 to begin in 2017.</li> </ul>
ON TRACK	3.2 SW Floodplain Park Plan	Jeff Barr	<ul style="list-style-type: none"> <li>Discussions with VFW have resumed regarding property purchase offer.</li> <li>3.2 assumes pools remain open until final park plan is adopted.</li> </ul>
ON TRACK	3.3 SW Floodplain Park Development	Jeff Barr	<ul style="list-style-type: none"> <li>TBD Pending 3.2</li> </ul>
ON TRACK	3.4 Waterway Plan	Jeff Barr	<ul style="list-style-type: none"> <li>Metroparks, MORPC and ODOT have interest in partnering with City on waterway plan.</li> <li>Reviewing examples of successful waterway plans.</li> </ul>



## Character of the City

Status	Strategic Result	Lead	Updates
ON TRACK	4.1 Business Community Engagement	Anthony Jones	<ul style="list-style-type: none"> <li>Development has begun including discussion of community engagement opportunities in business visits.</li> <li>Parks is working on creating a brochure highlighting engagement opportunities.</li> </ul>
ON TRACK	4.2 Updated Architectural Standards	Anthony Jones	<ul style="list-style-type: none"> <li>Development is analyzing current plans.</li> <li>In 2017, Development Department will engage a consultant to assist in this strategic result.</li> </ul>
ON TRACK	4.3 Gateways and Signage	Anthony Jones	<ul style="list-style-type: none"> <li>Gateway design contingent on branding</li> <li>2016 Street sign program is completed. 198 signs were installed at 100 intersections.</li> <li>79 intersections to receive new signage in 2017.</li> </ul>

ON TRACK	4.4 Brand Launch	David Kusz	<ul style="list-style-type: none"> <li>▪ Kicked off brand development project with steering committee.</li> <li>▪ RFP for branding firm to be issued soon.</li> </ul>
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## Good Government

Status	Strategic Result	Lead	Updates
ON TRACK	5.1 Neighborhood Commissions	Anthony Jones	<ul style="list-style-type: none"> <li>▪ Recruitment for area commissions is currently under way; over 45 applicants.</li> <li>▪ Anticipate first meeting by May 31, 2017.</li> </ul>
ON TRACK	5.2 Online Access to Strategic Plan Performance	Jennifer Teal	<ul style="list-style-type: none"> <li>▪ <a href="http://www.goforwardgahanna.org">www.goforwardgahanna.org</a> is updated each quarter with implementation and performance updates</li> <li>▪ Council receiving Q4 implementation update at 2<sup>nd</sup> committee in February.</li> </ul>
ON TRACK	5.3 Results Performance Measurement	Jennifer Teal	<ul style="list-style-type: none"> <li>▪ Transitioned to the Lumanas system for project management and performance measurement related to GoForward Gahanna and departmental strategic business plans.</li> <li>▪ Departmental Strategic Business Planning began in January 2017</li> </ul>
ON TRACK	5.4 Online Access to Results Performance Information	Jennifer Teal	<ul style="list-style-type: none"> <li>▪ Quarterly GoForward Gahanna updates are posted to <a href="http://www.goforwardgahanna.org">www.goforwardgahanna.org</a></li> <li>▪ Rolled out Ohio Checkbook.</li> <li>▪ Transitioned to the Lumanas system for project management and performance measurement related to GoForward Gahanna and departmental strategic business plans.</li> <li>▪ Departmental Strategic Business Planning began in January 2017.</li> </ul>
COMPLETED 	5.5 Recurring Citizen Survey	Jennifer Teal	<ul style="list-style-type: none"> <li>▪ Completed 2016 National Citizen Survey.</li> <li>▪ Presented findings to Council in November.</li> <li>▪ Survey Results are available online.</li> </ul>
ON TRACK	5.6 Code Review, Update and Enforcement	Jennifer Teal	<ul style="list-style-type: none"> <li>▪ Software to promote online reporting of code violations has been selected and will be implemented in 2017.</li> <li>▪ Entire zoning code has been reviewed by Planning Commission and is before Council for approval.</li> <li>▪ 2017 Budget includes funding for enhanced Code Enforcement Software and PT Code Enforcement staff.</li> </ul>



**Strategic Result:** 1.1 Walkable Downtown District

**Strategic Results Description & Team**

1.1 By 2021, the City will encourage and create a livable, walkable downtown district characterized by arts, culture, retail and entertainment.

Strategic Result Lead: Jennifer Teal, City Administrator

Strategic Result Team:

- Jeff Barr, Director of Parks and Recreation
- Anthony Jones, Director of Planning & Development
- Dottie Franey, Director of Public Service
- Jeff Spence, Deputy Chief of Police
- Rob Priestas, City Engineer
- Bonnie Gard, Zoning Administrator
- Michael Blackford, Deputy Director of Planning & Development

Milestone	Due Date	Complete Date
By April 1, 2016, in order to encourage retail activity, the City will begin to solicit private investment for new residential and mixed-use projects in the downtown area.	04/01/16	04/01/16
By August 31, 2016, the City will support statewide legislation that improves the economic development toolkit to improve the downtown area.	08/31/16	04/27/16
By December 31, 2016, identify walkability gaps in the downtown area.	12/31/16	12/30/16
By December 31, 2016, identify a solution for the parking garage space count system	12/31/16	09/25/16
By December 31, 2017, an active community based group for the arts, culture and entertainment activities in the downtown area will be developed.	12/31/17	10/31/16
By December 31, 2017, modify the city code to support, control and promote food truck and other mobile retail service industries	12/31/17	
By December 31, 2017, the Parks and Recreation Department, assisted by the Parks Foundation, will create a long-term plan for the arts, culture and entertainment in the downtown area.	12/31/17	
Milestone-Long Term	Due Date	Complete Date

By December 31, 2018, residents and businesses of the downtown will experience a brand that is aligned with the City's new brand initiative	12/31/18	
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<b>Performance Measures</b>	<b>YTD/Actual</b>	<b>Target</b>
% of walkability gaps corrected	0.700000000000	0.750000000000



**Strategic Result:** 1.2 Create 2,750 New Jobs

**Strategic Results Description & Team**

1.2 By 2021, 2,750 well-paying jobs will be developed by businesses locating in southeast and southwest Gahanna, targeting finance and insurance, education and health, professional and business services and manufacturing sectors.

Strategic Result Lead: Anthony Jones, Director of Planning & Development

Strategic Result Team:

- Tom Kneeland, Mayor
- Michael Blackford, Deputy Director of Planning & Development
- Emanuel Torres, Economic Development Manager
- Joann Bury, Finance Director

Milestone	Due Date	Complete Date
By May 1, 2016, the Mayor will receive monthly performance reports related to the development of new well-paying jobs	05/01/16	05/01/16
By July 1, 2016, investigate and review the data that will provide the industry information needed for the ongoing trend analysis.	07/01/16	07/01/16
By July 31, 2016, the Council and public will receive frequent performance reports related to the development of new well-paying jobs.	07/31/16	07/31/16
By December 31, 2017, the City will have developed 916 new well-paying jobs within southeast and southwest Gahanna.	12/31/17	01/31/17
Milestone-Long Term	Due Date	Complete Date
By December 31, 2019, the City will have developed 916 new well-paying jobs within southeast and southwest Gahanna.	12/31/19	
Performance Measures	YTD/Actual	Target
# New Jobs (Targeted)	0.0	

# New Jobs (Total)	41.0000000000000	
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**Strategic Result:** 1.3 Job Wages and Density

**Strategic Results Description & Team**

1.3 By 2019, in order to maximize economic impact for Gahanna, newly developed jobs will be at a wage level and density that is greater than or equal to the 2015 average.

Strategic Result Lead: Anthony Jones, Director of Planning & Development

Strategic Result Team:

- Tom Kneeland, Mayor
- Michael Blackford, Deputy Director of Planning & Development
- Emanuel Torres, Economic Development Manager
- Joann Bury, Finance Director

Milestone	Due Date	Complete Date
By June 30, 2016, in order to establish a density level baseline and to measure ongoing progress, the City will calculate the number of non-residential square footage in the City of Gahanna for 2015.	06/30/16	06/30/16
By June 30, 2016, develop a strategy for calculating the number of jobs and wage levels.	06/30/16	06/30/16

Milestone-Long Term	Due Date	Complete Date

Performance Measures	YTD/Actual	Target
% Increase in Job Density		

% Increase in Average Wages		
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Average Annual Wages		
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# of Jobs		
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Total Annual Payroll	814192800.000000000 0000	
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Jobs Per Acre		
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\$ Payroll Density	540991.8900000000000 0	
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Non-Residential Developed Acreage	1505.0000000000000	
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**Strategic Result:** 1.4 Updated and Accessible Development Plans

**Strategic Results Description & Team**

1.4 By 2019, the development and business community, city leaders and investors, residents and neighborhoods will have easy access to an updated, unified development plan for the City of Gahanna.

Strategic Result Lead: Anthony Jones, Director of Planning & Development

Strategic Result Team:

- Anthony Jones, Director of Planning & Development
- Michael Blackford, Deputy Director of Planning & Development
- Rob Priestas, City Engineer
- Bonnie Gard, Zoning Administrator
- Joe Collin , GIS Administrator

Milestone	Due Date	Complete Date
By December 31, 2016, Gahanna's Planning Commission will participate in the review and discussion of each of the City's existing development plans.	12/31/16	12/21/16
By August 31, 2017, develop a matrix of all City plans to identify similarities and contradictions.	08/31/17	

Milestone-Long Term	Due Date	Complete Date
By December 31, 2019, completion of strategic priority 4.2-Updated Architectural Standards	12/31/19	
By December 31, 2019, the development and business community, city leaders and investors, residents and neighborhoods will have access to updated plan data from the City's online GIS system.	12/31/19	

Performance Measures	YTD/Actual	Target



**Strategic Result:** 2.1 Arterial Roads 70 PCR

**Strategic Results Description & Team**

2.1 By 2019, arterial roads will be improved and maintained to a condition rating of 70 or better.

Strategic Result Lead: Rob Priestas, City Engineer

Strategic Result Team:

- Matt Holdren, Deputy Director of Public Service
- Dottie Franey, Director of Public Service
- Grant Crawford, Project Administrator
- Joann Bury, Director of Finance

Milestone	Due Date	Complete Date
By June 2016, report out what was completed and what remains under the approved condition rating along with projections so decisions can be made about funding (in CNA).	06/01/16	06/30/16
By December 31, 2016, drivers will experience a smooth comfortable ride (70 PCR) on 97.4% of Gahanna's arterial roads	12/31/16	09/30/16
By December 31, 2017, drivers will experience a smooth comfortable ride (70 PCR) on 98.3% of Gahanna's arterial roads.	12/31/17	
Milestone-Long Term	Due Date	Complete Date
By December 31, 2018, drivers will experience a smooth comfortable ride (70 PCR) on 99.1% of Gahanna's arterial roads.	12/31/18	
By December 31, 2019, drivers will experience a smooth comfortable ride (70 PCR) on 100% of Gahanna's arterial roads.	12/31/19	
Performance Measures	YTD/Actual	Target
# centerline feet of arterial roads repaired	21859.000000000000	

\$ average cost per arterial centerline foot repaired	11.4000000000000	
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% of arterial roads rated at 70 PCR or greater	1.0000000000000	
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# total centerline feet of arterial roads	148632.00000000000 0	
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**Strategic Result:** 2.2 Local Roads 65 PCR

**Strategic Results Description & Team**

2.2 By 2021, local roads will be improved and maintained to a condition rating of 65 or better

Strategic Result Lead: Rob Priestas, City Engineer

Strategic Result Team:

- Matt Holdren, Deputy Director of Public Service
- Dottie Franey, Director of Public Service
- Grant Crawford, Project Administrator
- Joann Bury, Director of Finance

Milestone	Due Date	Complete Date
By June 2016, report out what was completed and what remains under the approved condition rating along with projections so decisions can be made about funding (in CNA).	06/01/16	06/30/16
2.2.1-By December 31, 2016, drivers will experience a comfortable ride (65 PCR) on 96.1% of Gahanna's local roads.	12/31/16	06/30/16
By December 31 of each year, roads will be rated and progress reported in the following June.	12/31/16	12/31/16
2.2.2-By December 31, 2017, drivers will experience a comfortable ride (65 PCR) on 96.9% of Gahanna's local roads.	12/31/17	
Milestone-Long Term	Due Date	Complete Date
2.2.3-By December 31, 2018, drivers will experience a comfortable ride (65 PCR) on 97.7% of Gahanna's local roads.	12/31/18	
2.2.4-By December 31, 2019, drivers will experience a comfortable ride (65 PCR) on 98.5% of Gahanna's local roads	12/31/19	
2.2.5-By December 31, 2020, drivers will experience a comfortable ride (65 PCR) on 99.2% of Gahanna's local roads	12/31/20	
Performance Measures	YTD/Actual	Target

% local roads rated 65 PCR or greater	97.3700000000000	
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# centerline feet of local roads repaired	20328.000000000000	
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# total centerline feet of local roads	559680.000000000000 0	
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\$ average cost per local centerline foot repaired	56.2000000000000	
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**Strategic Result:** 2.3 West Side Intersection Completetd

**Strategic Results Description & Team**

2.3 By 2021, West Gahanna residents and visitors will be able to travel through improved and maintained intersections on Stygler, Agler and US 62, according to traffic flow and traffic safety standards so that development and redevelopment projects can proceed.

Strategic Result Lead: Jennifer Teal, City Administrator

Strategic Result Team:

- Dottie Franey, Director of Public Service and Engineering
- Rob Priestas, City Engineer
- Matt Holdren, Deputy Director of Public Service
- Anthony Jones, Director of Planning & Development
- Joann Bury, Director of Finance
- Dennis Murphy, Chief of Police
- Jeff Spence, Interim Deputy Chief of Police

Milestone	Due Date	Complete Date
By December 31, 2016, complete development of alternative analysis for intersection designs, including costs and impacts.	12/31/16	01/26/17
By end of 1st quarter 2017, perform economic impact analysis based on alternative designs (i.e. redevelopment, rate of return, etc.).	03/31/17	
By mid-2017, community engagement strategies are approved and begun.	06/30/17	01/26/17
By mid-2017, public will have the opportunity to provide input on the alternative designs.	08/31/17	01/26/17
By December 31, 2017, Council and Mayor will gain consensus based on public input and staff recommendations for the final design, which will identify development and redevelopment opportunities.	12/31/17	
Milestone-Long Term	Due Date	Complete Date
By end of 1st quarter 2018, begin final design.	03/31/18	
By December 31, 2019, right-of-way acquisitions.	12/31/19	



By mid-2020, begin construction.	06/30/20	
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<b>Performance Measures</b>	<b>YTD/Actual</b>	<b>Target</b>
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**Strategic Result:** 2.4 Dedicated Funding for Roads and Bridges

**Strategic Results Description & Team**

2.4 By December 31st 2019, roads, bridges and infrastructure improvements and ongoing maintenance will be supported by a dedicated funding mechanism.

Strategic Result Lead: Joann Bury, Director of Finance

Strategic Result Team:

- Michael Schnetzer, Chair of Council Finance Committee
- Jennifer Teal, City Administrator
- Dottie Franey, Director of Public Service
- Rob Priestas, City Engineer
- Anthony Jones, Director of Planning & Development
- Matt Holdren, Deputy Director of Public Service
- Niel Jurist, Public Information Manager

Milestone	Due Date	Complete Date
By June 30, 2016, perform assessment of annual capital financial need for bridges and roads (CNA).	06/30/16	06/30/16
By July 31, 2016, complete evaluation of available options to obtain a dedicated funding mechanism.	07/31/16	07/31/16
By December 31, 2017 Performance Audit will be completed.	12/31/17	
Milestone-Long Term	Due Date	Complete Date
By November 7, 2018 Gahanna residents will vote on a ballot measure.	11/07/18	
Performance Measures	YTD/Actual	Target
% of road, bridge & infrastructure improvements and maintenance funded by a dedicated funding mechanism	0.050000000000	



**Strategic Result:** 3.1 Completed Trail System

**Strategic Results  
Description &  
Team**

3.1 By 2020, residents and visitors will be able to walk and bike along a completed trail system that connects Gahanna trails, paths and parks and that connects Gahanna to neighboring communities.

Strategic Result Lead: Jeff Barr, Director of Parks and Recreation

Strategic Result Team:

- Joann Bury, Director of Finance
- Rob Priestas, City Engineer

<b>Milestone</b>	<b>Due Date</b>	<b>Complete Date</b>
By April 1, 2016, submit grant applications for BWT Section 4.	04/01/16	04/01/16
By August 31, 2016, present request to Council to enter into contract with a consultant for the design of BWT Section 4.	08/31/16	08/31/16
By December 31, 2017, construction of Big Walnut Trail (BWT) Section 4 will be complete.	12/31/17	
By December 31, 2017, select a consultant to help develop a trail master plan for our community as a whole, including maintenance projections/needs for the trail system (once BWT section 4 is complete).	12/31/17	
<b>Milestone-Long Term</b>	<b>Due Date</b>	<b>Complete Date</b>
By July 1, 2018, the Bicycle and Trail Advisory Committee (BTAC) will be engaged in the development of the trail master plan.	07/01/18	
By December 31, 2018, complete the trail master plan including maintenance needs/projections.	12/31/18	
By December 31, 2019, construction of BWT Section 8 will be complete.	12/31/19	

By December 31, 2019, develop and complete the full build out strategy for the trail system according the trail master plan.	12/31/19	
By December 31, 2020, begin the remaining build out of the trail system	12/31/20	
<b>Performance Measures</b>	<b>YTD/Actual</b>	<b>Target</b>
% BWT System Complete	0.750000000000	



**Strategic Result:** 3.2 Southwest Floodplain Park Plan

**Strategic Results Description & Team**

3.2 By 2018, Gahanna residents will have an approved plan in place for the Southwest Floodplain that addresses sports fields, a community pool and connected trails and paths, including ongoing maintenance.

Strategic Result Lead: Jeff Barr, Director of Parks & Recreation

Strategic Result Team:

- Alan Little, Parks and Facilities Superintendent
- Jennifer Teal, City Administrator
- Annie Pynch, Parks Coordinator (landscape architect)

Milestone	Due Date	Complete Date
By April 1, 2016, present the City Strategic Plan to the Parks Board	04/01/16	04/01/16
The 2017 budget process will include decisions about capital investment to keep the existing pools open.	09/30/16	09/30/16
By March 31, 2017 Parks staff will develop rough conceptual plans of active and passive options for Council's consideration.	03/31/17	
By the second half of 2017 Parks and Recreation, Council and the Mayor will have a workshop to determine the scope of the park planning process.	06/30/17	
Milestone-Long Term	Due Date	Complete Date
By mid-2018, the community will be engaged in the planning process.	06/30/18	
The community will have aquatics opportunities in Gahanna while City pools continue to operate until the final strategy is determined.	12/31/18	
By December 31, 2018, the plan will be approved.	12/31/18	
Performance Measures	YTD/Actual	Target





**Strategic Result:** 3.3 Southwest Floodplain Park Development

**Strategic Results  
Description &  
Team**

3.3 By the end of 2021, Gahanna residents and visitors will be able to enjoy a completed park in the Southwest Floodplain that is well planned and maintained.

Strategic Result Lead: Jeff Barr, Director of Parks and Recreation

Strategic Result Team: TBD

Milestone	Due Date	Complete Date
Milestone-Long Term	Due Date	Complete Date
Completion of strategic result 3.2 (Southwest Floodplain Park Plan)	12/31/18	
Performance Measures	YTD/Actual	Target



**Strategic Result:** 3.4 Waterway Plan

**Strategic Results Description & Team**

3.4 By 2018, Gahanna residents will have an approved plan in place for waterways development, use and promotion.

Strategic Result Lead: Jeff Barr, Director of Parks and Recreation

Strategic Result Team:

- Zac Guthrie, Recreation Supervisor
- Sara Crombie, Recreation Supervisor
- Beth McCollum, Marketing & Communications
- Rob Priestas, City Engineer
- Jeff Feltz, Water Resource Engineer
- Bonnie Gard, Zoning Administrator
- Ken Fultz, Chief Building Official
- Joe Collin, GIS Administrator

Milestone	Due Date	Complete Date
By April 1, 2016, present the City Strategic Plan to the Parks Board	04/01/16	04/01/16
By May 1, 2016, promote waterway programs, awareness and future planning process within existing recreational communication plan and water billing system	05/01/16	05/01/16
By February 1, 2017 issue the RFP for the Plan	02/01/17	
By May 1, 2017, secure a consultant to complete the plan	05/01/17	
By August 1, 2017, the community will be engaged in planning process	08/01/17	
By December 31, 2017, engage the Natural Resource Advisory Committee (NRAC) in the planning process.	12/31/17	
By December 31, 2017, include funding for plan creation in 2018 Budget	12/31/17	
Milestone-Long Term	Due Date	Complete Date



By December 31, 2018, complete the plan	12/31/18	
By January 1, 2019 initiate promotion strategy of the waterway plan, programs and usage	01/01/19	
<b>Performance Measures</b>	<b>YTD/Actual</b>	<b>Target</b>



**Strategic Result:** 4.1 Business Involvement

**Strategic Results Description & Team**

4.1 By 2021, 50% of targeted businesses in Gahanna will partner with the City to participate in and meaningfully contribute to community engagement initiatives, events and other activities that bring together business leaders, city leaders

Strategic Result Lead: Anthony Jones, Director of Planning & Development

Strategic Result Team:

- Jeff Barr, Director of Parks and Recreation
- Michael Blackford, Deputy Director of Planning & Development
- Emanuel Torres, Economic Development Manager
- Zac Guthrie, Recreation Supervisor

Milestone	Due Date	Complete Date
By May 1, 2016, the Development team will begin sharing information with Gahanna businesses about potential engagement opportunities with the Parks and Recreation Department	05/01/16	05/01/16
By June 2017, begin mailing Gateway to businesses.	06/01/17	
By December 1, 2017, City will have a fully coordinated, integrated approach to serving and engaging businesses within the community	12/01/17	
By December 31, 2017, all business engagement materials will be aligned with the city's brand	12/31/17	
Milestone-Long Term	Due Date	Complete Date
By December 31, 2018, 25% of the targeted existing and new businesses in Gahanna will partner with the City to participate in and meaningfully contribute to community engagement initiatives, events and other activities	12/31/18	
Performance Measures	YTD/Actual	Target
% targeted business engaged in the community	0.0	



**Strategic Result:** 4.2 Updated Architectural Standards

**Strategic Results Description & Team**

4.2 By 2019, City neighborhood, development and new commercial development plans will be consistent with established architectural standards and guidelines that supports, maintains and promotes the character of the City.

Strategic Result Lead: Anthony Jones, Director of Planning & Development

Strategic Result Team:

- Michael Blackford, Deputy Director Planning & Development
- Dottie Franey, Director of Public Service
- Rob Priestas, City Engineer
- Bonnie Gard, Zoning Administrator

Milestone	Due Date	Complete Date
By December 31, 2016 the Development Department will review and compile an analysis of all existing plans (strategic result 1.4).	12/31/16	12/21/16
By February 28, 2017 the Development Department will share their plan analysis with the Mayor and Council (strategic result 1.4).	02/28/17	
By July 1, 2017, the City Council will be presented with the existing architectural standards.	07/01/17	
Milestone-Long Term	Due Date	Complete Date
By July 1, 2018, the stakeholders will be engaged in the process of determining the desired architectural standards of the community	07/01/18	
By December 31, 2019, completion of strategic result 1.4 (Updated and Accessible Development Plans)	12/31/19	
Performance Measures	YTD/Actual	Target



**Strategic Result:** 4.3 Gateways and Signage

**Strategic Results Description & Team**

4.3 By 2019, entrances to the City and neighborhoods within city boundaries will have consistent and unified signage, including street signs, that is consistent with our brand.

Strategic Result Lead: Anthony Jones, Director of Planning & Development

Strategic Result Team:

- Jennifer Teal, City Administrator
- David Kusz, Marketing & Communication Director
- Niel Jurist, Public Information Manager
- Bonnie Gard, Planning & Zoning Administrator
- Michael Blackford, Deputy Director of Planning & Development
- Dottie Franey, Director of Public Service
- Rob Priestas, City Engineer
- Russ Sims, Streets/Utilities Superintendent
- Ken Fultz, Chief Building Official
- Matt Holdren, Deputy Director of Public Service

Milestone	Due Date	Complete Date
By July 31, 2016, inventory existing entryways and existing signage, and review existing city plans	07/31/16	07/31/16
By July 31, 2016, determine State timelines and requirements for overpasses.	07/31/16	07/31/16
By December 31, 2016, drivers and pedestrians will experience high reflectivity street signs that are easy to read in both day and night at 75% of Gahanna's intersections.	12/31/16	09/23/16
By February 1, 2017, place order for street signs and poles for District 2 (Riva Ridge, Bryn Mawr, Harrison Pond)	02/01/17	01/20/17
By mid-year 2017, the City will launch a new brand that expresses the character of our community (strategic result 4.4).	07/31/17	
By December 31, 2017, a firm will provide designs for City entryways and plans for implementation.	12/31/17	
By December 31, 2017, drivers and pedestrians will experience high reflectivity street signs that are easy to read in both day and night at 85% of Gahanna's intersections	12/31/17	

Milestone-Long Term	Due Date	Complete Date
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By February 1, 2018, place order for new street signs and poles for District 1.	02/01/18	
By mid-year 2018, begin implementing phased construction of branded entryways.	06/30/18	
By December 31, 2018, drivers and pedestrians will experience high reflectivity street signs that are easy to read in both day and night at 95% of Gahanna's intersections.	12/31/18	
By December 31, 2019, drivers and pedestrians will experience high reflectivity street signs that are easy to read in both day and night at 100% of Gahanna's intersections.	12/31/19	
<b>Performance Measures</b>	<b>YTD/Actual</b>	<b>Target</b>
% intersections with new street signs	1.00000000000000	
# intersections awaiting new signs	198.00000000000000	
# intersections upgraded with new signs	100.00000000000000	
\$ cost per intersection upgraded with new street signs	700.00000000000000	



**Strategic Result:** 4.4 Brand Launch

**Strategic Results Description & Team**

4.4 By mid-year 2017, the City will launch a new brand that expresses the character of our community.

Strategic Result Lead: David Kusz, Marketing and Communications Director

Strategic Result Team:

- Anthony Jones, Director of Planning & Development
- Jennifer Teal, City Administrator
- Tom Kneeland, Mayor
- Beth McCollum, Public Information Team Member
- Jeff Barr, Director of Parks and Recreation
- Niel Jurist, Public Information Manager
- Rob Priestas, City Engineer
- Dottie Franey, Director of Public Service
- Michael Blackford, Deputy Director of Planning & Development
- Bonnie Gard, Planning & Zoning Administrator

Milestone	Due Date	Complete Date
By June 1, 2016, hire & onboard Marketing & Communication Director	06/01/16	06/01/16
By July 31, 2016 the initiative will be communicated to key stakeholders in the community	07/31/16	07/31/16
By October 1, 2016, form a committee of internal and external stakeholders to assist in developing the City's brand.	10/01/16	10/01/16
By April 30, 2017, select a branding consultant firm/advertising agency	04/30/17	
By June 30, 2017, kickoff with a branding/advertising agency partner, including formal research with the community and stakeholders.	06/30/17	
Milestone-Long Term	Due Date	Complete Date
Performance Measures	YTD/Actual	Target





**Strategic Result:** 5.1 Area Commissions

**Strategic Results Description & Team**

5.1 By the end of 2016, residents will experience improved community engagement opportunities & participation through the creation of neighborhood commissions.

Strategic Result Lead: Anthony Jones, Director of Planning & Development

Strategic Result Team:

- Tom Kneeland, Mayor
- Anthony Jones, Director of Planning & Development
- Michael Blackford, Deputy Director of Planning & Development

Milestone	Due Date	Complete Date
By June 1, 2016, the Mayor and the public will have the framing document will be used to establish area commissions	06/01/16	06/01/16
By December 1, 2016, the Mayor's office will solicit for area commission membership	12/01/16	12/01/16
By April 30, 2017, area commission members will be appointed	04/30/17	
By May 31, 2017, all the area commissions will have their first meeting	05/31/17	
Milestone-Long Term	Due Date	Complete Date
Performance Measures	YTD/Actual	Target





**Strategic Result:** 5.2 Online Access to Strategic Plan Performance

**Strategic Results Description & Team**

5.2 By 2017, Council, Mayor and residents will have on-line access to results performance information regarding the implementation of the City Strategic Plan.

Strategic Result Lead: Jennifer Teal, City Administrator

Strategic Result Team

- Niel Jurist, Public Information Manager
- Jessica Gleich, Finance Coordinator
- Kim Banning, Council Clerk

Milestone	Due Date	Complete Date
By April 2016, working copies of the each strategic results implementation plans will be shared with City Council.	04/01/16	04/01/16
By July 31, 2016, Council will receive their first quarterly update on the implementation of the strategic plan.	07/31/16	07/31/16
By July 31, 2016 update the <a href="http://www.goforwardgahanna.org">www.goforwardgahanna.org</a> website to accommodate provide userfriendly access to results performance information	07/31/16	07/31/16
By mid-February, 2017, Council will receive an annual update on the implementation of the strategic plan.	02/15/17	
Milestone-Long Term	Due Date	Complete Date
Performance Measures	YTD/Actual	Target



**Strategic Result:** 5.3 Results Performance Measurement

**Strategic Results Description & Team**

5.3 By mid-2017, Council and the Mayor will be able to make decisions using regularly provided performance reports with results measures.

Strategic Result Lead: Jennifer Teal, City Administrator

Strategic Result Team:

- Jessica Gleich, Finance Coordinator
- Department PM contacts-performance reporting
- Department Directors-business plan development

Milestone	Due Date	Complete Date
By July 31, 2016, a framework, definitions, tools and timelines for performance measurement will be developed.	07/31/16	07/31/16
By August 31, 2016, department managers will develop results performance measures to support the implementation plan, as applicable.	08/31/16	08/31/16
By mid-2017, a phased approach for developing departmental strategic business plans that include results performance measures will be implemented.	06/30/17	01/15/17
Milestone-Long Term	Due Date	Complete Date
Performance Measures	YTD/Actual	Target



**Strategic Result:** 5.4 Online Access to Results Performance Information

**Strategic Results Description & Team**

5.4 By mid-2017, residents, businesses and interested stakeholders will have on-line access to results performance information about City operations.

Strategic Result Lead: Jennifer Teal, City Administrator

Strategic Result Team:

- Jessica Gleich, Finance Coordinator
- Department PM POCs
- TBD, IT Director

Milestone	Due Date	Complete Date
By December 31, 2016, identify options for online presentation of results performance information.	12/31/16	08/31/16
By February 15, 2017, Council will receive an annual update on the implementation of the strategic plan including identification of the measures that will be used to support it.	02/15/17	
Milestone-Long Term	Due Date	Complete Date
Performance Measures	YTD/Actual	Target



**Strategic Result:** 5.5 Recurring Citizen Survey

**Strategic Results Description & Team**

5.5 By 2017, Gahanna residents will experience a responsive government that measures citizen satisfaction and concerns in a statistically valid & actionable manner every 3 years.

Strategic Result Lead: Jennifer Teal, City Administrator

Strategic Result Team:

- David Kusz, Marketing & Communication Director
- Niel Jurist, Public Information Manager
- TBD, Information Technology

Milestone	Due Date	Complete Date
By October 31, 2016, citizen satisfaction and concerns will be measured using a statistically valid, nationally administered and benchmarked citizen survey.	10/31/16	09/15/16
By December 31, 2016, survey results will be shared with Council and the public.	12/31/16	11/14/16
Milestone-Long Term	Due Date	Complete Date
Performance Measures	YTD/Actual	Target



**Strategic Result:** 5.6 Code Review, Update and Enforcement

**Strategic Results Description & Team**

5.6 By 2017, the business community, neighborhoods, and developers will have updated, enforced City codes, which are reviewed every 3 years.

Strategic Result Lead: Jennifer Teal, City Administrator

Strategic Result Team:

Code Review and Updates:

*Lead:* Shane Ewald, City Attorney

*Team:* Kim Banning, Clerk of Council, Department Directors (related to subject matter), Appropriate Staff (related to subject matter), Planning Commission (as applicable)

Code Enforcement Enhancements:

*Lead:* Rob Priestas, City Engineer

*Team:* Dottie Franey, Director of Public Service, Bonnie Gard, Planning & Zoning Administrator, Brian Reynolds, Code Enforcement Officer, TBD, PT Code Enforcement Officer

Milestone	Due Date	Complete Date
By December 31, 2016, city codes that relate to revenue collection will be proactively reviewed and up to date.	12/31/16	12/31/16
By December 31, 2016, zoning codes will be proactively reviewed and up to date.	12/31/16	
By December 31, 2016, identify ways to facilitate reporting code violations.	12/31/16	12/31/16
By the first quarter of 2017, residents will have code enforcement available seven days a week.	03/31/17	
By the end of 2017, all city codes will be proactively reviewed and up to date.	12/31/17	
By the end of 2017, residents will experience an enhanced customer interface for code enforcement reporting.	12/31/17	
Milestone-Long Term	Due Date	Complete Date
Performance Measures	YTD/Actual	Target

