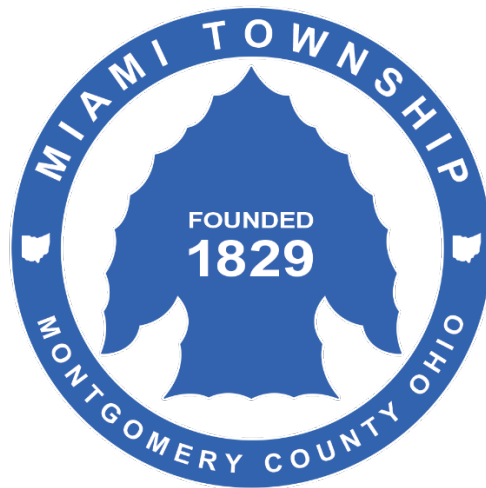


Miami Township
Montgomery County, Ohio

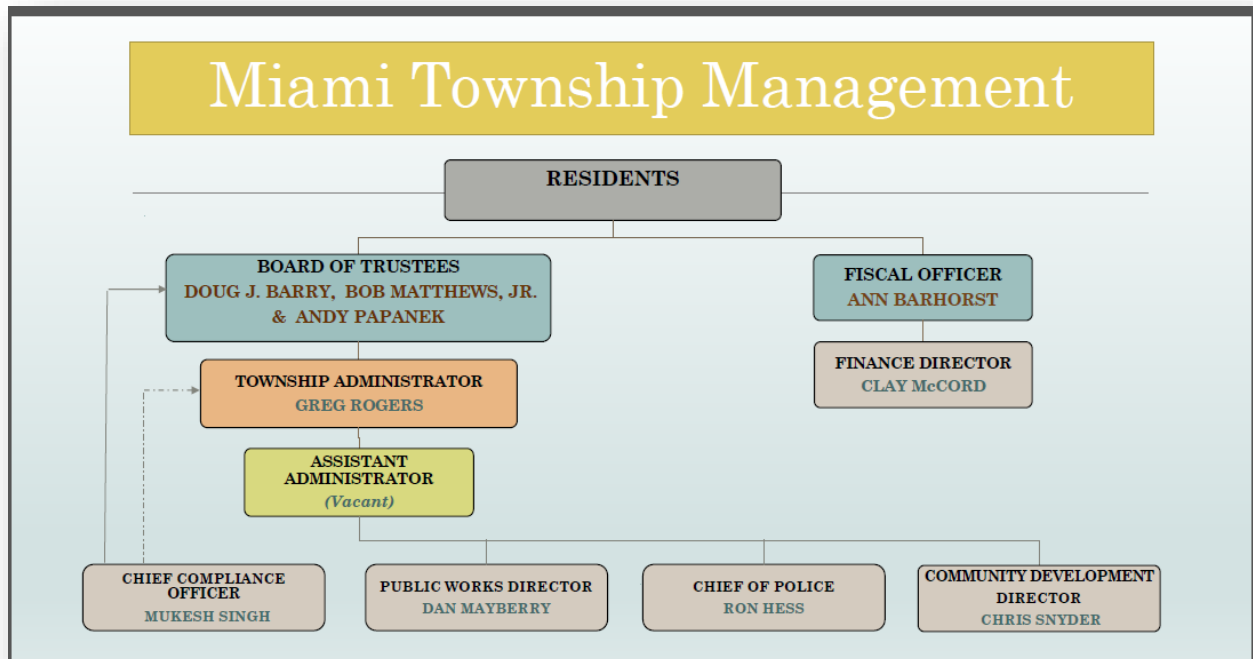
Strategic Plan



May 28, 2015

Mission Statement

Miami Township's Mission Statement is to provide excellent services to our residents and businesses, with an emphasis on integrity, efficiency and fiscal responsibility, which will position the township for future growth and continued success.



Who we are

Miami Township, Montgomery County is the seventh largest township in the State of Ohio with an unincorporated population of 29,131. It is both rural and urban, with the convenience of city life and the openness of the country still in view. Miami Township is situated in Southwest Ohio, the crossroads of the Midwest where I-70 east and west connects with I-75 north and south.

Only minutes south of the Dayton International Airport and Wright Patterson Air Force Base, Miami Township is home of the Dayton Mall. Conveniently located along the I-75 corridor between Cincinnati and Dayton where the new Austin Boulevard Interchange has opened, providing easy access to the Mound Advanced Technology Center, Dayton Wright Brothers Airport and exciting new commercial developments.

Background

Founded in 1829

Trustees: Douglas Barry
Robert Matthews
Andrew Papanek

Fiscal Officer: Ann Barhorst

Township Administrator: Gregory S. Rogers, MA, AICP

Miami Township Demographics

With a combined population over 50,000 people within the unincorporated and incorporated portions of Miami Township. The current territory of Miami Township is 20.87 square miles, not including the City of Miamisburg, with 90 linear miles of roadways. Daytime population swells to over 100,000 people including the city of Miamisburg. Population within a 10 minute residential drive-time of the Dayton Mall was last estimated to be over 129,000. Nearly 300,000 within the secondary trade area of the Dayton Mall. Median family income within the same areas was estimated to be \$60,763 in 2007. The Dayton Mall represents one billion dollars of retail sales community with over 6 million annual visitors. Approximately 100,000 vehicles travel along Interstate 75 adjacent to the Dayton Mall on a daily basis.

Approximately 66,100 vehicles travel through the intersection of State Route 725 and State Route 741 at the northwest end of the Dayton Mall every day according to the 2009 MVRPC Safety Analysis Report. Miami Township offers incredible convenience,

with 71% of those living in Miami Township commuting less than 25 minutes and 90% commuting less than 35 minutes.

Proximity

Miami Township offers an ideal location on and near several major transportation corridors. The heavily traveled Interstate 75 corridor runs through Miami Township adjacent to our commercial, office, and industrial centers. A new Interchange at Austin Boulevard and Interstate 75 has significantly enhanced access to the southern half of Miami Township. The junction of Interstate 675 connecting the eastern suburbs of Dayton, Wright Patterson Air Force Base and Greene County to Interstate 75 is also located in Miami Township just south of the Dayton Mall. Just 15 miles to the north is the junction of Interstate 70 and Interstate 75, one of the most heavily traveled intersections in the United States.

Miami Township corporations, hotels, and retail businesses benefit from the close proximity of the Dayton International Airport and the Dayton Wright Brothers Airport. The two airports provide access to commercial flights and corporate jets bring in out-of-town customers on a convenient and routine basis.

Finally, Miami Township is home to a number of regional attractions that support both our residents and many out-of-town visitors daily. The Dayton Mall is located at the heart of the central business district, but we also support a number of recreational opportunities such as the Cox Arboretum and Gardens Metropark. The 189 acre collection of gardens and natural areas is yet another example of how public/private partnerships have flourished in Miami Township. The Gardens hold regular public events and festivals each year that attract visitors from around the region to the Dayton Mall area.

Partnerships

Miami Township is a community of partnerships, because we recognize that our community cannot prosper without increasing the prosperity of our residents, businesses, and neighboring communities. Where it makes fiscal sense to provide services in a joint fashion with our neighbors, we have already committed to take action and continue to look at other areas where we can jointly serve our communities. The new Miami Valley Fire District, combining Township services with the City of Miamisburg becomes operational in 2012. Where there are infrastructure projects that will jointly benefit our communities, but are too large for one community alone to support, we have established joint development agreements to provide these necessary investments. Miami Township has become a leader in the region and the State of Ohio in our use of economic development tools to create new opportunities and investment for our future.

Miami Township has and continues to partner with our neighbors through the creation of joint land use plans, joint corridor studies, and even joint plans to establish bikeways and regional parks. One of our largest assets, the Dayton Wright Brothers Airport, is located within a joint economic development district comprised of Miami Township and the City of Dayton.

Regional Assets

Stability, opportunity, and growth potential are all hallmarks of this sample of our regional assets:

Dayton International Airport
Wright-Patterson Air Force Base & Museum
Wright State University
University of Dayton
Fifth Third Field & the Dayton Dragons
Schuster Performing Arts Center
Dayton Mall
Mound Advanced Technology Center
Austin Interchange
Dayton Children's Medical Center & Urgent Care Facility
Dayton Wright Brothers Airport & the Wright "B" Flyer Museum

The investments and growth potential of these assets, and many others, will continue to bring new residents, businesses, and customers to our region and the Miami Township area. Our ability to capitalize on the growth of these assets will continue to make Miami Township a bright spot in a recovering national economy.

Organization & Service Delivery

Miami Township is a Limited Home Rule Township with an annual budget of approximately 20 million dollars. The Township is governed by three Board of Trustee members that are elected to four year terms. There is also an elected Fiscal Officer that is elected to a four year term and is responsible for the township fiscal health and records. Day to day operations and administrative duty are conducted by the Township Administrator, who is appointed by the Board of Trustees. The day to day financial duties are the responsibility of the Finance Director, who is appointed by the Board of Trustee under the recommendation of the Fiscal Officer. Each Township Department is under the supervision of a Director that is responsible for service delivery and daily operations.

Administration and each Department is staffed with Administrative Assistants that provides daily support to the public and each supervisor. Miami Township has a policy of having each phone call answered by a person and directed to the correct location. The only exception to this is if there are unforeseen events or if call volume is high. A phone tree is available if call volume is high and if call comes in during non-operating hours. Current operating hours are 8 am to 5 pm Monday through Friday with a phone

tree available 24 hours a day. The Township Offices may also be accessed by the Website, email and social media. While immediate contact is not guaranteed, normal questions are answered the next work day. There are no projected changes to these policies and the Board of Trustees are committed to outstanding customer service. Miami Township Employees do have the right to terminate phone calls and onsite visit if a person becomes threatening, abusive, or utilizes inappropriate language. Each employee has the right to invoke this provision at the time the events takes place.

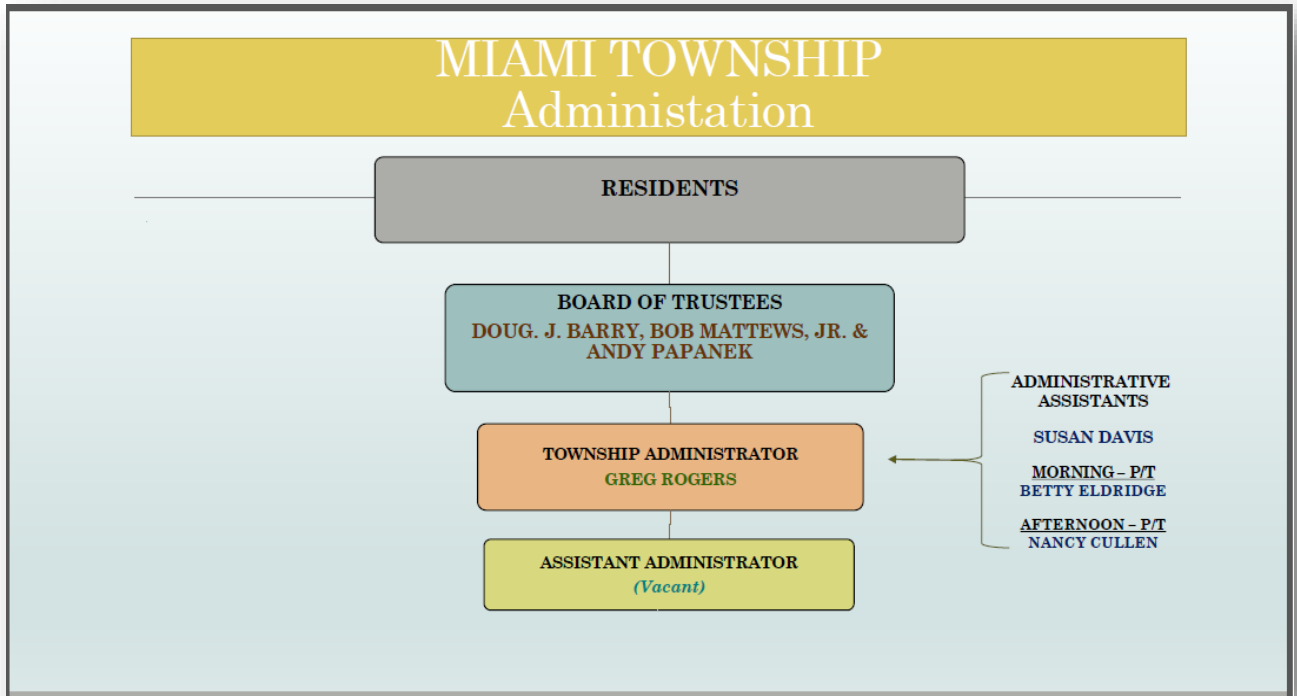
Challenges

1. **Limited Resources** - Like most communities today Miami Township must operate with limited resources. In recent years many of the Township's revenue stream has suffered reductions, while to cost of most service continue to rise. The Township's General Fund has been cut by more than 33% over the past five years, which has place significant pressure on Township parks, staffing, and matching grant monies. Revenue reduction has come from different avenues that include property value reductions, state reductions and eliminations of funds, and lower interest rates on investments.
2. **Identity and image** - Miami Township also struggles with the lack of a community identity and negative image. Currently Miami Township has multiple zip codes that include, West Carrollton, Centerville, Miamisburg, and Franklin and multiple school districts West Carrollton, Miamisburg, Franklin, and Valley View, which many citizens and visitors relate. So, when asked where they live they tend to relate to the City rather than the Township. This is compounded by a flurry of negative press and high profile incidents that created negative perception of the Township. There was also major incidents that occurred in the early 1990s and the 1970s that citizens still remember and have a negative view.
3. **Aging Neighborhoods and Storefronts** - Miami Township is a diverse community that has housing and retail stock dating from 60 years old properties to areas that are currently under construction. A growing number of the aging housing stock has become blighted and causes increased concern of citizens and required a greater service burden. These neighborhoods also has an aging infrastructure that include crumbling curbs and gutters as well as sidewalk damage. Within the central and northern retail districts, there are aging and vacant storefronts that gives negative perceptions of the entire area. Many of these can be attributed to lack of investment and the fact that they are nearing 50 years old.
4. **Compartmentalization of Department** – All Miami Township Department are funding by different means that include levies, property tax, hotel/motel tax, and JEDD proceeds. This can create a have and have not situation between departments and funds.

Opportunities

While Miami Township faces challenges in the future, there are also opportunities that will be beneficial.

1. **Location** – Miami Township is located at the confluence of I-75 and I-675 on the Dayton to Cincinnati corridor



2015 Priorities of Miami Township Elected Officials

After a six month process that included a 360 degree SWOT analysis and a survey of Miami Township citizens, the Miami Township Board of Trustees and Fiscal Officer sets the following as the community priorities:

1. Miami Township Parks;
2. Staffing;
3. Branding & Public Image;
4. Community Blight and Economic Development;
5. Communications.

Miami Township Parks

The Miami Township Elected Officials have set the maintenance and usability of the current parks system as its top priority. Due to the fact that Township Parks can only be funded by inside millage from the General Fund, there has been a steady decline in funds that has not allowed the Public Works Department to keep pace with park maintenance. In 2012, the decision was made to cut park staff to only one position and contract out all mowing services. This resulted in short term monetary savings, but quality of work has declined at a significant rate.

During the Strategic Planning process, it became clear that the citizens of Miami Township want improvements made to current methods being utilized to maintain parks. The Elected Officials agree with over 90% of citizens that stated in the survey and the numerous amounts of citizens that voiced their concerns in the public meetings, that parks are very important or important to the quality of life in Miami Township.

The Elected Officials have already taken the first step by hiring a consultant to review the finances of the Public Works Department and make a recommendation to improve revenue generation, look for system improvements processes, and look for opportunities to increase efficiencies. The Elected Officials have also requested that the Public Works Director completes an assessment to indicate the funding necessary to bring Township Parks to pre 2012 quality and maintain that higher standard. The Elected Officials also tasked the Township Administrator to hold discussion with the City of Miamisburg to consider the option of creating a joint park district, similar to the Park District currently in place at Centerville-Washington Township, in order to meet the objective of parks improvement. Upon the reports back from staff, the Elected Officials will explore two options to bring the Township Parks to strong quality of life level by the end of July 2015: 1) A Miami Township Parks stand-alone levy; or 2) The creation of a consolidated Park District with the City of Miamisburg.

Miami Township Staffing

At the beginning of 2013 Miami Township found itself with some of the lowest staffing levels in over 15 years. Some immediate steps were taken to hire administrative staff and Road Personnel to provide basic service to the public, while the Elected Officials set the leadership team. In 2013 and 2014 the Police Department found itself as low as 32 sworn officers of the 41 authorized. The Elected Officials authorized the Police Chief to increase that number to 39, while hiring two new Captains as part of the leadership team. As of the publishing of this report the Police Department stands at 37 sworn officers with two additional officers in the selection process. It is expected that by June of 2015 the Police Department will have 39 sworn officers in place.

During the Elected Officials retreat held on February 20, 2015, each Department Head provided the staffing needs of their Department. However, budgetary constraints precludes the ability to fill all the needs at this time. The Elected Officials tasked the Township Administrator to produce a staffing plan and the Elected Officials set the following staffing priorities as the budget allows. (This plan takes into account that an RFP for a Law Director is currently underway and is required under a Home Rule Township.)

1. One full time Planning/Zoning professional entry level position
2. One full time or two part time Finance/Compliance clerks (The Board stated that these two positions are in reality a 1 and 1a priority)
3. A part-time or full-time HR clerk to be placed under the Compliance Department
4. Additional full-time Road Department staff
5. A Civil Engineer
6. An IT Director
7. An Assistant Township Administrator
8. A non-contract Law Director
9. An Economic Development Director

Branding and Public Image

Miami Township has had great difficulty in being identified, due to the fact that within our jurisdiction there are multiple zip codes and school districts. If you ask a citizen in the northern portion of the Township they tend to be tied to West Carrollton, while many in the south are tied to Miamisburg. In addition to the fact that citizens utilize relative locations to identify with, negative press and a chain of personnel problems have taken its toll on the public perception of the Township. The Elected Officials have set branding and public image as a priority.

The Elected Officials have already taken action to combat this problem by forming a sub-committee to bring forward a new logo that is simple and can be easy for citizens to relate. The Elected Officials are also stressing the use of the website and social media to get a positive message out to the public. While it is difficult to get a positive image through the press there is a need to ensure that use of press releases and notification of positive events takes place. Finally, the Elected Officials are holding all of the Miami Township Team to a high level of ethical and behavioral standard.

Economic Development and Blighted/Aging Areas

During the Strategic Planning process it was clear from the citizens and business community that blight and building the Township's economic diversity is an important factor. Particular areas of concentration were the housing neighborhoods in the northern portion of the Township and commercial areas around the Dayton Mall, as well as the Township streets that we have limited funding for repaving. The Elected Officials have taken the following action to combat these problems:

1. Adopted Limited Home Rule that will allow passage of new regulations such as parking bureaus, leash laws, restriction of trash cans on street, and maintenance requirements;
2. The Board of Trustees adopted a new process for declaring nuisance properties. This process will allow the Township Administrator to declare a nuisance, which will speed the execution time in abatement.

The Elected Officials also identified the following methods to aid in improvement of blighted areas and assist with Economic Development:

1. The priority hiring of a professional Planning/Code Enforcement employee to increase service delivery times and take a proactive approach to Enforcement (when budget allows);
2. The re-activation of the Text Review Committee to make recommendations concerning keeping our Zoning Regulations up to date and proactive approach to combating blight and property dilapidation;
3. Re-name the Planning and Zoning Department to Community Development and task them with taking a comprehensive view to the community;
4. The Elected Officials are asking the Public Works Director to conduct a Township Roads assessment and a cost estimate for resurfacing roads by linear mile.

Communications

The Elected Officials determined that improvement of communications with our citizens is a priority. Steps have already been taken to improve communication channels by upgrading the Township's website and utilizing social media. However, other means are necessary to better communicate with the public that include the following:

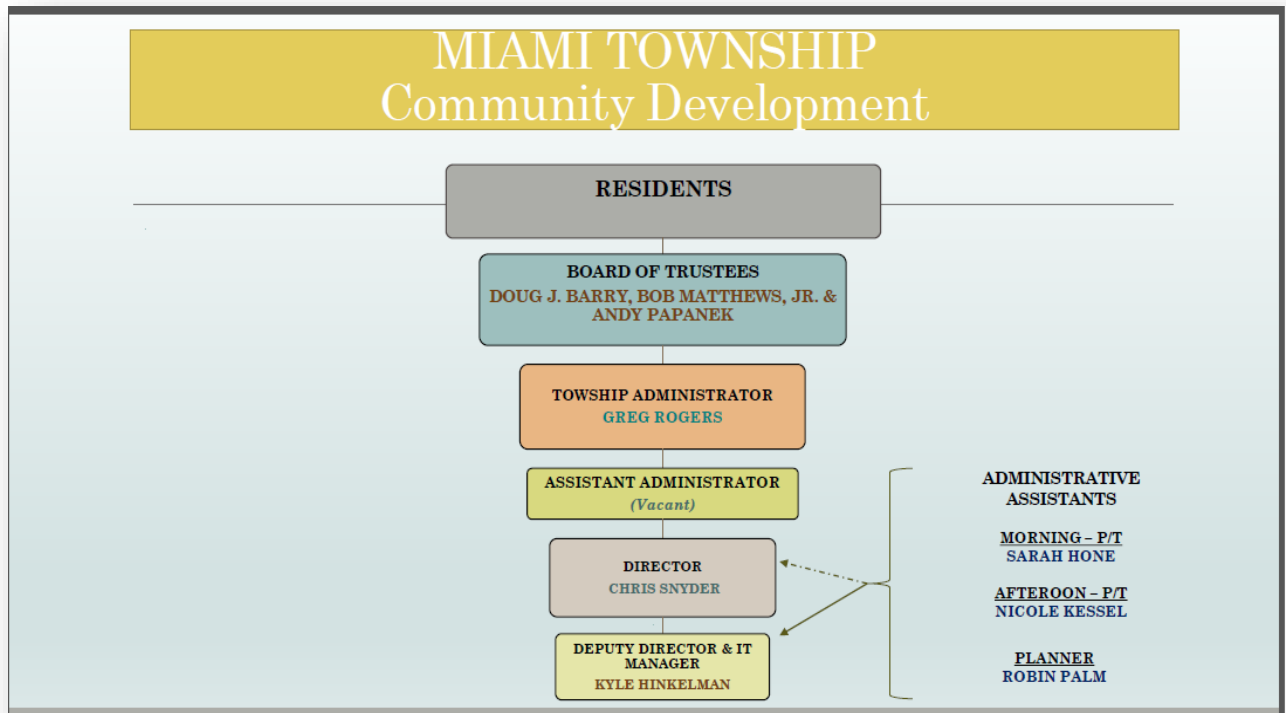
1. The Township Administrator will explore the Township's ability to utilize advertising to offset the printing and postage of a newsletter, which could allow for more issues to be published;
2. The consideration of developing a Township Application for smart phones and tablets;
3. The Township Administrator will explore a new informational meeting with the business community that will be called "Breakfast with the Board" that will be sponsored by different businesses;
4. The Township Administrator will explore options for inviting all new citizens to attend an informational meeting that provides a comprehensive view of Township services and area information;
5. The Public Works Director will conduct an assessment of the cost to upgrade Township signage at border entry points.

Steps already taken by the Board of Trustees

Parks

The Board of Trustee authorized a financial review by Mosaic Strategic Partners to identify cost savings, new revenue streams, and efficiencies. Many of these finding will be highlighted later in this document under the Public Works Department. However, the Board of Trustees are committed to improving the park conditions within the Township.

Community Development Department – Strategic Plan Elements



Who Are We?

The role of the Community Development Department can be summarized as working to meet the following community goals:

- Preserve and enhance property values within the community
- Plan for future development of the community
- Provide assistance with necessary community services and work to improve the overall quality of life within the community

Property Preservation and Enhancement: The Community Development Department is responsible for a variety of development related activities within Miami Township. One of the primary responsibilities of the department is management of the zoning regulations of the township. Considerable time is devoted to enforcement of the zoning standards through the review and issuance of zoning certificates and property inspections to ensure that new construction is meeting the standards mandated by the township regulations.

Planning: Planning, both short and long range, is another area that is encompassed within the responsibilities of the department. This is accomplished through a variety of planning documents and activities that range from the Miami Township Comprehensive Plan to meeting with property owners and other jurisdictions to plan for future projects and extension of public/private infrastructure within the community.

Community Development and Services: Community services provided by the department include, for example, answering general public questions, economic development management of several lighting districts, creation of maps utilized by the public and other departments, applying for and managing grants, staff support to various boards, commissions, and committees, as well as numerous other tasks. The activities of the department work to address the quality of life of the community through day to day activities such as management of lighting districts to actively seeking infrastructure improvement projects such as bikeway enhancements.

What Are Our Challenges?

The department faces several key challenges in meeting our primary responsibilities in the coming years. These challenges fall within several broad categories as identified below:

- Staffing
- Identification of the department
- Regulatory updates
- Blight and the aging of neighborhoods and infrastructure

Staffing: The township population has increased by 13% in the last 15 years and the number of housing units has increased by nearly 24% in the same time frame. The department has also taken on several additional responsibilities in the last 5 to 10 years as the community has grown and become more sophisticated in terms of economic development. The creation of tax increment financing districts and joint economic development districts are two examples of mechanisms and organizations that are providing the community with tremendous opportunities but also carry management and staff responsibilities in order to fully utilize these tools. Changes in technology are also creating new opportunities, but at the same time requiring growing support to manage our information technology systems. The department has operated the last several years with effectively fewer staff than were available 15 years ago. This has been due to reductions in full and part time staffing and the assignment of duties to areas outside of the department such as the management of the IT system.

The growth of the community both in terms of development sophistication and total population is also done at the same time as neighborhoods continue to age and the housing stock risks deterioration. Deterioration and blight have become issues in certain areas as housing has shifted from primarily owner occupied to rental housing. Our neighborhoods are also experiencing issues as the population and demographics of our neighborhoods change making it more challenging for residents to maintain their neighborhoods at the same level previous generations may have done. The growth of these issues is further compounded by the limited availability of staff to provide for routine and on-call inspections and enforcement within our neighborhoods of the community standards.

Identification: The identification of the former planning & zoning department was heavily tied to our role overseeing the zoning standards for the Township. This is an important and critical role for our community, but our responsibilities have grown

considerably beyond zoning in the decades since our department was formed. The former name of the department also placed too much emphasis on zoning as a primary function rather than as one tool in the development of the community. Another challenge as we moved forward is the name implies that economic and overall community development are not part of the department or a primary goal of the township. This can create a condition where it is not clear for those dealing with the department that they are also working with the part of the organization that handles these other functions.

Regulatory Updates: The reduction in staffing and numerous changes that the community has experienced over the last 10 to 15 years, combined with changes to state statutes, have increased the need to review and update our local land planning standards. Implementation of the Dayton Mall Area Master Plan will likely require further updates to many of our standards within the commercial districts of the community.

Blight: Aging housing, shifting demographics, the demands of our 21st century lifestyles, and reduction of traditional funding mechanisms are in many ways leading to a growing challenge to maintain our communities at a level experienced by previous generations. The causes of blight may range from lack of property maintenance, to lack of infrastructure such as sidewalks or water and sewer facilities, to aging infrastructure, among other issues. The challenge is how best to identify and create solutions to address the various, often interrelated problems that our neighborhoods face that may lead to cases of blight.

What Are Our Opportunities and Strategic Goals?

The department and community face a number of challenges, but many of these challenges are the result of the opportunities that our community faces as well. Leveraging our growth and opportunities for development to address the issues identified above will not be easy, but there are several strategies that we can employ to position the department and Township for future growth and an improving quality of life.

- Hiring of a full time zoning inspector/planner
- Rebranding of the department
- Establishment of a text review committee
- Establishment of a community development task force

Hiring: The hiring of a full time planner/zoning inspector to fill the currently vacant planner position will address several areas within the department. This position will allow for additional regular inspections of neighborhoods and greater focus on specific areas of concern as they relate to addressing issues of blight and ensuring that new development is fully meeting community standards. This position will also alleviate some demands on the current Deputy Director position to allow that position to gain additional focus on longer term research and planning needs within the department. This additional research focus will improve our ability to pursue regulatory updates and

prepare for additional long range planning within the community. Economic development activities will also be enhanced through the ability to devote additional staff time to data gathering projects and outreach activities within the community. In the near term the department is pursuing hiring of an intern in keeping with current fiscal constraints to assist in meeting some of the needs with a minimal budgetary impact until conditions improve.

Rebranding: The rebranding of the Planning & Zoning Department to the Community Development Department is already underway but will continue beyond the initial changes to letterhead and business cards. This rebranding effort will be incorporated into the way that we function as a department as we incorporate more broad based community and economic development programs in our work.

Text Review: Establishment of a text review committee will create a more formal process to begin drafting and reviewing potential legislative changes to the zoning standards for the community. A committee comprised of residents, business owners, and other individuals as appropriate would assist staff in gathering community input on potential changes as well as increasing support for any changes that may be brought forward to the Zoning Commission and Board of Trustees. This will place greater community control over the development and regulatory environment of the township as new legislation is crafted.

Task Force: A community development task force comprised of Community Development staff as well as staff from other departments and agencies as appropriate will assist the department in creating a more coordinated plan for addressing issues of blight within our community. This multi-departmental approach will help guide which division of the township or even outside groups are most appropriate to handle the various issues that are identified. The creation of a task force also sends a message to staff and the public that issues of aging infrastructure, neighborhoods and the causes of blighting conditions are issues that need to be actively discussed, planned for, and managed over time. Our community and the world in which we live does not stand still, but too often the reactions and functions of government operate as though the conditions, lifestyles, and market realities of our communities do not change. These issues need to be better understood and will inform our decisions in numerous other areas of township government from zoning standards to community policing. Funding mechanisms should also be examined by the task force to look at how grant opportunities, local, state, and federal funding, as well as other innovative measures may be utilized to address the issues faced by our neighborhoods as they mature and change over time.

It takes many tools to address the issues faced by any community and our community has many great opportunities and is well positioned to address issues faced today and that it will face tomorrow. The creation of a strategic plan means taking a more comprehensive look at how we as a community desire to have our local government operate. The strategic goals outlined here will allow us to better utilize the tools we have to focus on the larger and primary goal of seeing the quality of life within Miami Township continue to improve over time and ensure that the community is positioned to

handle future challenges. We feel that this strategic direction will guide all of the other activities that may be undertaken in the coming years.

Information Technology – 2015 Strategic Plan

Who We Are

The Miami Township Information Technology (IT) Department was created in 2014 with a budget of \$154,693 which includes consolidation of previous budget line items and staffing. The IT department manages all software, hardware, and network infrastructure for employees and is tasked with keep these systems in efficient working order. Duties of the IT department include the management of a third party IT consultant, phones – both wireless and landline, Township social media and website, and the management of contracts with phone, internet, copier, and software companies.

What We Do

The IT Department was created to facilitate better synergies between all the departments of Miami Township. Duplication of services and infrastructure was a problem for the Township IT infrastructure for multiple years. As the network has continued to age without consistent upgrades, considerations needed to be given to finding cost effective solutions to necessary capital costs. The IT department leverages the scale of the entire Township to get better costs for infrastructure and software purchases. It also allows for much better consistency with IT policy and planning efforts.

Department Structure

Employees:

- One Employee – 10-15 hours / week

The IT Department is comprised of one employee who dedicates ten to fifteen hours a week to the functions of the department. Currently, the employee is based out of the Community Development Department. No formal title for this employee and no position description currently exists within the documented Township list of positions.

Budget:

- \$154,693

The department budget covers multiple facets – staff, projects, contracts, and reoccurring costs. The current budget shows line items for consultant fees, warranties and subscriptions, contracts for the website and printer, and projects.

Training

The IT Budget has a line item for training. This includes IT department staff as well as the entire Township staff. The intention of this funding is to provide opportunities to create a more efficient work force through training. Beginning in the third quarter of 2015, the IT department will begin holding quarterly training sessions for all employees of the Township. These will cover topics from specific programs like Outlook to network maintenance like how to store and organize files for easy access.

Goals / Priorities / Future Planning

The priorities for the IT Department fall under two primary categories – internal users and external users. Internally, the department strives to continue to evolve the network environment for employees to be on the front end of technological changes and to make all users more efficient and effective with their time. Capital budgeting for large purchases also is a goal for the department. Since most of the network infrastructure is purchased in groupings, large expenses will occur on a schedule. Creating an agreed upon schedule for maintenance and replacement of network infrastructure including desktop PC's, laptops, iPads, and servers is a priority.

Externally, the department wants to implement technologies that will allow residents to communicate more openly with the Township, and be involved with Township meetings and processes. This includes multiple approaches, but is focused on the website and social media outreach.

The IT Department also serves as a conduit for many of the priorities set forth in the 2015 Miami Township Strategic Plan.

Staffing:

Currently the IT department has one salaried employee who spends a set number of hours a week on servicing the department. As part of the overall staffing model for the Township, the Elected Officials have stated that an IT Director is one of the staffing priorities. At this time such a position is not warranted, as there is not enough work to require such a position. The positive to this position would be a much greater time commitment to the department, which would help to build the needed infrastructure. With a third party consultant hired currently, much of this additional potential work load is being done by this outside organization.

Unless there is a change in policy which would require additional IT staffing needs, having a third party provider is a much better utilization of the IT budget. This system provides the Township access to multiple individuals who have different skill sets and allows Township Staff to manage those individuals with less time spent on potentially expensive details.

Branding & Public Image:

The website is the primary public image for the Township for a large portion of the community. The website also serves as a portal to allow people to understand future planning efforts by the community, such as the Township Strategic Plan or the Dayton Mall Area Master Plan. This communication allows for a much more transparent process for residents to be a part of from the beginning to the end.

A core principle of the overall strategic planning effort has been to change the culture and expectations for the Township. The IT department will continue to help brand the Township through the website and social media, but also will push technologies that will allow for residents and the community as a whole to see an open governmental agency who is progressive, flexible, and able to change with the times.

Community Blight and Economic Development:

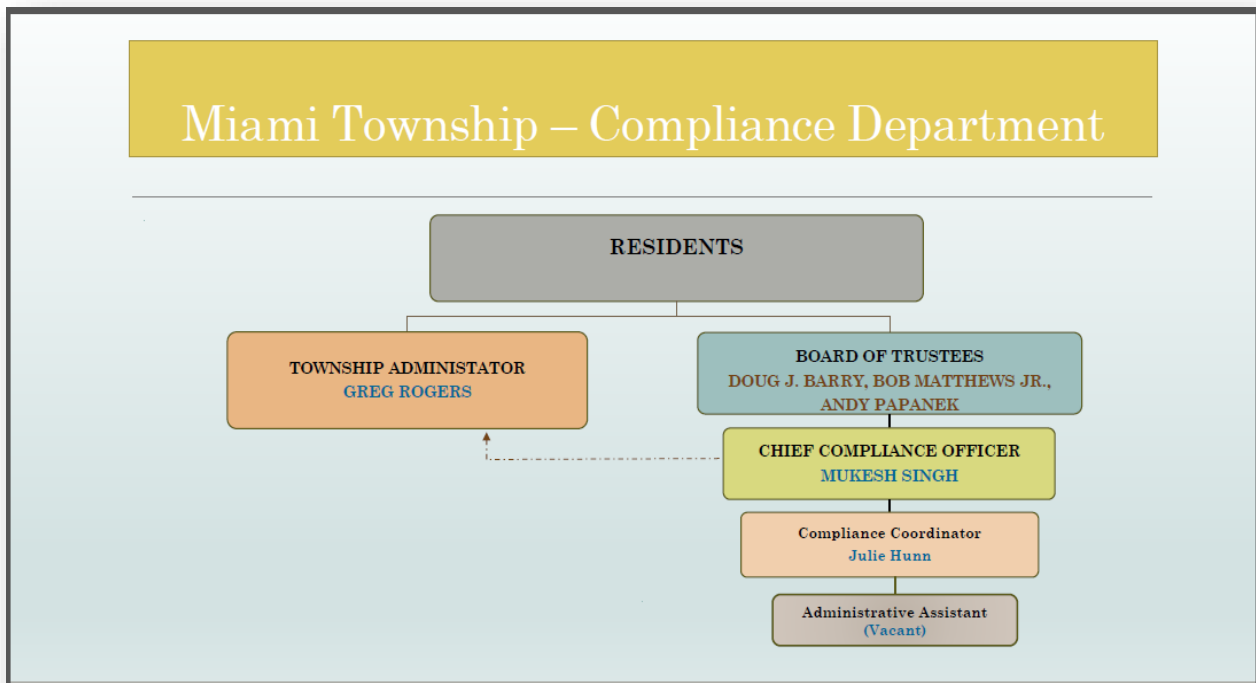
The IT Department will work with the Community Development Department to create either a section on the existing website or a new website to better market the Township to potential business leaders. Having a strong online presence is expected in today's high-tech business and office environments and the IT department will help to facilitate the marketing of our community within the digital world.

Communications:

Funding for technology upgrades that allow for additional communications with the general community will be a priority for the IT Department. This includes two way communication, like online payments and permit application and tracking, as well as one way communication like camera systems that can record meetings and place them on the website and systems that create consistent data that can be uploaded to our website for comparison. As technology advances, having the Township stay on the front end of these technologies will allow for continued transparency and data driven value to the community.

The IT Department will also be involved in the future evolution of the Township newsletter and smart phone apps. Continuing to discover methods to allow the community to interact with government and to provide feedback will be very important. Finding cost efficient and effective solutions will be vital as budgets continue to be tightened.

Compliance Department



Who Are We?

The Miami Township Compliance Department was created in 2014 and has the duties of ensuring that the township operates within the laws of the State of Ohio and United States Federal Laws. The Chief Compliance Officer also reviews all contracts, ensures all labor laws are followed, advises elected officials and departments on correct procedure and works with outside council in the area of township litigation.

Staffing: The Compliance Department has a part-time Chief Compliance Officer, a part-time Compliance Coordinator and proposed the hiring of a part-time Administrative Assistant, in addition to a part-time HR Clerk. The proposed, total staffing would significantly improve compliance and HR related tasks.

Property Preservation and Enhancement: The Compliance Department can play a vital role in the development and maintenance of the Miami Township parks ensuring the following:

- Generate revenue preventing fraud, waste, and abuse;
- Perform routine audits to ensure funds allocated to park development and maintenance are properly utilized;
- Conduct operational audits to ensure that resources are properly utilized;
- Ensure sufficient internal controls are in place to maintain segregation of duties;
- Ensure that funds are distributed from proper funds;
- Assist Public Works department in writing grants and provide continuous monitoring for the proper use of grant money;
- Perform routine risk-assessment; and
- Ensure implementation of consultant recommendations.

Economic Development and Blighted/Aging Areas: It has already been determined that Home Rule will provide additional assistance in this area. To that end, the Township's trustees have already declared Miami Township as Home Rule. During this transition, the Compliance Department is already playing a significant role by researching and ensuring proper compliance of Home Rule. The Compliance Department will continue to assist in passage of new rules and regulations to accomplish this goal. Furthermore, the Compliance Department is already assisting the Community Development Department in adopting new nuisance related processes. The Compliance Department continues to assist the Township Administrator by ensuring that all the proper procedures are followed in nuisance abatement process.

What Are Our Challenges?

The department faces several key challenges in meeting our primary responsibilities in the coming years. These challenges fall within several broad categories as identified below:

- Staffing
- Identification of the department
- Build trust across the staff at the township and the residents and businesses of Miami Township
- Provide shelter to the township from negative impacts in the event of legal or regulatory difficulty

Identification: The Compliance Department serves just this purpose. It acts as the central coordination office for matters of ethics, support for meeting legal and regulatory requirements, and promotion of the highest standards of integrity. The department is accountable for identifying compliance risks, communicating and training on compliance requirements, and integrating new practices and policies that help the township achieve its goal of building a first class service organization.

What Are Our Opportunities and Strategic Goals?

It has already been determined that Home Rule will provide additional assistance in this area. To that end, the Township's trustees have declared Miami Township as Home Rule. During this transition, the Compliance Department is already playing a significant role by researching and ensuring proper compliance of Home Rule. The Compliance Department will continue to assist in passage of new rules and regulations to accomplish this goal. Furthermore, the Compliance Department is already assisting the Community Development Department in adopting new nuisance related processes. The Compliance Department continues to assist the Township Administrator by ensuring that all the proper procedures are followed in nuisance abatement process.

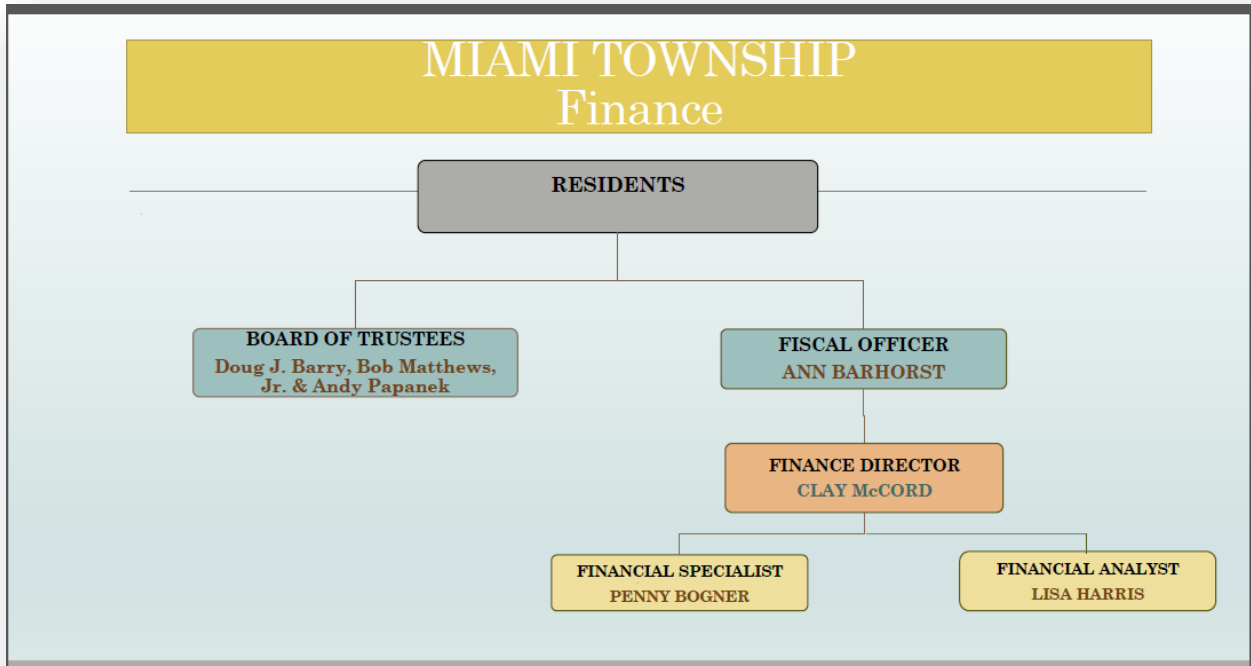
Training: In order to better serve the Township and the functions of the Compliance Department; the Chief Compliance Officer attends over 80 hours of training and has earned the title of Certified Fraud Examiner. The Compliance Coordinator has attended over 50 hours of training which include; Public Records Requests, beginning and advanced, Beginning Auditors Boot Camp, as well as advanced Excel training.

Branding: It goes without saying that the public perceptions—often driven by the media—spoil any organization's reputation and weaken its brand value, especially for public entities. Lowered trust among township citizen can devastate a township's ability to attract support for growth. The Compliance Department can play a dual role by implementing measures to prevent and monitor day-to-day operation, such as:

- Oversee assessment of organizational risk for misconduct and noncompliance;
- Establish Township objectives for ethics and compliance;
- Manage the Township's entire ethics and compliance program;
- Implement initiatives to foster an ethical culture throughout the organization;
- Frequently inform the Board of Trustees and department heads of risks, incidents and initiatives driven by the ethics and compliance program and progress toward program goals;
- Implement a program of measurement to monitor program performance;

- Convey matters of concern to the elected officials without fear of reprisal or conflict of interest; and ensure timely delivery of citizens' requests, such as public record requests.

Communications: Until recently, the role of the Chief Compliance Officer was simply encompassed within the responsibility of human resources, legal, finance, or audit. Increasingly, the position is now gaining significant role in assisting the Board and senior management team in the area of communication. The Compliance Department can assist and formulate policies to make Miami Township's processes and procedures more transparent, which will allow the elected officials in providing all the necessary tools to communicate to citizens that nothing is hidden in today's environment, but is discoverable and can eventually be made public. In addition, the Compliance Department will also provide regulatory and compliance advice to the elected officials to ensure that citizen concerns are addressed in timely fashion.



Role of Finance Department in Community Priorities

This memorandum will outline the roles necessary for the forward movement of the Community Priorities as they were set forth by the Trustees and Fiscal Officer. The Finance Department will have various roles in each of the five areas, and they are outlined below. This list should not be construed as a complete, all-encompassing list, as needs and circumstances will most likely change as the plans develop.

1. **Miami Township Parks:** The Finance Department will play a central role in the redevelopment of the parks as follows:
 - a. Calculation of money resources for use in the redevelopment;
 - b. Proper recording of the revenues received;
 - c. Proper auditing of expenses;
 - d. Ongoing support to outside departments in future estimates of available resources;
 - e. Calculation of and disclosure for possible new sources of revenue;
 - f. Periodic reporting to the Board of Trustees on the revenues and expenses incurred.

2. **Miami Township Staffing:** Currently the Finance Department has a full time Finance Director and a full time Fiscal Specialist. The Finance Department had requested an additional part time staff member to assist with the daily workflow, additional auditing and to assist outside departments with financial related tasks.
 - a. Ongoing assessment of revenue projections to assess when monies will be available for new personnel;
 - b. Projections of future revenue streams for availability for outlined priorities and staffing levels;
 - c. Research into cost savings areas;
 - d. Support to all departments in forecasting costs for future staff and the impact on the overall budget of the township.

3. **Branding and Public Image:** The Finance Department will play a support role in this area. The continued use of established accounting procedures, implementation of best practices and adherence to the policies of the Auditor of State will project a positive image and ensure the proper fiduciary use and management of public funds.
 - a. The continued use of best practices outlined by the Governmental Accounting Standards Board (GASB) through the use of Generally Accepted Accounting Principles (GAAP);
 - b. The continued adherence to practices endorsed by the Auditor of the State of Ohio and the Attorney General's Office of Ohio;
 - c. The positive outcome of audits that are completed every two years;
 - d. The establishment of a Finance Department page on the township website for additional transparency to our citizens.

4. **Economic Development and Blighted/Aging Areas:** This is another area where the Finance Department will work as a support source for the Board of Trustees and all departments:
 - a. Assessment of the resources available for projects or matching funds;
 - b. Projections for future monies availability for projects or matching funds;
 - c. Proper recording, auditing and tracking of revenues and expenditures for projects.

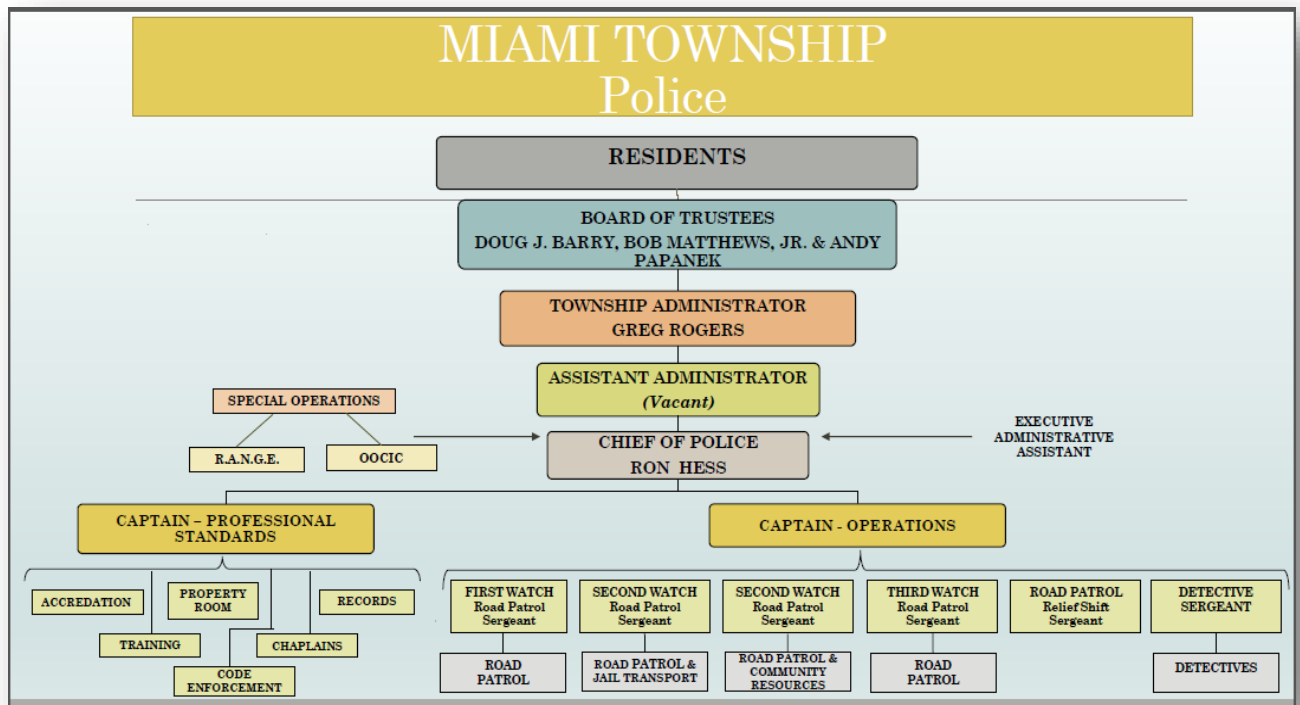
5. **Communications:** Miami Township is a growing community and with the constant flow of information everyone has available, communication from the township

departments must be clear and understandable for our residents. To meet this goal the Finance Department will continue to evolve our message in the following ways:

- a. Implement a Finance Department page on our website to provide information to our residents;
- b. Continue to provide accurate annual financial reports;
- c. Continue to provide timely information for financial requests.

Miami Township Police Department

Who Are We?



Miami Township, Montgomery County is second largest township in Montgomery County and the seventh (7th) largest in the State of Ohio. Additionally, we have the largest police department of the 6 townships in the county and sixth largest of the 32 agencies in Montgomery County. The Miami Township Police Department has an authorized strength of 42 officers (41 FT / 1 PT) and as of today's date we are at 38 fulltime officers and one part time (jail transportation).

Our goals can be seen in our mission statement which reads:

“The members of the Miami Township Police Department are committed to excellence in law enforcement and are dedicated to the residents, businesses and visitors to our community. In order to protect life and property, prevent crime and reduce the fear of crime, we will provide service with understanding, response with compassion, performance with integrity, and law enforcement with professionalism.”

In addition to our mission statement we have the following core values:

Professionalism

Excellence

Honor

Integrity

Dedication

Service

Courage

Our Challenges

Image

In 2012 the police department as well as the township administration was going through turbulent times on personnel issues. By the middle of 2013, the top two command officers were no longer with the department and it was during this time, the citizens voiced their opinion and dissatisfaction and voted down one of the two operating levies the department relies on. This defeat caused the usage of 2.4 million dollars of our reserve to maintain the basic functions the department provided. We eliminated several community outreach programs and provided just the basic police functions.

Funding

The funding of the department is based on two operating levies. After the failure of the one levy, the township went back to the voters for their support. There were plans for dissolving the department and have police services performed by the Montgomery County Sheriff's Office if the levy failed a second time. The voters passed the levy indicating they wanted their own department but also voiced their opinion they were unhappy with the current state of affairs in the department.

Operations

With the failure of the levy, many changes had to be made to the basic operations to the department. Additionally we were operating at minimum manpower numbers with many of the community outreach programs being made a secondary operation and only completed when we had the necessary manpower. Included in this, the progress with our accreditation process (CALEA) was put on hold.

Our Goals

Image

In reviewing the survey completed recently by Wright State University, it was revealed that 79.0% of all respondents rated the police department as excellent or good. Though, those that had requested police services, 95.9% were satisfied or very satisfied with the services they received.

Where we need to improve our image is with those who have not requested our service where we have only a 79% excellent or good rating. Those residents are relying on what they are hearing through social media, news media or neighbors for their impression of the department. Two ways to improve that image is with our community outreach programs, with cooperation with other agencies and continuing to give outstanding professional service to the community.

The following are community outreach projects that we will be working on over the next two years. First we are revitalizing our neighborhood watch program. We will be going to a hybrid system of meetings and emails due to many families having a busy lifestyle and are unable to attend meetings. Next we will expand that into an apartment watch program along with a business watch program. In 2016 we will be starting up our police academy again and with that capture volunteers to work on a Miami Township Safe Program. The first part of the safe project is called "wristband program" and this is for people that may have medical issues and where they may wander away from their residences. This wristband will have an identifying number and the phone number to dispatch (no names). If this person is located the number will be an easy reference to their name and address for the responding officers. We are working at this time to develop a means to reach out to the community for this program. We are also developing plans to use social media for community updates and information.

In the aspect of cooperation the Miami Township Police Department is now a member agency to several task forces in the area. We are a member of the Regional Agency Narcotics and Gun Enforcement Task Force, the Ohio Organized Crime Investigative Commission 14-2 Task Force and the Miami Valley OVI Task Force. In addition, recently we have been invited to join the Montgomery County Regional SWAT Team. A notice has gone out to the officers and the selection process will be handled by the Montgomery County Sheriff's Office. The time line for this selection is no later than early July. Recently we have been asked to place a member into another Ohio Organized Crime Investigative Commission Task Force.

Funding

We currently have two levies in place, the first one is at 5.25 mils and the second one is at 5 mils. The next levy is up for renewal in 2017.

Operations

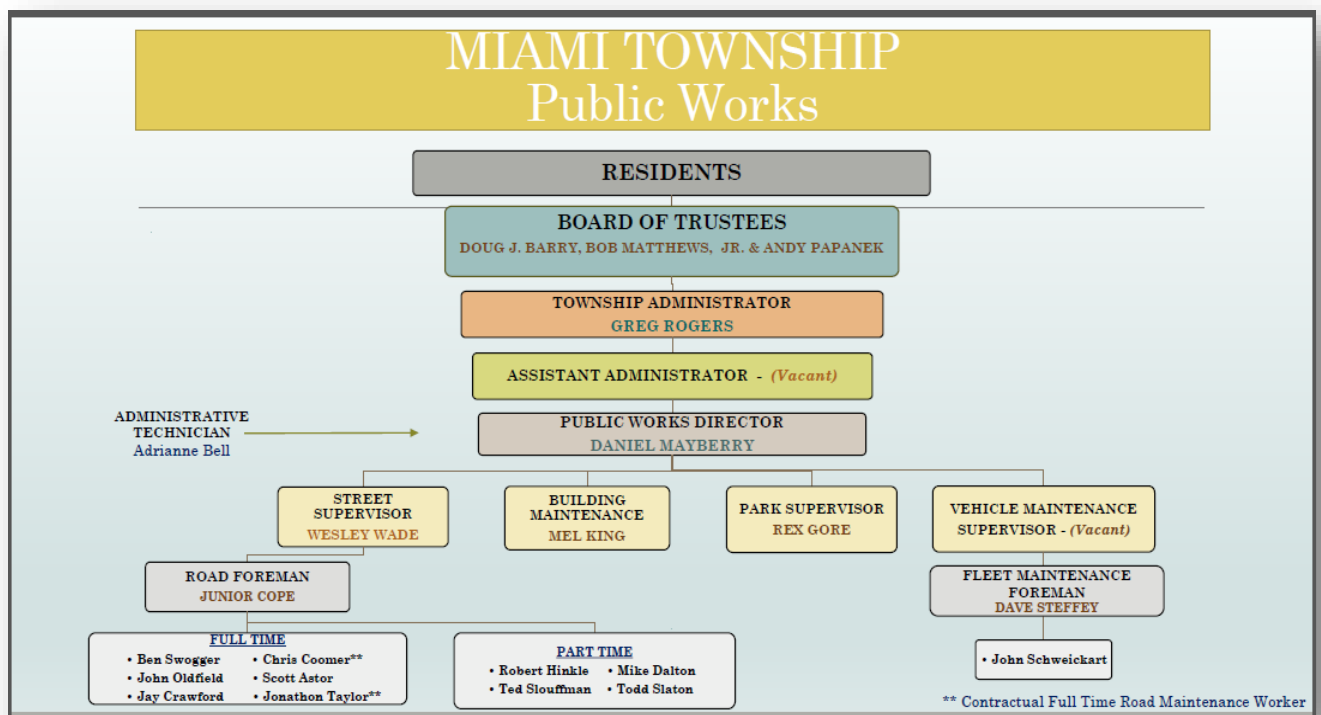
In addition to the community outlook programs, we have begun the process of accreditation with CALEA. This process was started by the previous Chief of Police, but again due to issues within the police department this process was put on hold. We have

scheduled out the different phases and are planning to have an onsite evaluation by the CALEA board in the spring of 2017. I have attached the schedule.

In regards to departmental training, prior to 2015 we received most of our training through the Montgomery County Sheriff's Office. In 2015 we brought our training back in house and are focusing the training to the needs of our department and not that of other agencies as was provided by the MCSO. To that end we are dedicating most outside training to train the trainers.

In closing, we have changed the course of the department. We are holding ourselves to a professional standard that our community expects from us. We are reaching out to the community for their involvement in many of our programs.

Public Works- Strategic Plan 2015



Who We Are

The Miami Township Public Works Department proudly serves the community through proficient management of Township properties and infrastructure. Four divisions within Public Works are mutually committed to preservation of the Township's roadway network, park system, facilities and fleet with an emphasis placed on strategic

assessment of operations to sustain concentrated productivity and fiscal responsibility. Upholding a reputation on delivering prompt, professional infrastructure management services to the citizens of Miami Township is the key to our mission of setting a benchmark for the region in superior Public Service.

What We Do

At just over 90 linear miles and 200 lane miles of Township maintained roadway, the Road Department supervisory and hourly staff performs many yearly functions for the community to ensure the safe travels. The most notable yearly programs are: Snow and Ice Control, Plat and Rural Right-of-Way Vegetation Control, Roadside Litter Control, Roadway Preventive Maintenance Crack Sealing, Roadway Resurfacing, Permit Inspections, Roadside Vegetation Control, Street Sweeping, Storm Water System Management, Traffic Control Signage Maintenance and the Fall Leaf Collection Program.

Structure

Currently, the Parks Department consists of 1 full-time supervisory staff member responsible for the preservation of over 130 acres of Township open space. Yearly park system turf maintenance is performed by a local independent contractor. Tasks completed by the Park Supervisor and Road Department staff include: Recreational Field Maintenance, Play Equipment and Shelter Maintenance, Irrigation, Park Refuse Collection, Contract Management, Recreational Path Maintenance, and necessary Tree Removal.

The Building and Fleet Maintenance Departments provide preventive and routine maintenance for the Township's Administrative, Road, Parks and Police Departments as well as providing support to the Miami Valley Fire District. Miami Township owns 14 building structures, 48 vehicles, 30 pieces of large equipment and 75 small engine/attachment tools. These 2 departments dedicate many hours in conjunction with Road Department staff during winter weather events to ensure safety for the residents, traveling public and all other Township department operations and personnel.

The Administrative Technician performs numerous functions for all Public Works Departments ranging from clerical and accounting activities to recordkeeping systems development. Currently, the Technician is in the process of completing a 4 year GIS mapping project by networking all Township owned storm water system features per Ohio EPA reporting requirements. The Public Works Director manages day-to-day operations and long range strategic planning for all Public Works Departments. Routine functions include: Project Bid Specification Development, Yearly Operating Budgets and Capital Forecasting, Employee Development, Efficiency Management, HR Functions, Project Management, Hillgrove Union Cemetery Liaison and Community Foundation Trustee.

Training

In order to ensure continued employee development and remain informed on the most current public service trends, all employees participate in yearly formal and internal training opportunities. The most viable source of continued employee training and

development is achieved through the Ohio Department of Transportation Local Technical Assistance Program (LTAP). Most Public Works employees possess a Commercial Driver's License, have received National Incident Management System (NIMS) certifications and currently three leadership staff members hold an Ohio Pesticide Applicator's License.

Other valuable and routinely used training opportunity sources include: Webinars for updates to recordkeeping programs (Pubworks, Collective Fleet, Bigfoot), American Public Works Association (APWA), Public Works Officials of Southwest Ohio (PWOSO), National Highway Institute seminars, Miami Valley Storm Water Outreach training, ASE Fleet Maintenance certifications, locally sponsored Interactive Fleet and Facility Maintenance seminars, GIS ArcView Mapping webinars and training, Drug and Alcohol Awareness training, Sexual Harassment training, Snowfighters Handbook training, Interactive Equipment Operation training and monthly internal Safety Committee driven Safety Awareness training activities.

Assessment of supervisory staff's responsibilities is under review and a re-distribution of projects, reports and other administrative functions may occur if necessary. Additional internal training will occur as a result of the changes in staff responsibilities.

Goals and Strategic Planning

In late February 2015, the Public Works Department began a comprehensive financial and efficiency assessment through Mosaic Strategic Partners to fully address current concerns, address priorities established by the Board, clarify the importance of the department's role and ultimately provide clear direction for future strategic planning. Mosaic is nearly complete in the 12 week departmental audit and will be formally presenting the findings to the Board of Trustees in May. For the purposes of completing this Strategic Planning document prior to the unveiling of Mosaic Strategic Partners' presentation, a multi-situational outline, primarily for the Road and Parks Departments, is being provided to map out sound solutions to current financial deficiencies.

Regardless of scenario presented or selected to address current deficiencies, the Public Works Department will be using a Staffing and Cost Estimating template provided by Mosaic in the future for each potential change in operation or preliminary development to accurately determine personnel and financial needs in relation to proposed changes. The Public Works Department's achievable goals rely heavily upon selection of 1 chosen strategy, used to propel the department to be in step with the both the progressive and passive environments found within our community.

Road & Bridge Strategies:

Scenario 1- Current Funding and Operational Detail (No Changes)

The department has a history of reviewing past practices and instituting changes in operations and staffing to increase efficiencies and maximize services to the community while adjusting to reductions in revenue. The annual Leaf Collection Program, Street Sweeping and Roadside Mowing programs have been modified to compensate for staff

reductions and budgetary constraints. Part-time and contractual staff has been employed in lieu of permanent full-time staff to reduce personnel costs. We will remain committed to continually assessing efficiencies and practical methods to ensure optimal services are being provided to the community while sustaining fiscal responsibility.

Several years ago, supervisory staff built and has maintained a detailed Excel spreadsheet for the Township roadway network which includes resurfacing and improvement history, future resurfacing schedules and accompanying costs assessments for work. Hypothetically, at the current pace of budgeting \$300,000 per year for the resurfacing program and using current material pricing, the entire 90.37 linear mile Township roadway network can be resurfaced using an asphalt overlay application in roughly 38 years and 11.5 years if all roadways were to be resurfaced using Slurry Seal.

Cost to Mill and Asphalt Overlay all Roadways	\$11,308,604
Current Yearly Resurfacing Budget	<u>÷\$300,000</u>
Total Years to Complete all Work	37.695
Cost to Slurry Seal all Roadways	\$3,398,440
Current Yearly Resurfacing Budget	<u>÷\$300,000</u>
Total Years to Complete all Work	11.328

There are many factors and variables considered when compiling yearly resurfacing schedules. Although I have provided the comparative examples above to convey the current state of our infrastructure, it is not feasible in application to resurface select roadways with potentially each material (Ex: Heavily traveled roadways do not receive slurry application due to surface wear). Our 5 year capital outlook for resurfacing is routinely updated and measured by budget, physical characteristics and environments, preventive care, repair history, traffic counts and anticipated use.

Since working closely with Mosaic Strategic Partners, the Excel spreadsheet has been modified to include information such as significance ratings, pavement condition ratings and estimated replacement costs for sidewalk and curb within each Township roadway. The spreadsheet can be made available for review, but is many pages as a printed report and contains a vast array of detailed information. The department will be using this spreadsheet in the future as an interactive tool to efficiently manage the Township's roadway infrastructure.

Scenario 2- Alternate Funding and Operational Detail

Mosaic Strategic Partners will not have the Road & Bridge comprehensive needs assessment completed before this document is presented in draft form. Once Mosaic formally presents the findings to the Board of Trustees, the necessary information will be condensed and inserted in this strategic planning document for Board consideration. Mosaic's assessment will include project and staffing models to be used in conjunction with future decisions to support the fundamental needs of the community with the financial resources identified in detail to carry out the mission.

Input from the Community Development Department has been collected and included in Mosaic's analysis. It is expected that the 2 departments will be working in unison for future land development regarding additions to the Township roadway network and aesthetic right-of-way improvements. As previously mentioned, the Staffing and Cost Estimating template provided by Mosaic will be the key estimating tool used by the Township for each potential change in operation or preliminary development to accurately determine personnel and financial needs of the department in relation to proposed changes.

Two potential solutions Mosaic's analysis may identify as the additional means necessary to bolster a \$300,000 yearly resurfacing budget is by increasing personnel efficiencies and locating alternate funding sources. Alternate funding sources include grant opportunities (matching funds required) or low interest loans for use in funding roadway improvement projects or supporting a more aggressive resurfacing schedule.

Scenario 3- Voted on Levy Funding and Operational Detail

An additional property tax levy may prove to be the most suitable source to resolve deficiencies in adequately funding capital needs, staffing, yearly resurfacing and/or roadway improvement projects. If this is determined by the Board to be the most suitable solution, Mosaic's final analysis will pinpoint exact millage required to manage all infrastructure and will provide the Township all the tools necessary to fully educate the voters in supporting the passage of a resurfacing and/or operating levy.

Parks Department (District) Strategies:

Scenario 1- Current Funding and Operational Detail (No Changes)

Current status information is being provided as an option, but the recommendation is not for the Township and community to remain satisfied with the appearance of the park system. At this time, additional funds have not been identified to support an increase in capital improvements, staffing or services provided to the community, but a change back to the past level of service is vital to the integrity of the Township's image and reputation.

The Parks Department budget format will be revised in the future to individually categorize all expenses relating to the park system and Government Complex/Lyons Road Retention Basin. Current expenditures include: salary/benefits/clothing for the 1 full-time supervisor, materials, utilities, vehicle fuel and maintenance, Road Department staff aid and the Turf & Landscape Maintenance contract.

Scenario 2- Alternate Funding and Operational Detail

Mosaic Strategic Partners will not have the Park System comprehensive needs assessment completed before this document is presented in draft form. Once Mosaic formally presents the findings to the Board of Trustees, the necessary information will be condensed and inserted in this strategic planning document for Board consideration. Mosaic's assessment will include project and staffing models to be used in conjunction with future decisions to support the fundamental needs of the community with the financial resources identified in detail to carry out the mission.

One potential solution Mosaic's analysis may identify as an additional means to complete improvements within the park system is through locating alternate funding sources. Alternate funding sources include grant opportunities for use in funding the most critical park improvements. Most grant opportunities do require matching Township funds of varying ratios to ensure grant awards.

All operational angles are under consideration to potentially restore the department to its former state (of glory). Staffing models containing full-time and part-time options are being thoroughly examined through Mosaic's analysis to reinstate direct accountability within the park system. Costs for necessary equipment to perform park maintenance may be leased to avoid hefty one-time capital expenditures and eliminate long-term preventive care schedules. Renovation of existing infrastructure as well as installation of new features has been factored in a 10 capital outlook plan for the park system.

Input from the Community Development Department has been included in Mosaic's analysis and I also expect these 2 departments to be working in unison for future land development regarding additions to the park system, aesthetic improvements and/or regional bikeway network. As previously mentioned, the Staffing and Cost Estimating template provided by Mosaic will be the key estimating tool used for each potential change in operations or preliminary development to accurately determine personnel and financial needs of the Parks Department in relation to proposed changes.

Scenario 3- Voted on Levy Funding and Operational Detail: Independently or as a combined District

An additional property tax levy may be the most suitable source to resolve deficiencies in adequately funding daily operations, capital needs, staffing levels and park system improvement projects. If this is determined by the Board to be the most suitable solution, Mosaic's final analysis will pinpoint essential millage required to fund the park system and will provide the Township all the tools necessary to fully educate the voters in supporting the passage of an operating levy as part of General Fund functions, as an internal Park District or as a combined Park District with neighboring jurisdiction(s).

Branding and Public Image

Staff has completed research on potentially converting all Public Works vehicles to the newly approved Township logo, as well as, converting all Township jurisdictional border signage and individual street identity signage. Other Township staff members are researching the alteration of clothing, business cards, letter head and theme revisions to the Township website.

Unfortunately, due to the nature of detail in the logo and signage reflectivity requirements, Township owned signage creation equipment cannot professionally or quickly duplicate the new signage. The following is the cost estimates for the aforementioned items:

Jurisdictional Border Signage (50 Signs @ \$58.30)	\$2,915
Street Signage- Black and White Color (810 Signs @ \$44.50)	\$36,045
Street Signage- Regulations (50 Signs @\$19.50)	\$975

Vehicle and Equipment Striping (25 Vehicles @ \$350.00)	\$8,750
Park System Signage Upgrade includes Logo (9 Parks)	<u>\$16,400</u>
	\$65,085

The Public Works Department has historically upheld and portrayed an extremely positive public image through staff behavior, a heightened level of services provided and the polished display of equipment and facilities. The dedicated efforts of each staff member will continue to preserve a long-standing reputation as a proud, efficient and professional government organization.