

Committee Members:

- Jeff Wobser, at-large – Committee Chair
- Randy Greeno, at-large
- Dennis Hellmann, ward 2
- Grant Russel, at-large
- Beth Warnecke, ward 3
- Mayor Christina Muryn
- Jim Staschiak, Auditor

Staff:

-
-
-
-

Don Rasmussen - City Attorney

Guests:

Brian Buchanan - Council

Meeting Start Time: 4:32 AM

Meeting End Time: 5:40 PM

Agenda:

Call to Order

Roll Call

Approval of Minutes

New Items

Review feedback received from community groups that were contacted. Time permitting – move forward with reviewing the objectives in the plan.

Adjournment

Jeff Wobser, Strategic Planning Committee Chair

Notes from ~~organizational~~ organizational groups.

- Hancock Public Health - No changes suggested
- Alliance - No changes suggested.

Committee is in agreement that we need to get the basic structure of the Plan completed with a plan for continued updating of the details filling out the structure of the plan. Motion passes unanimous.
Motion - Wobser, 2nd Russel

Motion to ~~be~~ recommend Council approve additional \$8,000⁰⁰ for Planning Next to finish the SP process
Motion Russel, 2nd Warnecke 6 Aye, 1 Abstention (Auditor)

**COMMITTEE REPORT
THE CITY COUNCIL OF THE CITY OF FINDLAY, OHIO**

The **STRATEGIC PLANNING COMMITTEE** met on March 21, 2023 to review feedback received from community groups that were contacted. Time permitting – move forward with reviewing objectives in the plan.

We recommend: *The committee continues the S.P. process. The committee will have a standing meeting on the 1st and 3rd Tuesdays at 4:00 PM in Council Chambers until the master plan is complete.*

Aye Nay


Jeff Wobser, Chairman

Aye Nay


Randy Greeno

Aye Nay


Dennis Hellmann

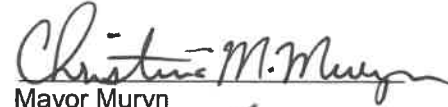
Aye Nay


Grant Russel

Aye Nay


Beth Warnecke

Aye Nay


Mayor Muryn

Aye Nay


Auditor Staschiak

LEGISLATION: _____

DATE: March 21, 2023

COMMITTEE: STRATEGIC PLANNING



75 West Third Avenue
Columbus, Ohio 43201

P 614 586 1500
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www.planning-next.com

Mayor Christina Muryn
318 Dorney Plaza
Findlay, OH 45840

Date: February 14, 2023
Re: Request for Additional Budget

Dear Mayor Muryn,

We have enjoyed working with you and the community of Findlay on this important project for the City and appreciate the need for some flexibility as this process has unfolded. This letter outlines a request for additional funding to the original contract between ACP/Greene + Associates, LLC, also doing business as Planning NEXT, and The City of Findlay as executed on November 10, 2021. The original contract was based upon a 12-month scope of work ending in October of 2022. The project has tracked on budget for most of the planning process, however due to additional time needed by the Strategic Plan Committee to finalize the action agenda we are over the contract time and have continued to meet and assist as requested. Due to this additional project time and some additional scope items (i.e. preparing business survey) Planning NEXT is requesting additional fee to assist the City in finishing up the plan process. Planning NEXT has worked hard to integrate these adjustments into the existing budget but given the extent of additional time and effort, a potential fee adjustment to cover the deviations and anticipated additional work is requested. See below for details.

- Contract overage - \$6000 (this covers the extended period of contract time that we have continued to support the project as well as the extra task of preparing and administering the business survey)
- Finalize plan document - \$1000 (includes finalizing the plan into the final format, once the SPC delivers the final action agenda. This also include anticipated re-work of the final implementation matrix and final plan document to reflect significant changes from public review draft dated early December)
- Additional access to consultant team – \$1000 (includes up to 6 hours of additional hours of consultant time to join SPC meetings or review updated action agenda).

Fee

A not-to-exceed fee of \$8,000 is requested to assist the City in the tasks outlined above. The fee will be paid to Planning NEXT in addition to the existing contract amount with Planning NEXT of \$125,000 and subject to the conditions of that contract.

City of Findlay

Consultant
ACP/GREENE + ASSOCIATES LLC, also doing
business as planning NEXT

(Signature)
Mayor Christina Muryn

(Signature)
Jamie A. Greene, Principal/Owner

What's next for your community?



**OFFICE OF
THE MAYOR
CHRISTINA M. MURYN**

Rob Martin, BSN, MBA
Service-Safety Director

RESPONDED

- Hancock Public Health/Be Healthy Now Committee: Karim Baroudi
- The Alliance: Don Bruce
- Center for Civic Engagement: Zach Thomas
- Raise the Bar: Tricia Valasek
- Homebuilders Association: Scott Brecheisen

NO RESPONSE

- Hancock county Commissioners: Bechtol, Bateson, Pepple
- Findlay City Schools: Krista Miller
- Liberty Benton Schools: Mike Kowalski
- Van Buren Local Schools: Jeff Inkrott
- Realtors Association: Charlie Leichty
- JobsOhio: Chase Eikenbary
- Hancock Regional Planning Commission: Matt Cordonnier

Christina Muryn

From: Christina Muryn
Sent: Thursday, March 9, 2023 3:25 PM
Cc: Christina Muryn
Subject: INVITATION TO PARTICIPATE: City of Findlay Strategic Planning
Attachments: DRAFT_COF Strategic Plan Reformatted.pdf

TO: Hancock Public Health, The Alliance, Unhoused Coalition, Hancock County Commissioners, Center for Civic Engagement, Hancock Regional Planning Commission, Findlay City Schools, Van Buren Local Schools, Liberty Benton Schools, Raise the Bar, Hancock Homebuilders Association, Hancock Realtors Association, and JobsOhio

Good Afternoon,

As you are hopefully aware, the City of Findlay has been working through a strategic planning process focused on the areas of specific government responsibility. We recognize that we do not work in a vacuum and that organizations like yours play a critical role in the success of the city of Findlay as well as directly intersect in some areas with the City of Findlay government operations. Recognizing this, we are reaching out to your organization directly hoping that you will take time to review the attached draft strategic plan and provide feedback related to the below prompts.

Please provide a brief overview of your organization, how it serves the community, and any strategic goals or plans currently in place. Please also note any specific items in the attached strategic plan that you would request be added or adjusted to better support your organizations efforts.

****Please note the attached document has been formatted for easy reading and the ordering and numbering does not directly correlate to the version currently available on our public website.****

Please provide feedback by end of day, Friday, March 17th to strategic-planning@findlayohio.gov. If you are unable to accommodate this timeframe please let me know asap.

Sincerely,

Mayor Christina Muryn

City of Findlay, Ohio
America's Top Metropolitan 8 Years In A Row
318 Dorney Plaza, Room 310
Findlay, OH 45840
Phone: 419-424-7137
Fax: 419-424-7245
<http://www.findlayohio.gov>



*Enduring stewardship dedicated to service and safety for citizens,
promoting Findlay as the premier place for growth and opportunity.*

This document organizes the sentiments heard from the public, Community Outreach Team, and Strategic Plan Committee into the plan's main organizing elements of Vision, Values, Mission, Goals, Objectives, and Actions. This document is a draft for discussion and will continue to be refined with input from the Strategic Planning Committee.

Community Vision

Community vision is the highest level—and therefore most general—expression of a community's future. Reflects the community's values. Sets the tone for more specific recommendations.

The City of Findlay government aspires to be...

A best-in-class city that leads in opportunities and innovation by welcoming new people, businesses and ideas while staying true to our people, our values, and small-city character.

Values

Values are a reflection, at a high level, of what the community cares most about.

The people of Findlay value...

1. Small-city charm
 2. Unique assets
 3. Safety
 4. Belonging
 5. Fiscal responsibility
-

Organizational Mission

The organizational mission is a statement used by an organization to explain, in simple and concise terms, its purpose(s) for being.

We serve all our residents, businesses, and institutions so that they can thrive. In collaboration with our partners, we are dedicated to providing exceptional municipal services which...

1. *Provide the highest quality community with amenities and opportunities available to all ages and abilities*
2. *Respond to the needs and desires of our current as well as future residents*

3. *Protect sense of place in downtown and neighborhoods as the heartbeat of a complete community where we live, work, play, and shop*
4. *Are thoughtful and transparent in our deliberations, communications, and utilization of all resources*

Plan Goals

Plan goals are a desired outcome expressed in simple terms.

1. A Safe Community ...

(1.1) Maintain and enhance a safe community through the continued support of emergency services.

1.1a *Complete design and construction of STRICT Center for Findlay police and fire training.*

1.1b *Establish an Emergency Operations Center for the City of Findlay.*

1.1c *Maintain an updated Disaster Plan.*

1.1d *Continue regular train for emergency preparedness.*

1.1e *Promote fire prevention using US Fire Administration best practices and resources for fire prevention and public education.*

1.1f *Achieve an ISO Class 1 Rating.*

(1.2) Maintain support for accountable community policing.

1.2a *Continue to maintain CALEA accreditation*

1.2b *Conduct a performance measurement process to benchmark the police department with similar communities to identify gaps, best practices, and opportunities to improve community programming.*

1.2c *Embrace new and innovative ways to deliver police services. (e.g., purchase body cameras and dash cameras)*

1.2d *Evaluate whether the current police facility arrangements are meeting the needs of the department and its visitors.*

1.2e *Require all City first responders to carry NARCAN.*

1.2f Publish quarterly reports on performance indicators and crime remediation efforts to improve communication and transparency regarding policing.

1.2g Create strategies for coordinated responses to vulnerable populations (people suffering from mental health illnesses, substance abuse, victims of domestic violence, children, and the elderly).

(1.3) Ensure short- and long-term detention needs are met.

1.3a Evaluate options for long term “jail facilities” that best meet the communities needs while being fiscally responsible.

(1.4) Continually improve through training, technology, and good policy.

(1.5) Decrease flood risk.

1.5a Support flood mitigation efforts to completion to decrease flood water levels by 3ft in a 100-year storm event.

1.5b Support update of the FEMA Floodplain maps at earliest opportunity.

2. A well- run City Government that is transparent, easy to engage with, and prioritizes its employees and citizens.

(2.1) Continue to lead in collaboration and operational efficiency with partners.

2.1a Establish annual goals for areas of collaboration with County officials.

2.1b Establish a plan to increase communication and alignment between the City and Hancock County Offices.

(2.2) Improve upon communications to ensure information is clear, accessible, and transparent.

2.2a Develop a biannual survey of residents that is conducted by and for the City of Findlay.

2.2b Perform a public communications audit to evaluate performance and potential improvements to existing channels of communication (e.g., City website, social media, newsletters, etc.).

2.2c Establish a “Citizens Academy” for residents to give them more insight and understanding into the City’s departments and operations.

2.2d Create a citywide community engagement plan to improve residents' input and engagement with City Government.

2.2e Look for opportunities to partner with local entities such as the Convention and Visitors Bureau Findlay First program to engage new residents in the community.

2.2f (previously 4.1d) Publish a singular annual report for the City of Findlay sharing its financial condition and previous year highlights and accomplishments.

(2.3) Modernize technology, software, systems, and processes.

2.3a Implement a regular process to evaluate technology, software, systems, and processes to ensure best practice efficient and modern operations.

2.3b Provide safe, reliable, and up-to-date equipment and facilities to employees.

2.3c Establish a process for regular review of departmental structures.

2.3d Evaluate bringing commercial building inspection into the City of Findlay operations.

2.3e Regularly evaluate city processes to identify opportunities for more sustainable practices (e.g. digitization to decrease paper, lower energy costs, decreased fuel use).

(2.4) Ensure that the City of Findlay government is an employer of choice in the region.

2.4a Continue annual employee surveying with biannual check-ins and follow up action plans to address employee feedback.

2.4b Create and implement a robust professional development program for all employees to support cross training, opportunities for advancement, succession planning, and continued education.

2.4c Identify opportunities for internship programs to build a pipeline of the next generation of employees.

2.4d Cast wider recruitment net to ensure that City openings are not missed.

2.4e Conduct regular "stay" interviews with employees that are performing at a high level.

2.4f Implement a mentoring program for new employees so that they feel informed and engaged from the start.

2.4g Look for ways to create work/life balance opportunities with more flexible work schedules.

2.4h Highlight through website the benefits of working for the City.

2.4I Display videos highlighting the employees and work performed in various City departments.

(2.5) Maintain and invest in city facilities.

2.5a Complete facilities audit and prepare investment plan to incorporate into capital plan. (In Process)

2.5b Identify opportunities for energy efficiency improvements and long-term cost savings through strategic improvements to city owned properties.

(2.6) (Previously 4.1) Continue to ensure the City's long-term financial strength and stability.

2.6a Extend the operating budget to include a 5 year forecast and the capital improvements plan to a 10-year outlook to improve the long-term budget outlook.

2.6b Identify and evaluate potential outside funding sources for significant CIP projects, such as grants, low-interest or no-interest loans.

2.6c Evaluate whether current financial resources are sufficient to meet the future needs of the City in delivering high quality services. (Explore additional funding sources to best protect the 1% income tax structure.)

(2.7) Model values of being open and friendly to all through city operations.

2.7a Continuously review job descriptions, testing, advertisement and recruitment strategies and other components of the hiring process to identify areas of potential bias or weakness.

2.7b Evaluate the hiring process, especially Civil Service positions, for opportunities to decrease the time to fill the position.

2.7c Collaborate with local high schools, technical schools, community colleges, and universities to offer internship programs, on the job training, leadership classes and programs, and job fairs for city employment opportunities.

2.7d Offer multi-lingual municipal services.

2.7e Review procurement policies and regulations for unintentional barriers that limit contracts for local, small, and/or diverse businesses.

(2.8) Maintain, plan, and invest (Plan, Invest, Leverage?) in infrastructure to ensure it is safe, affordable, and high quality.

2.8a Maintain the highest level of water quality standards.

2.8b Keep water and sewer rates at or below average state rates.

2.8c Implement Long Term Control Plan for Water Pollution Control Plant.

2.8d Complete and publish long term capital plan and financial goals for Water Treatment Plant.

2.8e Establish and maintain Geographic Information System to support data driven investments in City assets throughout the Community.

3. A Caring Government that supports all community members and looks for opportunities to strengthen community bonds.

(3.1) Support the coalitions in their work to address social service needs of the community (e.g. addiction, mental health, health care, and homelessness).

3.1a Create a strategy for connecting residents to social services, working with community partners, to expand and promote existing services.

3.1b Expand prescription drug disposal effectiveness through increased awareness and utilization of proper drug disposal.

3.1c Establish a formal process for social service organizations to bring forward requests for support to the Mayor and City Council.

(3.2) Support a culture of community belonging (intergenerational, diversity, equity, inclusion, tolerance, etc.)

3.2a Support City events that recognize and celebrate the diverse groups of Findlay.

3.2b Develop intergenerational programming for seniors and youth.

3.2c Establish neighborhood block groups and encourage block club membership and activities.

3.2d Improve community awareness of and participation in diverse cultural opportunities and organizations through networking and communication.

3.2e Develop program to promote civil dialogue, tolerance, and mutual understanding.

3.2f Support a "spring clean-up day" in collaboration with area employers to increase volunteerism, community involvement, and pride of place.

3.2g Join the AARP Age-Friendly Community network and develop an Age-Friendly Plan.

4. A Thriving Business Environment that takes care of existing businesses, attracts new businesses, supports local entrepreneurs, and is economically sustainable.

(4.1) Continue to strengthen economic development through ongoing partnerships with The Alliance and other entities.

4.1a Identify parameters for incentives that may be offered to increase job growth, income tax revenues, and wages and a process for regular review.

4.1b Identify zoning methods for supporting attraction of innovative and targeted businesses while protecting/prioritizing our existing businesses

4.1.c Collaborate with the Hancock Regional Planning Commission (HRPC) to promote high utilization of the Revolving Loan Fund and Microenterprise Loan Program.

4.1d Better communicate available business resources, permitting and zoning process, tax policies, and other business resources.

4.1e Develop a retail diversification strategy to identify market gaps and develop strategies to attract new businesses.

4.1f Establish a proactive method for evaluating properties for annexation and evaluation of areas for infrastructure investment to support economic development.

(4.2) Support businesses and entrepreneurs through programs offered by the City.

4.2a Update City website to add a, “Why Findlay/How we work and can help them” message from the Mayor.

4.2b Determine the feasibility of creating co-working, incubator, and other similar spaces in vacant and underutilized buildings.

4.2c Increase City promotion of local events and spaces like Rally in the Alley, Second Saturdays, and the Hancock County Farmers Market to improve coordination and promotion of small business events.

(4.3) Leverage broadband/fiber network infrastructure for businesses and residents

4.3a Facilitate the expansion of fiber networks, including City Government owned, to encourage competition.

4.3b Encourage inclusion of conduit for utilities and broadband when reconstructing roads to protect the life of the pavement.

(4.4) Support education and work force development

4.4a Engage in workforce development initiatives that connect local schools and area businesses to build young talent.

4.4b Collaborate with community partners (e.g., Findlay City Schools, YMCA, non-profit organizations) to expand after school programming with a focus on tutoring, life skills education, and recreation.

4.4c Participate in job training fairs in collaboration with workforce entities such as Raise the Bar Hancock County and other regional entities

4.4d Collaborate with the University of Findlay, Owens Community College, and other regional higher education institutions to create better ties between students and the broader Findlay community to support retention of students after graduation.

4.4e Partner with Findlay Young Professionals and other organizations to identify programming gaps within the City of Findlay to better support young professional retention.

(4.5) Build a Findlay, Ohio brand and partner with other stakeholders to promote it.

4.5a Complete a marketing and branding plan in collaboration with other key stakeholders to ensure a clear identify of Findlay, Ohio to citizens, visitors, and the world at large.

4.5b Ensure consistency in use of City of Findlay government brand guidelines.

(4.6) Prepare and implement a Findlay Airport (FDY) Strategic plan to support strategic investment, increase utilization, and generate economic development opportunity.

5. An Attractive Place to live, work, raise a family, learn, run a business, play, explore, and visit.

(5.1) Maintain Findlay's small city character as the community evolves.

5.1a *Expand the Shade Tree Commission and its associated programs (e.g., the NeighborWoods Adopt-A-Tree program, Arbor Day) to increase tree planting.*

5.1b *Improve landscaping in the public right-of-way prioritizing key, high-impact intersections, nodes, and boulevards.*

5.1c *Establish a public art program to introduce more public art throughout the City, parks, and the public right-of-way.*

5.1d *Establish a “Keep Findlay Beautiful” community improvement program in affiliation with the Keep America Beautiful organization.*

5.1e *Encourage infill development throughout the community to attract new mixed-use, residential, and commercial development.*

(5.2) Protect and enhance Findlay’s downtown as the heartbeat of the community.

5.2a *Improve the gateways to downtown (e.g. West Main Cross from 1-75 to downtown).*

5.2b *Complete and extend streetscape improvements (e.g., Main Street and Main Cross Street).*

5.2c *Update the parking study of downtown: including on-street, public, and private parking.*

5.2d *Improve wayfinding for parking with signage and alternative support for parking.*

5.2e *Establish a Façade Improvement Program.*

(5.3) Reimagine the Riverfront throughout the community.

5.3a *Create a signature public space on the Blanchard River that provides flexible public uses and utilizes publicly owned, flood-prone land.*

5.3b *Clean up and maintain the Blanchard River with community partners.*

5.3c *Expand River Walk, greenways, and trails along Blanchard River.*

5.3d *Activate the Riverfront with recreational activities, festivals, and educational events in partnership with local organizations.*

(5.4) Care for the natural environment

5.4a Explore alternative waste management options for residents that provide expanded opportunities for recycling and yard waste as well as cost savings and protection of public infrastructure.

5.4b Continue to coordinate with Hancock County and local watershed conservancy districts to identify new opportunities for flood risk reduction and restoration of natural habitats that reduce flooding.

5.4c Identify opportunities for reducing environmental impact of city operations.

5.4d Increase waste diversion from the landfill to the city Green Waste Site and recycling facilities.

5.4e Integrate green infrastructure best practices into public projects.

(5.5) Enhance the physical environment in the City's residential, commercial, and industrial sectors consistent with the character of the community.

5.5a Evaluate and implement methods to increase zoning compliance.

5.5b Evaluate and implement methods to decrease abandoned properties.

5.5c Work with county to ensure efficient communication, follow up, and follow through on properties which are delinquent on taxes.

5.5d Update Land Use Plan to help guide existing and future development and potential rezoning.

5.5e Promote the existing volunteer support network for people financially or physically unable to make improvements or may need assistance performing basic maintenance such as mowing grass and snow removal to support and improve code compliance.

5.5f Evaluate programs to make exterior improvements on residential and commercial properties.

(5.6) Support safe and diverse housing options for all

5.6a Evaluate zoning code for housing improvements (accessory uses, mother-in-law suites, etc.).

5.6b *Promote utilization of existing housing renovation programs, such as the Community Housing Impact and Preservation program, to preserve affordability.*

5.6c *Evaluate incentives for new build housing and remodels.*

5.6d *Continually evaluate the public permitting process to reduce barriers for new housing.*

5.6e *Facilitate conversations with local landlords and agencies such as the Hancock Metropolitan Housing Authority to determine methods for helping find safe and affordable housing for Housing Choice Voucher (HCV) program participants while protecting landlords' investments.*

6. An Active Community with a wide variety of amenities, parks, and recreation opportunities for people of all abilities.

(6.1) Strengthen partnerships for the long-term planning and provision of amenities (parks, bike paths, greenways).

6.1a *Conduct a review using National Recreation and Park Association (NRPA) park metrics to determine best practices and needs.*

6.1b *Prepare a Parks, Recreation and Open Space Plan to identify current and future needs to expand access to parks, greenspace, and all-inclusive programming.*

(6.2) Communicate about available recreational programs and activities more efficiently and effectively

6.2a *Create an online webpage for all entities and partners that provide recreational programs for "one-stop shopping," working with all of the entities that provide recreational programming for the community.*

6.2b *Create a singular, regularly produced community guide to share recreational offerings in collaboration with all of the entities that provide recreational programming for the community.*

(6.3) Continually improve amenities and accessibility of existing parks and recreation

6.3a *Inspect all parks and park facilities for accessibility and ADA compliance every year.*

6.3b *Prepare a 10-year Capital Improvement Plan (CIP) every year that identifies upgrades and improvements of existing parks.*

6.3c *Implement the Capital Improvement Plan (CIP) to improve park amenities (e.g., benches, lighting, restrooms, etc.).*

(6.4) Provide amenities that support active lifestyles, health, and wellness

6.4a *Develop a “Healthy City” Initiative in collaboration with our City partners and health care systems*

6.4b *Offer a “scholarship assistance” program for low-income population to expand access to recreational programs and facilities to improve physical health.*

7. A Connected City where people are linked to destinations and each other in a variety of ways.

(7.1) Continue to improve street maintenance, traffic flow, and safety

7.1a *Create an approach to reroute trucks away from downtown.*

7.1b *Create a Municipal Snow Removal Plan to improve snow removal procedures and communication with the public.*

7.1c *Improve street and infrastructure maintenance (e.g., potholes, road repair, restriping, etc.).*

7.1d *Explore options for a mobile app to allow residents to report infrastructure concerns or needed repairs.*

7.1e *Continue streetscape improvements to enhance traffic flow, road safety, pedestrian safety, and beautification.*

(7.2) Evaluate and identify opportunities to improve bike and pedestrian infrastructure

7.2a *Implement a “complete streets” program to balance the needs of all roadway users (cars, transit, bikes, pedestrians).*

7.2b *Develop a School Travel Plan for Safe Routes to School.*

Findlay Forward Strategic Plan Framework
DRAFT 02-09-2023

7.2c *Develop a Pedestrian Plan to prioritize new sidewalks, sidewalk repair, crosswalks, and to identify funding sources for pedestrian infrastructure.*

7.2d *Update and formally adopt the 2014 Multi-Use Trails Master Plan.*

7.2e *Fund expansion of trails, greenways, and connectors according to the 2014 Multi-Use Trails Master Plan.*

7.2f *Create a protected bike lane between the University of Findlay campus and downtown.*

7.2g *Explore funding opportunities for bike and pedestrian infrastructure, including state, federal, and organizational grants.*

7.2h *Install bike parking racks, shelters, and corrals in public right of way, prioritizing areas in and around downtown, parks, and greenways.*

(7.3) Evaluate and identify opportunities to support a variety of mobility options (transit, micromobility, rideshare, etc.)

7.3a *Explore feasibility of public transit (fixed-route or on-demand shuttles).*

Christina Muryn

From: Karim Baroudi <kbaroudi@hancockph.com>
Sent: Friday, March 17, 2023 10:33 AM
To: Strategic-Planning
Subject: [EXTERNAL]City of Findlay Strategic Planning
Attachments: Hancock County 2021 Health Equities Report - FINAL 01.24.2023.pdf; 2021 HER fact sheet - 01.17.2023.pdf

Follow Up Flag: Follow up
Flag Status: Flagged

Security Checkpoint: External Email! Do not click on links or open attachments unless you trust the source and know the content is safe.

City of Findlay Administration; Members of the Strategic Planning Committee,

Per Mayor Muryn's invitation to participate in formulating a sound Strategic Plan for the City of Findlay, and after careful review of the different strategies highlighted in the plan. The Public Health Board, serving the City of Findlay and all of Hancock County, strongly supports the plan as proposed. The goals and initiatives of the plan are in perfect alignment with the mission of Hancock Public Health, the Community Health Improvement Plan, the Health Equities Report (Published in January 2023), and the Community Health Needs Assessment. I have attached links to copies of the reports, that are particularly relevant and can be easily inserted as appendices or supporting documentation to the plan, as you see fit.

Please reach out with any questions, clarifications, or if you need more detailed information. Thank you for all you do to this great City, which we are all proud to be serving its great citizens and visitors.

To a Healthy Community thriving in a Healthy City environment,

Karim Baroudi, MPH, REHS
Health Commissioner



H₂

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email: kbaroudi@HancockPH.com

Website | Facebook | Twitter

"Your Recognized Leader in Population Health"

[Click here to fill out our customer survey](#)

THE ALLIANCE

Findlay-Hancock County



The mission of the Findlay-Hancock County Alliance is to drive growth and prosperity in the Findlay-Hancock County region. The Alliance is the overall governing body of the organization with its core focus around fiscal responsibility, policies & procedures, collaboration, and providing strategic direction. To execute this mission, the umbrella (Alliance) houses three (3) distinct divisions:

Findlay-Hancock County Chamber of Commerce represents 700 business organizations focused on six core areas related to: 1) talent development, 2) advocacy, 3) marketing/communications, 4) signature events to include Rally in the Alley, 5) next level networking, and 6) business education programming for small-mid-large size organizations.

Hancock County Convention & Visitors Bureau represents the hospitality and tourism industry throughout Hancock County. The CVB markets Hancock County as a destination through five core areas: 1) business travel, 2) leisure travel, 3) sports, 4) outreach through grant program, and 5) downtown.

Findlay-Hancock County Economic Development represents the business community in six core areas: 1) business retention & expansion, 2) business attraction, 3) workforce development, 4) community planning, 5) downtown Findlay, and 6) small business resources.

**Findlay-Hancock County Alliance
Governance and Division Boards are served by:**

AR Marketing

ADAMHS

Blanchard Valley Health System

Burlwick & Co.

Key Realty Keller-Slough

City of Findlay

CLA (CliftonLarsonAllen LLP)

Eastman & Smith, Ltd.

Farmers & Merchants State Bank

Fifth Third Bank

Findlay Brewing Company

Goodyear / Cooper Tire

GSW Manufacturing, Inc.

Hancock County ADAMHS

Hancock County Auditor

Hancock County Commissioners

Hancock Federal Credit Union

Hancock-Wood Electric Cooperative

Hixon Zuercher Capital Management

Huntington National Bank

Hylant

Journey Salon & Day Spa

Legacy Farmers Cooperative

Marathon Center for the Performing Arts

Marathon Petroleum Corporation

Ohio Logistics

One Energy Enterprises Inc.

RCM Architects, Inc.

Spectrum

The National Lime and Stone Company

University of Findlay

Valgroup LLC

WFAN – WKXA - 106.3 The Fox Radio

Whirlpool Corporation

Whitson Hospitality

Findlay Forward Strategic Plan Review
Center for Civic Engagement
March 17, 2023
Prepared by:
Zachary Thomas, OCPS
Strategy Leader, Center for Civic Engagement

OVERVIEW OF ORGANIZATION and SERVICE TO THE COMMUNITY:

The Center for Civic Engagement (CCE) was established in 2017 to serve as a *backbone organization* to support collective Impact efforts throughout Findlay/Hancock County. The CCE was created to help align the work of multiple coalitions addressing community-identified complex social problems affecting disparate populations within the community. The CCE provides technical assistance (coordination, assessment, communication) for collective impact work in Findlay/Hancock County.

The Coalitions supported by the CCE include:

- Housing Coalition (Housing Steering Committee, Affordable Housing Alliance, Unhoused Coalition) – Wendy McCormick, Representative, Habitat for Humanity
- Workforce Development Coalition (Raise the Bar) – Tricia Valesek, Representative, Raise the Bar
- Mental Health and Substance Use Coalition (Community Partnership, Coalition on Addiction, Recovery Oriented System of Care Leadership Team) – Jennifer Swartzlander, Representative, ADAMHS
- Transportation Coalition – Jamie Baker, Representative, CAC
- Food Security Coalition – Tommie Harner, Representative, WOFB
- Safety, Abuse & Security Coalition – Ashley Ritz, Representative, Open Arms
- Health Coalition (Be Healthy Now Hancock County) – Karim Baroudi, Representative, Hancock Public Health
- Cultural Humility & Health Equity Delegation – Carla Benjamin, Representative, Welcome to a New Life

Administrative support of the CCE is provided by Zachary Thomas, OCPS, who serves as the CCE part-time Strategic Leader.

The CCE is financially supported by the Findlay-Hancock County Community Foundation, United Way Hancock County and The University of Findlay. The CCE is governed by a leadership board consisting of Brian Treece (Community Foundation), Angela DeBoskey (United Way), Katherine Fell (University of Findlay), Precia Stuby (ADAMHS), and Myron Lewis (BVHS).

STRATEGIC GOALS:

While the CCE maintains its primary objectives of providing technical support for collective impact work, the following are current priorities of the CCE:

- **Ensuring implementation and accountability of the 2023-2025 Community Health Improvement Plan (CHIP)** – The CCE is serving as the backbone support for the CHIP; providing technical assistance to the governing body of the CHIP; and support Hancock Public Health in the advancement of the CHIP Data Dashboard.
- **Aggressively developing appropriate strategies to address health disparities and social determinants of health** – Using the 2023 Health Equities Report released by Hancock Public

Health, the CCE and Be Healthy Now Hancock County intend to create a sophisticated, person-centered long-term strategy to address the most disparate census tracts in Findlay/Hancock County. This strategy will use the evidence-based approach of Targeted Universalism to ensure that disparities in housing, transportation, and health outcomes are appropriately attended to, through the full support and guidance of the people are most affected and living in the identified census tracts.

- **Building community capacity for collective impact work** – in collaboration with Hancock Leadership (Findlay-Hancock County Chamber of Commerce), the CCE will lead a year-long learning cohort as part of the 2024 Hancock Leadership Class, to provide education about collective impact processes, build broad capacity throughout multiple disciplines to carry out collective impact work, and support a local coalition in the implementation of an identified initiative through hands-on servant leadership. All of this will lead to each Leadership Class member receiving a micro-credential in collective impact science, provided through the CCE and The University of Findlay.

RECOMMENDATIONS FOR CURRENT STRATEGIC PLAN DRAFT:

The recommendations offered to the Strategic Planning Committee center on three significant areas: Health Disparities, Equity, and Accountability.

Health Disparities:

The Housing Coalition is committed to maintaining a strong continuum of housing that ensures everyone in our community has safe, affordable, and accessible housing.

In the original draft of the Strategic Plan, there were several strategies included that would address the challenges our community is experiencing related to safe, affordable, and accessible housing. However, in the current draft under review, several of these original recommendations were removed. It has been noted that strategies 1.5a, 1.5b, 1.5d, 1.5e, 1.5g, 1.6c, 1.6e, 1.6f were removed from the original draft. Although there may be multiple reasons for these goals to be removed, it is critical that our community's strategic plan include, at minimum, a basis of a commitment to ensuring safe, affordable, and accessible housing for *all* community members. ***It is recommended that the Strategic Planning Committee reintroduce/include strategies that demonstrate commitment to ensuring safe, affordable, and equitable housing.***

Housing that is safe, affordable, and accessible is imperative to reducing health disparities and increasing positive health outcomes for all.

Equity:

The Cultural Humility and Health Equity Delegation (The Delegation) has been working since 2018 to build a Community of Belonging in Findlay/Hancock County. A major objective of The Delegation includes the adoption of a formal statement (Resolution) from Findlay City Council that embraces the spirit of a Community of Belonging. The Delegation enthusiastically supports the Goal 3.2 in the current draft strategic plan.

The Delegation asks that the Strategic Planning Committee make the following modification and additions under Goal 3.2 *Support a culture of community belonging. (intergenerational, diversity, equity, inclusion, tolerance, etc.)*

- Remove the word *tolerance* from all instances within Goal 3.2 and 3.2e. The use of the term *tolerance* is not acceptable language in developing a Community of Belonging. In fact, it can lead to a more divided community as people who “are to be tolerated” are still considered outsiders and thus marginalized. **The Delegation recommends using the language *comprehensive understanding*.** A community that is afforded safety and permission to learn about other cultures leads to the creation of a culture of belonging.
- **Add goal 3.2h that would seek the creation and adoption of a Resolution by Findlay City Council that states Findlay is a Community of Belonging.** This has been a primary area of work for The Delegation. **The Delegation welcomes and looks forward to the opportunity to work directly with the Strategic Planning Committee and the City of Findlay to see that such a Resolution is effectively crafted and adopted by City Council.** This goal would truly confirm for the community that the City of Findlay is committed to creating a *culture of belonging*.

Once the Strategic Plan is fully adopted by City Council, The Delegation welcomes and looks forward to the opportunity to work directly with the City of Findlay to ensure that components of Goal 3.2 are effectively implemented.

Accountability:

For all coalitions involved with the CCE, it is imperative that there is accountability held to ensure that the adopted Strategic Plan is attended to consistently. Without a formalized governing structure to implement, monitor, and evaluate the Strategic Plan in its entirety, all work in preparing the Strategic Plan becomes meaningless.

The CCE recommends the Strategic Plan include a formal commitment to implementing accountability measures for all listed goals.

Christina Muryn

From: Tricia Valasek <tvalasek@raisethebarhancock.org>
Sent: Monday, March 13, 2023 12:47 PM
To: Christina Muryn; Strategic-Planning
Subject: RE: [EXTERNAL]FW: INVITATION TO PARTICIPATE: City of Findlay Strategic Planning

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No. I was comfortable with the wording, and I appreciate seeing the City propose implementing more talent development efforts internally.

Tricia Valasek, MA, MPH

Executive Director
Raise the Bar Hancock County
tvalasek@raisethebarhancock.org
(567) 429-7038
www.raisethebarhancock.org

From: Christina Muryn <cmuryn@findlayohio.gov>
Sent: Monday, March 13, 2023 12:46 PM
To: Tricia Valasek <tvalasek@raisethebarhancock.org>; Strategic-Planning <Strategic-Planning@findlayohio.gov>
Subject: RE: [EXTERNAL]FW: INVITATION TO PARTICIPATE: City of Findlay Strategic Planning

Thank you Tricia. In reviewing the strategic plan is there anything you would recommend be modified to better support RTB's efforts?

Mayor Christina Muryn

City of Findlay, Ohio
Phone: 419-424-7137
<http://www.findlayohio.gov>



*Enduring stewardship dedicated to service and safety for citizens,
promoting Findlay as the premier place for growth and opportunity.*

From: Tricia Valasek <tvalasek@raisethebarhancock.org>
Sent: Monday, March 13, 2023 11:57 AM
To: Strategic-Planning <Strategic-Planning@findlayohio.gov>
Cc: Christina Muryn <cmuryn@findlayohio.gov>
Subject: [EXTERNAL]FW: INVITATION TO PARTICIPATE: City of Findlay Strategic Planning

Security Checkpoint: External Email! Do not click on links or open attachments unless you trust the source and know the content is safe.

Raise the Bar Hancock County (RTB) changes how people learn about and prepare for careers in Hancock County, today and into the future. RTB co-designs the community's workforce development pipeline along the cradle-to-career

continuum. Working with business, education, social services, and policy partners, RTB shapes talent through career/industry exposure, soft and technical skill development, and accessible career pathway initiatives. RTB continues to invest resources toward all industries and sectors to enable youth and adults to be gainfully employed in the local workforce.

Tricia Valasek, MA, MPH

Executive Director

Raise the Bar Hancock County

tvalasek@raisethebarhancock.org

(567) 429-7038

www.raisethebarhancock.org

From: Christina Muryn <cmuryn@findlayohio.gov>

Sent: Thursday, March 9, 2023 3:25 PM

Cc: Christina Muryn <cmuryn@findlayohio.gov>

Subject: INVITATION TO PARTICIPATE: City of Findlay Strategic Planning

TO: Hancock Public Health, The Alliance, Unhoused Coalition, Hancock County Commissioners, Center for Civic Engagement, Hancock Regional Planning Commission, Findlay City Schools, Van Buren Local Schools, Liberty Benton Schools, Raise the Bar, Hancock Homebuilders Association, Hancock Realtors Association, and JobsOhio

Good Afternoon,

As you are hopefully aware, the City of Findlay has been working through a strategic planning process focused on the areas of specific government responsibility. We recognize that we do not work in a vacuum and that organizations like yours play a critical role in the success of the city of Findlay as well as directly intersect in some areas with the City of Findlay government operations. Recognizing this, we are reaching out to your organization directly hoping that you will take time to review the attached draft strategic plan and provide feedback related to the below prompts.

Please provide a brief overview of your organization, how it serves the community, and any strategic goals or plans currently in place. Please also note any specific items in the attached strategic plan that you would request be added or adjusted to better support your organizations efforts.

****Please note the attached document has been formatted for easy reading and the ordering and numbering does not directly correlate to the version currently available on our public website.****

Please provide feedback by end of day, Friday, March 17th to strategic-planning@findlayohio.gov. If you are unable to accommodate this timeframe please let me know asap.

Sincerely,

Mayor Christina Muryn

City of Findlay, Ohio

America's Top Metropolitan 8 Years In A Row

318 Dorney Plaza, Room 310

Findlay, OH 45840

Phone: 419-424-7137

Fax: 419-424-7245

<http://www.findlayohio.gov>



*Enduring stewardship dedicated to service and safety for citizens,
promoting Findlay as the premier place for growth and opportunity.*

Christina Muryn

From: Scott Brecheisen <scott.mbco@gmail.com>
Sent: Monday, March 13, 2023 11:05 AM
To: Christina Muryn
Subject: [EXTERNAL]Re: INVITATION TO PARTICIPATE: City of Findlay Strategic Planning

Security Checkpoint: External Email! Do not click on links or open attachments unless you trust the source and know the content is safe.

This was sent to the HBA board, unfortunately all agreed that getting together for a meeting to review before Friday would not be possible. Several members responded and said they had no revisions.

On Thu, Mar 9, 2023 at 3:25 PM Christina Muryn <cmuryn@findlayohio.gov> wrote:

TO: Hancock Public Health, The Alliance, Unhoused Coalition, Hancock County Commissioners, Center for Civic Engagement, Hancock Regional Planning Commission, Findlay City Schools, Van Buren Local Schools, Liberty Benton Schools, Raise the Bar, Hancock Homebuilders Association, Hancock Realtors Association, and JobsOhio

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Sincerely,

Mayor Christina Muryn

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—
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