

16.1 EXECUTIVE SUMMARY

This Comprehensive Plan Update is a 10-year land use plan meant to communicate direction to City Council in making land use decisions; to be the lens through which City staff views all land use applications for compliance; and to be the template for the expected growth and transformation of Mountain Home over the next decade.

The Comprehensive Plan is a translation of community values, and aspirations of the public, put into public policy.

This Plan is where City and staff will look when interpreting policies and regulations, developing new policies, implementing existing plans, and entering into partnerships. It is what will steer City spending, capital improvement projects (CIPs), and budget priorities.

It is important to note that this Comprehensive Plan is a living document that can and likely will be amended and updated over time. As the community evolves, so too may components of the Comprehensive Plan in order to align with development and other changes necessary to fully realize the Plan.



**MOVING
FORWARD**

16.2 BACKGROUND

Lack of formal planning in Mountain Home over past decades is reflected in the landscape of the city today, and it will not transform or recover overnight. But the City is now actively confronting the issues and as such has invested capital resources and time, and has listened to the citizens of Mountain Home. Together, the City and its citizens developed a new vision, a new path forward, for the community.

Transforming the new vision into a reality is an extensive undertaking; but, implemented in incremental steps, over time it is achievable.

Chapter 2 of this Plan discussed the **Top 5 Priority Issues as identified by the City** along with the **Objectives of City Council**, and they have been discussed and reiterated throughout the Plan. In resolution of these issues the Plan is comprised of many ambitious and complex goals; goals that are interwoven with overarching priorities and needs.

Successful implementation of this plan in achieving the many goals will require strategic planning, along with setting priorities based on a tactical approach. The key implementation mechanism, above all else, will be the level of prioritization placed on the Plan by the Mayor and City Council, with their direction to City staff.



16.3 EXECUTING THE PLAN

As mentioned, the chapters of the Comprehensive Plan each specify numerous and multifaceted Goals and Policies (some also list separate Action Items) that are purposely articulated toward accomplishing the Visions and Objectives of the plan.

For clarification, many of the Policies as listed themselves are also Action Items; most have been listed solely as Policy to simplify presentation and interpretation.

It should be noted that many of the goals as identified address and/or speak to more than one priority issue. Those goals that can resolve more the one issue should be given priority when strategizing implementation of this Plan.

Since this Comprehensive Plan Update is significantly more detailed than former plan versions, and thus will require much more pre-planning and collaboration than former plans, how does Mountain Home approach execution of this more involved Plan?

→ **PRIORITIZATION**

→ **PHASING**

→ **PROJECT MANAGEMENT**

Like most long-term planning efforts, execution on a scale such as this must be broken down into increments of timelines and phases. And then those phases should be broken down one more time.

The approach illustrated on the following pages describes criteria to consider when determining the priority level of issues, as well as offers an outline on phasing.

Once priorities and phasing are established, staff should consider employing a formal project management methodology to administer the multiple projects that will likely be underway in unison. This will aid not only time and budget management, but will also work well in handling projects with public transparency in mind.

Additionally, as the majority of these projects will span some length of time, instituting project management methodology will ensure a seamless and transferrable set of institutional data, should the project ever change hands/staff.

The City of Mountain Home
2020 COMPREHENSIVE PLAN



one TOWN, one TEAM

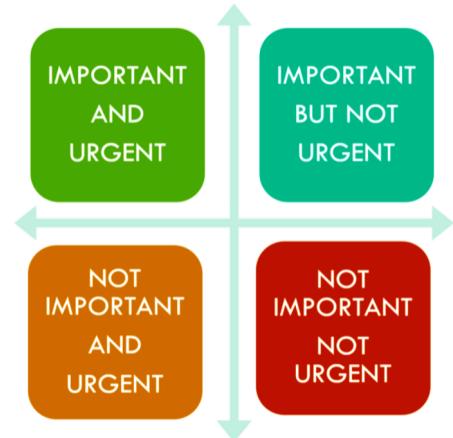


16.3.1 DETERMINING PRIORITY: CRITERIA

The City has identified the top 5 city priorities, and City Council has specified their top objectives for the community. The next step calls for **goals to be macro-identified and prioritized in order to determine order and phasing of implementation.**

To do so, a set of prioritization criteria should be applied to all goals in order to judiciously categorize their level of priority. Suggested criteria include but are not limited to:

- 1) Will pursuing a particular goal achieve more than one goal at the same time?
- 2) Is there funding for this goal?
- 3) Is there public support for this goal?
- 4) Will this goal be a catalyst to instigating another goal?
- 5) Is this goal foundational to another goal?
- 6) Will this goal benefit the public and/or will the public use it?
- 7) Can the City accomplish this goal alone, or will it require partnerships (public/private) in order to achieve it?



16.3.2 DETERMINING PHASING: TIMELINES

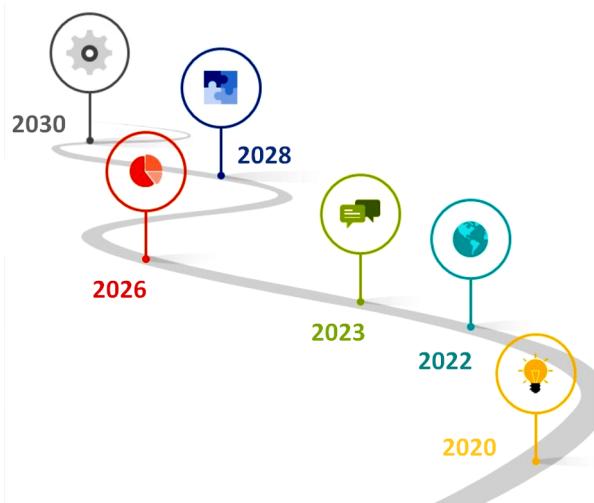
Once priorities are determined, **phasing the projects is next.** As a 10-year Plan increments of three years are recommended as they are typically controllable and foreseeable.

Like the 2018 Mountain Home Downtown Master Plan, phasing is sometimes determined by Low-Medium-High levels of priority; however, in this instance it would be advisable to classify and schedule phasing as Near-Mid-Long Term, with annual timelines associated:

- ⇒ **Near-Term:** 1-3 Years
- ⇒ **Mid-Term:** 4-6 Years
- ⇒ **Long-Term:** 7-10 Years

By applying annual timelines versus text labels, it delegates trackable calendar deadlines which serves multiple purposes:

- Calendar deadlines are critical when planning and executing many goals in unison
- Deadlines prescribed on an annual basis assists with budgeting, especially across departments
- Deadlines are necessary when working in collaboration with other agencies
- Citizens need to be kept abreast of what is happening in the community, and when.

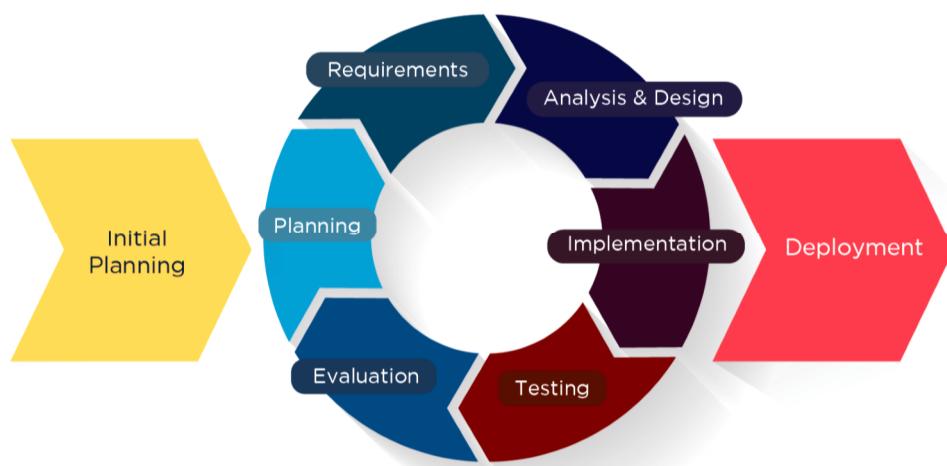


16.3.3 PROJECT PLAN / MANAGEMENT

The final step in moving forward with implementation will be **to develop and assign Project Plans**—specific to goals—to appropriate departments, teams or consultants.

- Best practices prescribe Project Plans be assigned on an annual basis, aligning with the set phasing schedule.
- Project Plans should be limited to a single scope or goal, or to a set of goals that align in scope, arena and outcomes.
- Project Plans should reference and be developed based on the 5-Year Capital Improvement Plan, as well as any related departmental budget.
- It is best to assign Project Plans to staff versus community volunteers; when there is a vested interest in the process, with accountability and ways of measuring performance, the results are proven to show a higher rate of completion and success.
- Since the 2018 Downtown Mountain Home Plan has an extensive set of goals, many of which tie into goals contained within this Comprehensive Plan Update, it is advised to approach both Plan documents congruently in order to maximize workload and achievement of community-wide goals.

Integrate Project Management Methodologies



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