



Strategic Plan 2017-2018

(Adopted by Board of Trustees on _____, 2017)

Township Organization

Goshen Township is an Ohio legislated form of local government, consisting of a Board of three (3) elected Trustees and an elected Fiscal Officer. The Board of Trustees, collectively, is responsible for governing the legislative and administrative affairs and functions of the township. The Fiscal Officer is responsible for the accurate recording of all township financial accounts and transactions and accurately recording proceedings of the board to township trustees, i.e., keeping the minutes and numerous other ministerial duties.

Generally, the trustees have the legislative authority in the township and the fiscal officer has legally designated authority over all financial matters. The fiscal officer is independent of the township trustees, yet by law, the fiscal officer must work closely with the trustees.

Goshen Township employs a Township Administrator who is responsible for administering the programs and policies authorized by the Board of Trustees. Additionally, the Township government includes the Planning Commission, Zoning Board of Appeals, Park Board, and other appointed authorities, boards, and commissions that convene on an as-needed basis to address a variety of issues.

Goshen Township has five operating departments, each responsible for the provision of services pursuant to those enumerated by the Board of Trustees and those mandated by the Ohio Revised Code:

- (1) The **Fire Department** is responsible for the protection of lives and property, including the emergency medical treatment of residents and the general public.
- (2) The **Police Department** is charged with criminal and traffic regulation enforcement and protecting the health, welfare, and safety of residents, businesses, and visitors.
- (3) The **Service Department** maintains Township roads and other infrastructure including cemeteries and township-owned facilities.
- (4) The **Zoning Department** manages growth and development in the Township, and is responsible for the enforcement of the township's Zoning-code.
- (5) **Administration** of the township includes the Township Administrator and staff dedicated to the oversight of all Township operations.

Section 1: Goshen Township Strategic Planning Process

To ensure that Goshen Township is moving in the right direction, the Board began its strategic planning process in 2016 with a one-day workshop held on December 2nd. The planning team consisted of the following:

- ◇ Lisa Allen, *Chairperson, Board of Trustees*
- ◇ Lois Pappas-Swift, *Trustee*
- ◇ Bob Hausermann, *Trustee*
- ◇ Brittany Koepke, *Fiscal Officer*
- ◇ Steve Pegram, *Administrator/Fire Chief*
- ◇ Bob Rose, *Police Chief*
- ◇ Bob Seyfried, *Service Director/Zoning Inspector*

The strategic planning process used for the Goshen Township Government Strategic Plan is based on the approach developed by Strategic Community Partners (“SCP”). David Duckworth with SCP, facilitated the development of the strategic plan. The planning process includes these specific steps:

- Assessing the internal and external environment of the organization
- Framing and identifying the key strategic issues from the environmental scan
- Formulating strategic goals and key objectives
- Plan implementation

The Plan is believed to be the first formal strategic planning initiative undertaken by any previous Board. This Plan creates a vision and helps chart a plan for the future. The Board believes as the economy continues to improve, the township will emerge as a prime area of growth in the SW Ohio region. As such, the township must be prepared through a proactive management process. A strategic plan will not only help the township through challenging times, but will also put it in position to capitalize on its future growth potential. Overall, the Township is trying to achieve the highest quality of life within its borders at the most reasonable cost to residents and businesses.

Section 2: Identification of Key Strategic Issues

Building on the importance of creating a sustainable community, the December 2nd planning session provided a forum for the collaborative identification of strategic issues necessary to begin identifying the specific goals for the 2017-2018 plan. The township planning team used a “S.W.O.C” (**S**trengths, **W**eaknesses, **O**pportunities, **T**hreats) exercise as the foundation for the identification of both external and internal issues and concerns facing Goshen Township. The strategic issue identification process takes the information from the S.W.O.C. and looks at common themes and initiatives. These, in turn, become the basis for the next step in the planning process which is the development of actual goals for the Township.

1. Funding

- ✚ Need to tie funding to future planning (e.g. infrastructure, capital expenses)
- ✚ Need to lobby state legislature to return funds to local governments
- ✚ Need to identify new revenue sources, e.g. grant funding, fees for services, new development taxes

2. Marketing/Brand Awareness

- ✚ Township needs a marketing/economic development plan
- ✚ We need to better identify our gateways
- ✚ Need to promote our community assets

3. Core Services Areas

- ✚ Continue to work towards the opening of Station 19
- ✚ Restore Police Department to full strength
- ✚ Need to upgrade Service Dept. facilities and fleet
- ✚ Need to gather citizen input on township services

4. Development

- ✚ Finalize and adopt new zoning code
 - ✚ Promote mixed-use development
 - ✚ Control growth
 - ✚ Maintain sense of rural charm
 - ✚ Need to update land-use plan with citizen input
 - ✚ Need to look at need for senior housing
 - ✚ Work with developers on best price point for housing market
5. Infrastructure
- ✚ SR 28 Widening needs to take place
 - ✚ Need to work with utility providers in land-use plan update
6. Communication
- ✚ Need to examine how effective website and social media is in reaching township residents. Do we need to do more to reach our residents?
 - ✚ Township needs to begin thinking about upcoming Bi-Centennial

Section 3: Major Goal Areas (Not Prioritized)

The seven (7) Major Goal Areas have been developed to clearly reflect the policy decisions and directions as set by the Board of Trustees and staff. Each of the goals identified below represent the priorities of the township and were carefully selected through the strategic planning process.

For each Major Goal, there are specific action items and timelines for completion for identified projects and processes. However, this is an overarching document that sets the policy direction and should not be interpreted to be a project work list. **Goals** are multi-year in nature. The timeframe for achieving the goals is two (2) years, 2017-2018. **Objectives** are the means to achieve the goals. The timeframe for implementing the priorities may be several weeks, months or years, depending on the complexity of the stated priority and other factors such as funding, the need for additional resources and input from multiple or outside departments and agencies.

The strategic goals for 2017-2018 are:

1. Update Land-Use Plan
2. Identify Infrastructure Improvement Projects for Future Funding
3. Work to Implement New Township Zoning Code

4. Create Goshen Township Marketing Plan & Economic Development Strategy
5. Promote Goshen Township Core Services to Residents
6. Update and Enhance Capital Improvement Plan
7. Strengthen the Township's Financial Resources

Section 4: Major Goal Areas with Key Objectives

Goal Area One: Update the Goshen Township Land-Use Plan

Objectives to Achieve the Goal

1. Finalize contract with Consultant – Timeframe: Feb. 1-15
2. Establish Land-Use Steering Committee – Timeframe: by March 1
3. Consultant/Committee work on draft document – Timeframe: March-June
4. Trustees review of draft document – Timeframe: July-August
5. Preparation of FINAL document by Consultant/Committee – Timeframe: Sept. 1-Sept. 30
6. Public Hearing(s) – Timeframe: October (TBD)
7. Final review by Consultant/Committee – Timeframe: November-December
8. Adoption of final document – Timeframe: Jan. 1, 2018

Goal Area Two: Identify Infrastructure Projects for Future Funding

Objectives to Achieve the Goal

1. Conduct needs assessment of township owned assets – Timeline: April 30 ➤ Fleet, Buildings, Roads, Cemeteries, Information Technology
2. Submit assessment to Board of Trustees – Timeline: May 1
3. Adoption of Needs Assessment – Timeline: June 15
4. Identify critical infrastructure needs of County/State-owned assets – Timeline: ???
5. Attend meetings of Clermont County Transportation District (CCTID) and establish dialogue for potential membership in CCTID – Timeline: Ongoing

Goal Area Three: Implementation of New Township Zoning Code

Objectives to Achieve the Goal

1. Present FINAL version of new text to Board of Trustees for Adoption – Timeline: Feb. 28
2. Adoption of new code by Board of Trustees – Timeline: March 15
3. Roll-out of new zoning code – Timeline: April 1

➤ Website, Press Release, Developers, Chamber of Commerce

Goal Area Four: Create Township Economic Development and Marketing Strategy

Objectives to Achieve the Goal

1. Develop Scope of Services document outlining needs of township – Timeline: Feb. 1
2. Identify Consultant retained for project – Timeline: March 1
3. Engage Consultant/create steering committee to begin project work – Timeline: April 1
4. Consultant/Committee work on draft document – Timeframe: April-May
5. Submit draft document to Trustees for review – Timeframe: June 1-30
6. Preparation of FINAL document by Consultant/Committee – Timeframe: July 1-31
7. Adoption of final document – Timeframe: August 1

Goal Area Five: Promote Core Township Services

Objectives to Achieve the Goal

1. Create list of resident/business owners email addresses for mass distribution of township news and services, e.g. CERKLE, Constant Contact – Timeframe: May 1
2. Conduct OPEN HOUSE featuring all township services in conjunction with Grand Opening of Fire Station 19 – Timeframe: TBD
3. Plan for township's 2018 Bi-Centennial celebration: Timeframe: throughout 2017

Goal Area Six: Update and Enhance Township Capital Improvement Plan

Objectives to Achieve the Goal

1. Create inventory/replacement schedule/estimated cost/realistic acquisition date of the following township assets: Motor Vehicles, Light/Heavy Equipment, Facilities, Information Technology – Timeframe: May 1, 2017

Goal Area Seven: Strengthen Township Financial Resources

Objectives to Achieve the Goal

1. Continue to identify grant programs and seek funding when applicable: Timeframe: Ongoing
2. Evaluate the creation of Tax Increment Financing (TIF) districts when commercial development opportunities exist – Timeline: Ongoing
3. Evaluate the feasibility of a Township Road Levy (2018): Timeline: Sept. 2017

NEXT STRATEGIC PLANNING STEPS

Unlike traditional long-range planning, strategic plans are designed to maintain an ongoing discussion among leaders regarding goals and direction of the community. Strategic plans must be flexible in order to capture unforeseen opportunities or deal with emerging challenges.

To support this ongoing discussion it is recommended that the leadership of Goshen Township take the following actions:

- The Township Administrator and Department Heads review this document to insure that it is in line with their commitments and understandings of the planning process and its desired outcomes.
- The Township Administrator submits the strategic plan for discussion, potential adjustment and final approval.
- Once approved, the Administrator will post the Strategic Plan on the Township Web Site to ensure openness and transparency.
- The Board should get quarterly updates from Staff on one or more goals that are in work progress.
- The Board and senior staff should conduct a complete review of the status of the strategic plan six months after approval.
- One year after approval the Board and Staff should review the total plan, progress to date and identify tasks to be carried over and/or completed in 2018.