

A photograph of the Colerain Township entrance sign. The sign is a large, light-colored stone structure with two tall, rectangular pillars connected by a horizontal metal frame. The word "COLERAIN" is carved in large, blue, serif capital letters on the left pillar, and "TOWNSHIP" is carved in similar letters on the right pillar. In the foreground, there are red flowers and a paved walkway. The background shows a clear sky with wispy clouds and some trees. The image is framed by a dark blue diagonal overlay in the top right corner.

COLERAIN

TOWNSHIP

Forward Together:

Strategic Plan | 2018 - 2022

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Messages from the LEADERSHIP



Geoff G. **MILZ**, AICP
Township Administrator

Each day, 254 employees get out of bed and come to work to make Colerain a better place. Some come to work and put their personal safety at risk to protect us. Some plow our roads so that we can get to where we are going safely. Others process payroll or review zoning permits or investigate that nuisance complaint that has been driving you crazy. All of us come to work to make a difference.

This document represents our collective effort to make Colerain Township a better place. It charts our path forward in 2018 and beyond. It is intended to be a document that we use to prioritize the many demands on our time and resources. It is intended to communicate our vision and workplan for each department and to provide a touchstone throughout the year to come back to, check in on and make sure we are still on course.

The 2018 big picture themes you will find in the pages to come are **transparency** and **operational efficiency** in our Administration Departments; movement towards **accreditation** and significant **road investment** in our Public Services Department; incremental work towards a new **comprehensive plan** in our Department of Planning and Zoning; and a focus on **community engagement** in our public safety departments.

I'm proud of the work our employees do every day and couldn't be more excited about the future of Colerain Township.



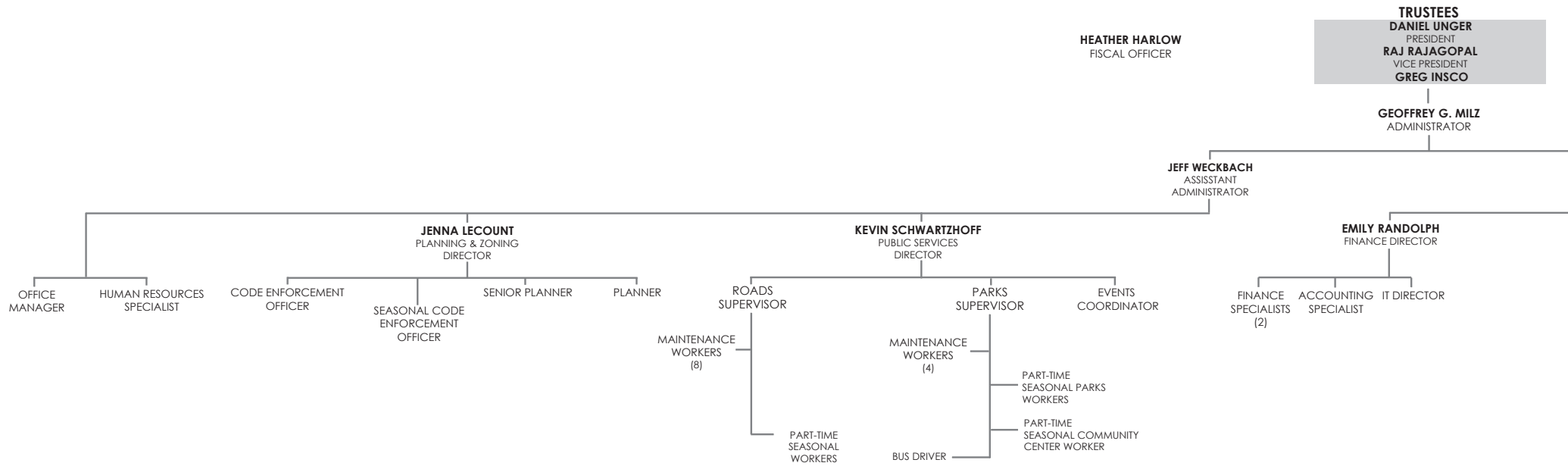
Jeff **WECKBACH**
Assistant Township Administrator

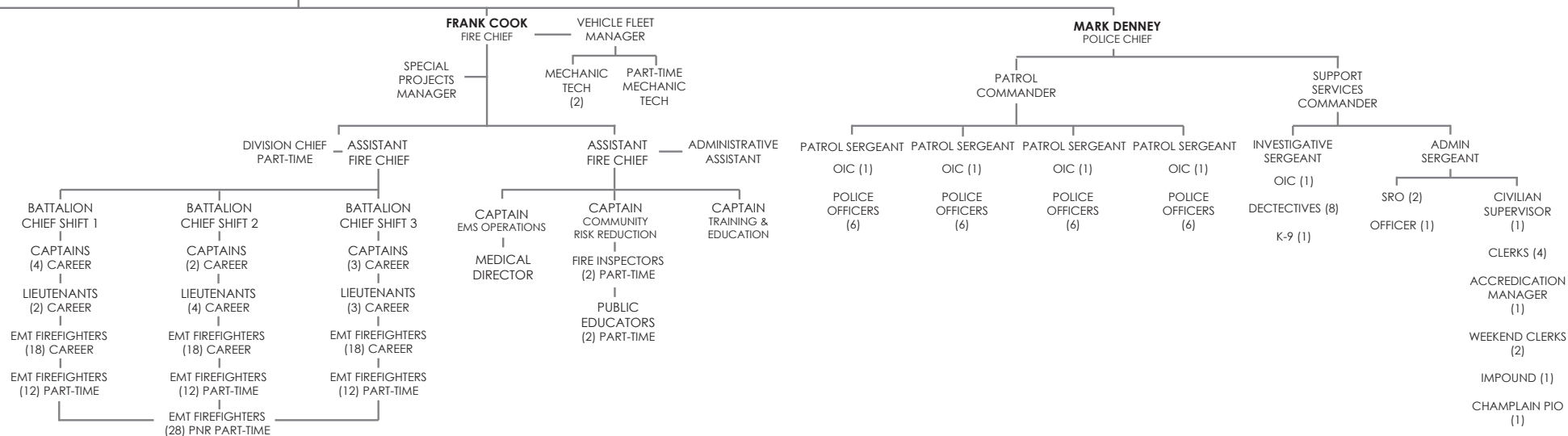
Colerain Township is a community that features a broad, diverse population that has a myriad of challenges and opportunities. The following pages outline how we, as a government partner and service provider, plan to improve Colerain. This is a robust vision and direction that will guide our internal decisions over the next several years.

The cornerstone of this plan is truly the community. The leadership team in Colerain is focused on cooperating and collaborating with all of our population to find out how we can better serve our constituents. Many of the items in this plan will require community involvement, interaction, and assistance. This document attempts to coordinate and outline exactly what we will do over the next five years.

When I think of the initiatives, goals, and action items contained in this document, I can't help but feel extremely excited about the direction of Colerain and I look forward to being able to help our staff carryout this fantastic strategy. The government is an integral part of the community. It is therefore of the upmost importance that we as government partners outline what we will do to help the community and then follow through on that plan. Colerain is an American gem, and our goal is to highlight, showcase, and polish that gem to make it the best that it can be.

Organization OVERVIEW





Finance & Administration



Meet the CREW



Geoff Milz



Jeff Weckbach



Emily Randolph



Shannon Baker



Christina Hamilton



Renetta Edwards



Glenna Carter



Robert Shepherd



Messages from the LEADERSHIP



Geoff G. **MILZ**, AICP
Township Administrator

2018 and 2019 are important years for the Finance and Administration Departments. Following a great deal of employee churn, we are looking to stabilize our staffing and focus on creating transparent and efficient operations. With the implementation of the 2018 Transparency Initiative, Administration and Finance will be modernizing the budgetary process, improving our agendas and minutes, creating an operations dashboard and completely transforming our website. These initiatives will improve our operational efficiency while making more public information available more quickly and easier than ever before.

In addition, we will be establishing a Financial Advisory Committee to review and develop sound fiscal policies that will guide our budgetary process. For the first time ever, Colerain Township will publish its 2019 budget in the form of a budget book. This will give unprecedented access to the budgetary priorities and processes of the township.



Jeff **WECKBACH**
Assistant Township Administrator

I am proud to be part of a team of extremely hard working and dedicated public servants, evidenced by the fantastic work that they do on a daily basis. The staff in this department amazes me with their depth of knowledge and commitment to serving the residents of Colerain in best way possible. This team does a lot of behind the scenes work to ensure that the public has access to records and that the day-to-day operations of the Township run smoothly and efficiently.

Often times, a lot of the “invisible” work that is integral to running an organization occurs in Administration and Finance. Centralized services like information technology, payroll, purchasing, and benefits administration all take place in this department. These are services that all of the employees of the Township rely on and need in order to be able to do their jobs effectively. So while the work conducted in this department may not be highly visible to the public, it is highly essential to what we do.



Emily **RANDOLPH**
Finance Director

Over the past 6 years, Administration has worked hard to centralize operations within the Township. The Finance Department provides accounting, payroll, information technology, budgeting, benefits, workers’ compensation, and lighting district services to the Township.

As the Director of Finance, the 2018 and 2019 goal is effective support of our 35-45 million-dollar budget. The broad range of services we provide highlights the expertise of our staff and demonstrates their level of commitment. During my tenure, we have successfully passed three financial audits, as well as many audits related to grant funding. Our most recent completion was a successful OPERS compliance audit in June of 2018. I am excited to have the privilege of working along side talented staff daily, as we move into this next phase of exploring opportunities and avenues as well as implementing budget software, a new website, and other items that will assist in achieving the savings we need to affect the forecast in reducing the appropriations.

Organization OVERVIEW

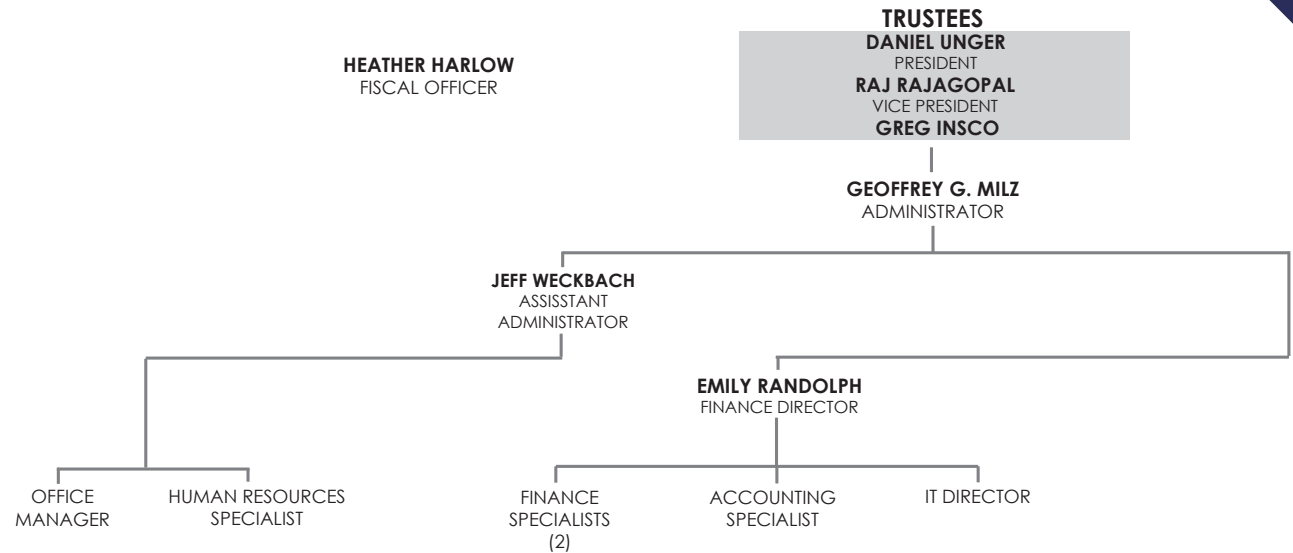
Township Facts OVERVIEW

- Largest township in Ohio geographically, 2nd largest in population
- 42 Square miles
- 58,499 people (would be 13th largest city in state)
- Total households: 22,543
- Avg. Annual Income: \$65,000
- Renter-occupied housing units: 5,070 (22%)
- Median Age: 38.7
- 87% white; 13% black, other minority
- \$40.1M annual budget (2018)

Economic DEVELOPMENT

Colerain Township takes a proactive approach to economic development. All Township Departments are committed to customer service for both residents and businesses.

Colerain Township's development motto is "progress with a purpose." What this means to the prospective business is access to pro-active services, progressive planning and superb customer service which every business has at their disposal when they choose to call Colerain Township "home." Colerain Township has over 1100 existing businesses. Those businesses have committed millions of dollars in new investment in the township and hundreds of new jobs.



COLERAIN

EST. 1794

Many more projects are in the development pipeline.

Colerain Township is well known for Colerain Avenue being one of the busiest commercial corridor's in the region. Due to our strategic location minutes from the Greater Cincinnati International Airport and every major interstate / highway Colerain Township has ten corporate headquarters that house different types of businesses from international manufacturing to global sales and distribution.

FISCAL Office

Within our operation lies the following critical business functions: payroll, financial reporting, accounts receivable and accounts payable, purchasing card, and the financial management records and system (UAN). In addition, we are indirectly responsible for 31-million-dollar operating budget; to ensure compliance and accountability we follow the accounting method of best practices and work to streamline processes that drive efficiencies in our day to day operations.

In order to be a valuable resource to the departments, we must be a cohesive organization working together across departments, to enhance quality and excellence for the entire township. We will demonstrate excellence through participating in decision-making, implementing process improvements, adhering to the highest work and support standards.

"Do your duty and a little more and the future will take care of itself."

-Andrew Carnegie

2017 By the NUMBERS



6,554

Payroll Checks
Processed



601

Payroll Withholdings
Processed



2,587

Accounts
Payable Processed



838

Accounts Receivable
Processed



300

IT Workstations

DEPARTMENT MISSION

“To engage our residents, businesses and visitors to create a vibrant and safe community through innovation, continuous improvement and our commitment to excellence.”

VALUES

- C** *Customer Service, Commitment, Collaboration*
- O** *Outcomes, Organization, Openness*
- L** *Leading, Learning, Loyalty*
- E** *Excellence, Ethics, Efficiency*
- R** *Respect, Responsiveness*
- A** *Accountability, Action*
- I** *Innovation, Integrity, Improvement*
- N** *Neighborhoods*

VISION STATEMENT

In Pursuit of Excellence!

- Employees
- Customer Service
- “Problem Solving” Philosophy
- Personnel Accountability
- Agency Ethics
- Fiscal Responsibility
- Partnerships

STRENGTHS

- Provide a enthusiastic working environment
- Creating a culture of engagement
- Professional Development
- Celebrate Successes
- Centralized Human Resources
- Succession Planning

OPPORTUNITIES

CHALLENGES

- Aging workforce and the identification of quality replacement of key personnel.
- Budget funding and changing revenue scenarios
- Expectation from many to provide more with less
- Continuous publishing of “bad press” about the Township, little attention paid to good attributes.
- Staff “churn”
- The volume of Public Records requests

WEAKNESSES

- Lack of training for new staff or refresher courses for existing staff.
- Making impulsive changes driven by emotion; making assumptions of what staff want

Strategic GOALS

1

Centralize and standardize the human resources function of the township

Key Initiatives:

- Staff Onboarding Initiative
- Centralize HR Staff Initiative
- Wellness Initiative
- MERP and Benefits Initiative
- Township Policy Revision Initiative
- Reduce HC Cost/Benefits Initiative
- Leave Policy Initiative
- Reduce Occupational Losses Initiative
- ODOT Test Initiative
- Onbase Updates Initiative
- Job Descriptions Initiative (T)
- Staff Evaluations Initiative
- Guardian Initiative
- Training Plan Initiative
- HR Software Initiative

2

Provide efficient, effective and safe information technology infrastructure to the organization

Key Initiatives:

- Software Review Initiative
- Network Infrastructure Initiative
- IT 101 Initiative
- Disaster Recovery Plan Initiative

3

Continuously improve the operations of the township

Key Initiatives:

- Agenda and Minutes Initiative (T)
- Centralized Maintenance Manager Initiative
- Centralized Purchasing Initiative
- Lighting Districts Initiative
- Public Records Initiative (T)
- Succession Planning Initiative
- Indigents Initiative
- Budget Alignment Initiative
- Policy Training Initiative
- Records Centralization Initiative (T)
- Master Calendar of Renewal Budgets Initiative
- Website Initiative (T)
- Strategic Communications Initiative (T)
- Standard Operating Procedures Initiative
- Video Communications Initiative (T)

4

Improve financial policies and processes

Key Initiatives:

- Audits Initiative (I)
 - Internal Controls Initiative
 - Budget Book Initiative (I)
 - Forecast Initiative
 - Analytics and Finance Data Initiative (I)
 - Budget Software Initiative (I)
 - Payroll Initiative
 - Workers Comp Initiative
 - Financial Advisory Committee Initiative (I)
-

Achievement through **IMPLEMENTATION**

2018 Plan of Action

Q1

1. Strategic Plan
2. MERP and Benefits Initiative
3. Video Communications Initiative (T)

Q2-3

1. Centralize HR Staff Initiative
2. Job Descriptions Initiative (T)
3. Reduce HC Cost/Benefits Initiative
4. Training Plan Initiative
5. Software Review Initiative
6. Policy Training Initiative (Begin)
7. Budget Alignment Initiative
8. Communications Initiative (T)
9. Internal Controls Initiative
10. Budget Book Initiative (Begin) (T)

Q3

1. Township Policy Revision Initiative
2. HR Software Initiative
3. IT 101 Initiative
4. Centralized Maintenance Manager Initiative
5. Public Records Initiative (T)
6. Agenda and Minutes Initiative (T)
7. Policy Training Initiative (Continue)
8. Standard Operating Procedures Initiative (Begin)
9. Website Initiative (Begin) (T)
10. Workers Comp Initiative
11. Audits Initiative (T)
12. Budget Software Initiative (T)
13. Budget Book Initiative (Continue) (T)

Q4

1. Township Policy Revision Initiative
2. Onbase Updates Initiative
3. Disaster Recovery Plan Initiative
4. Indigents Initiative
5. Master Calendar of Renewal Budgets Initiative
6. Policy Training Initiative (Complete)
7. Standard Operating Procedures Initiative (Complete)
8. Website Initiative (Complete)(T)
9. Payroll Initiative
10. Workers Comp Initiative
11. Analytics and Finance Data Initiative (T)
12. Budget Book Initiative (Complete) (T)

Achievement through **IMPLEMENTATION**

2019 - 2022 Plan of Action

‘19

1. **Centralized Purchasing Initiative**
2. **Succession Planning Initiative**
3. **Reduce Occupational Losses Initiative**
4. **Wellness Initiative**
5. **Payroll Initiative**
6. **Budget Policy Initiative**
7. **Network Infrastructure Initiative**

‘20

1. **Analytics and Finance Data Initiative**
2. **Records Centralization Initiative**

‘21

‘22



Planning & Zoning

Strategic Plan | 2018 Update
2017 - 2021

Meet the **CREW**



Jenna M. LeCount



Marty Kohler



Chris Cavallaro



Jesse Urbancsik



Tom Bosarge

Messages from the **LEADERSHIP**



Jeffrey WECKBACH
Assistant Township Administrator

“Those who fail to plan, plan to fail.”

The Planning and Zoning Department is responsible for the high level plans for current and future development in Colerain. This department ensures that any new building meets our minimum standards and that new developments and construction also conform the intended use of each and every parcel in Colerain. They also plan out ways to help keep our existing neighborhoods clear of any nuisances or violations through the code enforcement processes. Planning is the integral to everything this department does.

The Planning and Zoning team truly embodies the qualities of excellent customer service. I am impressed with how they deal with residents on a daily basis in zoning reviews, nuisance inspections, and permit reviews. This staff does just work for the people, but with people. They are always trying to find ways to help someone complete a project or understand our various rules and regulations. I am encouraged by the work that I have seen this team complete to date and cannot wait to see them enact this exciting plan.

In 2018 this department will complete some important milestones, including updates to the comprehensive plan, a strategic investment plan in a Colerain neighborhood, and continued code enforcement throughout the Township. These efforts will build a foundation for future work in 2019 and beyond.



Jenna M. LeCOUNT, AICP
Planning & Zoning Director

I am pleased to introduce the Colerain Township Department of Planning & Zoning 2017-2021 Strategic Plan. This five-year plan is intended to provide the Department with a pathway towards more effective and efficient services for the community. We commit to revisiting this plan annually to ensure we are able to anticipate and adapt to a changing development, land use, and enforcement landscape. This Strategic Plan will aid in making this department more proactive and forward thinking while maintaining a customer oriented focus.

Through the Strategic Planning process, we prioritize our everyday activities so that we are able to achieve extraordinary results. This plan will serve to guide operational and budget decisions; help maintain a highly trained and professional work force; and provide a structure to ensure accountability for our work.

I would like to thank all who participated in this process of charting the future of this department. Participation reached well beyond the staff of this department and included residents, business representatives, elected officials, and other key community partners. Each of these stakeholders is critical to the success of this plan. And, your continued feedback will be the essential component to the success of this plan into the future.

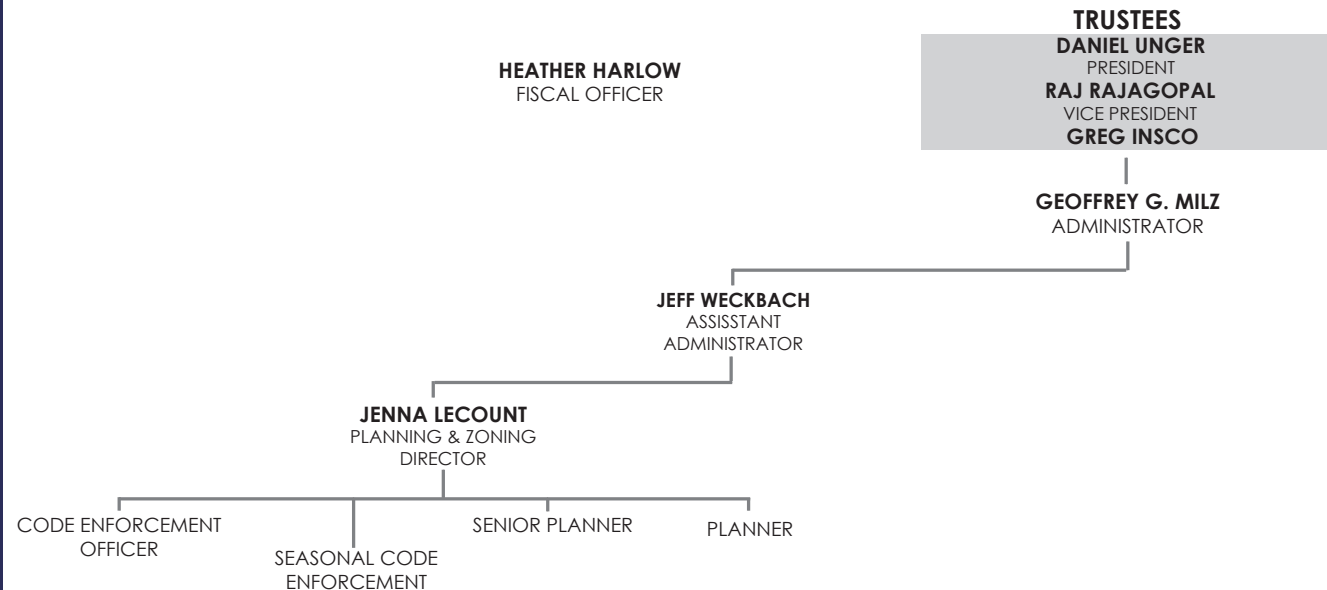


Organization OVERVIEW

In 1994, Colerain Township Trustees voted to take local control of planning and zoning efforts in the Township. These responsibilities were previously handled through the Hamilton County Planning + Development Department. Being that Colerain Township is the 14th largest political subdivision in the State of Ohio, Township elected officials recognized the need for a staff that was accountable to the residents of Colerain Township and focused on advancing high quality development and code enforcement efforts throughout the Township.

At the direction of the Colerain Township Board of Trustees, the Planning & Zoning Department fills three primary functions: “current planning” including permitting and development plan review; “long-range planning” including comprehensive and small area planning; and “code enforcement” including enforcement of our zoning, property maintenance and nuisance laws. The Department provide these services through a small, talented, and passionate staff who works to find creative solutions to land use, development, planning, and enforcement needs. These staff members include: Marty Kohler, Chris Cavallaro, and Jesse Urbancsik.

In addition to this team, we recognize the importance of building relationships and identifying opportunities for collaboration with other organizations both within and outside our building’s walls. We take seriously our responsibility to use resources as efficiently and effectively as possible. We work to leverage our existing resources by building relationships throughout the County and region to share



knowledge and continually learn better ways to provide Colerain Township with services, maintain and adapt an appropriate set of land use regulations, and to listen to the community to know when changes must be made.

When the Township took local control of planning and zoning, we created the Colerain Township Zoning Commission and the Colerain Township Board of Zoning Appeals. The Planning & Zoning Department provides professional staff support to both of these boards and provides opportunities for their training and development. Board members are appointed by the Township Elected Officials to five-year terms.

The Zoning Commission is a five-member citizen Board that is charged with the responsibilities outlined in state law and duties specifically defined in the Colerain Township Zoning Resolution. The Commission hears requests for zoning amendments, development plans and amendments to development plans. The Commission may also initiate zoning map or text amendments. The Zoning Commission provides a recommendation to the Board of Trustees on Zoning Amendment and Major Amendments to Preliminary or Final Development Plans. The decision of the Zoning Commission on Minor Amendment and Final Development Plans is; however, an administrative and final decision.

The Board of Zoning Appeals is a five-member citizen Board that is charged with the responsibilities outlined in state law and more specifically defined in the Colerain Township Zoning Resolution. The Board hears appeals of decisions of the Zoning Administrator, including permit application refusals and violations citations, as well as Conditional Use applications, Expansion of a Nonconforming Use applications, and Compatible Nonconforming Use applications. The Board may authorize, upon appeal, variances from the terms of the Zoning Resolution where something special about the property in question makes the application of our zoning laws impractical and when granting the variance would advance the public interest. In the event that any party disagrees with a decision of the Board, they may appeal to the Court of Common Pleas of Hamilton County.

2017 By the NUMBERS



25

• BZA Appeals



1,417

• Code Violations



12

• Zoning Cases



442

• Permits Issued



103

• VFPRs Issued



52

• VBMLs Issued

PLANNING & ZONING MISSION

“To improve our community by enabling high-quality development & effective code enforcement.”

VALUES

CUSTOMER SERVICE

We recognize that customers are the reason we are here. They are not an interruption from our work – they are the reason for it.

ACCOUNTABILITY

We are accountable to ourselves, our co-workers and the community.

EXCELLENCE

We are relentless in our pursuit of excellence.

NEIGHBORHOODS

Neighborhoods are the geographic, social and cultural units that matter most to our work.

TEAMWORK

Our individual talents are enhanced by the talents of others. In our department, the whole is greater than the sum of its parts.

VISION STATEMENT

We are a visible asset to our township's residents and businesses and a model for how a planning department operates in the 21st century.

Staff

Customer Service Focus

Problem-solving Mentality

Adaptability

High Energy

STRENGTHS

Partnerships with Other Agencies

Community Engagement

Communication with Public

Comprehensive Plan

OPPORTUNITIES

CHALLENGES

“Right-Now” Mentality

Negative External Environment

Attempting to do More with Less

Succession Planning

Vacant Properties

WEAKNESSES

Partnerships with Other Agencies

Lack of Institutional Knowledge

Intense Workload can be Overwhelming

1

Increase efficiency of core functions and increase utilization of technology to improve operations.

Key Initiatives:

- ✓ Standard Operating Procedure Initiative
- ✓ Recording Policy Initiative
- ✓ Online Citizen Service Request Initiative
- ✓ Real-time Service Request Update Initiative
 - Accela Initiative - Part 1
 - Accela Initiative - Part 2
 - Paperless Submission and Payment Initiative
 - Geographic Information Systems Initiative



Completed



In Progress or Continuing

2

Improve code enforcement outcomes.

Key Initiatives:

- Quarterly enforcement workplans
- ✓ Citizen Contact Initiative
 - Accela Initiatives

3

Use an incremental “Elements” approach to update Township’s Comprehensive Plan.

Key Initiatives:

- Transportation Plan Initiative
- Housing Plan Initiative
- Public Facilities and Services Plan Initiative
- Natural Systems Plan Initiative
- Economic Development Plan Initiative
 - Intergovernmental Coordination Initiative
 - Capital Improvements Plan Initiative
 - Public Health Plan Initiative
- Energy Plan Initiative
 - Community Character Plan Initiative
 - Land Use Plan Initiative
- Northbrook Initiative
 - Groesbeck Initiative

Strategic GOALS

4

Ensure our Zoning Resoution continues to reflect the policies of the Township.

Key Initiatives:

- ✓ Sign Initiative
- Parking Initiative
- Planned-Development District Modernization Initiative
- Openspace Development Initiative
- Hillside Development Initiative



Completed



In Progress or Continuing



New Initiative Added in 2018

5

Complete special projects in furtherance of Township policy.

Key Initiatives:

- Non-conforming Sign Inventory Initiative
- Sidewalk Maintenance Program Initiative
- ✓ New Sidewalk Construction Initiative
- Urban Forestry Initiative
- ✓ Enforcement Toolkit Initiative
- ⦿ Trails Initiative

6

Develop our staff and volunteer boards.

Key Initiatives:

- ⦿ Staff Professionalization Initiative
- ⦿ Staff Continuing Education Initiative
- Board Retreat and Development Initiative

Achievement through **IMPLEMENTATION**

2018 Plan of Action

Q1

By April 1st we will:

1. **Paperless Submission and Payment Initiative**
2. **Land Use Plan Initiative (Begin)**
3. **Energy Plan Initiative (continue)**
4. **Code Enforcement Work-plan Initiative**

Q2-3

By June 30th we will:

1. **Non-conforming Sign Inventory Initiative**
2. **Trails Initiative**
3. **Land Use Plan Initiative (continue)**
4. **Energy Plan Initiative (continue)**
5. **Code Enforcement Work-plan Initiative**

Q3

By September 29th we will:

1. **Planned-Development District Modernization Initiative**
2. **Openspace Development Initiative**
3. **Land Use Plan Initiative (continue)**
4. **Housing Plan Initiative (begin)**
5. **Northbrook Strategic Investment Plan Initiative (begin)**
6. **Economic Development Plan Initiative (begin)**
7. **Code Enforcement Work-plan Initiative**
8. **Sidewalk Maintenance Inventory Initiative (begin)**
9. **Update Staff Continuing Education Initiative**
10. **Update Staff Professionalization Initiative**

Q4

By December 22nd we will:

1. **Accela Initiative - Part 2**
2. **Hillside Development Initiative**
3. **Code Enforcement Work-plan Initiative**
4. **Land Use Initiative (complete)**
5. **Housing Plan Initiative (complete)**
6. **Northbrook Strategic Investment Plan Initiative (complete)**
7. **Economic Development Plan Initiative (complete)**
8. **Code Enforcement Work-plan Initiative**
9. **Sidewalk Maintenance Inventory Initiative (complete)**

Achievement through **IMPLEMENTATION**

2018 - 2021 Plan of Action

‘19

1. Geographic Information Systems Initiative
2. Capital Improvements Plan Initiative
3. Public Health Plan Initiative
4. Community Character Plan Initiative
5. Urban Forestry Initiative
6. Complete Parking Initiative

‘20

1. Transportation Plan Initiative
2. Public Facilities and Services Plan Initiative

‘21

1. Natural Systems Plan Initiative
2. Intergovernmental Coordination Initiative

‘22



Public Services

Strategic Plan | 2018 Update
2018 - 2022

Meet the **CREW**



Kevin Schwartzhoff



Roger Krebs



Dan Schulte

Tawanna
Molter

Frank Short



Jason Huff



Geoff Payne

James
Adleta

Dwight Logan



Todd Bandy



James Bolin

Kevin
Weisgerber

Jason Haines



Kraig Reiman



Mike Baumer



Justin Sturgill

Messages from the **LEADERSHIP**



Jeff **WECKBACH**
Assistant Township Administrator

An essential component of quality of life is the road network and park system of a community. Roads allow people to travel back and forth from entertainment and work. Parks present individuals and families with an opportunity to play, remain healthy, and enjoy nature. Individuals often times will choose where they live based on the availability of parks and the quality of the road infrastructure.

Colerain has no shortage of roads or parks and they all have unique needs. The department also maintains a community/senior center that is available for rent and provides of number of programs for our residents. It is probably no surprise to most residents that during the recession, the Township had to make several tough decisions on the level of investment in our roads and parks. We understand that this may have put us slightly behind in terms of overall maintenance and it is our hope that this plan will allow us to strategically catch up on deferred maintenance.

The amount of work that this department is able to perform with the staffing level provided is truly exceptional. For example, the average park employee could be expected to maintain over 40 acres of parkland per year and the average road employee can be expected to maintain over ten miles of road, 1,000 signs, 450 catch basins, and 90 headwalls per year. To say this team does “more with less” might be an understatement. However, as part of this plan we will continue to strive to do even more good work over the next several years in order to bring Colerain’s roads and parks to the best quality possible.



Kevin **SCHWARTZHOFF**
Public Services Director

The Colerain Public Services Department mission is to provide services that improve neighborhoods and provide places and opportunities for families and groups to come together and play, celebrate and relax. We accomplish this by providing safe neighborhood streets, safe parks for children and adults, and community events like concerts and movies in the park as well as places for families and groups to celebrate special times in their lives.

Our passion is our community and striving to improve the services we provide. We will continue to rehab aging streets, curbs and catch basins and maintain streets. We provide safe parks and playground equipment for our residents along with programs for the children in the township. We work with athletic associations to provide organized sports activities for township youth.

Managing a Community Center with programs for our retirees and space where residents can celebrate special events is a valuable service we provide to the Colerain Community.

The members of the Public Services Department take pride in our community and our work for the residents of Colerain Township.

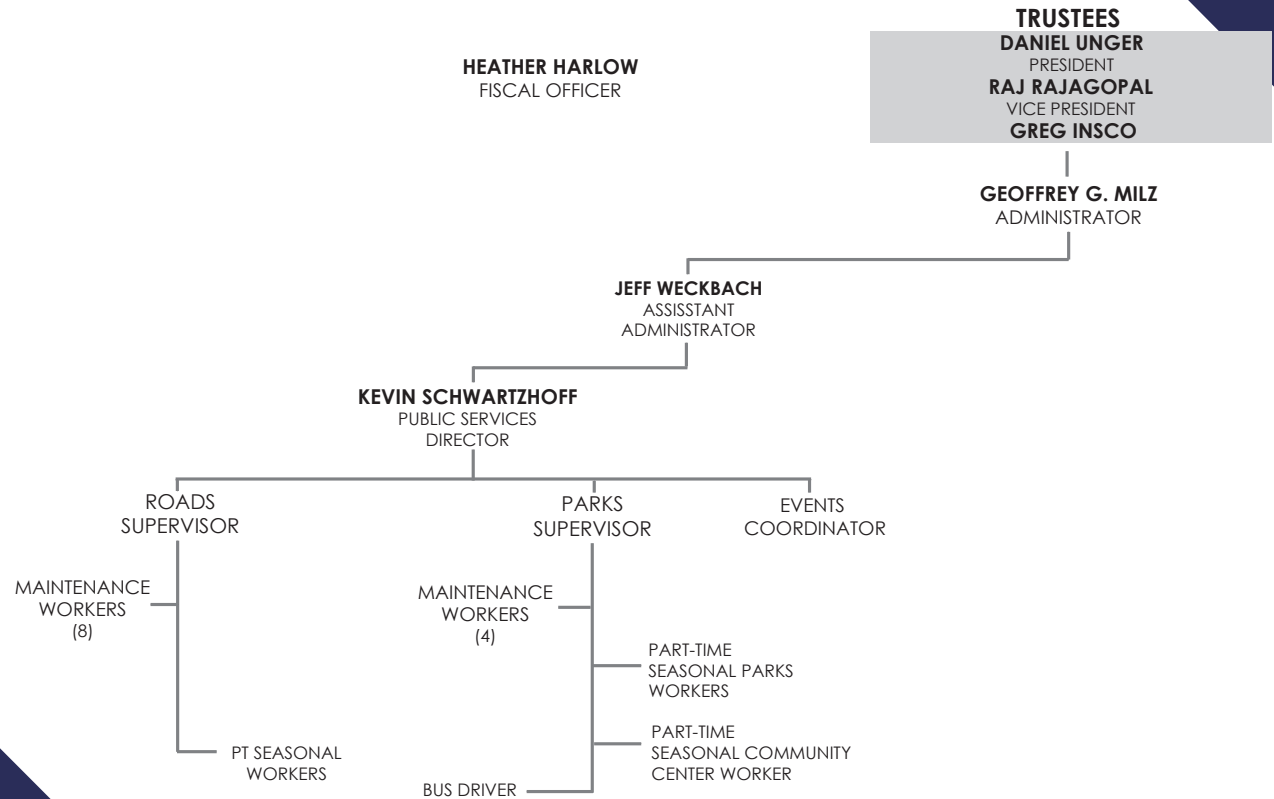


COLERAIN
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Organization OVERVIEW

With a population of over 58,000 residents and occupying 43.2 square miles, Colerain Township is one of Ohio's largest townships. The Township is culturally diverse and is comprised of urban, suburban and rural neighborhoods. The focus of the Public Services organization is to provide services to individual neighborhoods and the community as a whole. The roads crews provide services to neighborhoods by managing, maintaining and repairing streets and infrastructure. The parks crews manage and maintain 252 acres in 10 neighborhood parks that includes playgrounds, a spray ground, a skate park, a community garden, two dedicated soccer fields and 11 baseball fields.

In addition to maintaining our roads and parks, the Public Services Department is also responsible for coordinating events throughout township-owned facilities. The events coordinator manages community events such as an annual recycle day, movies and concerts in the park and a large, annual township-wide event. The events coordinator also manages the Community Center which focuses on activities for senior citizens and hall rentals by residents and community organizations for special events such as weddings, anniversaries, graduations and celebrations.

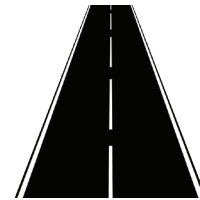


The Roads Department manages and maintains over 114 road miles in Colerain Township neighborhoods. Road maintenance is multifaceted and requires various skills and equipment to perform the necessary work. The Department performs full and partial depth pothole repairs depending on the location and severity of the pothole.

Water is the main culprit in road degradation. Water filters through cracks in the pavement to the base and subsoil beneath the road weakening the foundation. The freeze and thaw factor in our area is always occurring during the winter months. It can be 60 degrees one day and 30 degrees the next day; proven to be harmful on the pavement. To prevent this, it is important to tar seal cracks in the pavement before allowing too much water to reach the subsoil. One area most susceptible to water infiltration is the separation between asphalt and concrete at the curb line. Maintaining the 228 miles of curb on the township's roads is critical in preserving the health of the road. Some portions of a street, particularly the curb edge line, require 2 or more inches of road surface be grinded out and patched.

The department is responsible for 4,443 storm drains (catch basins) on the curbs as well as the storm drain pipes beneath the road surface. The area around the surface of the basin must remain sealed to prevent water from seeping into the subsoil. The wall of the basin below the surface is susceptible damage from the freezing and thawing cycle. Repairs require a partial or full rebuild depending on the extent of failure. Catch basins are inspected to ensure they are free of debris such as trash and leaves. The street sweeping program helps to keep catch basins and the entire curb line uncluttered to ensure proper drainage of water from the street and prevent the hazards associated with water puddling on the roadway.

By the NUMBERS



114

• Road Miles



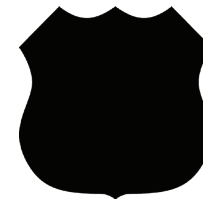
4443

• Catch Basins



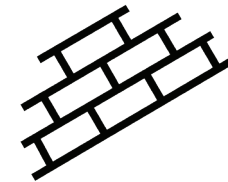
228

• Curb Miles



9000+

• Signs



865

• Headwalls

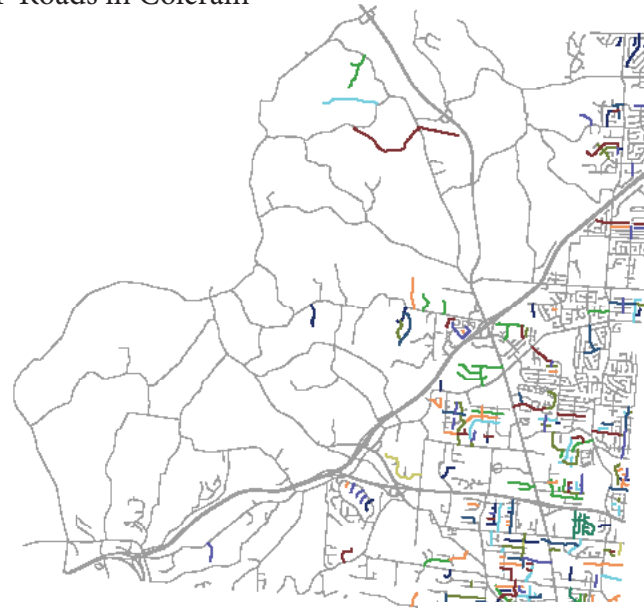
Maintaining our **ROADS**

Some storm water drains from the storm pipes out to creeks, streams and swales via headwalls that the department maintains. The Township is responsible for inspecting and maintaining 865 headwalls and a 10-foot right of way to ensure the water exits and flows naturally.

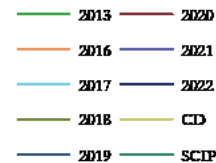
The department maps and manages an inventory of over 9,000 signs in Right of Ways throughout the Township. These Township assets are maintained and replaced as necessary for roadway safety. The inventory of signs includes stop signs, yield signs, fire lane signs among others.

Street information is collected and maintained by the department to be used to determine streets that will be included in the annual road rehabilitation program. Information such as age of the street, date of last repair and PCI rating are recorded and kept. This requires streets be inspected biannually for damage and changes in condition.

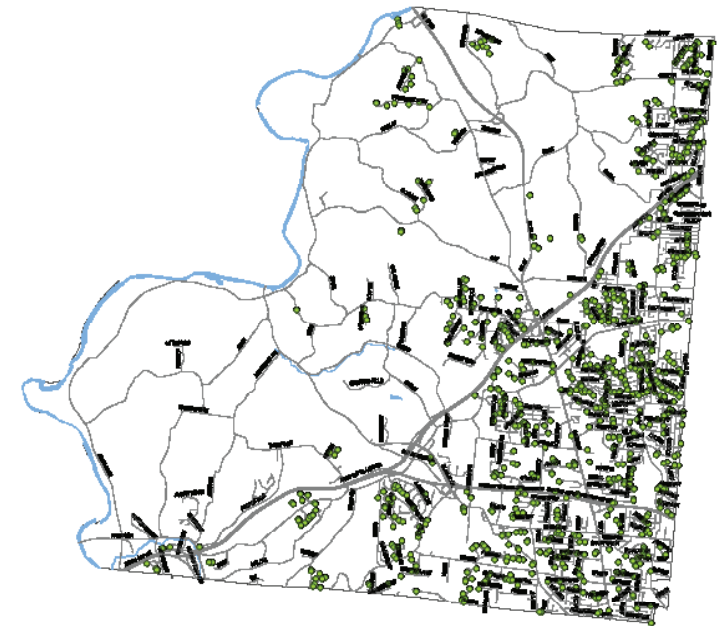
CIP Roads in Colerain



Legend



Headwalls in Colerain



0 0.375 0.75 1.5 2.25 3 Miles



Maintaining our PARKS

The heaviest users of parks are those under the age of 18 and those over the age of 60; these age groups comprise 45% of the population of Colerain Township. Since 2002, the Township invested \$9 million adding 4 new parks and renovating 5 existing parks increasing total park acres from 43.75 to 252 acres. The department maintains 10 parks with 11 baseball fields, 8 playgrounds, 2 soccer complexes, 2 river access ramps, over 3 miles of paved and nature trails, an amphitheater, skate park, spray park, 3 basketball courts, 9 picnic shelters and a community garden. The department also maintains 11 historical cemeteries throughout the Township.

Summer Events, both big and small, are managed and run by the department; from the Summer Concert and Movies in the Park series to large Township wide events like 4th of July, Taste of Colerain and Recycle Day. The department manages rentals in the Community Center. The Community Center is a place for residents to celebrate important events in their lives and for organizations to hold meetings and special events.



PUBLIC SERVICES MISSION

“To provide community-oriented public services that improve the quality of life of our residents”

VALUES

CUSTOMER SERVICE

We put the safety and welfare of our residents first, everytime.

COMMUNITY

We engage the community to solve problems, deliver community-based services and anticipate future needs.

EXCELLENCE

We are relentless in our pursuit of excellence.

RESPONSIBILITY

We use financial and physical resources responsibly.

TRUST

We build trust with in the crew and within the community through honesty, fairness and accountability.

TEAMWORK

We recognize and value individual talents and use those individual talents on our workcrews to acheive extrodinary results.

VISION STATEMENT

We are a resident-first department that serves as a regional role model for the efficient and effective delivery of public services.

Improve work environment

Continuing to build manpower

Improve Skills and Knowledge Through Training

Build Support with Residents

Public/Private Partnerships

Fiscal Responsibility & Innovation

Employee Experience & Knowledge

Dedication to Community

Support of administration

Funding

Capital Expenditures

Maintenance of under-the-street infrastructure

Deteriorating Neighborhoods

Aging Infrastructure

Conflicting Priorities

Unreasonable Expectations

STRENGTHS

OPPORTUNITIES

CHALLENGES

WEAKNESSES

Lack of Succession Planning

Public Perception of Department

Computer Skills of Staff

Strategic GOALS

1

Improve and maintain the Township road and stormwater infrastructure.

Key Initiatives:

- Annual Road Repair Program Initiative
- ✓ Road Repair Methodology Initiative
- Road Inspection and Maintenance Initiative
 - Catchbasin Inspection and Repair Program
 - Headwall Inspection and Repair Program
 - Street Tree Inspection, Trimming and Removal Program
 - Edgeline Grinding and Curb Repairs Program
 - Cracksealing and Pothole Repair Program
 - Deadend Trimming and Cleaning Program
- Street Sweeping Program
- Street Sign Program
- ✓ Stone Creek Roundabout Construction Initiative
- ✓ SCIP - Acre Design/Engineering Initiative
 - SCIP - Acre Construction Initiative
- ✓ SCIP - Jakies Design/Engineering Initiative
 - SCIP - Jakies Construction Initiative
 - SCIP Initiative

2

Ensure that our Township parks and community center facilities are safe, clean and inviting public spaces.

Key Initiatives:

- Playground Inspection and Repair Initiative
- Playground Replacement Planning Initiative
- 5-year Community Center Capital Planning Initiative
- 5-year Parks Capital Planning Initiative



Completed



In Progress or Continuing

3

Foster a culture of opportunity, continuous improvement and excellence in the operations of the Department.

Key Initiatives:

- Personnel Needs Initiative
- Personnel Training Initiative
- Community-Oriented Service Delivery Initiative

4

Modernize procedures, equipment and technology.

Key Initiatives:

- 5-year Capital Plan Initiative
- ✓ SOP Initiative
- ✓ Technology Modernization Initiative - PubWorks

5

Improve communication with internal and external stakeholders

Key Initiatives:

- Customer Survey Initiative
- Social Media Initiative
- Website Initiative
- CERKL Initiative
- Business Partnership Initiative
- Summer Camp Initiative



Completed



In Progress or Continuing

Achievement through **IMPLEMENTATION**

2018 Plan of Action

Q1

By April 1st we will:

1. **Begin Summer Camp Initiative**
2. **Begin Accreditation Self Assessment Initiative**
3. **Begin SCIP - Acre Construction Initiative**
4. **Begin SCIP - Jackies Construction Initiative**
5. **Begin 2017 & 2019 Road Repair Construction Initiative**

Q2

By June 30th we will:

1. **Continue Summer Camp Initiative**
2. **Continue Accreditation Self Assessment Initiative**
3. **Continue SCIP - Acre Construction Initiative**
4. **Continue SCIP - Jackies Construction Initiative**
5. **Continue 2017 & 2018 Road Repair Construction Initiative**
6. **2019 SCIP Projects Initiative**
7. **Megaland Initiative**

Q3

By September 29th we will:

1. **Complete Five Year Capital Plans for Parks, Roads and Community/Senior Center**
2. **Complete Summer Camp Initiative**
3. **Social Media Initiative**
4. **CERKL Initiative**
5. **Continue Accreditation Self Assessment Initiative**
6. **Continue SCIP - Acre Construction Initiative**
7. **Continue SCIP - Jackies Construction Initiative**
8. **Complete 2017 & 2018 Road Repair Construction Initiative**

Q4

By December 22nd we will:

1. **Complete Accreditation Self Assessment Initiative**

Achievement through **IMPLEMENTATION**

2019 - 2022 Plan of Action

‘19

- 2019 Annual Road Repair Program Initiative
- SCIP Initiative
- Street Sweeping Program
- Street Sign Program
- Playground Inspection and Repair Initiative
- Playground Replacement Planning Initiative
- **Personnel Needs Initiative**

‘20

- 2020 Annual Road Repair Program Initiative
- SCIP Initiative
- **Community-Oriented Service Delivery Initiative**

‘21

- 2021 Annual Road Repair Program Initiative
- SCIP Initiative

‘22

Police Department

2018
Strategic Plan
2018-2022



Meet the **CREW**



Chief Denney



Lt. Owens



Lt. Phillips

Colerain Township
COMMUNITY CENTER
4300 SPRINGDALE ROAD

Messages from the **LEADERSHIP**



Geoff G. MILZ, AICP
Township Administrator

Colerain Township is blessed with the finest Police Department in the region. The Department is Accredited with Excellence by the Commission on Accreditation for Law Enforcement Agencies, as they have been for 13 years. Our policing philosophy is one of engagement and community-oriented policing and programing.

Whether it is our engagement in Quick Response Teams (QRT) for addressing the heroin epidemic or in the Children and Residents Encounter (CARE) program for those with special needs in our community, the Colerain Township Police Department is innovative and engaged. Innovation and engagement is also a common theme in the initiatives we will take part in this year. From block watches to bike patrols, our police department will be making a positive impact in our neighborhoods in 2018.



Mark C. DENNEY, CLEE
Chief of Police

Welcome to the Colerain Police Department's 2018 Strategic Plan. The process for creating this document was not simple, it included members of the Police and Fire Departments as well as Township leadership from the Board of Trustees to the Township Administrator. Most importantly, it included dozens of citizens, business owners and stakeholders throughout Colerain Township.

This five-year plan will guide the goals and decisions made by the Police Department leadership. The plan will keep us on course and ensure we maintain our priorities. An important part of our success will be the annual evaluation and progress meetings conducted with the stakeholders.

This plan replaces the plan drafted in 2004 and was updated annually. This Township and its Police Department are strikingly different than they were in 2004. Our responsibilities and challenges have grown and so must our vision.

I want to thank everyone who participated in this process of creating our future. I am proud of the end product and am confident that we will accomplish the goals identified within. I would especially like to thank the Colerain police officers who will be responsible for making sure these goals are embraced and are successful. Each of these officers has been trained and seasoned in an environment that rewards innovation and thinking differently. They have a voice in the direction of this organization and make it the professional, full-service police department that serves this Township.

This plan is a living document and I encourage any citizen or business owner to make suggestions. More importantly, I ask that you hold us accountable and ensure that we stay on task.

Organization OVERVIEW

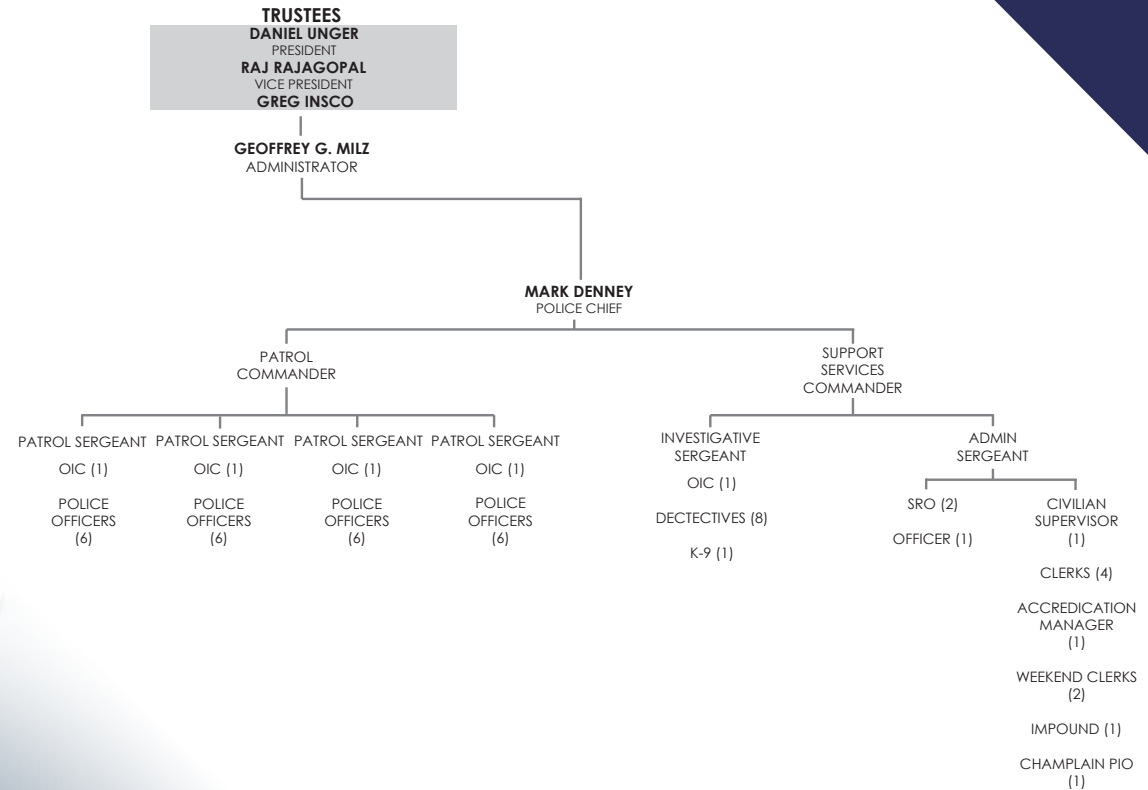
In 2014, the Hamilton County Sheriff removed all deputies from Colerain Township. This required the Colerain Police Department to initiate services that had traditionally been provided by this outside agency. Investigations, property, impound and records are but some of these new responsibilities. These new tasks were embraced and later examined by CALEA assessors in 2014 and they stated the transition was “seamless” and were strengths of the police department.

Prior to 2014, police jurisdiction of the Township was shared with the Hamilton County Sheriff’s Office. Because of this, many elements of a strategic plan were outside our control. Now, as the sole provider of law enforcement services to the Township, we have the ability to implement all facets of this plan and ensure continuity of service to all of our residents.

Since the Department’s first Strategic Plan, written in 2003, the Colerain Police Department has attained accreditation from CALEA in 2005, 2008, 2011 and 2014. This prestigious status is awarded to only a fraction of police departments internationally who demonstrate a commitment to excellence and adhere to 480 “best in practice” standards.

Assessors from across the country audit the Police Department every three years to ensure compliance with CALEA’s high standards.

HEATHER HARLOW
FISCAL OFFICER



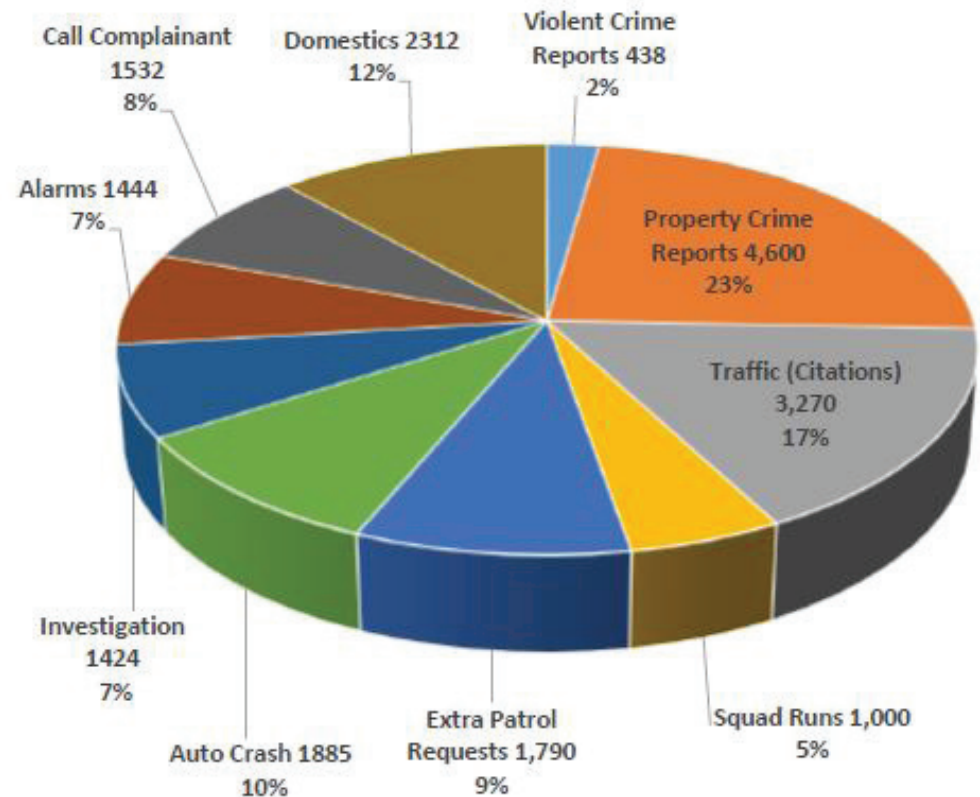
In addition to awarding accreditation, the CALEA Commissioners bestowed the "With Excellence" award to the Colerain Police Department in 2011 and 2014, commenting in the Commission's hearing that the Colerain Police Department represent "the best of the best" in law enforcement.

The Police Department is comprised of two divisions, the Operations Division and the Administrative Division. Both are led by a commander who supervises the daily operations of their respective divisions. The Operations Division handles the patrol and investigative functions while the Administrative Division is responsible for the civilian staff and all support services that include our school resource officers and our Community Policing unit. Five sergeants oversee squads of officers in patrol and investigative functions. All of these supervisors report to the Division leaders who report directly to the Chief of Police. The Public Safety Director oversees all police and fire functions within the Township.

The department responded to approximately 46,000 calls for service while handling over 70,000 citizen contacts in 2014. These calls range from simple advice to responding to violent crimes in progress. The department reports all crime data to the FBI Uniform Crime Report. These statistics are monitored constantly and all patrol sergeants are required to present action plans monthly to combat crime trends on their shifts.

CATEGORY	2014
MURDER	2
AGGRAVATED ASSAULT	39
RAPE	14
ROBBERY	72
BURGLARY	213
THEFT	1,817
AUTO THEFT	61

2014 Colerain Police Activities



**COLERAIN
POLICE**

POLICE DEPARTMENT MISSION

“to enhance the quality of life among our diverse population and provide an atmosphere of safety and security for our residents and visitors through a community policing partnership.”

VALUES

We will treat citizens with dignity, respect, fairness and compassion

We will uphold high standards of professionalism, integrity and ethics

We will foster productive working relationships with other law enforcement agencies and the business community

We will utilize and maintain high standards of education and training

We will possess the strength and courage to fight justice



***COLERAIN
POLICE***

- To continue to serve and educate our community
- To understand and perform to fulfill law enforcement role in Colerain Township
- To work to reduce the issues related to crime/problems
- Provide a working environment that instills enthusiasm and desire for employees to work at their highest level
- Enhance our law enforcement product
- To use technology to enhance our service to the community
- Reduce “fear of crime” through education and communication

OPPORTUNITIES

- Employees
- Community and “Problem Solving” Philosophy
- Personnel Accountability
- Agency Ethics
- Law Enforcement Services
- Fiscal Responsibility
- Innovation
- Openness to Change
- Partnerships with Other Agencies
- Community Involvement
- Communication with the Public

STRENGTHS

CHALLENGES

- Aging workforce and identification of quality replacement of key officers and leaders
- Budget funding and/or changing revenue scenarios
- Lack of vision from outside the agency
- Vacant/blighted properties
- Lack of understanding of policing philosophy
- Expectation and misunderstanding of modern police role
- Continual publishing of “bad press”

WEAKNESSES

- Lack of Cost Control
- Hamilton County Communication Center Charges
- Over tasking employees

Strategic GOALS

52

1

Reduce Perception and Fear of Crime

Key Initiatives:

- PIO Initiative
- Communications Plan Initiative
- Street Light Initiative
- Staffing Initiative
- Senior Program Initiative

2

Engage with the Community

Key Initiatives:

- Block Watch Initiative
- Safety Seminar Initiative
- Community Liason Initiative
- Community Risk Reduction Initiative
- Chamber of Commerce Engagement Initiative
- Open House Initiative

3

Increase Retention

Key Initiatives:

- Salary and Benefit Benchmark Initiative
- Tradition Initiative
- Wellness Incentives Initiative
- Family Involvement Initiative
- Counsel of Officers Initiative



Build Relationships with Outside Agencies

Key Initiatives:

- Federal Task Force Initiative
- Training Initiative
- Social Service Relationship Initiative
- Resources Share Initiative



Maximize Operational Efficiency

Key Initiatives:

- Staff and Wellness Initiative
- Retaining Employees Initiative
- Data Analyst Initiative
- Investigating Mayors Court Initiative
- Alarm Initiative
- Increasing Space Initiative
- Power Shift Initiative
- Bike Patrol Initiative

Achievement through **IMPLEMENTATION**

2018 Plan of Action

Q1

1. Develop Strategic Plan

Q2

1. Salary and Benefit Benchmark Initiative
2. Staff and Wellness Initiative
3. Federal Task Force Initiative (begin)
4. Counsel of Officers Initiative
5. Retaining Employees Initiative

Q3

1. Bike Patrol Initiative
2. Safety Seminar Initiative
3. Chamber of Commerce Engagement Initiative
4. Block Watch Initiative
5. Federal Task Force Initiative (continue)

Q4

1. Community Risk Reduction Initiative
2. Open House Initiative
3. Power Shift Initiative
4. Family Involvement Initiative
5. Resources Share Initiative
6. Federal Task Force Initiative (complete)

Achievement through **IMPLEMENTATION**

2019 - 2022 Plan of Action

‘19

1. Social Service Relationship Initiative
2. Street Lights Initiative
3. Community Liason Initiative
4. Training Initiative
5. Data Analyst Initiative
6. NRO Model

‘20

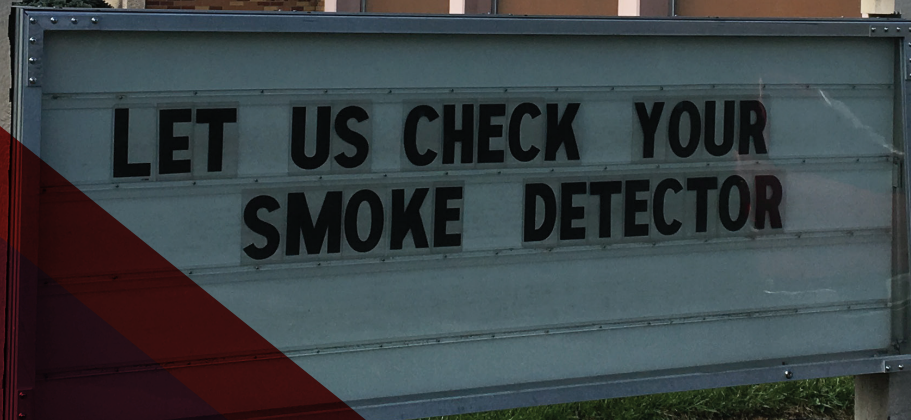
1. PIO Initiative
2. Wellness Incentives Initiative
3. Levy

‘21

1. Increasing Space Initiative

‘22

Fire Department



2018
Strategic Plan
2018-2022

Meet the **CREW**



Chief Cook



Assistant Chief
Walls



Assistant Chief
Mueller



Messages from the **LEADERSHIP**



Geoff G. **MILZ**, AICP
Township Administrator

There are only four ISO Class One Fire Departments in the State of Ohio and only one that was named the 2018 Emergency Medical Service Agency of the Year: Colerain Township Department of Fire and EMS.

We should all be proud of the work these brave men and women do each day. This year, in addition to the daily response to fires and medical emergencies, the Department will be working on initiatives related to Succession Managment, Communications, Community Outreach and Captial Planning.

Every shift, every employee embraces he Department's motto of "Fully Involved - Fully Engaged". It is a mantra that is driven down from the leadership through the ranks and manifests in the excellent service this department provides.



Frank W. **COOK**, MPA CFO EFO
Chief of Department

The Department of Fire & Emergency Medical Services (EMS) is proud to provide service to our community. Since the formal inception of our department, there have been a multitude of changes to the fire service and our community. In general, public safety services today are faced with increasing demands for service and limited resources to meet those demands. Planning is essential for fire departments, or any organization, to make the best use of the limited resources available. Strategic Planning considers both internal and external forces that impact an organization and its ability to provide services. Strategic planning helps make the best use of these limited resources in order to meet the demands and challenges of the present and future. This is why our agency has always placed a high value on planning strategically and working from our plans.

The Department completed its five-year Strategic Plan in 2015. It's designed to guide our decisions and actions through fiscal year 2020. The purpose of the Strategic Plan was to focus on the efforts that will enhance the level of service to the community. Its design was to ensure the future success of the organization by strategically plotting a roadmap for the combination of resource allocations with identifiable community and department needs. The goal of the Strategic Plan was to provide a medium for the development and implementation of visionary programs and projects to meet and exceed the expectations of our citizens, businesses and visitors in fulfilling the mission of the organization.

Over the course of these next two years, the department's personnel will continue to strive to accomplish the action items that support each of the goals identified within the plan. In the end, our department will be a stronger, more vibrant organization that is well connected to our community. I would like to emphasize that our Strategic Plan will continue to be a living document, subject to change under ever-changing circumstances. In this light, I urge everyone to continue to think about how we can make our service to the community even better than it is today.

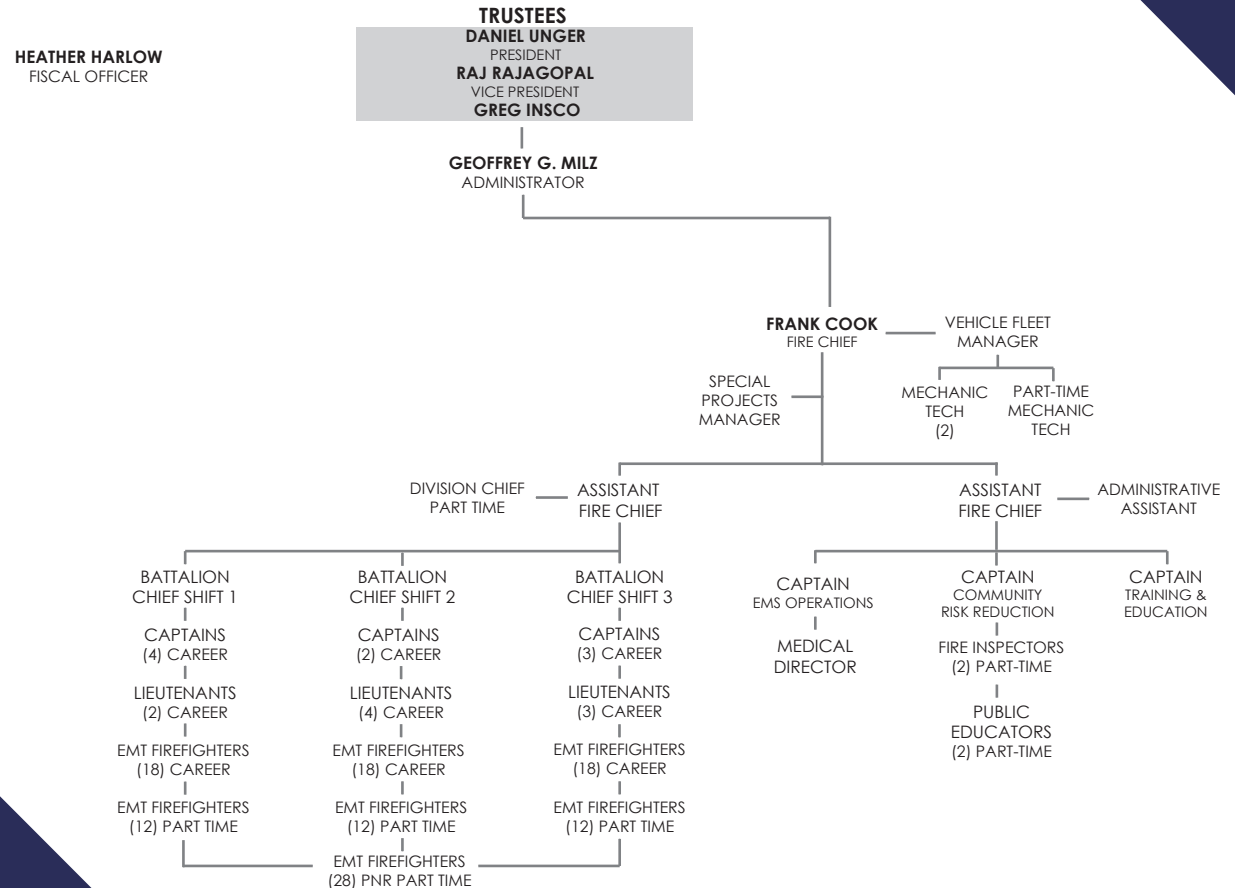
In closing, I want to thank the dedicated employees of the Department, our elected officials, and our stakeholders for their continued support of this great organization. We look forward to continuing to serve our community each and every day!

Organization OVERVIEW

On January 1, 2015, the Colerain Township Department of Fire and Emergency Medical Services (Colerain Fire & EMS) celebrated its 40th anniversary as a Township fire department. Since that historic day, we have responded to thousands of emergency incidents and have grown stronger and more efficient as an organization. Looking back, it is remarkable what has been accomplished in such a short period of time, even in the face of adversity and economic uncertainty.

The Township, characterized as a culturally diverse 43.2 square-mile urban, suburban and rural community with a population of 58,99 is one of Ohio's largest townships. The department's emergency services coverage encompasses the entire unincorporated limits of the Township, as well as one specified densely populated residential area of an adjoining township through contractual agreement. The Insurance Services Office (ISO) public fire protection designated Class 1 fire department fire department is a modern, all-hazards organization. Class 1 generally represents superior property fire protection, and Class 10 indicates that the area's fire-suppression program doesn't meet ISO's minimum criteria. The fire department operates from five fire stations, one administrative facility and a combination residential live burn and five-story training tower complex. The department maintains a motorized fleet of 50 emergency response and non-emergency vehicles.

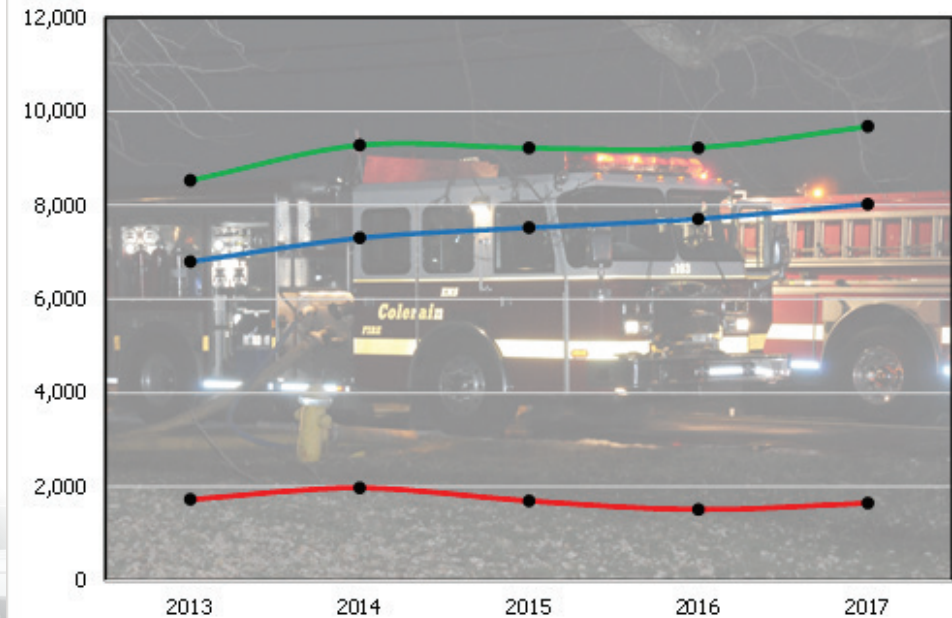
The department provides a variety of services including fire suppression, technical rescue, emergency medical advanced life support



transport, operations and technician-level hazardous materials incident response and community risks reduction programs (i.e., fire and life safety code enforcement and public education) to accomplish its mission to provide “all-hazards response and socially responsible programs to the citizens, businesses and visitors of Colerain Township with an engaged team of professionals.” Colerain Fire & EMS also collaborates with many other fire departments and public safety agencies at the local, state, and federal levels. Within the community, the Department partners with the Colerain Police Department and the Addiction Services Council of Greater Cincinnati to provide the “Quick Response Team” (QRT) Program that addresses substance abuse issues in the community. Locally, as a member of the Midwest Fire Chiefs Collaborative Group, the department shares emergency response, training, and purchasing services with six other fire department agencies (Forest Park, Glendale, Greenhills, North College Hill, Mount Healthy and Springfield Township). In addition, at the local level, the department provides specialized staffing support for agencies such as the, Hamilton County Urban Search and Rescue (USAR) Task Force, Hamilton County Fire Investigation Unit, and the Greater Cincinnati Hazardous Materials Unit. At the state and federal levels, several of the department’s staff are Federal Emergency Management Agency-certified as USAR team members as a part of Ohio Task Force One USAR Task Force. Colerain Fire & EMS’s involvement with the aforementioned agencies is part of our ongoing commitment to provide quality service to the citizens of Colerain and the larger community.

The department reported 45,900 fire and emergency medical incidents to the State of Ohio reporting agencies from 2013 thru 2017. Incidents reported included calls for assistance involving a variety of residential, commercial and other types of fires, hazardous materials, emergency medical and rescue incidents. Besides fire protection and emergency medical delivery, personnel are trained in swift water and ice rescue to assist in incidents throughout the Township’s 11-miles of navigable waterways and the over 200 other bodies of water, as well as confined space, high and low-angle rope, structural collapse, trench collapse, vehicle and machinery extrication, and wilderness search and rescue to assist in the rescue and safety of endangered victims.

Five-Year Incident Activity Comparison



2014 Colerain Fire & EMS - Emergency Response Totals by Type



FIRE DEPARTMENT MISSION

“It is our mission to provide first class all-hazards response and socially responsible programs to the citizens, businesses and visitors of Colerain Township with an engaged team of professionals that values involvement in our community.”

VALUES

CUSTOMER SERVICE

We are dedicated to providing superior customer service.

TRUST

We build trust through honesty, fairness, pride and accountability of all employees.

MUTUAL RESPECT

We honor the rights and beliefs of our fellow employees, officers, elected officials, community residents and visitors and treat them with the highest degree of dignity, equality and trust.

TEAMWORK

We each bring our own skills and experience, yet we recognize that we are better together.

GROWTH & NURTURING

We promote an atmosphere that encourages individual growth, participation, creativity and acknowledge the achievements of our employees.

VISION STATEMENT

The Township’s vision of “In Pursuit of Excellence” is practiced each day by the Department of Fire & EMS’s workforce in its emergency and business operations.



- Competent personnel
- Diverse experience among tenured personnel and enthusiasm of new personnel
- Compassion
- Good leadership / motivation / availability
- ALS delivery system
- Progressive.
- Customer service.
- Regional leadership.

STRENGTHS

- Achievement of Fire Department Accreditation.
- Community involvement or interaction.
- Goodwill of community.
- Marketing
- Diversity and cultural awareness.
- Networking nationwide, state and local (e.g., professional associations).
- Potential for relocation of stations.
- Contract areas (increased revenue).
- Community paramedicine

OPPORTUNITIES

CHALLENGES

- Funding limitations can impact services, capital needs and long-range planning.
- Diminishing grants and restrictive grants.
- Economy – property value reductions.
- Unfunded Federal and State mandates.
- Customer misconception.
- Insufficient resources.
- Increased community diversity- language barriers.

WEAKNESSES

- Lack of adequate staffing and depth of resources
- Lack of dedicated funding for capital expenditures.
- Bureaucracy.
- Written performance evaluation and professional development plan.
- Succession planning – employee development is not proactive.
- Underutilization of data-driven decision analysis

Strategic GOALS

1

Deliver and communicate efficient, effective emergency services and proactive community risk reduction programs.

Key Initiatives:

- Administrative and Operational Standard Guidelines Initiative
- Existing CRR Evaluation Initiative
- 31st Citizens Fire Academy Initiative
- ✓ External Stakeholder Initiative
- Community Outreach Tracking Initiative
- Community Risk Awareness Initiative
- Communications Plan Initiative
- Customer Feedback Initiative
- ✓ Regional Opportunities Initiative
- Ohio Fire Academy Partnership Initiative

2

Use data and analytics to improve service delivery.

Key Initiatives:

- Data Analysis Initiative
- Benchmark Initiative
- Annual Report Initiative
- Performance Measure Initiative
- Available IT Review Initiative
- IT Survey Initiative
- Digitization Initiative
- ✓ Electronic Field Reporting Initiative

3

Develop a professional and diverse workforce that represents and serves our community.

Key Initiatives:

- Succession Management Guide Initiative
- Job Description Initiative
- Standards of Professional Development Initiative
- Training Initiative
- Employee Satisfaction Initiative
- Subject Matter Expert Initiative
- Employee Diversity Initiative
- Multicultural Training Initiative



Completed



In Progress or Continuing

4

Provide the appropriate apparatus, equipment and facilities needed to meet the increasing and changing service demands.

Key Initiatives:

- Facilities Working Group Initiative
 - Apparatus Committee Initiative
 - Fleet Initiative
 - Long-Range Facilities Plan Initiative
 - Comprehensive Equipment Assessment Initiative
 - Equipment Life-Cycle Replacement Schedule Initiative
-

5

Recognize and scale to changing budgetary, fiscal and regulatory conditions while promoting the long-term fiscal health of the department.

Key Initiatives:

- Capital Budget Initiative
 - Staffing Initiative
 - Grant Identification Initiative
 - Standards of Cover Initiative
 - CFAI Self-Assessment Initiative
 - Accreditation Initiative
-

Achievement through **IMPLEMENTATION**

Plan of Action

Q1

Q2

Q3

Q4

- Administrative and Operational Standard Guidelines Initiative
- 31st Citizens Fire Academy Initiative

- Administrative and Operational Standard Guidelines Initiative
- Existing CRR Evaluation Initiative
- Community Outreach Tracking Initiative
- Communications Plan Initiative
- Succession Management Guide Initiative
- Job Description Initiative
- Fleet Initiative
- Comprehensive Equipment Assessment Initiative
- Equipment Life-Cycle Replacement Schedule Initiative

Achievement through **IMPLEMENTATION**

2018 - 2021 Plan of Action

‘19

- Data Analysis Initiative
- Annual Report Initiative
- Performance Measure Initiative
- IT Survey Initiative
- Digitization Initiative
- Standards of Professional Development Initiative
- Training Initiative
- Employee Satisfaction Initiative
- Subject Matter Expert Initiative
- Employee Diversity Initiative
- Multicultural Training Initiative
- Facilities Working Group Initiative
- Apparatus Committee Initiative
- Long-Range Facilities Plan Initiative
- Capital Budget Initiative
- Grant Identification Initiative
- Standards of Cover Initiative

‘20

- CFAI Self-Assessment Initiative
- Accreditation Initiative

‘21

‘22