

STRATEGIC PLAN, 2016

North Huntingdon Township

ADOPTED BY THE BOARD OF COMMISSIONERS SEPTEMBER 21, 2016



Facilitated by:
STRATEGIC SOLUTIONS LLC

North Huntingdon Township: Connected to the Future Strategic Plan - 2016

This Strategic Plan for 2016 identifies and prioritizes the key issues that face the Township operations, which will influence the development of the 2017 Township Budget and future planning efforts. The Plan was developed with input and direction provided by the Township Commissioners, Township Manager, Assistant Manager and the Department Directors. The planning process conducted was a high-level analysis and focused on top issues to make the most efficient use of time and resources; this report does not review the detailed operations of each Township department in depth.

WHY PLAN?

North Huntingdon Township, Westmoreland County is a community connected to its future by commitment to identifying top community priorities year after year. The Strategic Planning Process provides insight to the Township Commissioners as they work with Township Manager, Assistant Manager and Directors to annually review and agree upon priorities as part of the Township budget development each year. The strategic planning process will:

- ✓ **Build a solid foundation, year after year, for future growth.**
 - Knowing where the Township operations are going is just as important as knowing where they have been. The strategic planning process, repeated annually as part of the Township budgeting process, will create a catalogue of achievements that will document successes, identify learning opportunities, and build momentum to carry into future years.
- ✓ **Increase efficiencies.**
 - Like a band playing together from the same sheet music, when Township operations are coordinated with clearly identified priorities that are reviewed and approved by the Township Commissioners, community resources are much more effective as they move forward on a straight and clearly-marked path.
- ✓ **Make effective use of resources.**
 - With a plan in place and priorities identified, Township operations are more efficient. Clear priorities allow a focusing of Township resources, which will produce better results.
- ✓ **Instill predictability and stability.**
 - Whether it's a new developer looking for a place for their next project or a homeowner looking to move to a new home, predictability and stability help tip the scales in favor of North Huntingdon Township.

THE END GAME




The goal of this strategic planning process is to identify and analyze priorities for each Township department and build consensus around an approach for continuous improvement in these priority areas. The ultimate end game will be an ongoing and routine process by which the Township Elected Officials and management staff collectively revisit and confirm priorities.

PLANNED FLEXIBILITY

Taking the long view and working together does not mean the Township's priorities are etched in stone. This strategic planning process is rooted in good communication; and communication results in the evolution of priorities and approach. The strength of this plan will be the Township's commitment to an ongoing process of identifying key issues, communicating, and agreeing on a path forward; all of which can be revisited and modified as circumstances change.

MEASURING SUCCESS

The Township's annual Strategic Plan process should incorporate business principles into the Township operations. The Township isn't a business, but injecting this type of discussion and process can produce results and communication efforts that are more relatable to community stakeholders.

-  **Customer Service:** Prioritizing excellent customer satisfaction is not an afterthought. It must be integrated with daily operations. Success can be measured by feedback collected from Township customers (residents, business owners, visitors, builders and developers) on a regular basis. Customer service in the public sector must be approached differently than in the private sector, keeping in mind that municipal employees often don't have the resources or authority to make sure the customer is always right and must balance one customer's needs in the context of thousands of community stakeholders. However, there are techniques to keep most customer interactions positive.
-  **Return on Investment:** As a service-providing organization, the Township cannot often measure return in dollars and cents. Rather, return on investment in infrastructure, facilities, and services can be measured by development trends, population growth, customer satisfaction and the overall financial health of the Township.
-  **Benchmarking and Best Practices:** Fortunately, local governments in Pennsylvania don't have to look far to find similarly situated communities dealing with similar issues. Unfortunately, many do not invest resources to analyze and compare what is or isn't working in other communities. Just as businesses compare bottom lines, communities should compare and contrast their failures and successes with those of other communities and look for innovative solutions to common challenges.

TAKING INVENTORY (SWOT ANALYSIS)

What makes North Huntingdon Township tick? What past strengths can be built upon and what weaknesses exist? A quick SWOT Analysis of the community and its operations identified the following strengths, weaknesses, opportunities and threats that influence the strategic planning process. This SWOT Analysis should be revisited annually as part of the annual budget process and strategic plan updates. Through brainstorming sessions with the Township Manager, Assistant Manager and Directors, the following strengths, weaknesses, opportunities, and threats were identified. This is not an exhaustive listing, but provides an overview of key factors that influence Township operations.



STRENGTHS
(good stuff now, that should continue)

North Huntingdon Commissioners and Staff should take pride in the community's strengths: a growing and revitalizing local economy, combined with a strong school district, make for a community that is attractive to businesses of all types and residents looking for a place to invest in their future; the Township's solid financial footing is aided by a varied and strong tax base; and the Township's location and accessibility is hard to beat.

WEAKNESSES
(nobody's perfect; what are we doing or not doing today that could be done better)

North Huntingdon's operations can be even better by: being more proactive and being prepared for what lies ahead; regularly engaging the resident and business community to serve as a guidepost; working collaboratively with regional partners to share ideas and information and identify common goals; establishing clear priorities that are effectively communicated to all levels of Township government and the community.





OPPORTUNITIES
(good things to build on)

North Huntingdon is fortunate to have many excellent opportunities upon which a strong future can be built: the Township image and branding campaign is a great start that created an opportunity to build awareness of the community’s positive identity; the new digital community sign creates an outlet for greater communication regarding community issues and events; the Township’s growing involvement in economic development activities will increasingly influence the local economy; the Township parks have plenty of room to grow.

THREATS
(molehills to be addressed today, before they become mountains)

Like every community, North Huntingdon has challenges looming on the horizon: some disconnect between increasing service demands and Township operational infrastructure; road and storm water infrastructure that require significant maintenance and capital upgrades; investment in keeping open the lines of communication with outside agencies and regional partners.



KEY OBSERVATIONS

Through the SWOT analysis exercise, meetings with staff and Commissioners, and review of information provided by the Township, the following high-level observations were made to identify key focus areas for the Township in 2017.

- 🔧 Overall capital inventory and expenditures are solid; equipment and facilities are generally well maintained. Long-term infrastructure investment is looming (e.g. rural roads, storm water).
- 🔧 Road program has been upgraded to be need-based, however funding the program long-term may be a challenge. Expectations regarding implementation of the program should be closely aligned with future funding sources.
- 🔧 Township has a well-qualified, professional staff. Internal communications challenges can cause confusion with priorities and processes, which decreases efficiencies.
- 🔧 Public outreach and engagement with the business and residential communities are growing and need to continue to be a priority.

RECOMMENDATIONS

The strategic planning process focuses on the department functions within the Township operations. Many (if not all) of the issues identified and discussed affect or are affected by multiple departments. The topic areas are used in this document as an organizational mechanism and it must be emphasized that the purpose of doing so is not to reinforce or create “silos” within the Township organization that divide the Township departments into functions that do not interact. Rather, an overriding priority of this study is to reinforce the importance of communication throughout the organization to increase efficiencies and effectiveness of Township operations. The Township currently finds opportunities to capitalize on individuals’ strengths by assigning staff to projects and tasks based upon their skill strengths and not solely based on the department within which they work. This practice should continue and be expanded to promote interrelationships between all departments and capitalize on strengths to produce positive results. The following findings and recommendations are broken into these topic areas:

ADMINISTRATION
PARKS AND RECREATION
PLANNING AND ZONING
PUBLIC WORKS
POLICE
EMERGENCY MANAGEMENT

ADMINISTRATION

1. Economic Development: Attractive Community with a Predictable Entitlement Process

❖ **Community Identity:**

The Township's image and identity materials were recently updated. A clear and consistent message is essential to effectively communicate about the desirability of the Township as a place to live and work. This will result in creating an atmosphere that attracts new development redevelopment to the community. The Township can leverage its new image campaign by:

- ✓ COMMUNICATING A CONSISTENT IDENTITY across all Township functions. Everything from written correspondence to maintenance vehicles should be branded consistently with some iteration of the Township's brand/logo.

❖ **Clear Information, and Predictable Processes:**

The land development approval process is unique to each municipality in Pennsylvania, which can present a challenge for developers with project in multiple municipalities. The Township can facilitate economic development that meets the community's goals by:

- ✓ APPOINT THE ASSISTANT TOWNSHIP MANAGER AS A SINGLE POINT OF CONTACT for initial development inquiries regarding commercial and large development projects of significant impact to the Township. This will allow for a consistent message to be communicated for all potential development projects. The single point of contact should be informed of and involved with developments of significant impact as well as the coordination with outside agencies regarding those projects. Close communication with the planning department will be important to ensure a consistent Township message and approach.
- ✓ SIMPLIFYING THE DEVELOPMENT REGULATIONS AND PROCESSES so that they are easier to understand and to administer. This begins with a full review of the subdivision, land development, zoning, and building permit review and approval processes to make sure that the regulations are coordinated and there are clear and consistent communications throughout the processes (among Township departments and with the development applicant going through the application process).

- ✓ COMMITTING TO ECONOMIC DEVELOPMENT AS A HIGH PRIORITY with adequate resources and qualified personnel that will consistently administer the Township's development regulations and communicate regularly with the development community.

❖ **Communications, Marketing, and Relationship-Building:**

Upgraded public image materials and a streamlined development entitlement process are important steps forward, but not much will be accomplished unless the Township proactively engages the business community to communicate about successes and opportunities. To engage the business community, the Township should:

- ✓ FACILITATE BUSINESS COMMUNITY EDUCATION AND OUTREACH such as the "Small Business Development Series" conducted in partnership with Excelsior Health and the Small Business Development Center (in May, 2016).
- ✓ PUBLISH THE TOWNSHIP BUSINESS "E-NEWSLETTER" regularly and distribute it widely to the business community in the Township and regional economic development partners. This shows that the Township prioritizes the importance of a vibrant local economy and the Township's willingness to use the tools it has available to communicate about local business successes and opportunities.
- ✓ IMPLEMENT THE 2014 ECONOMIC DEVELOPMENT MARKETING EVALUATION. The implementation completed to-date has laid the groundwork for continued successes with promoting the Township's local economy and promoting development opportunities that will spur continued growth.
- ✓ APPOINT ASSISTANT TOWNSHIP MANAGER AS SINGLE POINT OF CONTACT for economic development outreach and initial development inquiries. This will allow for a consistent message to be communicated for all potential development projects.

❖ **Development Incentives:**

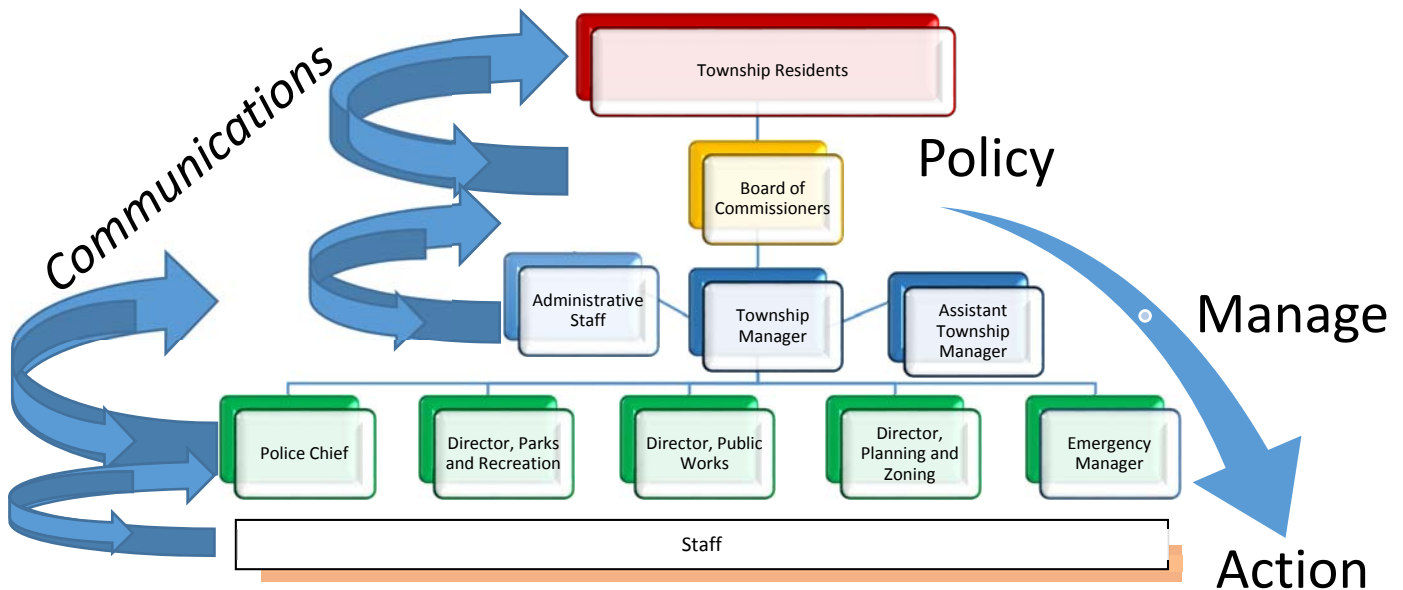
Generally, there are a limited number of development incentive tools that are available at the local level. However, the Township can work with regional partners to leverage local tools to have greater effect.

- ✓ MONITOR THE EXISTING KOEZ PROJECT in the Township (Banco Industrial Park) to understand factors affecting building occupancy and identify lessons could be learned and applied to a possible future new KOEZ project.
- ✓ ANALYZE THE POSSIBLE USE OF LOCAL DEVELOPMENT INCENTIVES such as tax increment financing (TIF) and LERTA (which has been previously used by the Township).
- ✓ PUBLISHING INFORMATION ABOUT THE TOWNSHIP'S STREAMLINED ENTITLEMENT PROCESS and making it easily available to potential builders and developers in hard copy and on the Township website. Time is money to development projects clear and consistent application process will help attract quality development to the Township.

2. Communications – Inside and Out

❖ Internal Communications:

Good communication is the ultimate key to success and the successful implementation of this Strategic Plan will hinge on making improved internal communications a top priority. By defining and keeping open the lines of communication, the Township will improve the organization's ability to leverage



opportunities and address challenges, especially those that are unplanned or unexpected. To improve communications within the organization:

- ✓ **DEFINE CLEAR LINES OF COMMUNICATIONS** at all levels of the Township government, as illustrated by the graphic above. The lines of communication and the roles of each level of the organization should be distributed to everyone with a consistent message emphasizing the importance of following proper protocol. As illustrated by the graphic above, each level of the organization communicates up and down the organizational hierarchy and individuals ensure that the appropriate parties are involved in the decision-making process.
- ✓ **FOCUS THE BOARD OF COMMISSIONERS ROLE ON POLICY-MAKING.** Local government works best when the governing body establishes policy directives based on a clear vision of the organization's mission and goals. The actions to achieve the goals are carried out by staff as directed by the professional Township Manager, Assistant Manager, and Directors. The Manager presents information and establishes agendas based on policy directives from the Commissioners. Issues brought to staff by individual elected officials concerning day to day operations should be communicated through the Directors to the Township manager to handle according to established protocol.
- ✓ **COMPLETE NEWLY ELECTED OFFICIALS TRAINING** for each newly elected commissioner each year there is a member of the Board that is new to local government and this should also be offered to newly elected officials who have previously served in local government but would like additional training and information. A possible source for this training is the Local Government Academy.
- ✓ **REINFORCE USE OF THE WORK ORDER SYSTEM** so that the work order process reinforces the proper lines of communications, which will improve efficiencies. The system is used to track day to day work tasks, and work assignments are developed by Department directors. Regularly monitoring the proper use of this system will improve its value within the organization as a tool to monitor productivity, customer interactions, and internal communications. Clearly defining what type of request necessitates the entry of a work order and improving the level of detailed information entered for each work order will reinforce the purpose of the system. Updating the processing of long-term issues (can't be addressed by the Township or addressed quickly) so they are

handled separately and do not bog down the system or skew the reporting will add value to the system's ability to properly manage requests.

❖ **External Communications / Customer Service / Community Engagement:**

Providing excellent customer service must be a part of everyday operations to ensure that the facilities and services offered are meeting the needs of the Township's customers. Township residents are a large portion of the customer base, which also includes business owners and visitors (for leisure or those employed by local businesses). Each of these customer types must be examined to ensure their unique needs are being met.

- ✓ UPGRADE CUSTOMER INTERFACES to be user-friendly both in hard copy and digital format. In addition to the existing Nixle Alert system used for emergencies and the new digital sign on Route 30, enhancements could include:
 - Social media presence;
 - Resident newsletter (digital and/or hard copy);
 - Online recreation facility rentals and program registration;
 - Online service requests;
 - Online building and land development permit applications.

- ✓ REQUIRE CUSTOMER SERVICE TRAINING FOR ALL STAFF, beginning with those positions that interact with the general public the most often. The training should focus on the importance of excellent customer service, how to accomplish it, and how to institutionalize it in everyday Township operations.

- ✓ REGULARLY ENGAGE COMMUNITY STAKEHOLDERS in the planning and development of Township projects. In addition to providing public comment during regular Commissioners meetings, hold special meetings with stakeholders that will allow the public to provide input on proposed or potential Township planning projects and capital investments.

3. Professional Staff

The Township's professional staff are an important part of the community's success. This resource cannot be taken for granted and must continue to be a priority; especially as the Township grows in population with a commensurate growth in service demands, economic development and redevelopment opportunities increase in their complexity, and new infrastructure is added while aging infrastructure needs to be properly maintained.

- ✓ INVEST IN THE PROFESSIONAL GROWTH OF THE TOWNSHIP STAFF by annually budgeting for employee training that is specific to each department. This will not only foster continuous improvement by staff, but aid in employee retention which will contribute to stable staffing of key positions within the organization.
- ✓ CAPITALIZE ON THE EFFICIENCIES ASSOCIATED WITH AN ORGANIZATIONAL STRUCTURE THAT INCLUDES A PROFESSIONAL TOWNSHIP MANAGER. In order to achieve the highest standards, the governing body delegates administrative management responsibilities to the professional manager regarding financial management, management of department operations, personnel management, hiring and firing of employees with or without the governing body consent. This allows the Board of Commissioners to focus their time and effort on community engagement, long-term planning, and the setting of policies and priorities for the community.

4. Strategic Planning and Budgeting

- ✓ INSTITUTIONALIZE AN ANNUAL STRATEGIC PLANNING PROCESS. Given the number and complexity of issues facing local governments, it can be easy to focus on the minutia of day to day operations; losing sight of the big-picture, long-term health and sustainability of the community. The time and resources to update this strategic plan on annual basis will pay dividends in the short and long term. Annual strategic plan updates will set clear priorities and make it much more efficient to align resources behind those priorities. Importantly, it also provides an opportunity for the elected officials and management staff to compare notes and collectively plan for the upcoming year.
- ✓ INTEGRATE THE BUDGET PROCESS WITH STRATEGIC PLANNING FOCUS. Tough decisions are best made when working with good information. And information about top priorities can be very instructive when the Township is faced with tough decisions about what to fund and what to set aside for next year. This strategic planning process will provide a forum to collectively align priorities with the Township budget.
- ✓ ADOPT A POLICY FOR CAPITAL INVESTMENT DECISION-MAKING. This process should include review by staff and elected officials, evaluation of alternatives, public engagement, and budget analysis. The decision-making

should be based on information that includes: 1) strategic plan priorities; 2) possible alternative solutions; 3) capital costs; 4) operating costs; 5) available budget; and 6) community input.

5. Upgraded Technology to Support All Township Functions

- ✓ CONDUCT A REVIEW OF THE TOWNSHIP'S EXISTING SYSTEMS to determine where technology upgrades can be implemented to assist the organization in enhancing efficiencies and customer interfaces. Digitizing the meeting materials for Commissioner meetings is an opportunity to decrease the use of paper and make information more easily available to the Commissioners and public.
- ✓ IMPLEMENT SOFTWARE AND HARDWARE SOLUTIONS TO SUPPORT MOBILE ACCESSIBILITY. Mobile technology will benefit multiple departments, especially Planning and Public Works. Once the technology is established, updating the code enforcement processes to utilize mobile technology will increase efficiencies of code enforcement staff. Planning functions will be improved by the viewing and collection of data in the field. And communications across all departments will improve through the use of a centralized information database.

PARKS AND RECREATION

1. Park Facilities Master Planning

The Township is fortunate to have ample parks and open space acreage. As the community continues to grow, demand for parks and recreation programs and facilities will increase as well. The challenge facing the Township is not the how and where of acquiring additional park lands (which is an issue facing many growing communities); rather, the Township is in need of a plan to aid in decision-making about what to do with the available acreage to best meet customer needs with available resources.

- ✓ COMPLETE A COMPREHENSIVE PARKS AND RECREATION PLAN UPDATE. The last recreation plan was adopted in 2004 and is need of updating to identify recreation programming and park facility priorities for the community.
- ✓ COMPLETE MASTER PLANS FOR EACH TOWNSHIP PARK. For example, the multi-purpose field at Oak Hollow Park is a good candidate for lighting to

increase the availability of field time for multiple sports and recreation programming, maximizing the impact of capital investment. In addition to Oak Hollow, master plans are needed for: Lions Park and Markvue Manor Park. Planning and investment in these parks should be prioritized in a manner that acknowledges the need to efficiently use Township resources in ways that maximize access to Township residents. Additionally, the prioritization process must acknowledge the long-term costs (both capital and maintenance) associated with facilities proposed for construction.

- ✓ UPDATE THE RECREATION FEE IN LIEU OF PARK LAND DEDICATION AMOUNT using the costs associated with the park improvements recommended by the Recreation Plan Update to continue available funding for ongoing capital and operating costs associated with the Township's parks.

2. Recreation Programming.

The Township provides recreation programming primarily through the use of independent contractors. This is an innovative and effective method of providing program offerings, however there are limitations that should be addressed so that increasing service demands can be met. Another factor that limits program offerings is the availability of suitable recreation programming space.

- ✓ INCREASE STAFFING CAPACITY to provide coordination and operational support for expanded number and type of program offerings through the use of additional independent contractors. The increase in capacity may also present an opportunity for the Township to expand program offerings by conducting them directly using the same staff resources that are allocated to coordination of the contractors. Capacity increases in this area could also support a grant-writing function within the Township (identifying grant opportunities, collecting supporting documentation, and writing grant applications). This would allow the Township to approach grant-writing more strategically and increase the likelihood of success.
- ✓ INCREASE LOCAL RECREATION PROGRAMMING SPACE through partnerships with area schools and other facilities. These opportunities are limited, however, and additional indoor and outdoor recreation space will ultimately be needed for the Township to expand program offerings to meet growing demands. Analysis of possible alternatives for the Township to provide this space should be a top priority of the Recreation Plan Update. For example,

the lighting of the multi-purpose field at Oak Hollow will significantly increase the availability of programmable outdoor space.

3. Staffing Management and Organizational Structure.

- ✓ UPDATE POLICIES AND PROCEDURES that will allow more flexibility in the allocation of staff so that resources more closely match the demand for service. For example, the Township's parks are busiest on evenings and weekends which are the times when maintenance staff may be needed to address support service needs.
- ✓ INCREASE THE STAFFING CAPACITY FOR MAINTENANCE STAFF MANAGEMENT to allow for more efficient allocation of resources across the Township's large parks system and to create an increased capacity for long-range planning, grant management, and management of increased recreation programming.

PLANNING & ZONING

1. Internal Communications:

- ✓ SET POLICIES AND PROCEDURES TO ALIGN THE TOWNSHIP LAND DEVELOPMENT AND ZONING REVIEW AND APPROVAL PROCESS WITH THE TOWNSHIP'S ECONOMIC DEVELOPMENT EFFORTS. This will allow day to day operations of the department to be conducted with the bigger-picture community goals in mind. For example, the Assistant Manager would be invited to all land development pre-application meetings regarding projects of significance that are proposed in the Township.

2. Departmental Goals and Priorities:

- ✓ COMPLETE AN ORGANIZATIONAL ANALYSIS OF THE DEPARTMENT to establish and prioritize department responsibilities and align staffing structure to most efficiently address them. This may result in a realignment of staff and reassignment of certain responsibilities to other departments or elimination of responsibilities to more appropriately match available resources with department duties. A priority is to set realistic expectations in terms of goals, scheduling, and workload.

3. Planning and Regulations:

- ✓ UPDATE THE TOWNSHIP COMPREHENSIVE PLAN AND LAND DEVELOPMENT REGULATIONS, including the Township Zoning Ordinance and Subdivision and Land Development Ordinance. The Township's comprehensive land use plan needs to be updated to illustrate a clearer picture for the desired future development patterns. And the Township's outdated zoning and development regulations are in need of updating to align with the broader planning goals, current law, and best practices. These regulations should be coordinated and consistent with the Township's economic development goals.

- ✓ ADJUST CODE ENFORCEMENT POLICIES AND PROCEDURES to more closely align with available resources. Proactive zoning code enforcement is very resource intensive. Alternatively, complaint-driven (reactive) enforcement can be a more efficient and effective use of resources while still allowing for opportunities for the Township to proactively address key enforcement issues that align with the broader goals and priorities of the community. Given the current resources and code enforcement practices, complaint-drive/reactive code enforcement is recommended. Once high levels of efficiencies are achieved using this approach, the Township could consider a more proactive approach.

POLICE

1. Community Engagement

- ✓ ALLOCATE RESOURCES TO SUPPORT THE POLICE DEPARTMENT'S COMMUNITY ENGAGEMENT PROGRAMS. Opportunities for the Police Department to have non-criminal interactions with the Township residents in a structured format builds positive relationships between the Department and the Community that can aid in crime prevention and crime fighting. Such programs that the Township previously funded and staffed include the Citizens Police Academy and the Junior Police Academy. Full reinstatement of these programs and the consideration of expanding community engagement programming coordinated by the Department would build stronger ties between the community the Department and allow the Department enhanced opportunities for education and outreach.

2. Community Awareness and Outreach

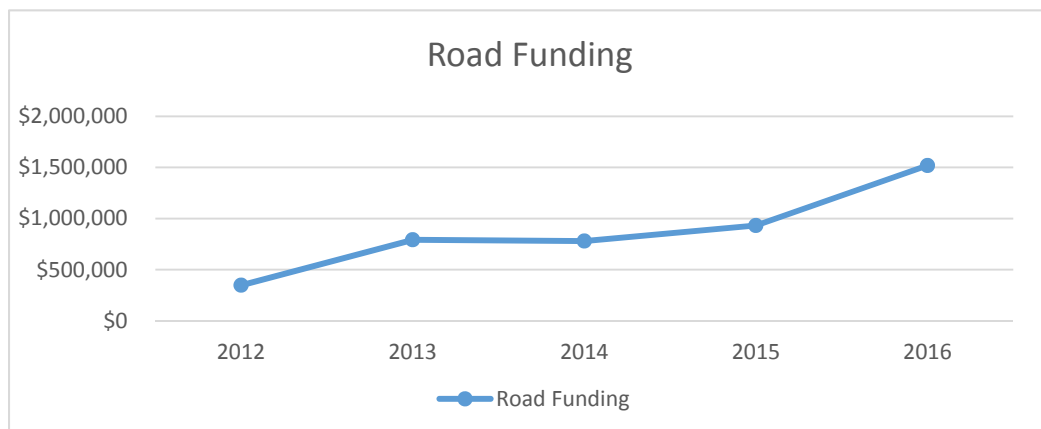
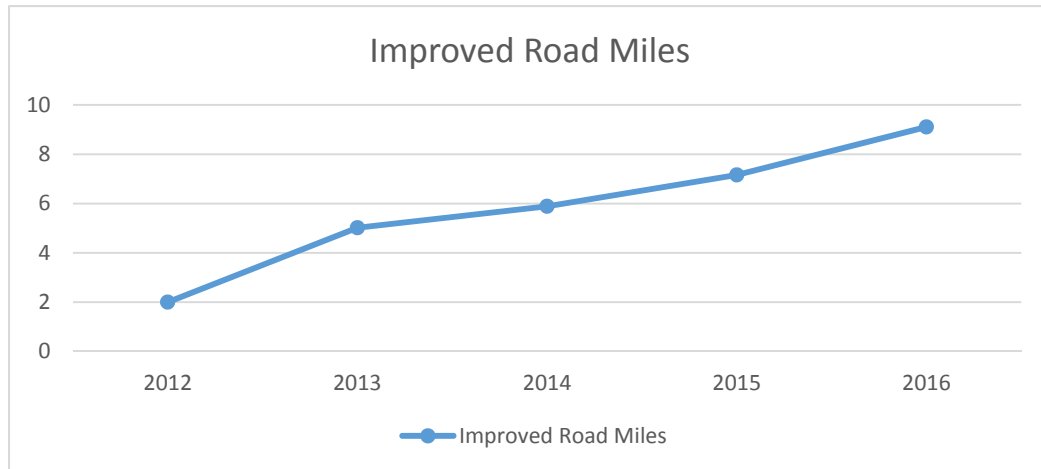
- ✓ EXPAND THE POLICE DEPARTMENT USE OF DIGITAL MEDIA TO DISTRIBUTE CRIME PREVENTION INFORMATION and continue citizen education and outreach programs in partnership with schools and community organizations. The distribution of information about crime prevention can be an important tool for the Township Police Department. Building on the Township's use of Nixle for emergency alerts, with the allocation of additional resources, the Police Department could expand the outreach to residents and the business community through the use of social media, website presence, and text alerts to distribute non-emergency information that would aid in crime prevention.

PUBLIC WORKS

1. Township Road Program

- ✓ CONTINUE THE RURAL ROAD IMPROVEMENTS AS PART OF THE ANNUAL ROAD PROGRAM. The Township's local road network includes many miles of rural roads. These lower-volume roads do not necessarily require the level of investment as the Township's primary local roads, however some improvements are important to maintain a minimum level of service. The Township has implemented innovative techniques to incorporate upgrades to the rural roads as part of the annual road program. Continued investment in this component of the road program will maintain and improve rural road conditions at a reasonable level of investment and should continue annually.
- ✓ REINFORCE THE TOWNSHIPS CONTINUED LONG-TERM COMMITMENT TO IMPLEMENTING A FORMAL ROAD IMPROVEMENTS PROGRAM that relies on engineering data to inform decision-making. The Township's investment in the road program and number of road miles improved annually are on an upward trend, which is positive given the size and complexity of the Township's local road network. Use the information collected from regular road condition reporting to compare the level of investment with progress toward implementation of the road program with a goal that non-rural roads are repaved on an average of 18-20 years. The Township's review of the annual investment in the road program should also include analysis of the Township's finances, particularly as they relate to the Township available fund balance and corresponding fund balance policy. The goal would be to

monitor this information to allow sustained and consistent investment in the road program as well as consistent adherence to the financial policies that maintain the Township's solid fiscal health.



2. Communications

- ✓ REINFORCE USE OF THE WORK ORDER SYSTEM so that the work order process supports the proper lines of communications, which will improve efficiencies. Public works receives a large volume of requests for services. Regularly monitoring the proper use of this system will improve its value within the department as a tool to monitor productivity, customer interactions, and internal communications. Specifically, implement a more efficient way for the

Director and staff to use and manage the work order system through the use of computers and mobile technology.

- ✓ BUILD UPON CURRENT MOBILE TECHNOLOGY to increase the availability of Township GIS mapping in the field. This will allow more efficient access to useful field information to aid in decision-making as well as provide the streamlined ability to directly enter field data into the Township GIS.

EMERGENCY MANAGEMENT

- ✓ Allocate resources to provide additional administrative support for the emergency management function.
- ✓ Ensure coordination and communication between all Township departments and emergency management functions.

IMPLEMENTATION

The chart below is a summary of the recommended strategies for action. This chart is an important tool for the Township to use during the budget planning process. Not all of these recommendations are to be completed in 2017; however, this chart represents the process of identifying, prioritizing, and assigning costs associated with addressing the top challenges and opportunities facing the Township. Each year, this chart should be updated to indicate the strategies that are complete or in progress. And each year, new strategies should be added as the Township conducts the annual strategic planning review. The Township Elected Officials, Manager, Assistant Manager, and Directors then collectively work to identify the highest priority actions to be incorporated into the Township’s budget for the following year.

PRIORITY	STRATEGY	COST ESTIMATE
Administration: Economic Development: Community Identity		
	Communicate a consistent identity across all township functions. Everything from written correspondence to maintenance vehicles should be branded consistently with some iteration of the Township’s brand/logo.	
Administration: Economic Development: Clear Information and Predictable Process		
	Appoint the Assistant Township Manager as a single point of contact for initial development inquiries regarding commercial and large development projects of significant impact to the Township.	
	Simplify the Township development regulations and processes so that they are easier to understand and to administer.	
	Commit to economic development as a high priority with adequate resources and qualified personnel that will consistently administer the Township’s development regulations and communicate regularly with the development community.	
Administration: Economic Development: Communications, Marketing, and Relationship-Building		
	Facilitate business community education and outreach.	
	Publish the Township e-newsletter for businesses regularly and distribute it widely to the business community in the Township and regional economic development partners.	
	Implement the 2014 economic development marketing evaluation.	
	Appoint a single point of contact for initial development inquiries and development outreach.	
Administration: Economic Development: Development Incentives		
	Monitor the existing KOEZ project in the Township (Banco Industrial Park) to understand factors affecting building occupancy and identify lessons learned to be applied to possible future KOEZ projects.	
	Analyze the possible use of local development incentives (e.g. TIF, LERTA).	
	Publish information about the Township’s streamlined entitlement process (after it is updated) and make it easily available.	

Administration: Communications: Internal Communications		
	Define clear lines of communications at all levels of the Township government.	
	Focus the Board of Commissioner' role on policy-making.	
	Complete newly elected officials training.	
	Reinforce the use of the work order system.	
Administration: Communications: External Communications, Customer Service, Engagement		
	Upgrade customer interfaces to be user-friendly.	
	Require customer service training for all staff.	
	Regularly engage community stakeholders.	
Administration: Professional Staff		
	Invest in the professional growth of the Township staff.	
	Capitalize on the efficiencies associated with an organizational structure that includes a professional township manager.	
Administration: Strategic Planning and Budgeting		
	Institutionalize an annual strategic planning process.	
	Integrate the budget process with strategic planning focus.	
	Adopt a policy for capital investment decision-making.	
Administration: Upgraded Technology		
	Conduct a review of the Township's existing systems to determine where technology upgrades can be implemented.	
	Implement software and hardware solutions to support mobile accessibility to Township information.	
Parks and Recreation: Park Facilities Master Planning		
	Complete a comprehensive parks and recreation plan update.	
	Complete master plans for each Township park.	
Parks and Recreation: Recreation Programming		
	Increase staffing capacity to provide coordination and operational support for expanded number and type of program offerings.	
	Increase local recreation programming space.	
Parks and Recreation: Staffing Management and Organizational Structure.		
	Update policies and procedures that will allow more flexibility in the allocation of staff resources to more closely match service demands.	
	Increase the staffing capacity for maintenance staff management.	
Planning and Zoning: Internal Communications		
	Set policies and procedures to align the Township land development and zoning review and approval process with the Township's economic development efforts.	
Planning and Zoning: Departmental Goals and Priorities		
	Complete an organizational analysis of the department to establish and prioritize department responsibilities and align staffing structure to most efficiently address them.	
Planning and Zoning: Planning and Regulations		
	Update the Township Comprehensive Plan.	
	Update the Township Zoning and SALDO.	
	Adjust code enforcement policies and procedures to be primarily complaint-driven/reactive.	
Police: Community Engagement		

	Allocate resources to support the police department’s community engagement programs.	
Police: Community Awareness and Outreach		
	Expand the police department use of digital media to distribute crime prevention information.	
	Continue education and outreach programs in partnership with schools and community organizations.	
Public Works: Township Road Program		
	Continue the rural road improvements as part of the annual road program.	
	Reinforce the Township’s continued long-term commitment to implementing a formal road improvements program (at a sustained funding level) that relies on engineering data to inform decision-making.	
Public Works: Communications		
	Reinforce the use of the work order system and improve staff accessibility.	
	Build upon current mobile technology to increase the availability of mapping in the field.	
Emergency Management		
	Allocate resources to provide additional support for the emergency management function.	
	Ensure coordination and communication between all Township departments and emergency management functions.	