



VILLAGE OF ASHVILLE

STRATEGIC PLAN



Conducted September 2002

**By:
American Strategies
5980 Wilcox Place, Suite E
Dublin, OH 43016
(614)210-5020
www.american-strategies.com**

CONTENTS

Vision	3
Values	4
Major Areas of Focus	5
Strategic Initiatives	6
Environmental Scan	7
Economic Development	8
Infrastructure, Planning, and Development	10
Community Relations and Involvement	13
Citizen Programs and Opportunities	15
Government Operations	17
Parks and Recreation	20
Regional Cooperation	21
Public Health and Safety	22
Budget Procedures and Finance	23
Top Priorities	24
Goals by Points Rating	25



VILLAGE OF ASHVILLE

OUR VISION FOR THE FUTURE

“Remembering our rural heritage, the Village of Ashville will be a strong and friendly community offering an enhanced quality of life achieved through progress and teamwork. It will be a place people will want to live and businesses will want to locate.”



VILLAGE OF ASHVILLE

WHAT WE VALUE MOST

COMMUNITY

Promotion of our heritage and history
Positive attitudes
A Sense of ownership
Our citizens
A healthy and safe environment

PROGRESS

Improving quality of life
Community partnerships
Willingness to accept new ideas
Opportunities for all our citizens

RESPONSIBLE GOVERNMENT

Fiscally conservative
Quality services addressing the needs of the community
Responsive and accountable
Innovation

TEAMWORK

Citizen involvement
Strong partnerships
Open communication
City employees empowered to make a difference



VILLAGE OF ASHVILLE
OUR MAJOR AREAS OF FOCUS

Budget Procedures and Finance

Citizen Programs and Opportunities

Community Relations and Involvement

Economic Development

Government Operations

Infrastructure, Planning, and Development

Parks and Recreation

Public Health and Safety

Regional Cooperation



VILLAGE OF ASHVILLE

STRATEGIC INITIATIVES

- Encourage commercial development in Ashville to promote new job opportunities and services.
- Integrate commercial expansion into residential areas.
- Proactively ensure that our infrastructure meets the current and future needs of Ashville.
- Develop communication systems that encourage a good cooperative spirit between government and the citizens.
- Provide opportunities to all citizens to maintain or enhance their desired quality of life.
- Provide our citizens with an effective and efficient government through innovation and measurable performance.
- The government will be proactive in providing for the needs of the community.
- Provide an environment to citizens of all ages that invigorates the mind and body in a community setting, now and in the future.
- Promote and maintain a visually pleasing environment throughout our community.
- Harness resources of the surrounding communities to the mutual benefit of all parties.
- Ensure that Ashville provides a healthy and safe environment for our families.
- Provide our citizens with the greatest return on their investment and protect their financial interest.

ENVIRONMENTAL SCAN

An Environmental Scan is a tool used to assess the current environment affecting an organization. By utilizing this information the organization has a starting point from which it can plot a course of action and determine strategies for change. An environmental scan assesses the internal and external forces acting upon an organization.

EXTERNAL FORCES

OPPORTUNITIES

Close urban setting
Partnership with S. Bloomfield
State/Federal funding
Regional development
Growing population
Central Ohio economy and draw
Available commercial land
Route 23
Utilities
Rickenbacker Airport

THREATS

Township
Utility encroachment and completion
Growing population
County Commissioners emphasis on Circleville
Potential future language barriers
Defining boundaries with S. Bloomfield

INTERNAL FORCES

STRENGTHS

Cost of land
Water supply
Commercially available property
Good mayor/council relations
Consensus on direction
Willingness to address the issues
Good employees
Location
Low debt
Good bond rating

WEAKNESSES

Infrastructure
Commercial expansion
No debt or fiscal policies
Master plan needs updated
Need more planning
Communication with public
Communication between departments
Polling/surveys
Little support for businesses
Protectionist view of saving current businesses
Lack of youth programs
Public relations
Community involvement
Lack of implementation
Unclear roles and responsibilities
Police retention
Resistance to change

ECONOMIC DEVELOPMENT

Encourage commercial development in Ashville to promote new job opportunities and services.

- Goal 1: Actively communicate with all available planning agencies.
 - Objective 1: Ensure Ashville is represented at critical regional meetings.
-
-
-

- Goal 2: Create an Economic Development Council (EDC).
 - Objective 1: Design and pass legislation creating an EDC by the end of the 1st Quarter 2003.
-
-
-

- Goal 3: Develop a dialog with existing businesses in the community.
 - Objective 1: Develop a business survey instrument.
-
-
-

- Objective 2: AmStr Recc. Consider a local business summit to discuss threats and opportunities.
-
-
-

- Goal 4: Create an economic development marketing document.
 - Objective 1: AmStr Recc. Create a Village fact sheet.
-
-
-

- Objective 2: Place data on Village website by the end of 2002.
-
-
-

- Objective 3: AmStr Recc. Create a Village portfolio packet for potential businesses.
-
-
-

- Goal 5: Inventory available land for commercial development and business.
 - Objective 1: Upon formation of Economic Development Council.
-
-
-

ECONOMIC DEVELOPMENT

Integrate commercial expansion into residential areas.

- Goal 1: Review of current zoning applications.
 - Objective 1: Review current zoning applications with public input by 4th Quarter 2002.
-
-
-

- Goal 2: Integrate zoning map with a land use overlay.
 - Objective 1: AmStr Recc. Done under the auspices of the Planning and Zoning Commission by the end of 2002.
-
-
-

- Goal 3: Develop a fact sheet outlining benefits/consequences of commercial development.
 - Objective 1: To be completed by Councilman Christman by 1st quarter 2003.
-
-
-

INFRASTRUCTURE, PLANNING AND DEVELOPMENT

Proactively ensure that our infrastructure meets the current and future needs of Ashville.

- Goal 1: Develop an infrastructure master plan to study future utility and transportation requirements.
 - Objective 1: Village Engineer completes I and I plan by the end of September.

- Objective 2: Village Engineer evaluates the capacity of existing water plant by the end of November.

- Objective 3: Village Engineer evaluates operations at waste water treatment plant.

- Objective 4: Define safe yields from existing water supplies.

- Objective 5: Eliminate sanitary sewer connection to storm water drainage system.

- Goal 2: Establish a street evaluation and repair program.
 - Objective 1: AmStr Recc. Develop and implement an integrated pavement evaluation and repair system that utilizes GIS to outline annual priorities. Program should be integrated with the Capital Improvement Plan.
-
-
-

- Goal 3: Monitor traffic (vehicles and pedestrians) impact of RR activities and plan for crossing modifications
 - Objective 1: AmStr Recc. Done in concert with the development of a Village Master Plan in Goal 1.
-
-
-

- Goal 4: Establish a sidewalk program.
 - Objective 1: AmStr Recc. Inventory sidewalk repair needs.
-
-
-

- Objective 2: AmStr Recc. Study the impact of a special assessment to maintain sidewalks versus enforcement of private maintenance.
-
-
-

- Objective 3: AmStr Recc. Draft an ordinance by the end of the 1Q 2003 and entertain public input on approaches to maintaining existing sidewalks. Pass ordinance by the end of 2Q 2003.
-
-
-

- Goal 5: Study possibility of a walking/biking trail in Ashville.
 - Objective 1: AmStr Recc. Parks and Recreation Committee studies possible options for location, construction, and the availability of grants for such purpose by the end of 4Q 2002.
-
-
-

- Goal 6: Integrate private utilities and communications infrastructure into Village planning.
 - Objective 1: Host a planning meeting for all utility companies providing service to Asheville.

COMMUNITY RELATIONS AND INVOLVEMENT

Develop communication system that encourages a good cooperative spirit between government and the citizens.

- Goal 1: Poll / Survey residents.
 - Objective 1: AmStr Recc. Conduct a poll or survey of residents by the end of 1Q 2003.

- Goal 2: Establish a Village newsletter.
 - Objective 1: AmStr Recc. Collect and review newsletters from other communities.

- Objective 2: Develop and distribute a newsletter quarterly beginning 4Q 2002.

- Goal 3: Annual Village report to include finances.
 - Objective 1: Done by 2/15/03 (AmStr Recc.: presented in concert with the Mayor’s state of the village address.)

- Goal 4: Promote more awareness of government activities.
 - Objective 1: Stimulate awareness through a Village newsletter.

- Goal 5: Strategic Planning open house.
 - Objective 1: Invite the public to review and comment on strategic planning retreat outcomes by November 2002.
-
-
-

- Goal 6: Formalize the technical review committee.
 - Objective 1: (Target completion date: end of 2002)
-
-
-

- Goal 7: Review and promote the Village website.
 - Objective 1: AmStr Recc. Explore link opportunities with regional portal websites.
-
-
-

CITIZEN PROGRAMS AND OPPORTUNITIES

Provide opportunities to all citizens to maintain or enhance their desired quality of life.

- Goal 1: Contribute to the effort to secure a YMCA in Northern Pickaway County.
 - Objective 1: Identify available land.

- Objective 2: Host a planning meeting with representatives from the surrounding communities and the YMCA.

- Objective 3: Facilitate before and after school programs.

- Goal 2: Study possibilities of an indoor pool.
 - Objective 1: AmStr Recc. Parks and Recreation Committee conducts a study for inclusion in the 2003 CIP (although unlikely to be funded in 2003).

- Goal 3: Promote awareness of youth activities throughout the community.
 - Objective 1: AmStr Recc. Develop a community page on the website that allows civic groups and organizations to post events on a community calendar.

- Goal 4: Inquire if Circleville Senior Center would expand programs to Ashville.
 - Objective 1: AmStr Recc. Done by Chairman of the Parks and Recreation Committee by the end of 2002.

- Goal 5: Promote community activities.
 - Objective 1: Develop a community calendar.

- Objective 2: AmStr Recc. Create an Ashville Youth and Family Commission

GOVERNMENT OPERATIONS

Provide our citizens with an effective and efficient government through innovation and measurable performance.

- Goal 1: Integrate performance measurement.
 - Objective 1: AmStr Recc. Conduct department level strategic planning to determine mission and core areas of work by the end of the year. (Core Areas of Work are the precursor to determining critical tasks, which is ultimately where measurement should begin).
-
-
-

- Objective 2: AmStr Recc. Phase in Mission-Driven Budgeting procedures over the next two budget cycles. Select one department to begin the process in 2003.
-
-
-

- Goal 2: Redefine responsibilities of VA.
 - Objective 1: AmStr Recc. Mayor should submit job duties document to Council for revision and adoption by the end of October.
-
-
-

- Goal 3: Conduct a pay matrix review.
 - Objective 1: AmStr Recc. Secure a copy of the MORPC pay study finalized in July of 2001 and use it to begin a dialogue on adjusting salaries for Village employees.
-
-
-

- Goal 4: Establish written job descriptions for all employees and a performance appraisal system.
 - Objective 1: AmStr Recc. Mayor submits job descriptions for each employee to the Council for incorporation into a 2003 Authorized Strength Ordinance.
-
-
-

- Objective 2: AmStr Recc. Mayor and Department Heads design and develop an employee appraisal system by the end of 1Q 2003.
-
-
-

- Goal 5: Centralize records management.
 - Objective 1: AmStr Recc. Mayor establishes procedures for records management and retention procedures for public records.
-
-
-

- Goal 6: New council orientation.
 - Objective 1: AmStr Recc. Mayor works with a designated Council Member to design an agenda for a future orientation to be held after the next election cycle.
-
-
-

- Objective 2: AmStr Recc. Mayor and designated Council Member list items to be included in an orientation packet for the Village Administrator to prepare before next election cycle.
-
-
-

- Objective 3: AmStr Recc. Each Department creates a capability briefing to be presented upon the request of the Mayor.
-
-
-

- Goal 7: Formalized capital improvement program.
 - Objective 1: AmStr Recc. Capital Improvement Program (CIP) should be created by the VA and Mayor and briefed in conjunction with the annual budget. It should be adopted by Resolution annually by Council. The plan should look no less than 10 years out.
-
-
-

- Objective 2: AmStr Recc. Public hearing to be held annually on the CIP before adoption by Council.
-
-
-

- Goal 8: Organizational review of government staff structure.
 - Objective 1: AmStr Recc. Done in concert with the department level strategic planning and the implementation of Mission-Driven Budgeting. Structure should coincide with Core Areas of Work and mission statements.
-
-
-

- Objective 2: AmStr Recc. Realign City Council Committees to focus on Major Areas of Focus outlined in this plan.
-
-
-

GOVERNMENT OPERATIONS

The government will be proactive in providing for the needs of the community.

- Goal 9: Government future needs analysis.
 - Objective 1: AmStr Recc. Manpower and Infrastructure requirements should be projected in concert with the annual CIP and presented with the annual budget. VA under the direction of the Mayor should prepare this document.
-
-
-

PARKS AND RECREATION

Provide an environment to citizens of all ages that invigorates the mind and body in a community setting, now and in the future.

- Goal 1: Develop a trails master plan.
 - Objective 1: AmStr Recc. Done in concert with comprehensive plan by the end of FY2003.
-
-
-

- Goal 2: Develop a comprehensive plan, in conjunction with public input, to assess the current and future needs of the community.
 - Objective 1: AmStr Recc. Commissioned by the Parks and Recreation Committee utilizing land planning consultants by the end of 2003.
-
-
-

- Goal 3: Explore grant opportunities.
 - Objective 1: AmStr Recc. Retain a commission-only grants coordinator in 2003.
-
-
-

PARKS AND RECREATION

Promote and maintain a visually pleasing environment throughout our community.

- Goal 1: Review current aesthetic regulatory standards for Ashville.
 - Objective 1: AmStr Recc. Study conducted by a subcommittee of Planning and Zoning and submitted for Council review by the end of the 2Q 2003. Adoption by the end of 3Q 2003.
-
-
-

REGIONAL COOPERATION

Harness resources of the surrounding communities to the mutual benefit of all parties.

- Goal 1: Study partnership opportunities with South Bloomfield.
 - Objective 1: AmStr Recc. Mayor initiates a Partnership Task Force to explore cost-sharing opportunities between the two communities. Appoint prominent community leaders to the Task Force.
-
-
-

- Goal 2: Increase our awareness of regional partnering opportunities.
 - Objective 1: AmStr Recc. Establish a quarterly meeting between the Mayors of Ashville and South Bloomfield.
-
-
-

- Objective 2: AmStr Recc. City Council hosts a reception for South Bloomfield City Council to learn about each other's communities and issues.
-
-
-

PUBLIC HEALTH AND SAFTY

Ensure that Ashville provides an environment of safety and health for our families.

- Goal 1: Promote public awareness of public health and safety issues in Ashville.
 - Objective 1: AmStr Recc. Incorporated into the Ashville newsletter.
-
-
-

- Goal 2: Promote community policing and interactive programs between police officers and the public.
 - Objective 1: AmStr Recc. Police Chief studies successful programs in other communities and makes recommendations for a program to commence in the 3Q 2003.
-
-
-

- Goal 3: Promote training and programs for the public in Ashville.
 - Objective 1: AmStr Recc. Conduct a health and safety day in Ashville where civic and government organizations present public health and safety training programs.
-
-
-

BUDGET PROCEDURES AND FINANCE

Provide our citizens with the greatest return on their investment and protect their financial interest.

- Goal 1: Develop fiscal policies to protect the long-term health of Ashville.
 - Objective 1: AmStr Recc. Develop and pass a fund balance policy in concert with the 2003 budget.
-
-
-

- Goal 2: Formalize financial reporting timeline and budgeting.
 - Objective 1: AmStr Recc. Institutionalize the budget preparation and passage timeline for Ashville and submit it to the Clerk for review and acknowledgment.
-
-
-

- Goal 3: Establish minimum emergency funds.
 - Objective 1: AmStr Recc. Pass a fund balance policy in concert with the FY2003 budget.
-
-
-

- Goal 4: Fund outputs and not inputs.
 - Objective 1: AmStr Recc. Phase in Mission-Driven Budgeting over the next two fiscal years.
-
-
-

Top Ten Goals

- 1) Create an Economic Development Council
- 2) Establish a Village newsletter.
- 3) Contribute to the effort to secure a YMCA in northern Pickaway County.
- 4) Study partnership opportunities with S. Bloomfield.
- 5) Develop an infrastructure master plan to study utilities and transportation.
- 6) Develop fiscal policies to protect the long-term health of Ashville.
- 7) Develop a comprehensive plan, in conjunction with public input, to asses the current and future needs of the community.
- 8) Integrate performance measurement into Village operations.
- 9) Conduct a community poll.
- 10) Conduct a review of current zoning applications with public input.

GOALS BY POINTS RATING

<u>POINTS</u>	<u>GOAL</u>
14	Create an Economic Development Council
14	Establish a Village newsletter.
14	Contribute to the effort to secure a YMCA in northern Pickaway County.
14	Study partnership opportunities with S. Bloomfield.
12	Develop an infrastructure master plan to study utilities and transportation.
11	Develop fiscal policies to protect the long-term health of Ashville.
10	Develop a comprehensive plan, in conjunction with public input, to assess the current and future needs of the community.
8	Integrate performance measurement.
8	Conduct a community poll.
8	Conduct a review of current zoning application with public input.
7	Promote community policing and interactive programs between the police officers and the public.
7	Formalize financial reporting and budgeting.
6	Establish a sidewalk program.
5	Inventory available land for commercial development and business.
4	Actively communicate with all available planning agencies.
4	Establish a written job description for all employees and a performance appraisal program.
4	Formalize the technical review committee.
3	Promote more awareness of government agencies.
3	Centralize records management.
2	Promote public awareness of public health and safety issues in Ashville.
2	Explore grant opportunities.
2	Develop a trails master plan.
2	Organize a review of government staff structure.
2	Redefine responsibilities of VA.
1	Review and promote the Village website.
1	Formalize the capitol improvement program.
1	Increase awareness of regional partnering opportunities.