

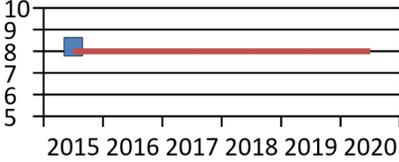
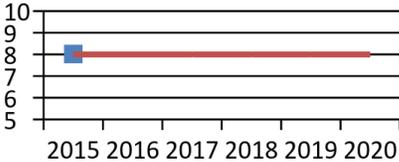
Pierce 2020 OGSM

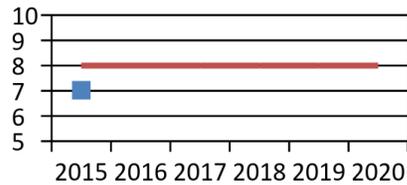
2016 Plan

KEY:

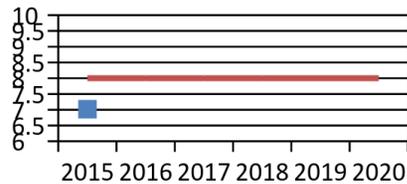
Complete: 
 Off Track, but With Plan: 
 Off Track, Needs Attention: 

VISION: Pierce is a great place for every phase of life, with productive citizens and community members. Pierce balances controlled growth and development with a rural, small-town feel; and preserves and promotes its historic and natural assets.

OBJECTIVE What we need to achieve within 3-5 years, expressed in words.	GOALS Performance measures that will tell us if we have achieved our objectives, expressed as measurable numbers.	STRATEGIES The choices we will make (programs, initiatives, etc.) to deliver our objectives and goals, expressed in words.	MEASURES Numerical measures of how we will measure progress in implementing each strategy or initiative we have chosen.
<p>Promote a high quality of life for Pierce Township residents. Excellence in essential services (Police, Fire, EMS, Infrastructure, and Zoning)</p>	<p>Maintain Excellence in Police Protection (8.0 or greater)</p>  <p>Maintain Excellence in Fire/EMS Protection (8.0 or greater)</p>  <p>Improve Road Maintenance (8.0 or greater)</p>	<ul style="list-style-type: none"> Review Police services and expenses to assure continued excellence in services under budgetary constraints (Chief Bachman & Administrator Hershner) Host a Citizens Police Academy. (Chief Bachman & Sgt. Poe) Review Fire/EMS services and expenses to develop a plan to bring equipment and personnel standards in line with peer communities. (Chief Wright & A/C Light) 	<ul style="list-style-type: none"> Cost comparison analysis with Clermont County Sheriff's office and Anderson Township complete by 3/31/16 Weekly training classes 3/1/16 through 5/10/16 Academy graduation 5/16 Equipment and personnel analysis with peer communities included in 2015 Benchmark Study complete by 4/29/16 Adjust personnel hours and wages in line with peer review and federal requirements complete by 4/29/16 Place EMS Squad into service 2/29/16 Develop replacement specifications and schedule for Fire Engine and EMS Squad 6/30/16



Improve Parks, Recreation, & Green Space (8.0 or greater)



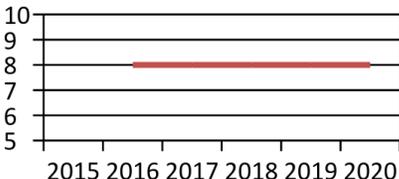
- Review Public Works road services to improve Community Survey score **(PW Director Koehler & Trustee Freeman)**

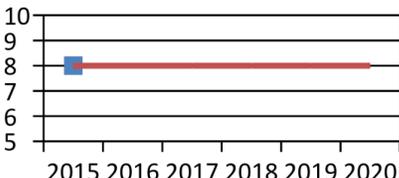
- Complete Hike Bike Path along Locust Corner Road between Pierce Park and Legendary Trails **(Trustee Pautke, Admin. Hershner & PW Director Koehler)**

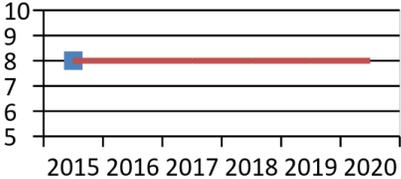
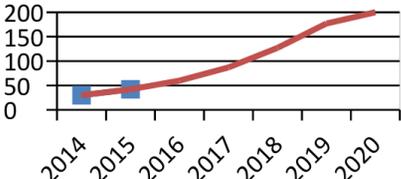
- Hike Bike Path Master Plan **(Admin. Hershner & Trustee Freeman)**
 - Revise Legendary Run Path Plan based on as built and what remains to be built
 - Maintenance improvements and expansion to connect more residents

- Park Master Plan **(Volunteers Doug Dresie, George Carpenter & Clarence Roller)**
 - Available grants and funding resources **(Trustee Freeman)**

- Inventory roads and score conditions to prioritize road repairs Paving Master Plan complete by 3/31/16
- 2016 OPWC grant application in support of Paving Master Plan complete 5/16 for 2017 construction cycle
- Secure last Muirfield lot Hike Bike Path easement by 3/16 (subject to appeal)
- Construct Path on last lot in Muirfield by 6/30/16
- Develop 5 year plan, including budget, for completion of Path, plan to be completed 3/31/16
- Secure easements for Path from Legendary Trail to Inverness lift station by 12/30/16
- Extend storm pipes to accommodate Path 5/31/17
- Place base grading 10/31/17
- Install gravel base 4/30/18
- Install asphalt paving 9/28/18
- Reorganize Park and Green Space Committees by 3/31/16
- Fundraising Kick Off for Parks
- Master Plan complete by 5/31/16
- Ohio Capital Funds confirmation for restroom shelter facility and relocation of path between

	<p>Include Zoning in 2016 Annual Community Survey to obtain service measurement</p> 	<ul style="list-style-type: none"> ○ Organizational structure (park board, non-profit, etc.) ○ Possible improvements (restrooms, concession, shelter house, band stand, sports fields, parking, etc.) ● Update Sidewalk Policy (PW Director John Koehler, Administrator Hershner & Trustee Freeman) ● Review Zoning services to assure continued excellence in services. (Admin Hershner & Zoning Enforcement Officer Melvin) 	<p>playground and Locust Corner Road by 6/30/16</p> <ul style="list-style-type: none"> ● Amend policy text to include guideline for possible future location of sidewalks complete by 4/29/16 ● Prepare Sidewalk Plan (map) to graphically depict possible future locations of sidewalks complete by 4/16 ● Quarterly updates on zoning violations vs. compliance 3/9/16, 6/8/16, 9/14/16, 12/14/16 ● Quarterly Facebook, Cerkl and newspaper releases on Pierce Zoning.
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OBJECTIVE	GOALS	STRATEGIES	MEASURES
Promote a culture of dignity & respect, community involvement, critical thinking, and achievement (More	<p>Employee Satisfaction (Great Place to Work, Feeling Valued, etc.)</p> 	<ul style="list-style-type: none"> ● Annual Confidential employee satisfaction survey (identified by department only) (George Carpenter) ● Professional Development (Trustee Pautke) 	<ul style="list-style-type: none"> ● Employee Survey by 2/29/16 and summary review complete by 3/31/16 ● Quarterly training classes on Character Strengths, Communication, Time Management, etc. to be reported in quarterly updates ● Integrate union personnel policy

<p>pro-active, less reactive)</p>	<p>Resident Satisfaction (Great Place to Work, Feeling Valued, etc.)</p>  <table border="1"> <caption>Resident Satisfaction Data</caption> <thead> <tr> <th>Year</th> <th>Satisfaction Score</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>8.2</td> </tr> <tr> <td>2016</td> <td>8.2</td> </tr> <tr> <td>2017</td> <td>8.2</td> </tr> <tr> <td>2018</td> <td>8.2</td> </tr> <tr> <td>2019</td> <td>8.2</td> </tr> <tr> <td>2020</td> <td>8.2</td> </tr> </tbody> </table> <p>Community Involvement (Annual Increase in Number of Community Volunteers)</p>  <table border="1"> <caption>Community Involvement Data</caption> <thead> <tr> <th>Year</th> <th>Number of Volunteers</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>40</td> </tr> <tr> <td>2015</td> <td>50</td> </tr> <tr> <td>2016</td> <td>60</td> </tr> <tr> <td>2017</td> <td>80</td> </tr> <tr> <td>2018</td> <td>120</td> </tr> <tr> <td>2019</td> <td>180</td> </tr> <tr> <td>2020</td> <td>200</td> </tr> </tbody> </table>	Year	Satisfaction Score	2015	8.2	2016	8.2	2017	8.2	2018	8.2	2019	8.2	2020	8.2	Year	Number of Volunteers	2014	40	2015	50	2016	60	2017	80	2018	120	2019	180	2020	200	<ul style="list-style-type: none"> ● Revise Personnel Policy (Dept. Heads) ● Annual email survey to all township residents and businesses on satisfaction with fire, police, service (maintenance & facilities), and zoning. Questions to be used through 2020. Add questions on Snow Removal and Zoning (George Carpenter) ● PT 2020 Progress Reports (Administrator Hershner) ● Track community volunteers and their area of interest. (Admin. Assist. Bassett & Jenny Newcomb) 	<p>requirements by 6/30/16</p> <ul style="list-style-type: none"> ● Community survey complete by 5/31/16 (sync w/ budget process) ● Annual report to residents and employees on results by 6/30/16 ● Annual review and update of progress v. PT 2020 plan with report to community ● Quarterly review of progress v. plan (by Township Administrator) ● Plan progress and activity on monthly Trustee meeting agenda ● Develop method of tracking metrics on volunteer participation and interest by 4/29/16 ● Maintain updated list of volunteers with surveys, website, Cerkl, press, committees, staff and trustees all volunteer inquiries and commitments.
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<p>Sustainable township financing.</p>	<p>5 Year Budget Plan - results in revenues exceeding expenditures.</p>	<ul style="list-style-type: none"> ● Revenue v. Expenditure projections through 2020 (FO Schwey) ● Shared services with neighboring jurisdictions (Trustee Pautke) ● Annual expensing & reserve for equipment maintenance and replacement (depreciation) (Admin Hershner) ● Develop Schedule for major equipment costs (Admin Hershner) ● Develop & Maintain relationships with groups such as <ul style="list-style-type: none"> ○ County Econ. Development, Chamber Bd. of Advisors, TID, Future Agenda Projects, Township Association ○ Local Developers (Trustees and Admin Hershner) ● Economic Development Committee (“Welcome Mat for Developers”) (Doug Thomson) <ul style="list-style-type: none"> ○ Inventory of Potential Development Sites, with estimates of income v. costs ○ Demographics, Traffic, Benchmark results, Infrastructure 	<ul style="list-style-type: none"> ● Complete by 9/30/16 (Finance Committee) ● Annual report (by departments) on efforts and results from shared services. Phase into budget beginning in 2016 (fully implemented by 2020) ● Inventory with age, condition, maintenance costs and replacement budget plan by 3/31/16 ● Quarterly progress review of contacts, mtgs., outcomes of outreach (Led by Trustee Pautke) ● Community Data and Inventory reviewed and organized for presentation by 4/29/16 ● Estimates of developed valuations and estimate additional income by 6/30/16 <i>ustee Mtg.</i>
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