CITY OF WESTERVILLE
2012-2014
STRATEGIC PLAN
There is an old saying that people don’t plan to fail, they fail to plan. Westerville has a long history of good planning, and community leaders over time have been diligent in looking out on the horizon to identify opportunities, as well as threats, and then developing programs and initiatives around them to best leverage our preferred future state. That is in essence strategic planning and in late 2011, the City embarked on a new strategic planning process to help guide and direct our efforts for the next several years.

As part of that planning process, the City set out to define and establish for the first time, its mission, vision and core values. The mission, simply put, is what we intend to be about day in and day out in delivering public services and caring for the physical assets of the community. The vision is what we desire as our future state – our preferred condition of being. Gluing mission and vision together are values, those norms of conduct that set the boundaries of how we will fulfill the mission and vision. The values drive organizational life and provide enunciated behavioral guidelines by which all actors in the City are expected to abide. The mission, vision and values were developed with significant input from front-line supervisors and managers, and I am very proud of the hard work and creativity they plied in the process.

A critical step in developing this plan involved examining the current and future opportunities and needs of the community, and this required the perspective of not just City Council and staff, but also community leaders and residents. Residents participating in the City’s biennial citizen satisfaction survey, for example, were asked a series of questions relating to future needs. All of this input was collated and reviewed as the specific goals and strategies were developed, making this truly a community effort. This plan is oriented around four key strategic themes: Citizen Service & Relationships, Economic Development, Infrastructure and Financial Stability. Each theme carries a number of goals, with a detailed action plan complete with tactical steps and process owners identified. This document summarizes the efforts to be taken to complete our mission and realize the vision we have created, and I hope that you find it informative as to the major initiatives being undertaken by the City in coming years.

I wish to thank the management team of the City and City Council for their support and keen insights in developing this plan. It should be foundational to the work of Westerville city government and serve as a blue print for the next several years that will help us reach our vision. I look forward to working with staff and Council as we begin the process of implementing the plan going forward.

Sincerely,
David A. Collinsworth
City Manager
The City of Westerville is dedicated to providing exemplary municipal services to our community and fostering prosperity while embracing our unique heritage and character.

- Innovation
- Stewardship
- Excellence
- Accountability
- Integrity & Trust
- Public Safety
- Community Engagement
- Employee Enrichment

Westerville will be a safe, friendly, vibrant, attractive and diverse community, where people and families live, learn, work and play, and where a small-town feel and quality of life is valued.

Westerville will have a community-oriented government that is committed to innovation, affordability and the health, safety and welfare of its residents, business community, visitors and employees.

| Citizen Service & Relationships | • Provide resource efficiency and citizen stewardship choices • Implement and utilize emerging technology citywide • Promote employee safety and citizen responsiveness |
| Economic Development | • Create comprehensive City development plan • Define City brand • Enhance economic development efforts |
| Infrastructure | • Continue timely and prudent investment in infrastructure |
| Financial Stability | • Ensure long-term financial strength and home-rule preservation |

**Mission**

**Values**

- Innovation
- Stewardship
- Excellence
- Accountability
- Integrity & Trust
- Public Safety
- Community Engagement
- Employee Enrichment

**Vision**

**Goals**

**Citizen Service/Relationships**

- Provide excellent programs and services while remaining accessible, reliable and accountable to Westerville citizens, visitors and businesses.

**Economic Development**

- Promote and protect the quality of life and the economic health of our community.

**Infrastructure**

- Manage public assets such as utilities, transportation systems, parks and public buildings as an integral element of everyday life in the City.

**Financial Stability**

- Promote the long-term financial health and stability of the City as responsible and accountable stewards of the community’s fiscal resources.
Westerville Values

<table>
<thead>
<tr>
<th>Innovation</th>
<th>We place a high value on improving our community by looking for new solutions and embracing innovative ways to deliver services and encourage economic development. We demonstrate dynamic leadership in meeting the needs of businesses with innovative services.</th>
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<tbody>
<tr>
<td>Stewardship</td>
<td>We embrace our role as stewards of the community’s fiscal and natural resources. We are committed to rigorous policies and procedures to assure that the public is well served with the expenditure of funds.</td>
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<td>Excellence</td>
<td>We strive to continue to be a leading municipality; attentive and responsive to the needs and concerns of our community and those we serve. We commit to consistent and professional delivery of the highest quality municipal services.</td>
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<td>Accountability</td>
<td>We accept responsibility for the actions we take on behalf of our residents and businesses. We set measurable performance goals in alignment with the strategic goals of the City.</td>
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<td>Integrity &amp; Trust</td>
<td>We demonstrate trustworthiness to the public and to each other. We do what we say, honor our commitments, respect each other and conduct our business in an open, transparent fashion.</td>
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<tr>
<td>Public Safety</td>
<td>We strive to provide a safe environment for our residents, businesses and visitors. We recognize the importance of community engagement, innovation and responsiveness in advancing public safety.</td>
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<td>Community Engagement &amp; Collaboration</td>
<td>We seek input from the residents and businesses we serve to improve services. We value our volunteers and partnerships as key assets to our success.</td>
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<td>Employee Enrichment</td>
<td>We recognize our employees are our most valuable asset and we are dedicated to attracting, developing, retaining, and empowering the highest quality work force. We foster a culture of safety in our work places and adopt appropriate policies and procedures to promote employee health and welfare.</td>
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Provide Resource Efficiency & Citizen Stewardship Choices

THE CITY SHALL PROMOTE ENVIRONMENTAL STEWARDSHIP AND PROVIDE EDUCATION AND OPPORTUNITIES TO ITS CITIZENS TO INCREASE AWARENESS AND PARTICIPATION IN RESOURCE CONSERVATION AND WASTE REDUCTION.

- Execute an annual free educational outreach event for residents
- Citizen education on proper disposal of medical, hazardous and electronic waste
- Creation of a pilot backyard composting education program
- Provide more alternative waste disposal receptacles in public areas

Grow and Coordinate Volunteer Programs

THE CITY WILL ENCOURAGE STEWARDSHIP THROUGH EDUCATIONAL PROGRAMS AND THE PROMOTION OF EFFICIENCY, POLICY AND PROGRAMS THAT RESULT IN COST SAVINGS AND PRESERVATION OF RESOURCES.

- Standardized orientation and training of all city volunteers.
- Citywide recognition of volunteers.
- Expand number of volunteers by 10%.

Promote Services that Encourage Healthy Lifestyles

THE CITY WILL LAUNCH A HEALTH INITIATIVE THAT PROMOTES A HEALTHY AND ACTIVE LIFESTYLE USING A MULTIDISCIPLINARY APPROACH IN AN EFFORT TO REDUCE A VARIETY OF CHRONIC ILLNESS. THIS COMMUNITY-BASED INITIATIVE PROVIDES PROGRAMS AND RESOURCES FOR THOSE WHO LIVE AND WORK IN WESTERVILLE.

- Collaborate with health partners to address metabolic syndrome symptoms through decreasing risks by 5%.
- Launch a comprehensive health initiative that address physical activity, nutrition, education, screenings and safety dimensions that target youth, adults and older adults.
- Create a worksite wellness program for Westerville businesses to encourage healthy employee environments.
EMERGING TECHNOLOGIES ARISE FROM NEW KNOWLEDGE, OR THE INNOVATIVE APPLICATION OF EXISTING KNOWLEDGE. THEY LEAD TO THE RAPID DEVELOPMENT OF NEW CAPABILITIES AND HAVE SIGNIFICANT SYSTEMIC AND LONG-LASTING ECONOMIC, SOCIAL AND POLITICAL IMPACTS; THEY CREATE NEW OPPORTUNITIES FOR ADDRESSING LOCAL AND GLOBAL ISSUES; AND THEY HAVE THE POTENTIAL TO SUBSTANTIALLY ALTER BUSINESS AND SOCIAL ENVIRONMENTS OR CREATE ENTIRELY NEW INDUSTRIES. THE CITY OF WESTERVILLE RECOGNIZES INNOVATION AS A CORE VALUE AND WILL LEVERAGE EMERGING TECHNOLOGIES TO SUPPORT ECONOMIC AND SOCIAL DEVELOPMENT WHILE IMPROVING BUSINESS PROCESSES.

Identify replacement solution for aging legacy financial systems that support core business functions. (Financial/Enterprise Resource Planning-ERP)
Identify cloud computing models and sourcing strategy to support City applications and associated data
Implement third-party utility and service trouble call/dispatch service
Replace aging Income Tax Solution

THE CITY SHALL DEVELOP PROGRAMS AND INITIATIVES THAT IMPROVE STAFF’S TECHNICAL COMPETENCE AND CAPACITY FOR GROWTH THROUGH TRAINING AND EDUCATIONAL OPPORTUNITIES.

Implement the Human Resource Talent Strategy Plan to enhance recruitment, on-boarding, learning and training, job classification and competencies.

THE CITY SHALL PROVIDE RESPONSIVE, EXEMPLARY SERVICE TO THE CITIZENS OF WESTERVILLE

Develop Citywide customer service standards for City employees tied into Performance Measures Program.
Implement a Citywide Customer Service Training Program.
Promote public feedback mechanisms regarding customer service for the City.

THE CITY SHALL EMPHASIZE EMPLOYEE SAFETY TO ELIMINATE PERSONAL INJURY AND THE ASSOCIATED RISK OF LOSS OF CITY RESOURCES.

Update the Citywide Emergency Preparedness Plan and provide emergency preparedness exercises/trainings
Department involvement on the City Safety Team
Internal Safety & Security Committees (ISSC) for each Department
Define City Brand

THE CITY WILL IDENTIFY, STUDY AND STRENGTHEN THE COLLECTION OF ATTRIBUTES THAT COMMUNICATE WHO WE ARE, WHAT WE DO AND ULTIMATELY HOW OUR STAKEHOLDERS (RESIDENTS, BUSINESSES AND VISITORS) KNOW US, AND SHAPE ITS BRAND COMPONENTS TO SERVE AS THE PILLARS SUPPORTING OUR STRATEGIC PRIORITIES.

Conduct comprehensive review of brand assets.

Centralize communication, public relations and marketing assets in the City of Westerville for strong brand consistency.

Develop action plan for brand identities and their congruence.

Enhance Economic Development Efforts

TO SUPPORT A THRIVING COMMUNITY IN AN EVOLVING ECONOMY REQUIRES FURTHER DEVELOPMENT OF A DIVERSE TOOLBOX OF ECONOMIC DEVELOPMENT PROGRAMS AND INITIATIVES. ALONG WITH THE CITY’S CURRENT ECONOMIC DEVELOPMENT PROGRAMS, THE CITY WILL DEVELOP A NEW APPROACH TO PROGRAMS AND INITIATIVES TO INCLUDE ROBUST BUSINESS RETENTION STRATEGIES, HISTORIC PRESERVATION, INFILL AND REDEVELOPMENT OPPORTUNITIES, AND SUPPORTIVE RETAIL FOR BUSINESSES AND RESIDENTS.

Develop an economic development plan (concurrent or potentially as a component of the Comprehensive Plan).

Establish an expanded business retention and expansion (BRE) program.

Implement an economic development program for the Westerville–Blendon Township Joint Economic Development Zone (JEDZ).

Create a Citywide Comprehensive Plan

THE CITY SHALL CREATE A COMPREHENSIVE PLAN IN ORDER TO GUIDE FUTURE DEVELOPMENT, PROVIDE FOR ECONOMIC GROWTH OPPORTUNITIES, PROTECT COMMUNITY ASSETS AND TO ENSURE A VIABLE, SUSTAINABLE, AND HEALTHY FUTURE FOR THE CITY OF WESTERVILLE.

Outline plan process

Retain professional services

Zoning code update
Infrastructure

**Continue Timely and Prudent Investment in Infrastructure**

TO RESPOND TO THE SOCIAL, ECONOMIC, AND ENVIRONMENTAL NEEDS OF THE COMMUNITY, THE CITY WILL UTILIZE ASSET MANAGEMENT TO EFFECTIVELY AND EFFICIENTLY ALLOCATE RESOURCES, MEASURE PERFORMANCE, AS WELL AS TO PLAN AND PRIORITIZE PREVENTIVE MAINTENANCE PROGRAMS.

Complete development of an accurate GIS database of 33% water, sanitary sewer and storm water facilities in each of the next three years.

Complete condition assessment of 25% of the storm water infrastructure in each of the next four years; and recommend condition threshold policy.

Expand Electric and Water Advanced Metering Infrastructure to the residential sector.

Financial Stability

**Ensure Long Term Financial Strength and Home Rule Preservation**

THE CITY WILL TAKE A CONSERVATIVE DISCIPLINED APPROACH TO MANAGING ITS FINANCES, INCLUDING CONTINUED ADHERENCE TO A FIVE YEAR PLAN FINANCIAL MODEL. THIS INCLUDES A COMMITMENT TO LONG-TERM, SUSTAINABLE OUTCOMES AS WELL AS THE PROTECTION OF CONSTITUTIONAL HOME RULE PROVISIONS WHICH ENSURE LOCAL CITIZEN CONTROL AND TRANSPARENCY.

Lead central Ohio initiative to create uniformity for municipal income tax policies and procedures.

Manage health care costs by evaluating and implementing a health care clinic.