

Goals- Overall

Actions

Resources

Timeline

Accountable

Status

Vision Statement (draft)	We will steward neighborhoods that enhance the lives of residents through strong fiscal strategy, resident engagement, excellent service delivery, and environmentally responsible initiatives				
Action statement	Utilize lean concepts to reduce operating expenses while increasing value and resources for the township.				
	Be proactive in addressing threats and opportunities that impact the township as a whole by establishing plans for each neighborhood.	See neighborhood tabs			
Concept	Modernize processes for lean operations, accessible and responsive leadership, high-quality and high-touch service delivery				
Lean operations-sustainable	Increase operational efficiency				
	1. General fund course-correction - reduce costs, increase revenue, and/or consider inside millage/levies if necessary	1. Research other township strategies for general fund support. 2. Engage a consultant from another township. 3. Align General Fund staff functions and FTEs leveraging technology and/or outsourcing some elements if more sustainable. 4. Ensure General Fund has collected past debts and potential rents from police dept, shared staff costs		1. Laura 2. 3. Laura / Tony 4. Tony	
	2. Human resources and benefits	1. Operational review in each department. 2. Identify inefficiencies or opportunities to reduce cost and increase value. 3. Review and update handbook. 4. Explore health benefit options that are flexible and can reduce costs while increasing value to employees		1. All Trustees 2. All Trustees and Dept Heads 3. Laura 4. Laura/Tony	
	3. Leverage technology wherever possible (virtuality and efficiency of space and time)				
	4. Work with neighboring municipalities to reduce redundancies	1. Identify potential redundancies or inefficiencies. 2. Prioritize 3. Explore opportunities for shared services, grants or resources		1. Lindsay and Dept Heads 2. Lindsay and Dept Heads 3. Lindsay and Dept Heads	
	5. Re-visit current facility cost-effectiveness and explore alternatives- staffing, location, repairs, max value	1. Review opportunities to maximize use of space or increase usage/revenue. 2. Review current and future space needs and opportunities		1. John/Tony 2. All Trustees and Dept Heads	
	6. Reduce resident tax burden as able without sacrificing quality				
	7. Gain economies of scale	1. Leverage FCTA, OTARMA and OTA resources		1. Laura	
	8. Explore facility needs and options to consolidate, increase township visibility, and free up cash for investment to keep pace with inflation or better (and reduce repair expenses). Also seek to resolve parking challenges and increase partnerships with other entities	1. Obtain realtor value estimates and appraisal 2. Consider sale of existing hall and either lease or purchase right-sized space in visible location. 3. Invest proceeds and protect portion of balance for long-term investment		1. Laura/John 2. All Trustees and Police Chief 3. All Trustees and Tony	
	Implement checks and balances for fiscal management	1. Dept heads to gain access to UAN to review payroll prior to submission. 2. Admin assistant to participate in payroll inputs and approval by Fiscal Officer. 3. Establish budget review committee		1. Tony/Dept Heads 2. Tony/Laura 3. Tony/John	
	Department strategies	1. Create succession plans in each department. 2. Create training/process manuals for vital functions that are centrally located and accessible (and keep current)		1. All Trustees and Dept Heads 2. Laura/Dept Heads	

	Risk management	1. Utilize OTARMA resources (free services, library). 2. Review all current resources and processes to improve and protect township risk management activities			1. Tony/Laura 2. Tony/Laura and Dept Heads
Provide value to residents	Service, programs, and advocacy that is meaningful, be good stewards of resources				
	1. Provide resources to encourage intra-neighborhood connections and projects that enhance areas (neighborhood watch, civic assoc, green spaces/park)				
	2. Provide inter-neighborhood opportunities to connect, share best practices, and increase cohesion among diverse neighborhoods	1. Consider annual regional meetings in each neighborhood. 2. Utilize STAR Board to identify opportunities for other neighborhoods (share best practices)			1. All Trustees 2. Laura/Lindsay
	3. Implement a comprehensive communication plan that utilizes electronic and text communications for timely and cost-effective delivery	1. Set schedule of weekly social media posts. 2. Review website monthly for updates and outdates. 3. Increase options for push notifications or other communication strategies 4. Link and share other relevant sites			1. Lindsay/Sharon 2. Lindsay/Sharon 3. Lindsay 4. Lindsay
	4. Increase and expand STAR Board membership and role for ongoing engagement and ambassadorship for new residents	1. Revisit specific activities and interests of current STAR Board members. 2. New neighbor welcome and introduction to Sharon Township benefits. 3. Communication and identification of neighborhood-specific concerns and opportunities			1. Laura/Lindsay 2. Lindsay 3. Lindsay/Laura
	5. Plan centralized and neighborhood events (and participate in existing) that increase understanding of overall township amenities, cross-fertilize resident organization best practices, and introduce township people to residents. (See Blendon township program)				
	6. Work with local entities to address numerous traffic issues (ODOT, etc)- traffic studies, advocacy and community awareness	1. Reach out to ODOT with concerns			1. John/Dept Heads
Preserve existing territory	Water/sewer strategy, Introduce new residents to township difference, increase visibility (hall, signage, logo and ambassadors), legislative relevance				
	1. Increase visibility in the community (ie Memorial Hall)- logo, vision statement, signage and electronic presence				1. Lindsay (brand mgt)
	2. Celebrate our rich history (ie Ozem Gardener house, publications, Union cemetaries)	1. Communicate and memorialize on our website. 2. Announce scheduled activities on social media and website			1. Lindsay 2. Lindsay
	3. Establish Water District for unincorporated Sharon Township (roll out as needed and add sewer) to reduce potential annexation. Leverage this resource to benefit more areas of the township	1. Established March 2019 2. Address funding for current project. 3. Stay visible within Franklin County townships (via FCTA) for additional opportunities to share costs or be a resource			1. Laura 2. Laura 3. Laura
	Work with Franklin County and City of Columbus to negotiate service areas and protections for the Township	1. Meet with City of Columbus to address concerns and stay involved in projects in neighboring townships that may involve Sharon Township 2. Be proactive in addressing areas in the township that may benefit from services or be vulnerable to future service disruption 3. Be proactive in identifying possible funding, grants or resources to assist neighborhoods that may have a current or future need			1. John 2. John/Laura 3. All Trustees and Dept Heads
	4. Introduce new residents to township resources- make it personal	1. Identify goals. 2. Identify process. 3. Implement			1. Lindsay 2. Lindsay 3. Lindsay
	5. Educate local realtors about benefits of living in unincorporated areas (home businesses, freedoms, etc)	1. Circulate to various realtor associations (Worthington, Westerville) and be available to answer questions about township			1. Laura
	6. Work with existing commercial and potential areas for commercial development and do needs assessment (satisfaction). Become a resource for mutual success	1. JEDDS underway (OVC), Godman Guild, Metro Parks. 2. Keep abreast of opportunities and activities at Christian School property			1. John 2. Lindsay

	Establish township zoning authority and process	Adopt township zoning code, process and explore shared service Staff arrangement with township-friendly resource			1. Laura
Grow township resources	leverage relationships and shared service opportunities, reduce inefficiencies, asset management, support and grow commercial development opportunities				
	1. JEDD	1. Olentangy Valley Center. Metro Parks. Godman Guild	2. 3.		1. John John John
	2. Support improvements to existing commercial areas (OVC, etc)	1. Communicate developer activities to residents. Work on inventive packages and research norms to ensure we are competitive and maximize benefits resident participation where possible	2. 3. Invite		1. John John John
	3. Encourage new and enhanced commercial endeavors in the township				
	4. Seek collaborations where possible, including grants and programs, that improve services and neighborhood values				
	5. Establish a CIC as a community development agent (ie Blendon Township example)				
	6. Explore ways to increase census and/or territory (benefits of Home Rule)	1. Look for potential areas where properties can de-annex back into the township via negotiations over water/sewer provision or other services			1. All Trustees
	7. Advocate with OTA, state legislators for fair and balanced usage of state tax revenue (ie even the playing field)				
	8. Explore investment and financing opportunities for cash flow and revenues	1. Consider financing future police vehicles. Explore investment opportunities for potential real estate proceeds. 3. Budget Committee to review "cost of capital" opportunities for other purchases and investments	2. 3.		1. Tony Tony Tony
Environmental stewardship	Seek to reduce environmental risks and provide resources to enhance the unincorporated neighborhood's natural elements, work with technologies that maintain and improve natural balances in each neighborhood in the township				
	1. Seek grants for area enhancements that use nature to solve neighborhood issues (water runoff/retention, beautification, green spaces for recreation and enjoyment, neighborhood pride and sale-ability)	1. Identify and prioritize areas with problems that need addressed. 2. Utilize STAR Board or volunteer residents to create recommendations for the township. 3. Prioritize 4. Reach out to Franklin Soil and Water Conservation, MORPC and other organizations for support			1. Tom 2. Laura/Lindsay All Trustees and Dept Heads 4. TBD
Good governmental citizenship	Set a firm example of respect for the role of government in the lives of people. Enhance positive interactions with neighboring municipalities, negotiate strategies that benefit the local community and raises the profile of townships in urban communities				
	1. County commissioners (Franklin County), engineering, auditor and prosecutors office	1. Attend meetings wherever possible to stay current and visible, seek opportunities to volunteer and partner on mutual initiatives. 2. Personally reach out to the commissioners and maintain familiarity			1. All Trustees and Tony 2. TBD
	2. Neighboring townships- ie Franklin County	1. Stay current with FCTA activities and take a role with organization 2. Reach out to other Franklin County townships to explore mutual initiatives and opportunities to partner			1. Laura Laura
	3. City of Columbus	1. Attend meetings wherever possible to stay current and visible, seek opportunities to volunteer and partner on mutual initiatives. 2. Personally reach out to City Council and leadership and maintain familiarity			1. All Trustees and Tony 2. John

	4. City of Worthington	1. Attend meetings wherever possible to stay current and visible, seek opportunities to volunteer and partner on mutual initiatives. 2. Personally reach out to City Council and leadership and maintain familiarity			1. All Trustees, Tony and Dept Heads
	5. Metro Parks, trails	1. Attend meetings wherever possible to stay current and visible			
	6. State rep/senate	1. Keep State Rep Liston updated on projects that may require her support. 2. Keep Senator Kunze updated on projects that may require her support 3. Attend regional constituent meetings as able to listen to resident concerns			1. Laura 2. Laura 3. All Trustees
	7. School boards- Worthington and Columbus				
	8. MORPC	1. Join MORPC when budget allows. 2. Participate in MORPC meetings and activities where possible to stay current and remain visible			1. All Trustees 2. All Trustees, Tony and Dept Heads
	9. OTA	1. Attend meetings where possible to remain current and stay visible. 2. Seek opportunities to volunteer, present, or provide testimony on issues that are relevant to Sharon Township			1. All Trustees, Tony and Dept Heads