

20-20 Vision for 2030

Development of the South Russell Village Strategic Plan

Mayor William G. Koons, Ph.D.

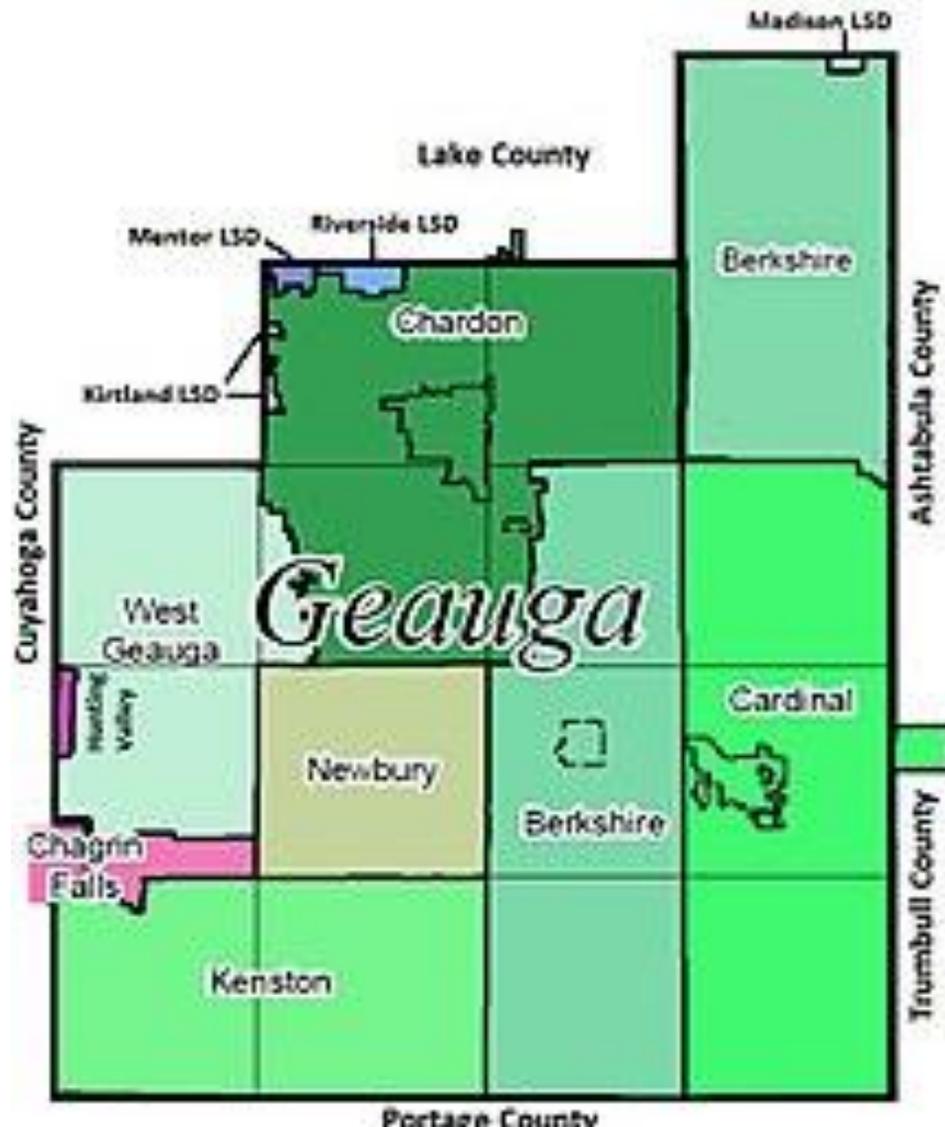
Cleveland State University

2019 Certified Public Manager Program 2020

Mission Statement of South Russell Village

- ▶ The mission of South Russell Village is to serve the residents of the Village by:
- ▶ Providing a high-level of essential services
- ▶ Planning for future needs while preserving the character of the village
- ▶ Promoting an attitude of professionalism and impartiality among village officials and employees in a fiscally responsible manner.

Geauga County School Districts



South Russell Village Park



Village Government

- ▶ Mayor and six council members serve four-year terms
- ▶ Building, Finance, Police and Service departments
- ▶ We pay over \$1,000 a day to Chagrin Falls for EMS/fire services
- ▶ Architecture Review Board three residents, paid, three-year terms
- ▶ Board of Zoning Appeals five residents, four-year terms
- ▶ Planning Commission five residents, six-year terms

South Russell Village

- ▶ Four square miles, one stop light
- ▶ 1,400 homes with 3,800 residents
- ▶ 120+ businesses
- ▶ 13 full-time employees
- ▶ 3.5 million dollar budget
- ▶ Geauga County
- ▶ “Suburb of Chagrin Falls”
- ▶ **What could go wrong?**

Residents' Issues

- ▶ PTSD lighting v. Kill your chickens
- ▶ School custodian, 6'6", 250 lbs., tears over storm water
- ▶ WIIIFM? What is in it for me?
- ▶ "South Russia"
- ▶ Private community roads and bridge
- ▶ Identity Chagrin Burntwood Tavern, Chagrin Cleveland Clinic, Chagrin Yoga
- ▶ Income tax payments to CCA or RITA?

Challenges

- ▶ The 2015 strategic plan contains unfinished items from the 1999 plan
- ▶ Council meetings, held on the second and fourth Monday of each month, last over two hours, with 10-20 pages of minutes
- ▶ Verbal confrontation among council members
- ▶ Three-page letter read by a member of council about another member
- ▶ Verbal confrontation among mayor and council members
- ▶ Lack of civility, direction and decorum
- ▶ Special council meeting called to clean a ditch and remove a dirt pile
- ▶ An account ran \$100,000 in the red with no comment from anyone

Engineer Firm Search

- ▶ SRV employed the same engineering firm for over twenty years, paying the firm approximately \$60,000 a year for engineering services
- ▶ We decided to do a RFP of interested firms
- ▶ Began in February and ended in September
- ▶ Conflict of interest among members of council?
- ▶ “I have known your father for over forty years”
- ▶ “We go way back”
- ▶ We kept our relationship with our current engineering firm who said: “We spent more time and had more meetings on your \$60,000 contract than we have had on multi-million dollar contracts.”

Rental House



Rental House Eviction of an elderly, bed-ridden widow and caretaker son

- ▶ In 2004, SRV purchased a two bedroom ranch home, appraised in 2020 for \$240,000, to prevent development of the property
- ▶ The latest renter paid over \$65,000 in rent over 3.5 years
- ▶ Village averaged \$6,700 profit each year after paying taxes, sewer, insurance, lawn care, etc.
- ▶ Renter built a ramp and sidewalk at renter's expense
- ▶ Council votes to evict and tear down the home

November 2019 Election Ballot

- ▶ Contested elections were rare in SRV
- ▶ The incumbent mayor running for re-election was opposed by an incumbent member of council
- ▶ The mayor recruited a resident to run for council to defeat a member of council up for re-election

February 2020 council meeting

- ▶ Voices raised among council members over part-time employees working from 8:00 - 4:00 with no time off for lunch or a mental break. Two days later emailed apologies were exchanged among council members.
- ▶ Only female building department employees required to mark their time sheets by the minute they arrive on the job. For example 7:51 a.m. for a female would be 8:00 for a male employee.
- ▶ “Who told the Department Head to invite an architect to make a proposal on how to remodel service garage before first talking about the idea with members of council?” Silence

Sometimes I felt like I was being sacked!



Personality Test ESFJ-A

“The Consul”

People Mastery

- ▶ Extrovert
 - ▶ Sensing/Observant
 - ▶ Feeling
 - ▶ Judging
 - ▶ Assertive
 - ▶ My dominant style is analytical
 - ▶ Body Language and voice improvements needed to better show compassion when dealing with people
 - ▶ The five full-time employees, excluding police officers, were asked to take the same 16-point personality test and provide the results to me only.
- | |
|------------|
| Introvert |
| Intuitive |
| Thinking |
| Perceiving |

Possible Conflict Solutions I

- ▶ Ohio Municipal League workshop on “How to be a Council Member”
- ▶ Twenty-two page handout on how to be a council member
- ▶ Committee binders with employee job descriptions, previous budgets, previous committee minutes
- ▶ Retreat/Team Building/Strategic Planning workshop
- ▶ Township Association, Geauga Growth Partners, Chagrin Valley Mayors, etc.

Possible Conflict Solutions II

- ▶ **Focus on Customer Service**
 - ▶ Goals, Mission, Vision and Values
- ▶ **Process Improvement**
 - ▶ No ambushes, no secrets, no lack of 'heads up'
- ▶ **Budgeting finished early**
 - ▶ Not the last meeting in December

Possible Conflict Solutions III



What is a Strategic Plan?

- ▶ “A disciplined effort to produce fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why it does it.”
(Bryson, 2018)

Strategic Plan Timeline

- ▶ December 2019 One-on-one, one-hour interviews with present and future council members and department heads
- ▶ January 2020 Interviews with members of the ARB, BZA and PC
- ▶ April Council members attend Ohio Municipal League training on *How to perform your duties as a member of council*
- ▶ May Community survey mailed
- ▶ June Retreat, team-building, strategic planning event
- ▶ September Town Hall meeting
- ▶ October 2020 Strategic Plan approved by council

Strategic Plan Topics

- ▶ Vision Dreams about the future
- ▶ Mission ORC., local ordinances
- ▶ SWOT Strengths, Weaknesses, Opportunities and Threats
- ▶ Strategic Issues Alternatives
- ▶ Stakeholder Analysis
- ▶

Solution # 1 One-on-one, one-hour, individual structured interviews with council members

- ▶ What was the one thing you were most proud of that happened during 2019?
- ▶ What one thing that occurred during 2019 council year would you like to change?
- ▶ Name three accomplishments of your committees during 2019.
- ▶ Name three things you were unable to accomplish during 2019.
- ▶ What was your reaction to the transfer of \$100,000 to cover an account deficit?
- ▶ What should be three goals for the village to achieve in 2020?
- ▶ What should be three goals for the village to achieve over the next five years?

Solution # 1 One-on-one, one-hour, individual structured interviews with council members

- ▶ Describe how the village will be different in 2030.
- ▶ Should the village build a bunny sledding hill?
- ▶ Should the village build a Veterans Memorial Park?
- ▶ Should the village pick up branches and leaves in the fall?
- ▶ Should we limit recycling trucks to every other week instead of weekly pickup?

Solution # 1 One-on-one, one-hour, individual structured interviews with council members

- ▶ Rate our building department on a scale of 1 to 10
- ▶ Rate our finance department on a scale of 1 to 10
- ▶ Rate our safety department on a scale of 1 to 10
- ▶ Rate our street department on a scale of 1 to 10
- ▶ What changes in your performance do you plan to make in 2020?
- ▶ What changes in my performance would you like me to make in 2020?
- ▶ Follow up comments

Council members' responses question about most proud:

- ▶ Playground, voting against eviction, playground, playground, bridge construction and two storm water projects, 5 Of 7 council responded
- ▶
- ▶ Two weeks before the vote on the playground, four of six council members spoke against building a playground.
- ▶ The night of the vote on the playground, with council chambers filled with young parents and their children, council voted 6-0 for a playground.

Solution # 2 One-on-one, one-hour, individual, structured interviews with department heads.

- ▶ What was the one thing you were most proud of that happened during 2019?
- ▶ What one thing that occurred during 2019 council year would you like to change?
- ▶ Name three accomplishments of your committee(s) during 2019.
- ▶ Name three things your committee(s) were unable to accomplish during 2019.
- ▶ What should be three goals for the village to achieve in 2020?
- ▶ What should be three goals for the village to achieve over the next five years?
- ▶ Describe how the village will be different in 2030.
- ▶ Rate your department on a scale of 1 to 10

Solution # 2 One-on-one, one-hour, individual, structured interviews with department heads.

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- ▶ Follow up comments

Department Heads were asked to develop, along with their council committee, five-year plans for the following:

- ▶ Carpet
- ▶ Computer/Electronics/Phones
- ▶ Exterior doors, roof, siding, windows
- ▶ Electric/Generator
- ▶ Furniture
- ▶ Miscellaneous
- ▶ Paint
- ▶ Parking
- ▶ Plumbing
- ▶ Vehicles

Department Heads were asked to develop, along with their council committee, three performance goals and three personnel needs to improve their department's performance:

- ▶ Performance goal # 1
- ▶ Performance goal # 2
- ▶ Performance goal # 3
- ▶ Personnel need # 1
- ▶ Personnel need # 2
- ▶ Personnel need # 3

Architecture Review Board Board of Zoning Appeals

Planning Commission meetings:

- ▶ Each committee was asked to tell what was the best thing that happened in 2019
- ▶ Each committee was asked to tell what one or more things they would like to see changed in 2020

Survey Monkey Questionnaire mailed to every home and available online

Agree Strongly Agree Neutral Disagree Disagree Strongly

- ▶ I would recommend living in South Russell Village to a friend
- ▶ SRV taxes are fair
- ▶ Our EMS/Fire/Police services are excellent
- ▶ The quality of snow removal by our street department is excellent
- ▶ We should pick up branches and leaves each fall
- ▶ SRV should limit recycling trucks to every other week instead of weekly
- ▶ SRV should create a Veterans Memorial Park by installing five flag poles for each branch of the military
- ▶ SRV should spend \$50,000 to build restrooms at the park
- ▶ This space left open for your comments or questions

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Questions?

- ▶ I am the Mayor and Head of Council. Some villages have the roles divided.
- ▶ Three Township Trustees have equal, limited authority/responsibility
- ▶ How did this situation develop?
- ▶ Clarification of roles, egos, turf
- ▶ Collegiality v. Weakness?
- ▶ Does the community know what is going on?
- ▶ In hindsight, what would I have done differently?