



Village of Covington, Ohio

Strategic Plan and Vision

Originally adopted May 17, 2021

Last Updated: June 20, 2023

Village of Covington, Ohio

Strategic Plan and Vision - 2023

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Executive Summary

Introduction:

Covington is a village in Miami County, Ohio and was incorporated in 1835 on the site of the 1793 Fort Rowdy. Laid out in 1816, Covington was previously known under the names of Friendship, Newberry, and Stillwater. A post office called Stillwater was established in 1825 and changed to the name of Covington in 1836.

Today, Covington is a quiet, warm and friendly community which embraces small-town values. It is an agricultural and environmental community due to the surrounding farms and beautiful natural landscapes of the Stillwater River and Greenville Falls.

Covington is represented by six elected council members and one elected mayor who set the goals, objectives, and vision for the Village's future. This document is intended to formalize that strategic vision into easily understandable concepts and allow for the Village to track its success at completing objectives and meeting the expectations of its residents and business owners.

This Strategic plan is intended to be updated once a year, preferably in the first quarter of the year, to allow a clear understanding of the vision of the Village for that year.

The original Village of Covington Strategic Plan was adopted May 17, 2021. When updated, each date of modification will be listed below:

- Original Adoption – May 21, 2021
- 1st Update – May 31, 2022
- 2nd Update – June 20, 2023

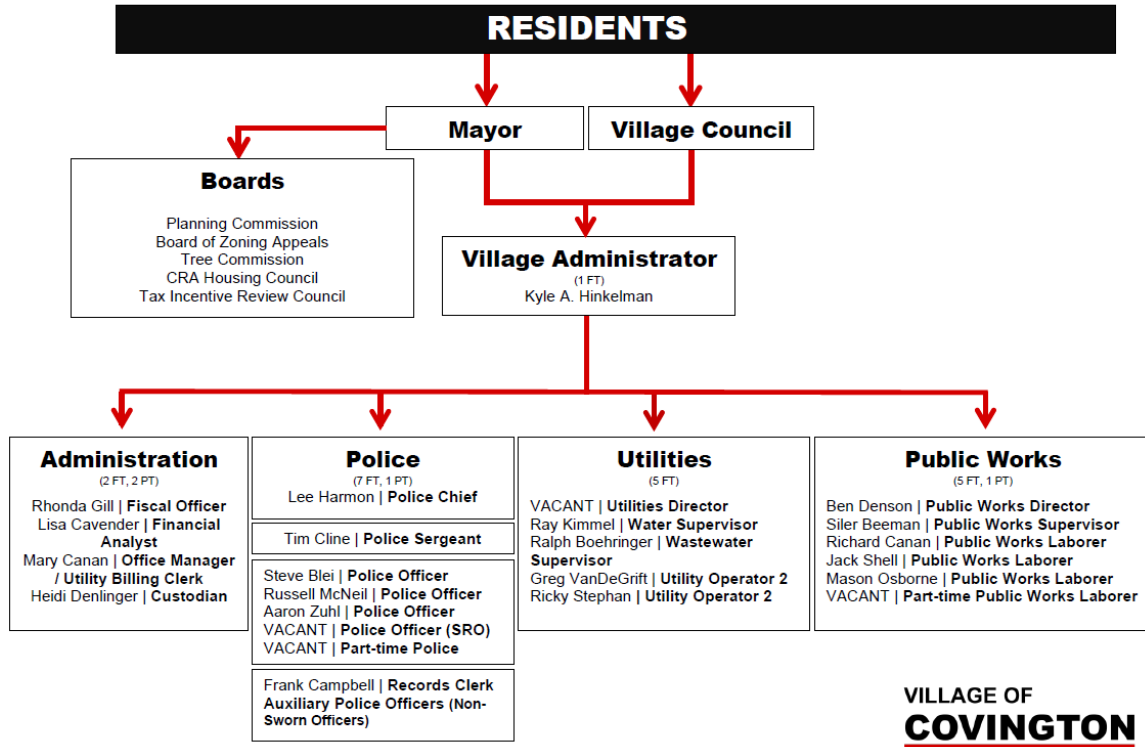
Departments:

Covington provides services to its residents, businesses, and visitors with an efficient organization made up of the following departments:

- Administration
 - Finance / Tax
 - Planning & Zoning
- Police
- Village Services
 - Public Works (Streets, Trash, Parks)
 - Utilities (Water, Wastewater)
- Covington Fire and Rescue (associated)

Staffing:

Village of Covington, OH Organizational Chart Originally Adopted by Ordinance 01-21 / Last Modified by Ordinance 05-22



In the last year the Village has had one Police employee resign and hired a financial analyst and Utility Operator 2.

The Village currently has 3 full-time, and 2 Part-time employees within the Administration Department, 6 full-time sworn Police Officers with one police administrative staff, 4 full-time utilities employees, and 5 full-time public works employees for a total of 18 full-time and 2 part-time employees.

Strategic Priorities and Vision Statements

As part of the adoption of this Strategic Plan and Visioning document we have adopted a clear vision statement and stated our main values. This strategic plan is intended to prioritize objectives, create goals, and have benchmarks to show the changes as they are being made. This document is intended to act as a consistent reminder, both internally for Village Staff, and externally for the residents and businesses of Covington, of the direction the Village is moving.

Vision

“To provide services to residents, businesses, and civic organizations that are cost-effective, transparent and responsible. The Village will continue to enhance the quality of life for those in who live here while keeping the small-town character that is beloved.”



Our Values

Both the vision and all the Village's priorities are founded on the following basic values that guide all of the actions of the Village and reflect what is expected from employees and elected officials:

Authentic.

The Village of Covington has a character that needs to be prioritized. This is not just how the buildings are constructed and how the Village has grown over the years. This is in HOW these changes occur. The Village will prioritize growth and development only when it is authentic to the Village and builds on the proud history we hold dear.

Transparent, Open, and Honest Government.

Covington will always provide open and fair processes in its dealings with residents, businesses, and visitors. The Village will hold public meetings on a regular basis and make those meetings available to be viewed later. The Village and its employees will use social media and its website to publish and report as much information as is available to the public. The Village will explain why decisions are made, so the community can understand the impacts.

Managed Services.

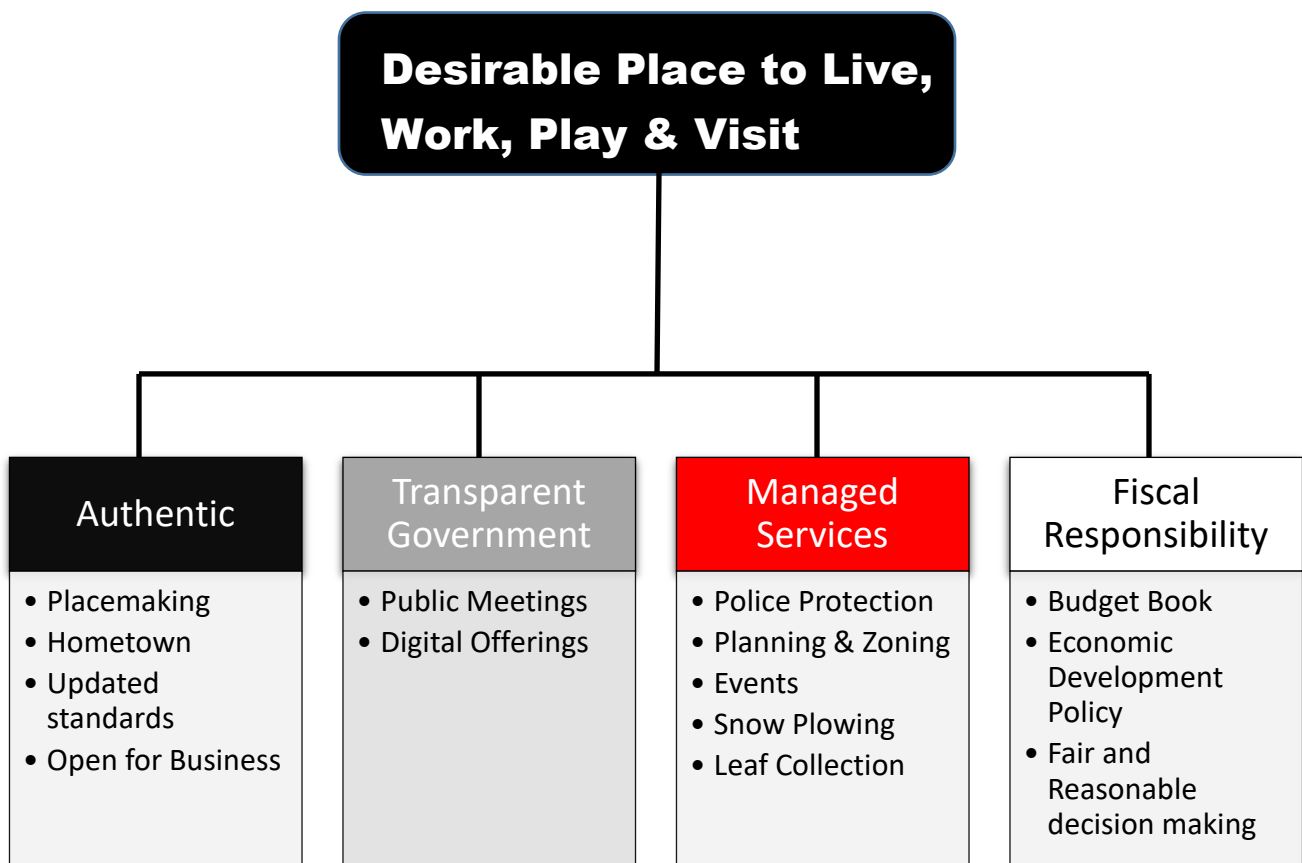
The Village provides services to all residents, businesses, and non-profits. It is our goal to make sure those services being provided are the most efficient services in terms of low cost, high quality service. That is reflected in the Village employees' attitude towards the work, in the effort to reduce costs and spending where possible, and in the budgetary framework that prioritizes replacement of defective or deficient equipment that costs the Village over time.

Fiscal Responsibility.

The Village and its employees will always hold the responsibility of using public resources as immensely important. The Village will balance its annual spending and look for ways to bring in new revenue sources to strengthen our bottom line. The Village will publish a Budget Book for each year that clearly walks through the purchases for the year, the budget line items and the previous year's expenses and revenues. Covington will provide high quality services while being cognizant and efficient with the funds we are provided.

Strategic Framework

In the end, all the efforts the Village will go to in order to plan, implement, and achieve whatever goals are set out is because of the constant desire to create a place that people want to live, work, play and visit. The vision statement along with this concept help to guide our values.



Goals and Benchmarks

As part of the Strategic Plan and Visioning for the Village, the four components below are generally the categories that will cover all future planning efforts of the community. Each component will be detailed, and specific benchmarks will be established to help to judge if efforts are being completed to meet these categories intent.

Authentic

The Village of Covington is a unique place where priorities mix. The Village will continue to put policies and regulations in place that enhance the built environment, while protecting our agricultural and undeveloped areas. Village Staff will work to bring high quality development that meets the needs of our growing community but keeps our hometown character.

Transparent, Open, and Honest Government

The Village of Covington strives to provide government that is open, transparent, and efficient for our community. The Village will always make policy decisions that are for the betterment of the community in the long term, without leveraging the short-term priorities that are necessary.

Managed Services

The Village of Covington will work to become a better managed community. This will be accomplished by assuring that the Village focuses on its own people and the priorities of the Village residents, businesses, and non-profits. The Village will actively search for ways to better provide services and plan for future needs in the Village.

Fiscal Responsibility

The Village of Covington strives to provide government that is open, transparent, and efficient for our community. The Village will always make policy decisions that are for the betterment of the community in the long term, without leveraging the short-term priorities that are necessary.

Authentic

Goals:

1. Incorporate the new brand into the Village signage, design elements, and throughout various opportunities.
2. Develop the Sellman's Warehouse Property into a publicly beneficial location within the Village.
3. Review, update and maintain the Zoning Code to assure the highest level of development within the Village, including detailed development standards.
4. Survey residents, community members, and businesses to determine what they value the most about living, working, and recreating in the Village.
5. Create master plans to clearly layout the future priorities of development in the Village.
6. Maintain standards, specifications, and design criteria to provide quality service while maintaining costs.

2022 Achievements:

1. Incorporate the new brand into the Village signage, design elements, and throughout various opportunities.
2. Create a Downtown Master Plan that clearly states the vision for the new streetscape along High Street once the 2022 roadway project is completed.

Transparent, Open, and Honest Government.

Goals:

1. Create procedures for all financial, human resources, and other Village processes that are clear, concise, and transparent.
2. Create a dashboard that clearly shows where taxes are going in the Village.
3. Adopt a budget for the next fiscal year in November or December of the year prior, with a budget priority meeting held in October.
4. Broaden the Capital Improvement Projects and Equipment Replacement Fund objectives to manage future needs.
5. Complete a Facilities Management Plan to clearly identify the needs of the Village related to land, buildings, equipment, and growth.
6. Make taxes, fees, bills, and all other costs more transparent in why they exist and detail what they are paying for.

2022 Achievements:

1. Continue to develop the Village website and social media platforms to provide more information to the residents, businesses, and community partners.
2. Adopt a budget for the next fiscal year in November or December of the year prior, with a budget priority meeting held in October.
3. Created 10 press releases and was within local newspapers 28 times discussing projects and news in the Village.

Managed Services

Goals:

1. Create an online database for issuing complaints or concerns about roadway, sidewalk, and other infrastructure issues.
2. Create more planning efforts in the Village including studying future growth, service needs, and facility needs.
3. Have the Village of Covington be a more visual presence throughout the community, through branding, wayfinding, and placemaking.
4. Create new programs that help to support residents and businesses update their properties.
5. Update and confirm roadway repavement schedule annually.
6. Create a schedule of improvements for current park amenities.
7. Have a sidewalk program and road repavement program annually.

2022 Achievements:

1. Provide additional services to the general public like notary services.
2. Have the Village of Covington be a more visual presence throughout the community, through branding, wayfinding, and placemaking.

Fiscal Responsibility

Goals:

1. Develop the Downtown Redevelopment District, Community Reinvestment Area, and Covington Investment Corporation as well as other economic development tools.
2. Utilize the Capital Improvement Plan and Equipment Replacement Fund to detail future needs and purchases for the Village without the need for debt.
3. Create an Economic Development Roundtable that meets Quarterly to discuss needs and concerns related to businesses within the Village.
4. Build out an estimated Five-Year budget that takes existing and future studies into consideration.
5. Get quotes, plans, and studies that allow for the Village to leverage grant funding more actively.
6. Remove

2022 Achievements:

1. Reimplemented the Covington Development Council.
2. Implemented a monthly financial report for review of the full Village financial situation.
3. Leveraged over \$2 million in grant funding and donations to complete projects within the Village.

Annual Update | 2023 Priorities

Each year there will be specific projects or priorities that will take more time or will require more effort to accomplish. For the **2023** year the items below will be projects or ideas that will be prioritized to be substantially completed by the end of the year.

1. **High Street Roadway Project** – Complete the High Street project, including new lighting, new stoplights, street amenities, and banners.
2. **Wastewater Treatment Facility** – Project began in May 2023 and will require substantial management and effort to assure the project stays within scope and budget.
3. **Schoolhouse Park Project** – Complete the Old Rudy Elevator portion of the site, install a new playground and new shelter, and bid out the main pavilion and splashpad. Once bids are received and work begins, work to determine when the amphitheater will be bid out and if additional funding will be necessary.
4. **Trails / Bike Paths / Bike Plan** – Work with residents and businesses along the proposed future Bike Trail to get a draft plan that can be utilized to begin planning and funding a future, primarily off-road, bike trail in the future.
5. **Sellman's Warehouse Project** – Determine the best use for the property and work with local and community partners to develop a plan for future improvement.
6. **Government Center Project** – Work with the engineers to create a project that is able to be funded and serves the needs of the Village for the next 45 years.
7. **Complete Planning Efforts** – The Facilities Master Plan, Disaster Recovery Plan, and other planning efforts will be prioritized to have them formally adopted.
8. **Economic Development Projects** – Work to bring at least one new economic development project to the Village. Included in this effort will be to fill empty storefronts on High Street.