

STRATEGIC
PLAN
2015-2020

**BOROUGH OF KENNETT SQUARE
STRATEGIC PLAN 2015-2020**

FINANCE

| GOAL | ACTION STEPS | RESPONSIBILITY | TARGET DATE |
|-----------------------------------------|----------------------------------------------------|------------------------------------------------------|--------------------|
| Increase Revenue | Seek grants | Council and Staff | Ongoing |
| | Increase sewer flows | Public Works, Borough Mgr. | Ongoing |
| | Rent light pole and more large banner sites | Front Desk | ASAP |
| | Divert public funds from business district | HKS, Borough Mgr, Council | Dec-16 |
| | Cell Tower rentals | Public Works, Borough Mgr. | Dec-16 |
| | Add Metered Parking | HKS, Public Works | Dec-16 |
| | Pour Tax (microbreweries) to support public safety | Mayor | Dec-16 |
| | Leverage trash fees - group rates | Public Works, Borough Mgr., Karen Scherer | Dec-18 |
| | Lease land at public works site | Public Works | Dec-19 |
| | | | |
| Update Maintenance Plan | Update and Maintain C.I.P. | Public Works, Finance Council | Dec-15 |
| | Complete Street Overlay schedule | Public Works | Dec-15 |
| | Integrate police and fire major purchases into CIP | Public Works, Fire Chief, Council | Dec-15 |
| | Garage maintenance plan | Public Works | Dec-15 |
| | Sewer plant maintenance plan | Public Works | Dec-15 |
| | | | |
| Implement New Financial Software | Form Committee | Finance, Borough Manager, State Finance Committee | Dec-16 |
| | Establish expected outcome | Finance, Borough Manager, State Finance Committee | Feb-16 |
| | Create R.F.P. | Finance, Borough Manager, State Finance Committee | Apr-16 |
| | Implementation in place | Finance | Dec-17 |

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| | | | |
|-------------------------------|---------------------------------------------------------|-----------------------------------------------|---------|
| Fiscally sound by 2020 | All reserves fund fully funded | Council, Borough Mgr., Finance, Finance Comm. | Dec-20 |
| | Improve General fund cash flows | Council, Borough Mgr., Finance, Finance Comm. | Dec-20 |
| | Improve bond rating | Council, Borough Mgr., Finance, Finance Comm. | Dec-20 |
| Grow Tax Base Annually | Develop vacant and under-utilized land | Borough Manager, Codes, Council, Staff | Ongoing |
| | Identify zones of opportunity for multi-story buildings | Committees, Codes | Dec-16 |
| | Identify zones for increased density | Committees, Codes | Dec-16 |

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| LAND USE AND PLANNING | GOAL | ACTION STEPS | RESPONSIBILITY | TARGET DATE |
|--------------------------------------------------------------------|------|---------------------------------------------------------------------------------------------------|------------------------|-------------|
| Walkable Community | | Plan in place by end of 2015 | Manager/Codes | Dec-15 |
| | | Form task force | Manager/Codes | Dec-15 |
| | | Implement the plan | Manager/Codes | Dec-15 |
| Form-Based Zoning | | Collect and distribute advanced materials for reading | Borough Office / Codes | Aug-15 |
| | | Revisit County Presentation to current council | Manager/ Codes | Sep-15 |
| | | Decision on whether to proceed | Council | Sep-15 |
| | | Implement Plan | Staff | Dec-16 |
| Support and encourage Real Estate Occupancy | | Identify Task Force | Borough Manager/Mayor | Dec-15 |
| | | Committee Formed and communication sent out | Committee | Jun-16 |
| | | New business forums - First Event where prospective businesses come to meet landlords, codes, HKS | Committee | Dec-16 |
| Tree Program (shade and regular tree replacement). Banking program | | Review the Ordinance | Karen / Council | Jun-16 |
| | | New Ordinance implemented | Council | Dec-16 |
| Green Community | | Identify Task Force where others are invited (architects) | Borough Manager | Jun-16 |
| | | Make general Recommendations to Council | Task Force | Dec-16 |
| | | Council to enact new ordinances | Council | Dec-17 |

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PARTNERSHIP

| GOAL | ACTION STEPS | RESPONSIBILITY | TARGET DATE |
|-------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|---------------------------|
| Define Relationships with organizations we fund : | Collect and review missions statements and amount of financial support | Lynn, Leon, Mary | 9/30/2015 - Annually |
| Historic Kennett Square / KARMA / Longwood Gardens /Senior Center | Schedule the following Meetings: HKS and Library | Lynn, Leon, Mary Director and Borough Mgr., Leon and Lynn | Sep-15 |
| Fire Company | Fire Company | Fire Board | Sep-15 |
| Beautification | Beautification / Park / KAPRB / Senior Center | VP/ Council Reps | Sep-15 |
| Parks | | | |
| KAPRB | | | |
| Senior Center | | | |
| Library | | | |
| Partner with Neighboring Municipalities | Quarterly meetings with neighboring municipalities: Kennett Township, East Nottingham and New Garden | Borough Manager | Sep-15 |
| Partner with the School District | Quarterly meetings with the school district | VP and Borough Manager | Sep-15 |
| Partner with CCEDC | Attend meetings at CCEDC semi-annually | Historic Kennett Square | 9/30/2015 - Semi-Annually |
| Annually attend and speak to Chamber | Reach out to Chamber and schedule a meeting to speak | Council Rep | Jun-16 |
| Partner with Local Legislators | Schedule an annual meeting | Karen | Jun-16 |

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| EFFECTIVE GOVERNMENT | GOAL | ACTION STEPS | RESPONSIBILITY | TARGET DATE |
|----------------------------------------|------|---------------------------------------------------------|-----------------------------------------------------|-----------------------|
| Plan to Fast Ready Projects | | Identify desired projects | HKS, Codes, Committee | Dec-16 |
| | | Decide on incentives | HKS, Codes, Committee | Dec-16 |
| | | Communicate the plan | HKS, Codes, Committee | Dec-17 |
| Develop a List of Vulnerable Residents | | Identify special needs | Police, Front Desk, Codes, Fire Dept, Public Safety | Dec-15 |
| | | Locate people with those needs | Police, Front Desk, Codes, Fire Dept, Public Safety | Dec-15 |
| | | Communicate plan to respond | Police, Front Desk, Codes, Fire Dept, Public Safety | Dec-15 |
| | | Mandate SWIF Reach (create contact #) | Police, Front Desk, Codes, Fire Dept, Public Safety | Dec-15 |
| Increase Civic Participation | | Identify ways of encouraging neighborhood participation | Staff, Council | Dec-16 |
| | | Find ways to rewarding participation | Staff, Council | Dec-16 |
| | | Involve Kennett Square High School | Staff, Council | Dec-16 |
| Formalize Borough Staffing Positions | | Create or Update job descriptions | Staff | Dec-15 |
| | | Create Department Head work plans | Staff | Dec-15 |
| | | Incumbent employee trains incoming replacement | Staff | At the time of change |
| | | Evaluate staffing levels | Staff | Dec-15 |

