

*Ashtabula County* Department of Planning

---

---

Ashtabula County Planning Collaborative

*Follow-up:*

**Suggestions for Operations and Start-Up**

---

*Late Summer, 2009*

Albert J Dispenza, AICP  
Director



## Ashtabula County Department of Planning

---

---

### Memorandum



To Board of Commissioners

From Albert J Dispenza, AICP, Director

Subject Intra-Ashtabula County Regional Planning Collaborative: **Operations**

Date August 24, 2009

---

At this time I would like to augment my proposal dated March 30, 2009 to convert the Ashtabula County Planning Department to become the anchor public planning agency of an innovative, and I believe, far more effective, regional planning collaborative – a ***confederation*** that would synergize the planning, zoning, and development efforts of the public sector of Ashtabula County. Potentially, this voluntary collaborative would awaken and enlist other peripheral governmental endeavors and set the stage for a regional network of the ***Public Planning Process*** beyond the borders of this county – not a small accomplishment in and of itself, since Ashtabula County is six-tenths the size of Rhode Island.

At this point, my central recommendation is unchanged, clear, and specific: Establish a collaborative association of planning agencies by agreement based on this plan. I suggest a commencement date of **January 1, 2010**.

This paper represents my suggestions for **operational efficiency** by discussing the following: 1) Purpose 2) Governance 3) Incubation Period 4) Membership 5) Strategic Objectives 6) Scope of Services 7) Control Standards 8) Reporting Responsibilities; and, 9) Performance Measurements. I discuss each on the following pages.

Thank you.

## Ashtabula County Regional Planning Collaborative

### Structure & Operations

P1 of 11

- 
- 
- ⊕ **Purpose**<sup>1</sup> The Conceptual Framework presented in the earlier paper assumes a satisfactory level of efficiency for the current operations of the member planning agencies. In fact, it is this very efficiency and skill of the professionals involved that make the Collaborative attractive and feasible. Rather, it is *effectiveness* of countywide planning services that this network targets as under utilized. As the Framework assumes this efficiency, it also sees it as isolated, disjointed, and falling short of local optimization – therefore, *regional* planning optimization cannot logically be achieved. **Effectiveness**, as the Framework means it, is barred, both at the local level and without any doubt, at the county level. What is needed is a *larger geography* where modern planning principles can be put on-the-ground, as well as taught – a collaborative, professional network empowered to work in a collegial environment, a mindset that recognizes planning as a strategic, incremental, and flexible *process* that places governmental land use policies and decisions under the “umbrella” of planning.
  
  - ⊕ **Governance** Even if 100% of the community were to believe in the Framework and embrace its structural purpose as outlined in this paper, for the Collaborative to be successful it must be established by a special governance as unique as itself. There is no regional government to whom the Collaborative would report ... and it may be just as well. The ridged structure of local government is not conducive to a confederated, cooperative planning organization as envisioned under this Framework. And planning commissions, although originally conceived as independent, supplemental branches of local government, but free from the control of mayors and councils (early 20<sup>th</sup> Century), by statute, regulations, and political conventions have been whittled down to administrative entities. There are several planning commissions in Ashtabula County. Even if agreement could be reached whereby one existing planning commission would oversee the operations of the Collaborative, I would not recommend it. The uniqueness of the Collaborative requires a new approach, and its urgency should not depend on a piece of legislation which would necessitate unprecedented cooperation. What it will require is an *agreement* between the **Charter Communities**. This agreement establishes the oversight, structure, work plan, and operational parameters of the Collaborative; explained on page 2 and following.

---

<sup>1</sup> In my March 30, 2009 paper, I propose a “Conceptual Framework” of the Collaborative, stating its purpose as follows: *To optimize public planning services by coordinating the various public planning agencies and closely associated public services in Ashtabula County.* **Purpose** in regard to the discussion points of this paper – the structure and operations of the Collaborative – is necessarily more specific; purpose here goes to the reason for structuring the Collaborative as outlined.

## Ashtabula County Regional Planning Collaborative

### Structure & Operations

P2 of 11

---

---

#### ⊕ Governance, (cont.)

- **Forming Committee** The Collaborative would come into existence by **consensus** of agreement among a Forming Committee of **seven** persons filling the following slots:

- 1 County Commissioner
- 1 Mayor of City Manager from the Charter Communities (see p6)
- 1 Township Trustee
- 1 Representative of the Development Industry

These 4 would meet and invite another 3 individuals representing the public at large. The first 4 represent their obvious interest groups. The final 3 must have no affiliation with government, school boards, commerce, or any other recognizable interest group. To the extent possible, they should be selected from the general population.

When all 7 committee members are seated, the Forming Committee becomes the **Governing Board** of the Collaborative.

- **Governing Board** The Governing Board advises the collaborative, acts as an *intermediary* between the Collaborative and the employers of staff members of the agency – the political jurisdictions. The Governing Board approves the annual **Work Plan** and annually grades the accomplishments of the Collaborative. The Governing Board does **not** hire the staff of the Collaborative. Neither does any staff member report to the Governing Board. Hiring, promotions, compensation, and all other administrative and personnel requirements of the respective staff members remain as they are; under control of the individual political entities. The Governing Board should meet **quarterly** with the Collaborative for communication purposes. At the inception of the program, the Governing Board will approve a document that legitimizes the existence of the Collaborative; something representing its “articles of confederation”. The Director of the Ashtabula County Department of Planning will propose the first of such document. Should it ever need to be amended or replaced, all staff members of the Collaborative shall author the replacement “articles” document. There should be an **annual meeting** of the Governing Board and the staff of the Collaborative at which time only **two topics** should be concluded upon: 1) the Work Plan for that calendar year; and, 2) the scoring of the Collaborative’s accomplishments in comparison to the Work Plan of the previous year. The rating of performance should be viewed in comparison to agreed upon **quantitative** levels of attainment to the extent possible. Performance measurement is based on the *collective accomplishments* of the Collaborative as a whole – no individual member’s performance is graded. This is in keeping with the underlying concept of the Collaborative, and what is more, makes a statement about the organic, professional and collegial atmosphere within which each individual’s professional contributions are permitted to rise to

their maximum levels of contribution. In this way, the level of service and stewardship to the people are maximized.

## Ashtabula County Regional Planning Collaborative

### Structure & Operations

P3 of 11

- 
- 
- **Agreement** The Collaborative would be established by a written agreement. Here, the concept takes a cue from the private sector: The **Agreement** establishes the Collaborative as a *joint venture* of governmental jurisdictions, quasi-governmental organizations, and others – in accordance with such agreement. For practical purposes, the Governing Board and the Agreement are all but simultaneously created at the first meeting when all seven members are seated and the Forming Committee dissolves into the Governing Board. It is proposed that this Agreement need only be concluded upon once. As with most, if not all, conclusions and benchmark decisions of the Collaborative and as pronounced under this Governance method, the Agreement is finalized by consensus of the Governing Board, not by formal vote.
  - **Formulating Agent: Initiating the Collaborative** In order to advise the Governing Board concerning the establishment of the Collaborative within the principles of the Conceptual Framework (March 30, 2009) and this paper representing the Structure & Operations of the Collaborative, the Ashtabula County Board of Commissioners should agree to facilitate the establishment of the Collaborative, and its agent in that regard is the current Director of the Ashtabula County Department of Planning.
  - **Coordination** In order that the Collaborative, once established, achieve an agreed upon level of efficiency from the onset – beginning on Day One – a certain amount of coordination is necessary. For the first year, starting **January 1, 2010**, the Director of Planning should act as coordinator of the Collaborative. Thereafter, the Governing Board shall determine, in consort with all members of the Collaborative, if this role is yet necessary. The coordinator shall **not** be the supervisor of members of the Collaborative. In concept – and which is more important, in practice – all members of the Collaborative work as equal **colleagues** and **partners** and go about their responsibilities as individual professionals, but also as a team working in unison. Whatever subordination of any member of the Collaborative is due to his or her respective supervisors at their “home” organizations, that shall remain in its present context, not affecting the Work Plan of the Collaborative – and vice versa.
  - **“Office” Management** The Collaborative is an experimental approach to managing the *Public Planning Process*. There is no ordinary office protocol as such. The general arrangement of assignments and administration is discussed with the Governing Board at the annual meeting and presented in the Work Plan. Modern technology enables the group to communicate and work together without being in the same office, although the nature of applied planning certainly calls for many face-to-face meetings during any given time frame. For the first year, the Coordinator will monitor the logistics involved with completing the staff’s assignments, while the essential, core functions of the Collaborative evolve.

## Ashtabula County Regional Planning Collaborative

### Structure & Operations

P4 of 11

- 
- 
- **Financing** Salaries of staff of the network and expenses during the **Incubation Period** will be handled in the same way as they are handled prior to the formation of the Collaborative. The Collaborative is **not** its own fiscal agent, at least not during its two year Incubation Period. However – and this is a critical reason for developing a collaborative approach to planning in Ashtabula County – a basic objective of this experiment is the eventual transition of the Collaborative into an **enterprise fund** of Ashtabula County. This paper suggests that for the first two years of its existence, the Collaborative should have the objective to be a *semi-self sustaining* planning organization. (This is discussed in more detail under **Scope of Services**). As was mentioned earlier, in order for the Collaborative to find its balance during the formative years, it is paramount that the professionals involved are freed, as much as possible, from administrative logistics associated with the perfunctory office procedure of the Collaborative.

In my opinion, the pivotal position in the Collaborative, especially during its formative years, is the equivalent of an *administrative assistant*. (I will explain what I mean by “equivalent” presently). I envision this position to be housed at the County, as well as an employee of the County. Virtually all of the administrative and daily office procedure would be performed by this individual. However, the network of professionals that would comprise the Collaborative, operating under a Work Plan that is neither “top-down” nor “bottom-up”, but which functions more like a consulting group, requires very little clerical assistance. What this network needs in this role is a true coordinator that centralizes communications, PowerPoint presentations, distribution, follow-through, outreach, coordination between the various planning commissions, meeting preparation, IT support, and administrative matters unique to the Collaborative. All the while, the administrative responsibilities to the County’s Planning Department must also be handled by this individual. Therefore, this position would operate as follows: executive assistant + office manager + trouble-shooter + public relations representative – all of which are incorporated into the existing, but never filled, position of **Planning Liaison**, established in 2007. This is the recommendation for administrative support.

I am recommending that a starting salary for the Planning Liaison position be set at \$35,000 – half, or \$17,500, would come from **Start-Up Contributions** of the Charter Communities, revenues produced during the first two years, and fee-for-service contracts that the Collaborative pursues. The Planning Liaison would be an employee of Ashtabula County and supervised by the Director of Planning. After the two year Incubation Period, as the current County Planning Commission transitions to a Regional Planning Commission (ORC 713), (see Strategic Objectives), more of the Planning Liaison’s compensation would come from fees and revenues, as the Collaborative approaches self-financing enterprise fund status. For the Incubation Period, it is suggested that benefits and health

insurance for the Planning Liaison position be paid by Ashtabula County. I further recommended that the position be converted from its current, unionized status to an exempt position, but that is not critical to the success of the system.

### Ashtabula County Regional Planning Collaborative

#### Structure & Operations

P5 of 11

- 
- 
- **Financing**, (cont.) The goal of the program for the first two years is to underwrite one-half of the Planning Liaison’s salary – the critical “glue” position of the Collaborative – which is targeted at \$17,500.00. During the recession years of 2005-2009, the Planning Department has steadily earned revenue of about \$5,000.00, which will increase during a better economic climate and which could increase with slight, reasonable increases in fees and the fee-for-service system envisioned under the Collaborative concept. Assuming that the Planning Department would continue to bring in revenues of \$5,000.00 annually during the Incubation Period, which is reasonable, only \$12,500.00 of the Planning Liaison’s salary must be accounted for, which amounts to \$6.00 an hour, less than minimum wage (\$12,500/2080 annual hours). I propose that this \$12,500.00 be financed as follows for the **first two years** of operations:
    - **Charter Communities Start-Up Contribution** (seed money) The amount would be as agreed upon at the formation of the Collaborative (see discussion under Governance)
    - **Fee-for-Services** Based on the annual **Work Plan**, the Collaborative would contract with communities, non-profit organizations, and the private sector to produce quality, professional *planning products* (perhaps pre-determined under the Work Plan) for a consulting fee. These fees would be far less than the prices for similar service that a customer could obtain in the private market.
    - **Revenue Increase** As the general economy improves, there is room to increase the fees the Planning Department currently assesses for its core services, not increased since 2005, and before that, going back to the 1970’s. I recommend that our fees for Lot Split approval and Address Assignments be increased from \$100.00 to \$120.00 for the former and from \$20.00 to \$25.00 for the latter. In an “up” year, this would add about \$1,800-\$2,000 additional revenue for the Planning Department.
    - **Revenue Retention** If the ultimate goal of the Collaborative is that it cause the Planning function of Ashtabula County to become an enterprise fund (and that is one long term goal of this concept), it is only logical – and fair – that all revenue earned by the Planning Department and the Collaborative as a group be retained in the Department and/or the Collaborative.
  - ⊕ **Incubation Period** This is merely a trial or start-up period sufficient for the Collaborative to have an impact and be fairly evaluated. For this purpose I propose **two years** commencing January 1, 2010. The initial Work Plan discussed earlier could span the Incubation Period. Any new idea or method, regardless of the level of “enlightenment” of the community involved for the subject matter being changed, requires, besides a huge paradigm shift, **three critical things**: a **necessity**; a well conceived **plan**; and, the right **people**. The necessity for comprehensive, professional planning for Ashtabula County as a single economic entity and a strategically important sub-region of the greater sixteen county Northeast Ohio region, I believe, is obvious. That County government lacks jurisdiction to effect coordinated strategic planning on

its own and during economic downturns can hardly afford any planning, is a given. I suggest that the well conceived plan is contained within these pages and the Conceptual Framework. I believe at the very present time, the right people are employed to begin.

## Ashtabula County Regional Planning Collaborative

### Structure & Operations

P6 of 11

⊕ **Staff Membership** My March, 2009 Conceptual Framework suggests potential “members” of the Collaborative. I would now like to fine-tune that suggestion. “Membership” as I mean it here, includes individual positions of the professional team. On page 4 of the Conceptual Framework paper I discuss a “Start-Up Membership”, meaning, the political subdivisions that launch the Collaborative in Year One and additional members who would join the association as contributors in subsequent years as the Collaborative shifts under the oversight of a regional planning commission. I see a regional planning commission (even an interstate regional planning commission) as an *objective* of the overall concept of intra-Ashtabula County regional planning, not necessarily the convincing and overriding authority necessary to oversee the Collaborative staff and make this type of planning the new way of doing things. As the effort continues through the Incubation Period, the necessity for revamping the county’s approach to planning commission authority will surface and the correct path will present itself. To commence the experiment I suggest the following positions are paramount<sup>2</sup>.

Jurisdiction	Working Staff Members
Ashtabula County	Director Assistant Director Planning Liaison/Administrative Assistant <sup>3</sup>
City of Ashtabula	Director, Dept of Community Development
City of Conneaut	Zoning Administrator
City of Geneva	Assistant City Manager/Zoning Administrator
Village of Jefferson	Village Administrator
Village of GOTL	Village Administrator
Village of North Kingsville	(            ) <sup>4</sup>

<sup>2</sup> Keep in mind that the *geography* covered must always be **ALL** of Ashtabula County. The staff members of the Collaborative are employed by those jurisdictions who contribute financially to the organization; however, any county government, non-profit organization, quasi-public/quasi-governmental organization, or even the private sector may contract with the Collaborative for planning services – *if* sanctioned under its annual **Work Plan**.

<sup>3</sup> This is the pivotal position for the Collaborative as discussed on pages 4 & 5. This position is not funded in the Department of Planning as of the date of this paper. Optimally, the Planning Liaison position should be filled in accordance with the existing job description developed and approved in 2007, but unfilled since. Alternatively, the currently furloughed Administrative Assistant position could take on the Collaborative’s coordinating role envisioned under this proposal.

## Ashtabula County Regional Planning Collaborative

### Structure & Operations

P7 of 11

⊕ **Membership, (cont.)**

Jurisdiction	Working Staff Members
Village of Orwell	(See footnote 4)
Village of Roaming Shores	( “ )
Village of Rock Creek	( “ )
Village of Andover	( “ )
Port Authorities	Directors
Ashtabula Township	Zoning Inspector
Saybrook Township	Zoning Inspector
Geneva Township	(See Footnote 4)
Harpersfield Township	( “ )
Austinburg Township	( “ )
Other <sup>5</sup>	

⊕ **Strategic Objectives** The Strategic Objectives of the Collaborative are straightforward: ***Coordinated Strategic Planning*** (CSP). This is a method of planning that I embrace and specialize in. It is multi-disciplined, coordinated with infrastructure investment, business oriented, and subjective. It embraces planning as a ***process***, but also involves plans and other specific documents which serve to promote an incremental approach to planning practice. Two plans which exemplify CSP are the Austinburg ***Corridor Plan*** and the ***Ashtabula Mall District Corridor Plan***. For brevity, I define CSP to some extent by the glossary below.

Coordinated	Strategic
Cooperative	Defined Area
Multi-Disciplined	Tactical
Comprehensive	Flexible
Incremental	Plan-Specific

<sup>4</sup> Certain jurisdictions may not have staff available or qualified to serve as staff members of the Collaborative, however, full planning service to contributing jurisdictions is still available. It is proposed that during the Incubation Period, all municipalities of Ashtabula are contributing members.

<sup>5</sup> Qualifications for staff members of the Collaborative will be prescribed by the Forming Committee. All staff members must be employed as a planner or in a planning related position whose criteria shall be as determined by the Forming Committee.

Time Frame	Problem Solving
Multiple Jurisdictions	Part of a Large Plan
Task Specific	Products Produced
Communication	Real World Usage
Public/Private	Both Prescriptive & Proscriptive
Collaborative	Future Scenarios

## Ashtabula County Regional Planning Collaborative

### Structure & Operations

P8 of 11

⊕ **Scope of Services** Scope of Services simply means the **planning services** offered through the Collaborative. Much of this service will be cooperation and assistance to Charter Communities of the group. For example, the City of Conneaut may require an ordinance for a new zoning classification, or an update of an existing classification. Such a document could be produced faster and less expensive in-house. A team of staff members would work on the project. Another example of a service, or product, worked-on cooperatively by staff members is a land use plan for a township. As of this writing, there is only one township in Ashtabula County with its own comprehensive plan. All townships in the county need to expand their scope of planning; the Collaborative would work with townships eager to improve their planning horizons. Two notes are important concerning this topic. One, all planning in Ashtabula County should be regionally oriented. The days of parochial, go-it-alone planning – which is most often merely zoning – are simply over; and, two, the services offered to jurisdictions not part of the Collaborative would be strictly by invitation. **It is not the intention of this initiative nor is it a means to optimal planning to force anything on anyone.** At the present, the Department of Planning has a new model zoning code that has yet to be widely dispersed. With the proper customization, this code could be customized for either townships or municipalities. Following is a short list of planning services that could be offered by the Collaborative.

- Thematic and Tactical Plans of all Types
- Assistance with Establishing New Model Zoning Code
- Rezoning Analyses
- Site Plan Review: Establishing it; Reviewing Site Plans; etc
- Training for Planning Commissions, Zoning Commissions, ZBOA Members
- Grant Application Assistance
- Lot Split Updates for Municipalities
- Planning, Zoning, and Subdivision Code Analyses
- Economic Development Planning
- Land Use Planning Advice for Port Authorities
- Mapping
- Subdivision Review Coordination
- Land Use and Zoning Law Analyses/Assistance to Solicitors, Others

⊕ **Control Standards** The annual general priorities, objectives, revenue targets, and expected other value added goals of the staff are articulated by the Governing Board and written into the annual Work Plan, which were earlier explained. Keep in mind that an underlying supposition of this venture is that the Collaborative is staffed by professionals who coordinate planning **among each other** for Ashtabula County as a whole. Their respective employment responsibilities do not change. They meet with the Governing Board on a quarterly basis. Their performance will be measured against pre-determined standards – all of this is outside personnel requirements and supervisory “grading” by the

staff members' employers. This concept does not anticipate over-the-shoulder supervision or vertical administrative scrutiny; that would only serve to shrink the services and innovation anticipated. In fact, in order for the Collaborative to be successful, certain bureaucratic conventions must be at least subdued, if not eliminated. Control is achieved with a method of centralized coordination housed at the County Department of Planning.

## Ashtabula County Regional Planning Collaborative

### Structure & Operations

P9 of 11

---

---

While the “outlying” staff members (the cities, villages, etc) may easily incorporate their responsibilities to their respective employer into their daily office regime, because more than half of its office time will be devoted to coordinating and managing the regional planning of the Collaborative, the logistics of the Department of Planning must be changed to coordinate the regional planning network. It will be through and because of this shift in function as well as administration at the County level that the County Planning Commission will eventually morph into a Regional Planning Commission. At that later time, the Collaborative may or may not also become more structured.

- ⊕ **Reporting Responsibilities** As has already been demonstrated, no member of the Collaborative “reports” to anyone else. The atmosphere under which staff members interact with each other, even though they won’t work in a single office, should be collegial and organic. A “boss/subordinate” atmosphere is counter-productive to this experiment. During the Incubation Period, the methods and scope of regional planning must have a fair opportunity to evolve as liberated as possible from administration.
- ⊕ **Performance Measurements** Performance in this sense has nothing to do with objective, individual performance evaluations of staff members. Performance as meant here is the *collective* performance of the group, specific to the annual Work Plan. Guidance, and performance measurement, to some extent, is obtained during the four quarterly meetings the staff has with the Governing Board. One performance measurement is measured in dollars and cents: How close revenues come to the targeted \$17,500.00 one-half salary of the Planning Liaison during the first year of the Incubation Period. Most performance measurements will be necessarily more qualitative, but they will all be specific and related to the annual Work Plan. If the Collaborative goes forward beyond the Incubation Period, expanding into a more formalized, regional planning body (and perhaps replacing existing planning systems), the scope and methods of rating satisfactory standards will undoubtedly also expand. One critical point is necessary to understand: Satisfactory performance for the Collaborative should always be *subjective* and *measurable*, regardless of the criteria of evaluation.

### *Conclusion*

The preceding and my March 30, 2009 Conceptual Framework presentation represent a proposal to develop a *planning network* – a system that links and engages the professional planning services of Ashtabula County to bring *Coordinated Strategic Planning* (CSP) to this county in such a way that the public’s investment in planning, zoning, and related activities is maximized. Indeed, I believe that the **Regional Planning Collaborative** will inspire local government to approach planning in such a way as to maximize its potential to impact local economic stability –

*invest* in it. The Collaborative is an experiment, but one that begs to be undertaken. The effects of the recession that hit the US in late 2007 have been felt in Ashtabula County since early 2002, following the tragedy of September 11, 2001, and by early 2005, its toll on the revenue stream of local government was well embedded. As we approach 2010, the virus is still with us.

## Ashtabula County Regional Planning Collaborative

### Structure & Operations

P10 of 11

---

---

It is neither my responsibility nor within my skill-set to advise you on macro economics, but as Planning Director, it is my responsibility to advise you on the economics of the **Public Planning Agency**. On that score I can tell you this, in all candor: The way planning services are rendered to the public in this county is sub-optimal, disjointed, reactionary, parochial, and not regionally based. The pattern of development on the landscape is changing and the impetus for that pattern will present itself as changed when the general economy comes back to full throttle. The system I am recommending not only prepares Ashtabula County to take advantage of opportunities in this state of flux, it positions Ashtabula County as the innovator of a system for collaborative regional planning, and regional planning has been shown across the United States as a more cost effective means to achieve economic stability.

Planning is as much about *coordination* as it is about *methodologies*. It is a marriage of *art* and *science*. The Collaborative I am proposing will blend these four tenets of the profession –at least, there’s a chance that it will; in the current state of affairs, planning services in this county cannot accomplish that. During the past eleven years that I have been Planning Director, I have seen the people of Ashtabula County come to embrace a *culture* of planning. What is necessary now is an *investment* in planning – planning as a business, an operational entity of government, not an administrative entity. The operational framework I have presented in this paper provides the County and other local governments with an inexpensive investment product, a new kind of **Public Planning Agency**.

During my tenure, I have advocated for a regional approach to planning. During that time, I have integrated the regional approach into my daily, sometimes routine, work. A totally perfunctory, by-the-book example of this approach is my review of the February, 2008 Geneva Township/Waste Management rezoning case; there are scores of other examples. I have also advocated for regional planning in position papers, representing the Board of Commissioners on various consortia, and within the plans I have written.

I have also aligned myself with a much larger, much more knowledgeable regional movement in Northeast Ohio. Ashtabula County is now also aligned with and important to that movement. This has been a new, and I think, important, endeavor, because to be totally frank, when I arrived here in 1998, planning – either art or science – was little more than merely zoning. There was no regional planning taking place and that zoning was anything but modern. If you agree with me that regional planning is important to this county and if so, that it has progressed to some extent under my leadership, I urge you to carefully review my proposal and give it your serious consideration.

Thank you.

## Ashtabula County Regional Planning Collaborative

### Structure & Operations

P11 of 11

---

---

#### *Other Related Papers*

The following list represents a few of the related papers I have submitted to the Board of Commissioners dealing with the subject of regional planning. They augment this report.

- Concepts and Principles of Site Plan Review: Autumn, 1998  
A Study on its Application and Effects in  
Unincorporated Portions of Ashtabula County
- Schedule of Job Classifications for Employees Winter, 1999  
of the Ashtabula County Department of  
Planning & Community Services
- Austinburg Township, Ohio Ashtabula County January, 2000  
Corridor Plan – Vicinity of Interstate 90  
State Route 45 (edited April 21, 2000)
- Regional Planning and Incremental Efficiency March 9, 2001  
in a Public Planning Agency: A Position Paper
- Ashtabula Mall District Corridor Plan June, 2002  
Ashtabula Township, Ashtabula County, Ohio  
Vicinity of United States Route 20 and State Route 11
- Ashtabula County, Ohio Board of Commissioners September 1, 2007  
Request for Proposals to produce a Corridor Plan  
(Began 534/Corridor Plan Process)
- Ohio Mayors and City Managers Association Regional August, 2007-December, 2008  
Economic Revenue Study
- Ohio Mayors and City Managers Association December, 2008-Present  
Regional Prosperity Initiative
- Proposal: A Framework for Intra-Ashtabula March 30, 2009  
County Planning Collaboration & Association  
(Conceptual Framework that Underpins this Report)

$\Omega$   
*AD*