



STRATEGIC REPORT

2022

SERVE. CONNECT. PROTECT.

FairfieldCountyOhio.gov



Introduction

Fairfield County is committed to strengthening and supporting residents and businesses through thoughtful and proactive planning efforts. To this end, the County Commissioners Office has developed a 3-year strategic plan to outline the goals, priorities, and strategies to help support a healthy and prosperous community. This comprehensive plan will act as a guide for County leadership as they make decisions, invest resources, and realize county goals in alignment with appropriate uses of ARP related funding.

RAMA Consulting, a performance management consulting firm, was selected to guide the development of the strategic plan that will help guide the organization's current and future work. *RAMA* worked with Fairfield County through an extensive stakeholder engagement process and planning sessions to develop the pillars, goals, priorities, and strategies that will guide the organization over the next three years.

Our Mission

Serve. Connect. Protect.

We work to ensure high quality services, with outstanding customer service at an exceptional value to taxpayers. We foster economic and fiscal sustainability and enhance the County's reputation as a high performing, learning, and caring organization.

We continue to:

- Enhance the quality of life through customer service.
- Improve business operations.
- Protect citizens.
- Prepare for the future by creating value and improving technology.

The County's Role

Fairfield County will play various roles when executing the goals, priorities, and strategies outlined in this plan. In some instances, the County may play multiple roles depending on the scope of work and the alignment of the tasks with the functions of county offices. The possible roles the County could play will include convener, funder, leader, and advocate.

Convener: The County will be the facilitator in helping external stakeholders to connect with networks and resources needed to achieve county goals.

Funder: The County will fund and financially support programs and initiatives that contribute to the needs and goals of the community.

Leader: The County will lead and execute the activities necessary to accomplish strategies.

Advocate: The County will engage with appropriate entities necessary to influence projects and investments that help achieve county goals.



PLAN FRAMEWORK

- **Pillars:** *Key areas of action*
- **Goals:** *What are we trying to achieve?*
- **Priorities:** *What do we need to focus on?*
- **Strategies:** *How will we get there?*

PILLARS



INFRASTRUCTURE

(Roads, Broadband, Utilities)



SOCIAL SERVICES

(Mental Health, Addiction, & Youth Services)



HOUSING

(Affordable Housing & Housing Assistance)



WORKFORCE DEVELOPMENT

(Job Training & Growing a Skilled Workforce)



ECONOMIC DEVELOPMENT

(Driving & Managing Equitable Growth)



COUNTY OPERATIONS

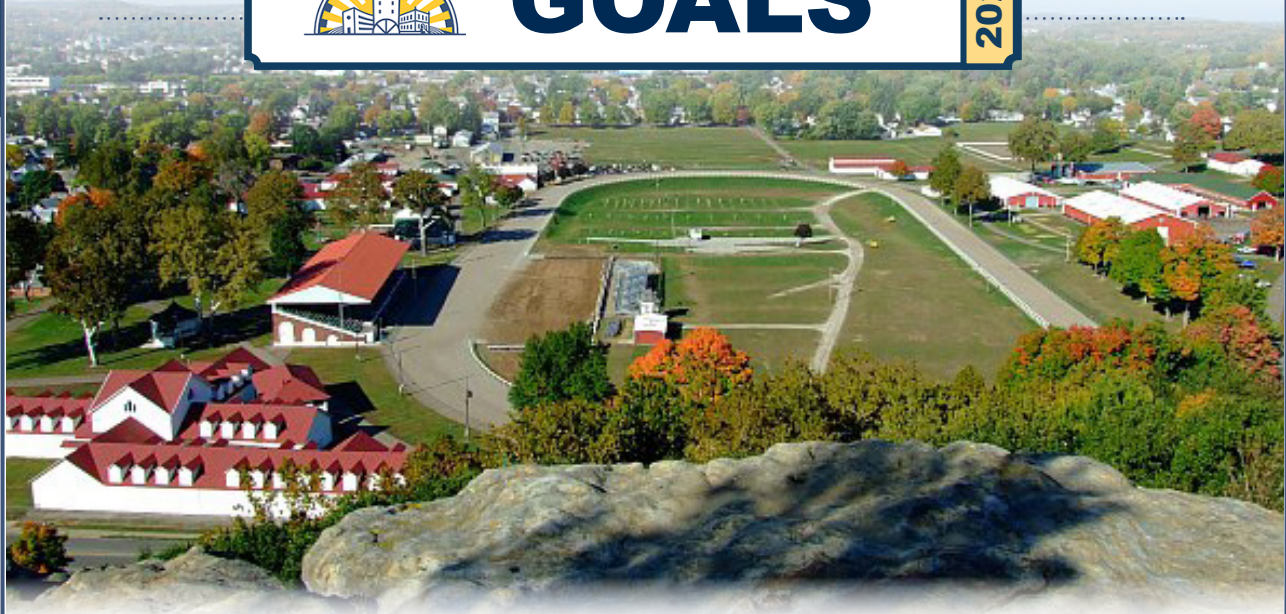
(Internal Operations & Policies)





GOALS

2022



- 1** *Advocate for, develop, and maintain sustainable infrastructure that supports equitable access, connectivity and wellbeing of Fairfield County residents and businesses.*
- 2** *Strengthen and support social service programs through broader coordination to better meet the needs of residents.*
- 3** *Improve availability and access to safe, quality, affordable and supportive housing throughout the County.*
- 4** *Grow and support a skilled workforce to meet the needs of current and future local employers.*
- 5** *Facilitate and drive economic growth through effective planning, promotion, and development.*
- 6** *Optimize County operations to meet the emerging needs of Fairfield County employees and residents.*



PILLAR: INFRASTRUCTURE

(ROADS, BROADBAND, UTILITIES)

GOAL #1: Advocate for, develop, and maintain sustainable infrastructure that supports equitable access, connectivity and wellbeing of Fairfield County residents and businesses.

- 1.1: Identify and assess opportunities to increase broadband access throughout the county.**
 - 1.1.1 - Advocate for areas of the county that do not have sufficient access to broadband.
 - 1.1.2 - Work with broadband service providers to assess access and affordability.
- 1.2: Improve public transportation options to better meet local needs.**
 - 1.2.1 - Encourage alignment of bus service routes and times with county economic and workforce development plans.
 - 1.2.2 - Consider alignment with future plans for public rail transportation.
 - 1.2.3 - Support activities and initiatives identified in the Master Plan for the airport that align with the county's strategic direction.
- 1.3: Ensure all residents and businesses have access to critical utility services.**
 - 1.3.1 - Assess and coordinate the installation of water and sewer to developing areas (commercial & residential) consistent with established local development plans.
 - 1.3.2 - Assess the needs for commercial power in underserved areas.
 - 1.3.3 - Assess the needs for commercial natural gas in underserved areas.
- 1.4: Identify solutions to ensure safe and efficient travel throughout the county.**
 - 1.4.1 - Better support the completion of necessary Transportation Improvement District projects throughout the county.
 - 1.4.2 - Prioritize and coordinate efforts to address traffic congestion issues.



PILLAR: SOCIAL SERVICES

(MENTAL HEALTH, ADDICTION, & YOUTH SERVICES)

GOAL #2: Strengthen and support social service programs through broader coordination to better meet the needs of residents.

- 2.1: Expand capacity to provide effective social services for targeted populations.**
 - 2.1.1 - Coordinate mental health and addiction services to maximize resources and capacity to serve.
 - 2.1.2 - Identify gaps and coordinate youth services to maximize resources and capacity to serve.
 - 2.1.3 - Increase recruitment and retention efforts for social service professionals.
- 2.2: Improve services to be more responsive to the homeless population.**
 - 2.2.1 - Develop ongoing outreach programs to meet the mental, physical, and or addiction needs of the homeless in a manner that promotes respect and trust.
 - 2.2.2 - Include / expand supportive case management services for emergency shelters to promote transition to permanent housing.
- 2.3: Increase awareness of available services and resources.**
 - 2.3.1 - Increase education regarding available mental health and addiction services.
 - 2.3.2 - Increase awareness of available youth services programs.



OHIO
HISTORICAL
MARKER

JOHN BRIGHT #2 COVERED BRIDGE

Built in 1881, John Bright #2 covered bridge originally spanned Poplar Creek on Bish Road near Baltimore, Ohio. It is named after pioneer settler John Bright, whose family farm was located near the original site. August Borneman of Lancaster, the leading bridge builder in the area, built the 70-foot span for a cost of \$927.50. The bridge features a rare inverted bowstring truss and a unique metal sway bracing system. Sometime later a wooden arch was added. In 1975, John Bright #2 was listed on the National Register of Historic Places.

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THE OHIO HISTORICAL SOCIETY

2013

12-23



PILLAR: HOUSING (AFFORDABLE HOUSING & HOUSING ASSISTANCE)

Goal #3: Improve availability and access to safe, quality, affordable and supportive housing throughout the County.

- 3.1: Identify needs and opportunities to improve housing options and supportive services for County residents.**
 - 3.1.1 - Assess the housing needs and supports of high-need populations and identify strategies for improvement.
 - 3.1.2 - Coordinate efforts of local housing partners to identify collective priorities and implementation plan.
 - 3.1.3 - Advance policies to support additional housing inventory within the county.



PILLAR: WORKFORCE DEVELOPMENT (JOB TRAINING & GROWING A SKILLED WORKFORCE)

Goal #4: Grow and support a skilled workforce to meet the needs of current and future local employers.

- 4.1: Align job/skills training programs with the needs of current and future employers.**
 - 4.1.1 - Invest in programs that meet the needs of current and future employers and build a pipeline of skilled workers.
 - 4.1.2 - Promote local career pathways to students and work with educational institutions to develop a skilled workforce for the jobs of today and tomorrow.
- 4.2: Promote awareness and education around the advantages of Fairfield County employment opportunities.**
 - 4.2.1 - Analyze current total compensation for local employers and make recommendations for adjustments.
 - 4.2.2 - Use Fairfield 33 Alliance to promote the benefits of employment in Fairfield County.
- 4.3: Support efforts to remove barriers to employment such as childcare, transportation, material needs, etc.**



PILLAR: ECONOMIC DEVELOPMENT

(DRIVING & MANAGING EQUITABLE GROWTH)

Goal #5: Facilitate and drive economic growth through effective planning, promotion, and development.

5.1: Assess and understand opportunities and challenges for commercial development in the county.

5.1.1 - Identify areas for future commercial development and potential hurdles.

5.1.2 - Educating local entities to align tax and incentive policies to meet local development needs.

5.1.3 - Collaborate and support the Fairfield 33 Development Alliance.

5.1.4 - Assist businesses in the identification of solutions to support retention, success, and growth.

5.2: Develop planning goals for industry growth within the county.

5.2.1 - Prioritize attraction and retention efforts for critical and or high-growth, high-wage industries (examples: manufacturing and healthcare).

5.2.2 - Ensure that the land use plan is being followed to maintain a strong agricultural base throughout Fairfield County.

5.2.3 - Implementing economic development activities that align with the Fairfield Growing Plan.



PILLAR: COUNTY OPERATIONS

(INTERNAL OPERATIONS & POLICIES)

Goal #6: Optimize County operations to meet the emerging needs of Fairfield County employees and residents.

6.1: Ensure County government remains responsive to citizen needs and concerns.

6.1.1 - Develop an outreach process to engage citizen feedback to better understand their needs.

6.1.2 - Highlight County programs and initiatives to educate public about county government functions.

6.1.3 - Collaboration with other jurisdictions to streamline government interactions (i.e., building process)

6.1.4 - The Sheriff's office will complete a survey to gain a better understanding of community needs in regard to policing and public safety and make necessary adjustments based on feedback.

6.2: Continue to leverage technology to improve county operations and efficiencies.

6.2.1 - Continue implementation of virtual options to support county service delivery and workforce.

6.2.2 - Upgrade current technologies to standardize operations.

6.2.3 - Evaluate new technology (virtual reality, GIS/ Location software, public safety software, etc.) to support better training and planning efforts.

6.3: Ensure a favorable working environment for county employees.

6.3.1 - Proactively solicit feedback from employees to improve the work experience.

6.3.2 - Utilize employee engagement activities to develop actionable recommendations.



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