



SERVE • CONNECT • PROTECT

## Table of Contents

<i>Introduction</i>	2
<i>What is Strategic Planning?</i>	2
<i>Mission</i>	2
<i>Values</i>	3
<i>Strengths, Weaknesses, Opportunities, and Threats</i>	3
<i>Strategic Themes</i>	8
<i>Exhibits</i>	17
○ <i>Links to Multiple Departmental Plans and Informational Tools</i>	
○ <i>Facilities Improvement Plan, 2016-2020</i>	
○ <i>Emergency Management Matrix of Plans</i>	
○ <i>National Association Data for Fairfield County, Ohio, with references</i>	
○ <i>County Economies, 2016</i>	
○ <i>County Table of Organization &amp; List of Appointed Officials</i>	

## **Introduction to the Strategic Plan for Fairfield County, 2018-2021**

This introductory section of the Strategic Plan for Fairfield County includes a summary about strategic planning, the mission of Fairfield County, and its strengths, weaknesses, opportunities, and threats.

### ***What is Strategic Planning?***

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. A strategic plan is a document used to communicate with the organization about goals and objectives typically for a mid-term period. The strategic plan is a helpful tool for the organization to reach the *vision: secure, attractive residential and commercial neighborhoods where people unite to form a caring, learning, participating, sustainable community where each person is important.*

The strategic plan is a living document and is expected to be updated and reviewed regularly. The normal range for a strategic plan is three to five years, which allows an organization to gaze beyond the annual budget horizon. A strategic plan allows leaders to consider current issues in the context of the relatively near future; to anticipate challenges ahead; and to decide on how to deal with those challenges as they arise. Rather than a process apart from everyday functions of the organization, the mid-range nature of strategic planning allows the organization to bring alignment within a set of mutual goals. A strategic plan is a flexible, living document that should be adapted to the internal and external changes that are inherent in a complex environment, such as Fairfield County.

### ***Mission of Fairfield County***

***The mission of local government is to improve the quality of life in Fairfield County while supporting businesses, protecting citizens, and planning for the future.***

The mission of the Fairfield County executive leadership team is to provide professional recommendations for vision and policy. We work to ensure high quality services at exceptional value to taxpayers. We foster economic and financial sustainability, and we enhance the county's reputation as a high-performing, learning, and caring organization. Departmental mission statements are included in the links for departmental strategic plans, if available.

### ***Values of Fairfield County***

Fairfield County values professionalism (taking pride in our work, communicating effectively, projecting positivity, respecting one another in the workplace, delivering service at the highest standards, and maintaining a strong, skilled organizational knowledge base). Fairfield County also values conservatism (keeping costs down for taxpayers, as well as honoring tradition and history). Teamwork, collaboration, cooperation, and acknowledging the ideas of others are commonly noted values. Customer service, accountability, and integrity are strong core values, as well.

### ***SWOT Analysis for Insight to a Strategic Plan***

During the month of April in 2018 (National County Awareness Month), all Fairfield County employees had the opportunity to participate in a SWOT analysis. SWOT stands for:

- **S** - Strengths
- **W** - Weaknesses
- **O** - Opportunities
- **T** – Threats

A SWOT analysis helps to create an ultimate to-do list, and it forces you to think about the future. A SWOT analysis lists good and bad things, both from an internal and external viewpoint.

<b><i>SWOT Factors</i></b>	<b><i>Positive</i></b>	<b><i>Negative</i></b>
<b>Internal</b>	Strengths	Weaknesses
<b>External</b>	Opportunities	Threats

Strengths and weaknesses are internal factors, while opportunities and threats are external factors. Strengths and weaknesses mostly focus on the present, while opportunities and threats mostly focus on the future.

A survey for a SWOT analysis was sent electronically to all employees. The survey was anonymous and voluntary. Survey respondents were requested to think about Fairfield County as an entity and to think of the entirety of county government. With a SWOT analysis, there are no wrong answers. The expertise and experience of the employees were trusted, and their perspectives were valued.

More than 212 responses were received from a group of about 900 employees. Some responses were incomplete (perhaps listed only strengths or only weaknesses). Each of the respondents had opportunity to answer questions to list strengths, weaknesses, opportunities, and threats. An average of 9 minutes was spent on the survey by each respondent. The response level is considered appropriate to garner a general snapshot of employee input for SWOT.

There will be additional opportunities to provide input and feedback. The purpose of the survey was to gain insight into a place to begin with a countywide strategic plan and to do this in an effective, efficient manner. The survey and the approach were discussed with all elected officials and department heads during roundtable meetings and leadership conferences, and the approach of an electronic survey was favored for its ease in obtaining input.

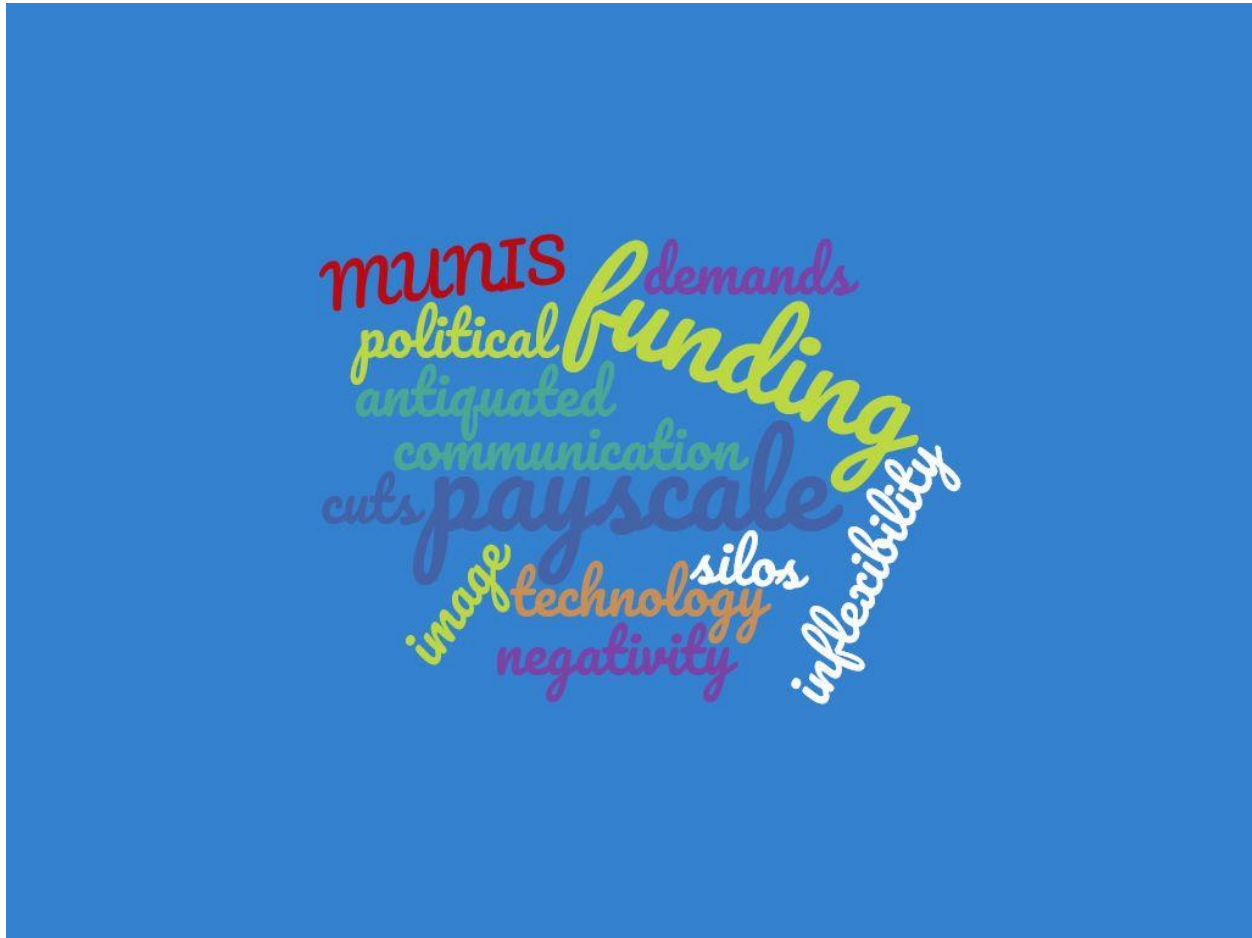
The “word clouds” for the SWOT analysis is listed below with the most often reported concept in boldface.

*Word Cloud to Demonstrate Strengths*



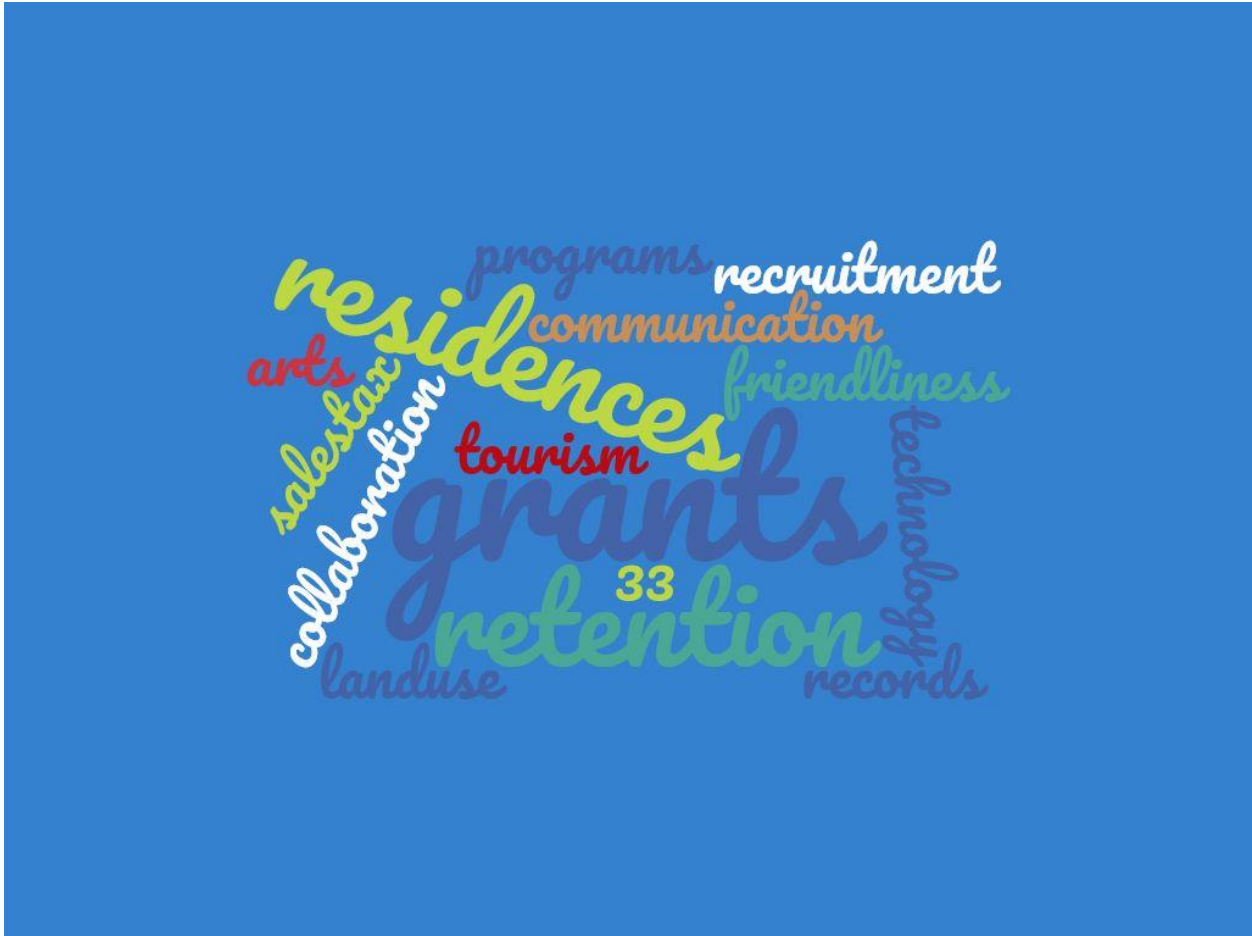
Strengths of the county include **leadership, management, service-oriented employees** (skills, dedication, talent, services, etc.), programs, its location, technical applications, its growing population, current financial conditions (diverse economic base), and its cooperative spirit.

*Word Cloud to Demonstrate Weaknesses*



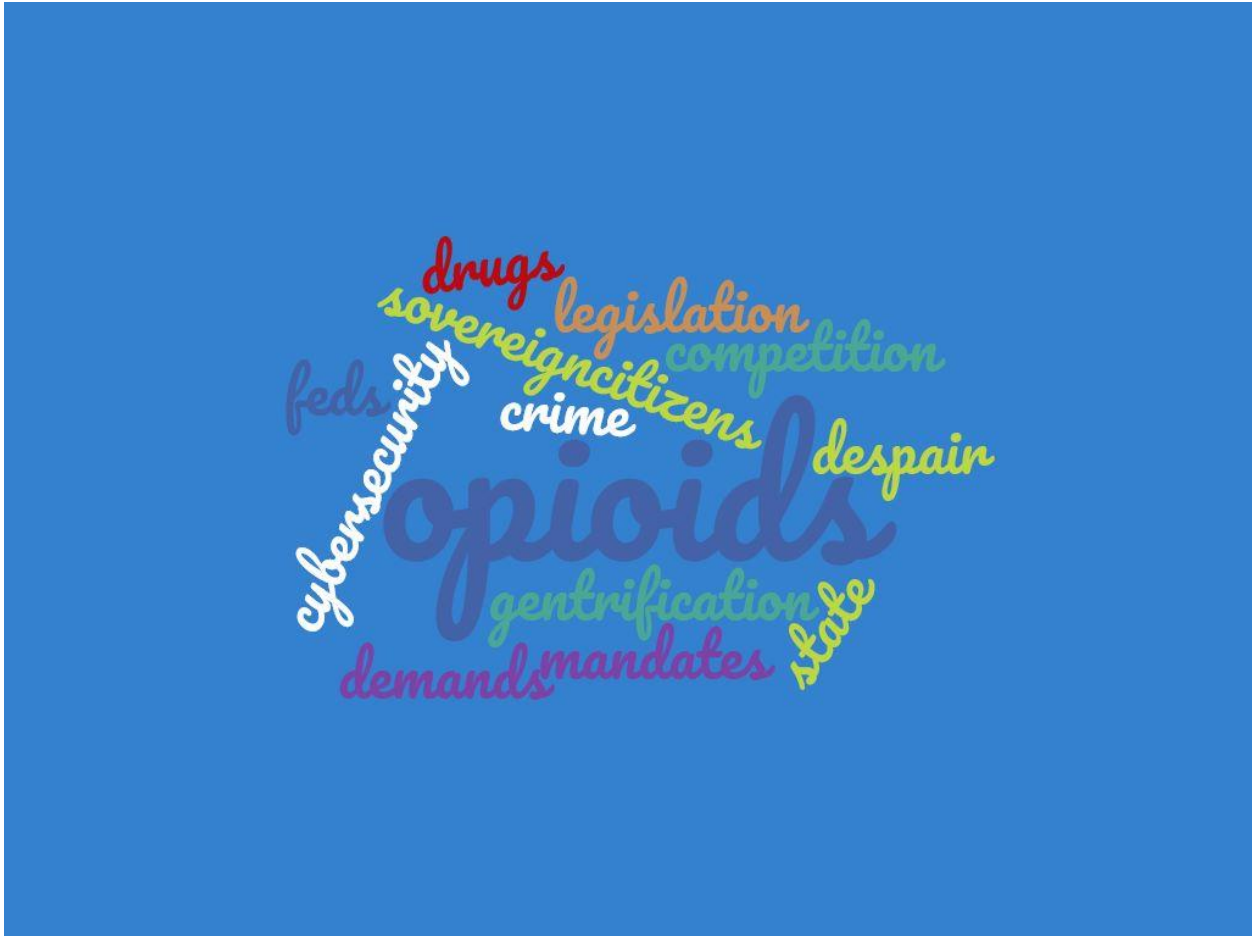
Weaknesses cited include a **low pay scale**, funding, antiquated technology, poor communication (including supervisory communications being infrequent or oppressive), inflexibility (with vacation and hours of work), growing demands on employees, negativity (sometimes described as not liking political environments), a poor image, and cuts to funding.

*Word Cloud to Demonstrate Opportunities*



Opportunities for Fairfield County include **improving employee pay or focusing on retention and recruitment efforts**, implementing additional collaborations, seeking grants, increasing the sales tax base, putting in place the land use plan, improving records storage, focusing on the arts, building upon existing, excellent programs, developing the US 33 corridor, highlighting the friendliness of the county culture, and improving tourism.

*Word Cloud to Demonstrate Threats*



Threats to Fairfield County include the **opioid epidemic**, compassion fatigue relating to the opioid epidemic (and drug addiction, in general) and the burdens it places on staff, cybersecurity attacks, legislation, unfunded mandates, cuts from the state and federal government, competition (for housing, jobs, and employee resources), a subculture of sovereign citizens, increased crime (especially relating to low level offenses), and overall demands on services from a fast-growing population.

The responses have been synthesized into a taxonomy of five themes with action steps which can be further outlined within an overall group comprised of appropriate leaders. These themes were further reviewed to determine if the themes and actions accurately depicted a mid-term strategic approach for the overall county operations, knowing that there are multiple, departmental strategic plans in existence, as well.

Relating to the themes, the questions asked were:

1. Do the themes relate to Fairfield County as a local government overall?
2. Is there a theme missing in this initial analysis?
3. Do the action steps relate to the themes?
4. What action steps should be added?

At the end of the summary of the themes, there are links to departmental strategic plans, which align with the overall themes. It is expected that there will be ongoing updates to the action steps, with leaders and small groups developing goals, as has been the process for multiple departments within the county over time.

The themes are listed in order of prevalence within the SWOT analysis from the most prevalent to the least prevalent, although the themes appeared throughout the survey.

### ***Strategic Themes***

1. **Fighting the opioid and drug epidemics** & implementing community responses
2. **Valuing employees** & improving recruitment and retention of employees
3. **Improving technology** and records retention services
4. **Improving business opportunities**
5. **Securing funding** and monitoring expenditures to help provide for resources to meet growing demands on services

### ***Updates to the Strategic Plan***

Fairfield County is dedicated to obtaining additional input and feedback. The strategic plan and its themes were initially discussed in public meetings from May 2018 – August 2018. Those meetings included County Commission meetings, elected official and department head meetings, Fairfield County Family, Adult, and Children First Council meetings, and community group meetings, such as Lancaster/Fairfield County Community Action Board meetings. From August 2018 forward, there have been ongoing efforts to reach out to employees for any changes they deemed important to the plan. The strategic plan is posted on the Fairfield County website with a notation about contacting the County Administrator if there are suggestions. The County Administrator's email address is listed: [carri.brown@fairfieldcountyohio.gov](mailto:carri.brown@fairfieldcountyohio.gov) In addition, the strategic plan is a working document that is updated. The header of the document will note the dates in which updates are made.



**Strategic Plan for Fairfield County, Ohio - 2018-2021**  
*Issued May 17, 2018; Updated August 15, 2018; October 2, 2018; November 13, 2018; November 28, 2018;*  
*Updated January 27, 2019; March 14, 2019; May 8, 2019; June 13, 2019; July 16, 2019; August 28, 2019;*  
*November 21, 2019; February 6, 2020; June 22, 2020; September 20, 2020; March 21, 2021; May 15, 2021*

**STRATEGIC THEME**

Fighting the Opioid and Drug Epidemics & Implementing Community Responses

Note: Community responses relate to overall addiction and mental health services, of which opioid use is a major component but not the only component.

**CHAMPION: ADAMH and other leaders**

**WORK GROUP MEMBERS: Task Force Members and all leaders**

**TARGETED OUTCOME/COMPLETION: Reduced Use of Opioids and illegal drugs, Improved Mental Health of Residents**

Action Step(s)	Task Review/Dates	Assigned to	Results
Involve All Stakeholders Increase Community Conversations Develop the ADAMH Strategic Plan Focus on early intervention and prevention	Review & Update at community meetings	ADAMH	Task Force Meetings scheduled; ADAMH strategic planning in progress; ADAMH completed all documents needed for additional levy to be on the ballot for November 2018 (collections in 2020); levy passed; funds distributed for top priorities; press release in May 2021
Provide new body scanner at the jail to help with enforcement and detection	By the end of 2019	Chief Lape and Carri Brown	Market research conducted; using Commissary funds for health of inmates; in place 7.2019
Implementation of Drug Recovery Court	Bi-annual review	Judge Trimmer Judge Berens	Meaningful opportunities for life-saving choices
Improve funding for Mental Health and Substance Abuse Treatment – seek grant or intergovernmental revenue for mental health and substance abuse case management at the jail as a community alternative to incarceration	Quarterly Review	Carri Brown & MOU partners: Commissioners, Common Pleas Court, and Sheriff	Secured funding for mental health and substance abuse services at the jail; Quarterly reports made to ODRC; funded through 2023/2024. Strategic goals envisioned in 2018;
Improve funding and strategic planning for mental health services	Ongoing review	ADAMH Board	Additional levy passed in 2018; Solidifying goals in 2019; funds distributed for top priorities' schools received grants
Implementation of START Program, a partnership with the Ohio Attorney General; Continue other, multiple grant related initiatives	Quarterly	Aunie Cordle	Obtained grant from the Ohio AG; implemented Sobriety, Treatment, and Reducing Trauma Program; modeling practices for the state
Implementation of FORT, a partnership with the Major Crimes Unit; develop a method for real time data of overdoses	Bi-annual reports	Commander Dennis Lowe	Hired coordinator & implemented program; obtained CARA grant for \$498,000 in October 2018; progressing well; obtained a state recovery grant in February 2020

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Stepping Up Collaboration – Hold a strategic assessment meeting; Develop top priorities	By the end of June 2018; ongoing	Angel Sanderson Valerie Carpico	A coordinated assessment of local resources; top four priorities were identified with sequential mapping tool; priorities were communicated to partners; TCAP efforts have furthered the collaboration and supported efforts at the jail, as well
Stabilize Reentry Coalition – maintain the coalition to help reduce recidivism	By the end of June 2018; ongoing	Valerie Carpico	Valerie Carpico coordinated referrals for community aftercare services for offenders; Carri Brown drafted summary of program and outcomes to support ongoing communications
Implement Community Service probationary program in cooperation with Municipal Court	Bi-annual reports of progress	Collaboration among courts	Probationers participate in a community service program – referrals are tracked; progressing well – used within multiple organizations
Increase Mental Health First Aid Training for employees Promote three main priorities of crisis stabilization, school-based prevention, and community-based prevention	Annually in 2018	ADAMH, Clerk to Commissioners  ADAMH	Trainings held in 2018 & annually  Commissioners transferred property to ADAMH; additional support provided
Multi-System coordination for developmental approaches so that youth can be productive members of society; updating truancy approaches	Bi-annual review	Judge Vandervoort	Juvenile Justice symposium was held; a new grant was awarded in April 2018; Training with Georgetown University will be held in September; An update to the Board of Commissioners is scheduled relating to the early response model for schools; there is an ongoing assessment about evidence-based approaches and detention needs for juveniles; work groups created for truancy approaches in 2021
Holding major pharmaceutical companies accountable	Ongoing	Commissioners and Prosecutor	Joined a lawsuit, communicated openly about expectations; provided information as requested for discovery; passed resolutions as necessary; participated in state discussions for methodology
<b>COMMENTS</b> The above task list in not inclusive of all activities. Opioid use is a major component but not the only component of the addiction issue.			

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<b>STRATEGIC THEME</b> Valuing Employees / Improving Recruitment and Retention of Employees			
<b>CHAMPION:</b> Jeff Porter <b>WORK GROUP MEMBERS:</b> Commission Executive Leadership Team / Department Heads			
<b>TARGETED OUTCOME/COMPLETION:</b> Improved Recruitment and Retention			
Action Step(s)	Task Completion / Review Date	Assigned To	Results
Develop Work Group to outline recommendations for employee recruitment and retention, to valuing employees	Updates at Roundtables/ meetings	Jeff Porter and committee members	Recommendations were prepared in 2018 and approved for implementation in 2019
Evaluate Compensation Plan for completeness and consistency with market	Annual process	Jeff Porter	Competitive pay rates in Central Ohio market; reviewing in 2021
Evaluate employee benefit plan and wellness opportunities	Ongoing - report annually	Jeff Porter	Controlled costs; wellness implemented in 2018 and annually; won Franklin County case in 2021
Compensation adjustments annually based on merit	Annually	Carri Brown and Commissioners; All Department Heads	Fair and reasonable budgeting parameters; merit-based pay approved in 2019; personal days for performance approved in 2020
Increase training opportunities for employees; provide training for the 20 recommendations implemented in 2019; provide communication opportunities with Time with the Commission and other scheduled opportunities; implement an electronic idea box to increase employee engagement; implement a speed mentoring program	Review at Roundtable Meetings; Time with the Commission Meetings	Carri Brown and Jeff Porter	Required training (cybersecurity, ethics, & unlawful harassment) in September 2018 forward; other training, such as CORSA and ServiceSkills in place; Communication plan implemented; Idea Box in place; NEOGov in place in 2021
Present at least one employee recognition opportunity for service each year	Annually	Jeff Porter, Carri Brown, and Commissioners	Valuing Employees for their service - Recognition Ceremonies held; 21 recommendations
Present an ongoing opportunity for recognition of employees who provide exceptional service	Ongoing – Focus at Roundtables	Carri Brown and all leaders	GEMs, BRAVOs, certificates, and proclamations prepared; resolutions passed 2X annually; State of the County addresses
Focus on security and safety of employees; leadership of the security committee; ensuring pandemic responses are appropriate; develop vaccination incentives	Ongoing	Jon Kochis and Carri Brown	Improvements and training implemented in 2018; communicated procedures in 2019 and 2020; implemented strategic responses and mitigation efforts for the pandemic; incentives developed in March 2021
<b>COMMENTS</b> The above task list in not inclusive of all activities. It is representative of the activities which were highlighted in collaborative reviews.			

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<b>STRATEGIC THEME</b> Improving Technology and Records Retention Services			
<b>CHAMPION: County Auditor and Automated Data Processing Board (Data Board)</b> <b>WORK GROUP MEMBERS: Data Board and Department Heads</b>			
<b>TARGETED OUTCOME/COMPLETION: Improved Processes and Services for the Public</b>			
<b>Action Step(s)</b>	<b>Task Completion / Review Date</b>	<b>Assigned To</b>	<b>Results</b>
Identification of technology needs  Update desktops and equipment	Update at Roundtables & add'l meetings	Mark Conrad/Dan Neely	The IT Director conducted a survey; server and phone system needs planned through 2022; \$315 K invested in equipment in 2019/2020; new licenses obtained; work group identified long term needs in March 2021 and that plans needs more details for 2022 and beyond
Update ESS (MUNIS related) processes as outlined in the 2017 Payroll and HR Investment Analysis; update MUNIS modules with early adoption initiative in 2019; Executime implementation.	Ongoing, with progress reports at Roundtables or Quarterly at other meetings	Jeff Porter, David Miller and work groups  Jay Mattlin and Michelle Wright	Improved organizational knowledge and use of ESS or MUNIS; compliance with regulations; access to information to improve processes for managers and employees; By the end of the year, all users should be using ESS; added Advance Scheduling in 2020/21 – improved records and compliance
Improve the Pay-In Process using Tyler Content Manager for increased automation	Ongoing and report by the end of the year annually	David Miller and work group	Greater use of Tyler Content Manager was implemented; All departments are now using automation
Full Implementation of Office 365	By mid-2018	Mark Conrad	Improved efficiency in operations and security of personal health information
Creation of Records Center	By the end of 2019	Branden Meyer, Carri Brown, and Dennis Keller	Improved access to organized records; Center opening – May 28, 2019; procedures defined in 2021; Records Center is in use; staffing will be reviewed in 2022
Conduct CORSA cybersecurity review and make recommendations for improvement	Annually	Dan Neely	Improved security measures; CORSA coordination August 2018
<b>COMMENTS</b> The above task list in not inclusive of all activities. It is representative of the activities which were highlighted in an initial analysis during a collaborative planning review. Metrics will include evaluation of the Records Center project plan and analysis of multiple work groups.			

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<b>STRATEGIC THEME</b> Improving Business Opportunities			
<b>CHAMPION:</b> Rick Szabrak <b>WORK GROUP MEMBERS:</b> Department Heads			
<b>TARGETED OUTCOME/COMPLETION:</b> Strong Economic Base			
Action Step(s)	Task Completion / Review Date	Assigned To	Results
Examine opportunities through the Port Authority	Review and Update at Roundtables	Rick Szabrak	Excess property used for a business in 2018; resources to support businesses in place
Hold an Economic Development Summit; Participate in MORPC and Chamber committees for economic opportunities to reduce racism	Annually	Rick Szabrak	Leaders are economic development ambassadors; summit held in 2018 and 2019; MORPC and Chamber groups began in 2020
Improved connections with educational institutions to help develop workforce and provide workforce training grants; opening the Workforce Center; coordinating new RLF process and Fiscal Recovery procedures	Ongoing and report by the end of the year annually	Rick Szabrak and WIOA Board	Skilled workforce; worked with schools to create a navigator position in August 2018; issued training grant; Summary with NACO submission; partnership with OU & Hocking College furthered in 2020; Fiscal Recovery initiated in 2021
Update the strategic plan for US 33 Alliance and issue workforce training grants for appropriate economic development opportunities	Ongoing	US 33 Alliance & Rick Szabrak Carri Brown	Marketing of US 33 Corridor; Projections include more than \$500,000 for training grants
Coordinate efforts to improve tourism	Ongoing	VCB leadership and other stakeholders, BL 2030 and Parks	Utilize new marketing; featured in a national magazine; improved website and promotional tools
Prepare for wellfield expansion	Ongoing	Tony Vogel	Land was purchased in 2018
Examine transportation improvements	Annual reports	Jeremiah Upp/TID	Updated strategies with TID; study underway in 2019/2020
Adopt a new land use plan	2018	Loudan Klein & Carri Brown	A land use plan was updated
Improve building permit process (with the county building department at RPC)	Ongoing – RPC monthly	Loudan Klein	Residential process examined in 2019; BIA partnership initiated
Hold Manufacturing Day events, including a Summit	Annually	Rick Szabrak	Ready workforce; improved understanding of manufacturing
Evaluate Performing Arts Consortium	Reported in 2019	Rick Szabrak and Carri Brown	Followed up with SOC address; report created; next steps outlined in fact sheet
<b>COMMENTS</b> The above task list is not inclusive of all activities. It is representative of the activities which were highlighted in collaborations. Additional economic assistance activities for businesses exist. NACO summaries can be compared over time.			

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<b>STRATEGIC THEME</b> Securing Funding and Monitoring Expenditures to Help Provide for Resources To Meet Growing Demands on Services
<b>CHAMPION:</b> Carri Brown, <b>WORK GROUP MEMBERS:</b> Elected Officials and Department Heads
<b>TARGETED OUTCOME/COMPLETION:</b> Ongoing Financial Stability

Action Step(s)	Task Completion / Review Date	Assigned To	Results
Obtain <i>new</i> intergovernmental resources for services to support the county overall	Review and Update at Roundtables and other meetings	Carri Brown; Mandi Crist; Michael Orlando; Heather O'Keefe; others	Obtained new grants to: improve Buckeye Lake drainage which will ultimately improve tourism; improve the DACO parking lot for accessibility; support mental health and medical services at the jail through 2020; provide visitation services; provide an early warning system; enhance Project FORT; year-end unencumbered cash at 12 31 2018 was \$13 M and is expected to exceed \$11 M at 12 31 2019.
Develop Parameters and Implement Evaluative Budget Hearing Process for all Departments; communicate and engage with employees	Annual process; ongoing with employees	Commissioners and Carri Brown, Aunie Cordle, and Department Heads	Meaningful opportunities for budgeting, cost containment, and planning; as well as improved employee engagement and organizational knowledge; developed a communication strategy and communication plan in 2018 for 2019; communications committee established for 2020;
Examine and evaluate revenue sources available for general government operations for the mid to long term; evaluate variables received for bond rating activities	Ongoing and report by the end of 2019	Commissioners, Carri Brown & Others	Evaluated Action Plans for resources for general government responsibilities; county has a "Aa2" bond rating, excellent rating from State Auditor, as well
Coordinate activities in pursuit of claim against Franklin County relating to self-funding insurance	Ongoing	Commissioners, Human Resources, and Prosecutor	Lawsuit has been filed; outside counsel has been approved, and the appropriate actions are being taken to protect resources for health benefits
Coordinate necessary activities for mental health resources	Ongoing	ADAMH Board	Ballot issue passed in 2018; collections in 2020

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**STRATEGIC THEME - *Continued***

Securing Funding and Monitoring Expenditures to Help Provide for Resources  
To Meet Growing Demands on Services

**CHAMPION:** Carri Brown,

**WORK GROUP MEMBERS:** Elected Officials and Department Heads

**TARGETED OUTCOME/COMPLETION:** Ongoing Financial Stability

Action Step(s)	Task Completion / Review Date	Assigned To	Results
Reducing electronic monitoring expenditures and/or increasing electronic monitoring capacity for Common Pleas Court and Municipal Court, maintaining appropriate tools for alternatives to jail; continue to focus on public safety priorities of the budget	By the second quarter of 2019	Carri Brown and work group	Savings of about \$300 K annually (\$1.5 M over five years) in place and county approved a contract through DAS competitively bid process; process in place for Municipal Court to join the effort; savings used in part to support a radio tower for public safety, leveraging \$250,000 for a tower valued at more than \$800,000 with state support
Rightsizing the contributions to the Multi-County Juvenile Detention Center	By the end of 2019	Commissioners	Expected contributions reduced; agreement for 2021-2023
Coordinate with CCAO for legislative priorities of the state budget: supporting children and families; supporting multi-system youth; providing information about indigent attorney fees; encouraging restoration of the local government funds	Ongoing	Commissioners and all leaders	State budget includes support for children and families and MSY as of March 2019; state budget has favorable aspects for county; new rates established for attorney fees
Coordinate with CCAO and other advocacy groups to secure state funding for the upgrades of voting equipment and for other purposes.  Advocate with state and federal partners for COVID-19 related support.  Adopt Fiscal Recovery Plans	Prior to July 2018; and ongoing	CCAO, Commissioners, Staff, Board of Elections	Collaboration resulted in expected reimbursement of \$1.4 M for 2019 for voting equipment; Concentrated on pandemic funding in 2020; implemented county savings plan, as well. Initiated Fiscal Recovery plans in 2021; new strategic process developed for 2022; CARES Act and pandemic response finalized; carryover balance of the general fund is stable; AA2 bond rating.

**COMMENTS** The above task list in not inclusive of all activities. For example, work continued on acquiring multiple grants and in ensuring an appropriate rate schedule for significant expenditures, such as those for indigent attorney fees.

### ***Evaluation of the Strategic Plan***

The initial plan was presented for additional input and feedback at the May 2018 elected official and department head roundtable. Ongoing updates at each roundtable meeting and at various other meetings (such as Data Board meetings or work group meetings) are expected. The themes will be communicated on an ongoing basis with all employees and stakeholders. A strategic plan is document for guidance; it is a living document. Therefore, ongoing updates are expected.

The comments sections in the strategic theme charts provide some suggestions for metrics. Metrics will be reviewed throughout the plan period to help document progress. Resources for metrics include:

**1. Fighting the opioid and drug epidemics & implementing community responses**

ADAMH reports, TCAP reports, START program reports, FORT reports, Reentry Coalition summaries, Stepping Up reports, Community Service reports

**2. Valuing employees & improving recruitment and retention of employees**

HR reports, GEM reports, recommendations from work groups, and job satisfaction surveys

**3. Improving technology and records retention services**

Data Board survey and reports, project reports for the Records Center

**4. Improving business opportunities**

NACO reports and other economic indicators

**5. Securing funding and monitoring expenditures to help provide for resources to meet growing demands on services**

Budget reports, grant reports, levy analysis for ADAMH, work group reports, and Commissioner Meeting minutes

If there are any questions or comments about the strategic plan, please contact Carri Brown, County Administrator: [carri.brown@fairfieldcountyohio.gov](mailto:carri.brown@fairfieldcountyohio.gov) or (740) 652-7096.



*Exhibits*

***Links for Multiple Departmental Plans and Related Informational Tools***

1. Fairfield County Comprehensive Land Use Plan  
<https://www.co.fairfield.oh.us/rpc>  
Call the Regional Planning Commission, (740) 652-7110
2. US 33 Alliance Community Marketing Tools and Business Information  
<https://www.fairfield33.com/>
3. Fairfield County Job and Family Services Strategic Plan  
[https://www.fcjfs.org/about\\_us/strategic\\_plan](https://www.fcjfs.org/about_us/strategic_plan)
4. Fairfield County Emergency Management Link for Buckeye Lake Dam Safety  
<https://www.fairfieldema.com/>
5. Fairfield County ADAMH Informational Video  
<https://www.youtube.com/watch?v=gQufqRmzJT8>
6. Ohio Prevention Strategic Framework  
<http://mha.ohio.gov/Portals/2/assets/OH%20SPF%2013%20Counties/Fairfield-Strategic-Plan-Map-and-Strategy-Proposal-POLICY.pdf>
7. Fairfield County Department of Health Strategic Plan  
<https://www.myfdh.org/pdf/FDH-Strategic-Plan-2017-2020.pdf>
8. Fairfield County Developmental Disabilities Strategic Plan  
<http://www.fairfielddd.com/strategic-plan/>
9. Fairfield County Dog Adoption Center and Shelter  
<https://www.co.fairfield.oh.us/dog/pdf/DOG-SHELTER-Strategic-Plan-2018.pdf>
10. Fairfield County Community Health Improvement Plan  
<http://www.myfdh.org/pdf/2016-Community-Health-Status-Assessment.pdf>