



STRATEGIC PLAN | 2025-2028

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 4-year strategic plan to outline the goals, priorities, and strategies to help support a healthy and prosperous community. This comprehensive plan, serves as a guide for County leadership as they make decisions, invest resources, and realize county goals.

Krile Communications, a strategic communications firm based in Fairfield County, led the development of this plan, which was updated from a 3-year plan originally created in 2022.



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 multiples 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



Steve Davis
Fairfield County
Commissioner



Jeff Fix
Fairfield County
Commissioner



David L. Levacy
Fairfield County
Commissioner



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

Transportation and Utilities

SOCIAL SERVICES

*Self-Sufficiency, Mental Health,
Addiction & Youth Services*

HOUSING

*Affordable Housing &
Housing Assistance*

WORKFORCE DEVELOPMENT

*Job Training & Growing and
Supporting a Skilled Workforce*

ECONOMIC DEVELOPMENT

*Driving & Managing
Equitable Growth*

COUNTY OPERATIONS

Internal Operations & Policies

Goals

- 1.** *Advocate for, develop, and maintain infrastructure that supports access, connectivity and wellbeing of current and future Fairfield County residents and businesses.*
- 2.** *Strengthen and support social service programs through broader coordination to promote self-sufficiency of residents.*
- 3.** *Improve availability and access to safe, quality and affordable housing throughout the County.*
- 4.** *Grow and support a skilled workforce to meet the needs of current and future employers.*
- 5.** *Facilitate and drive economic growth through effective planning, collaboration, promotion, and development.*
- 6.** *Optimize County operations to serve, connect and protect the citizens of and visitors to Fairfield County.*



INFRASTRUCTURE

Transportation and Utilities

GOAL: *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 enhance access and affordability of fiber, hotspots, wireless and other technology.
- 1.1.3 – Collaborate with partners to identify and seek funding opportunities for expansion.

1.2: Improve public transportation options to better meet local needs.

- 1.2.1 – Improve existing transit services, ease of use, and community awareness of the services.
- 1.2.2 – Expand transit service to meet the needs of Fairfield County citizens and employers, including opportunities for innovative funding.
- 1.2.3 – Advocate for Fairfield County within the region's long-term future plans for regional connectivity, such as partnerships with other transit authorities and public rail transportation.
- 1.2.4 – Continue to improve access and expand corporate aviation offerings at the airport.
- 1.2.5 – Enhance active transportation of the community (walkability, bike-ability, scooters, mobility aids, etc.)

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 and residential) consistent with established local development plans.
- 1.3.2 – Advocate for the development of commercial power and natural gas in underserved areas.
- 1.3.3 – Serve as a resource to townships and villages regarding water and sewer services.

1.4: Provide and maintain a safe and efficient road network throughout the county.

- 1.4.1 – Support the completion of necessary Transportation Improvement District projects throughout the county.
- 1.4.2 – Prioritize and coordinate efforts to address traffic congestion and safety issues.
- 1.4.3 – Strengthen partnerships with regional and statewide transportation organizations to leverage resources.







HOUSING

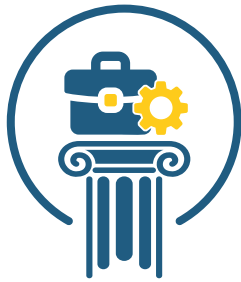
Affordable Housing & Housing Assistance

GOAL: *Improve availability and access to safe, quality and affordable housing throughout the County.*

3.1: Identify needs and opportunities to improve housing options for County residents.

- 3.1.1 – Assess the continually evolving housing needs of the community, identify strategies for improvement and collaborate with school districts to address the impact of growth.
- 3.1.2 – Advance policies to support additional housing inventory within the county and central Ohio region.
- 3.1.3 – Improve development policies and processes, while removing barriers and increasing services to build more housing in the County.
- 3.1.4 – Promote Fairfield County as a great place to build diverse housing options for residents.





WORKFORCE DEVELOPMENT

Job Training & Growing and Supporting a Skilled Workforce

GOAL: *Grow and support a skilled workforce to meet the needs of current and future 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 to build a pipeline of skilled workers for in-demand jobs.
- 4.1.2 – Promote local career pathways to students and job seekers by working with educational partners to develop a skilled workforce for the jobs of today and tomorrow.
- 4.1.3 – Improve effectiveness and engagement of regional partners through the Area 20 Workforce Development Board.
- 4.1.4 – Explore opportunities to engage and serve unemployed and under-employed citizens.

4.2: Promote awareness of the advantages of working for Fairfield County employers.

- 4.2.1 – Convene employers to analyze and provide labor market information to ensure competitiveness in the region.
- 4.2.2 – Use Fairfield 33 Alliance to promote the benefits of employment in Fairfield County.

4.3: Support efforts to remove barriers to address gaps in employment.

- 4.3.1 – Evaluate access to childcare in the county to identify gaps and build a plan to address affordability and increase capacity and utilize state and federal financial resources to increase capacity.
- 4.3.2 – Assess transportation resources to align with employment centers/large employer workforce needs.
- 4.3.3 – Utilize grants and other funding to connect supportive services to employees and job seekers to remove barriers such as basic life needs, tools, technology hardware, and clothing.
- 4.3.4 – Convene and collaborate with partners to support career transitions, including rapid response re-training for in-demand (current and future) jobs and employment-gaps.



ECONOMIC DEVELOPMENT

Driving & Managing Equitable Growth

GOAL: *Facilitate and drive economic growth through effective planning, collaboration, promotion, and development.*

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

- 5.1.1 – Identify areas for future commercial and mixed use development and potential hurdles.
- 5.1.2 – Educate and support local entities to align tax and incentive policies to meet local development needs.
- 5.1.3 – Utilize the Fairfield 33 Development Alliance to engage local stakeholders and promote Fairfield County to potential employers.
- 5.1.4 – Support townships, municipalities and villages in managing growth in their communities, including working with school districts to address impact.

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.
- 5.2.4 – Support the development and growth of small businesses and downtown areas.
- 5.2.5 – Identify needs to be prepared to act quickly and nimbly when economic development opportunities arise.
- 5.2.6 – Support the efforts of the travel and tourism industry in our community.





COUNTY OPERATIONS

Internal Operations & Policies

GOAL: *Optimize County operations to serve, connect and protect the citizens of and visitors to Fairfield County.*

6.1: Demonstrate the value of County government to our citizens and community partners.

- 6.1.1 – Highlight County programs and initiatives to educate public about county government services and the value they provide.
- 6.1.2 – Collaborate with and/or support other jurisdictions to enhance government interactions and services.
- 6.1.3 – Provide outstanding customer service and enhance accessibility of services for all citizens.

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 – Continually evaluate current technologies and processes to protect and enhance operations (cybersecurity, data retention, etc.).
- 6.2.3 – Evaluate and implement new technology to support better communication, training and planning efforts.

6.3: Identify and implement opportunities for efficiencies in the delivery of County services.

- 6.3.1 – Work across County departments to determine opportunities for centralized procurement efforts.
- 6.3.2 – Assess, identify and implement opportunities for facility upgrades to eliminate leases and secure efficiencies, including evaluating the return on investment of advanced energy solutions.

6.4: Ensure a safe and favorable working environment for county employees.

- 6.4.1 – Proactively solicit and utilize feedback from employees to improve the work experience.
- 6.4.2 – Consistently assess and enhance safety and security to protect our employees.
- 6.4.3 – Ensure alignment of compensation, benefits and professional development with the employee marketplace to attract and retain a skilled and talented workforce.

6.5: Prepare for future growth of the County based on population growth projections.

- 6.5.1 – Consistently evaluate and seek to understand future needs for enhanced and/or increased County services.
- 6.5.2 – Identify opportunities to be proactive in developing innovative solutions and partnerships to address potential challenges.



FAIRFIELD COUNTY COURTHOUSE
210 E MAIN ST | LANCASTER, OHIO 43130

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