

# CLARK COUNTY, OHIO

## STRATEGIC PLAN 2017-2020



The Board of County Commissioners

**Clark County  
Strategic Plan 2017-2020**

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## Message from the Board of Commissioners

The Board of County Commissioners is extremely pleased to present its first ever strategic plan. Strategic plans are not drafted out of concern that the organization is heading in the wrong direction. Instead it is viewed as an opportunity to build on our strengths and make the County even better. This plan identifies three strategic priorities and the roadmap for how these priorities will be achieved.

The three priorities are (1) Provide Access to Government Services, (2) Improve Quality of Life, and (3) Promote Economic Development. In a time where local revenues are maxed, it is extremely important that entities collaborate and use creative means to ensure essential services are delivered to residents. This plan will help guide the County's decision making and provide an even stronger foundation for progress.

Thank you to everyone who contributed to the development of this plan. The next four years will be an exciting time as we strive toward fulfilling the County's mission.



## Executive Summary

A strategic plan is an internal action plan. It is a tool that organizations/agencies use to define their strategy and direction, and make important decisions about their resources. It follows a process that establishes a vision for the future, provides clear direction for reaching the goals, and establishes priorities and measurable targets that can be tracked. The Strategic Plan will help Clark County make important decisions about projects and budgeting through 2020.

Vision, mission, and core values help guide the strategic plan. The vision statement of any organization is its ideal goal. It is a concise statement of what the organization strives to be, and is the roadmap that drives, inspires, and motivates those affiliated with the organization.

The mission statement should specify its purpose or “reason for being.” It guides each day’s activities and decisions. It is the primary standard against which the organization’s plans and programs should be evaluated. The mission statement uses simple and concise terminology, speaks loudly and clearly, and generates enthusiasm for the organization. The mission is the core; it is the purpose of the organization.

Both the vision and mission are founded on core values that guide all actions and reflects what is expected from employees and elected officials. Core values are the principles and ideals that bind the organization together including the residents, employees, and all stakeholders. They are developed to frame an ethical context for the organization, and to many they are the “ethical standards” of the organization – the foundation for decision making within the organization. All leadership must operate from the same ethical frame of reference so that decisions of one will mirror the decisions of others.

If the vision and mission statements are to have any meaning, they must be accompanied by deliberate planning efforts to move the organization and the community toward a desired future. This requires clearly defined goals, proactive objectives, committed leadership, and effective management. Above all, it requires managing the forces of change. Those forces include community demographics, state and federal mandates, fiscal constraints, economic conditions, emerging technologies, and many other influences on service delivery efforts. High performing organizations are those that learn to anticipate and adapt to change by creating value for those they serve, and motivation and meaning for those who serve them. The best tool for accomplishing these objectives is strategic planning.

Clark County’s Strategic Plan includes three strategic priorities that reflect the vision and mission statements. Specific goals and objectives move the organization toward the vision of the future. The goals should remain constant over time and should only be revised to reflect significant community changes or unanticipated events. A list of measurable objectives with action steps and benchmarks helps us track progress toward the goals. Objectives are generally identified to cover the five-year planning period from the date they are adopted or revised. Actions are the steps needed to meet the objective. Many more action steps will be developed at the department and division level to align the entire organization with the goals and objectives. This plan is intended as a work in progress. While the mission, vision, values, and goals should remain constant, the objectives and actions will need periodic review and refinement. We will track progress through regular reporting on the measures, and they will be incorporated into department, organization, and community publications.

## Vision, Mission, Values

<b><i>Vision</i></b>	
<i>The vision of Clark County is to improve the function of county government to serve its citizens and the region as efficiently and cost-effectively as possible through joint efforts of our employees and leaders.</i>	
<b><i>Mission</i></b>	
<i>The mission of the Clark County Commission is to lead the County's efforts to create a positive environment and opportunities in which our citizens can thrive.</i>	
<b><i>Values</i></b>	
<i>Accountability</i> – Accepting responsibility for our performances, actions, behavior, and the resources entrusted to us.	<i>Respect</i> - Consistently demonstrating a deep regard for the diversity, needs, feelings and beliefs of all people, and acknowledging ideas and opinions of every resident, employee, and consumer.
<i>Professionalism</i> – Taking pride in our work, communicating effectively, projecting a positive image, and delivering service at the highest standards every time, in every situation.	<i>Integrity</i> – Conducting ourselves in an honest, trustworthy, and ethical manner.

## SWOT Analysis

<p><b><u>STRENGTHS</u></b></p> <ul style="list-style-type: none"> <li>• Cooperation among elected officials and boards</li> <li>• Strong overall financial position</li> <li>• Limited debt</li> <li>• Location – good visibility on I-70</li> <li>• Success</li> <li>• Strong staff</li> <li>• Economic improvement</li> <li>• People coming into Springfield (i.e. student population)</li> </ul>	<p><b><u>WEAKNESSES</u></b></p> <ul style="list-style-type: none"> <li>• Declining State revenues</li> <li>• Flat tax base</li> <li>• Effective communication with citizens</li> <li>• Opiate epidemic</li> <li>• Lack of public involvement</li> <li>• Declining Federal funding</li> <li>• People don't want to live here</li> <li>• Numerous non-profit organizations with overlapping goals</li> <li>• Negative attitude</li> <li>• Lack of planning</li> </ul>
<p><b><u>OPPORTUNITIES</u></b></p> <ul style="list-style-type: none"> <li>• Number of residents with at least some college increasing</li> <li>• Collaboration with private and public entities</li> <li>• Image can only improve</li> <li>• Messengers</li> <li>• Low cost of living</li> <li>• Community Improvement Corporation working to diversify our economic development – but we're not always on the same page with City of Springfield</li> <li>• Fairgrounds plans in the works</li> <li>• Performing Arts Center</li> <li>• Bike trails, parks, amenities, symphony</li> <li>• Great park system</li> <li>• Family friendly</li> <li>• Unmanned drones</li> <li>• Technology</li> <li>• Keeping young people (e.g. college grads) in Clark County</li> <li>• More broadly promoting the community college and its 2-year computer science program to high school students and older workers</li> </ul>	<p><b><u>THREATS</u></b></p> <ul style="list-style-type: none"> <li>• Decreasing population</li> <li>• Increasing population age 65 and over</li> <li>• Fiscal uncertainty with City of Springfield</li> <li>• State's attack on local governments</li> <li>• Negative view on opiate epidemic. News media is always telling this negative story</li> <li>• Negative internal/external perceptions</li> <li>• Competition with surrounding counties and municipalities</li> </ul>

## Current Demographics

<b>POPULATION</b>		
<b>Category</b>	<b>2011-2015</b>	<b>2010</b>
<b>Total population</b>	136,827	138,333
<b>Male</b>	66,217	66,989
<b>Female</b>	70,610	71,344
<b>Average household size</b>	2.45	2.45
<b>Average family</b>	N/A	2.96
<b>Population 21 years and over</b>	99,839	99,916
<b>Median age (years)</b>	41.0	40.5
<b>65 years and over</b>	23,786	22,422

<b>INCOME &amp; LABOR</b>		
<b>Category</b>	<b>2011-2015</b>	<b>2010</b>
<b>Median household income</b>	\$43,625	\$44,141
<b>Per capita income</b>	\$23,445	\$22,110
<b>In labor force</b>	65,813	68,668

<b>HOUSING</b>		
<b>Category</b>	<b>2011-2015</b>	<b>2010</b>
<b>Total Housing Units</b>	61,241	61,419
<b>Owner-occupied housing units</b>	36,310	37,969
<b>Renter-occupied units</b>	18,499	17,275
<b>Vacant housing units</b>	6,432	6,175

<b>EDUCATION</b>		
<b>Category</b>	<b>2011-2015</b>	<b>2010</b>
<b>High school graduate</b>	38,170	42,148
<b>Some college or associates degree</b>	35,469	30,066
<b>Bachelor's degree or higher</b>	17,443	14,721

Source: United States Census

## Strategic Planning Process

The County used the expertise of Murphy Epton to facilitate the strategic planning process. The process began with phone calls to the Commissioners to gather their goals. These goals included, in no particular order:

- Complete the landfill project
- Implement video arraignments for municipal court
- Convert the law library to digital to free up county office space
- Increase funding for the CIC – community improvement corporation – to increase economic development activities that will bring companies and jobs to the area
- Create a county-wide 911 system
- Look at consolidating space with the City of London
- Increase county’s financial stability, reduce debt in our portfolio and increase services to our community
- Complete the Northridge Water Treatment Plant
- Be proactive by generating revenue that is not a tax increase for residents. This could be retail sales and economic development to bring in more jobs. We need to do research to find out about retail opportunities. We can do this in part by supporting the Community Improvement Corporation (located in the Chamber).
- Stabilize the county’s population – increase it by 2% each year for next five years
- Create a master physical space plan including a phased relocation of county offices and departments so they can better serve the public
- Introduce customer-centric technology
- Increase residents’ incomes
- Have 5 new major job announcements and implementation of the announcements
- Eliminate vacant properties from our communities by investing in the Land Bank
- Improve citizen morale by 5% each year
- Attract and retain jobs that will boost the economy and improve our citizens’ way of life

After the initial list was developed, a strategic planning session was scheduled so that the department heads and public were afforded the opportunity to contribute. This session was held on May 17, 2017, in the Commissioner’s Conference Room. Each participant was asked to write a goal and/or desired outcome on a post it note. The notes were then collected and grouped into these categories: Aspire (goals), How (values we will exhibit along the way or how we will operate to get there) and What (specific action items). Each participant was then asked to put a check mark by



three items that they felt should be priorities. See Appendix A for a complete list of all groupings and outcomes.

Based upon the priorities identified, groups were established to brainstorm specific actions to complete the top five goals. Plans were developed that described the path forward, ownership of what needs to get done, and how we know we are making progress. See Appendix B for the Action Plan notes from the strategic planning session.

After the planning session, five subcommittees were formed. Each subcommittee will lead one of the strategic goals and provide periodic updates to the Board of Commissioners on their progress.



## Strategic Priorities

### **Strategic Priority #1: Access to Government Services**

**Goal:** To make it easier for the public and businesses to access government services.

**Objective #1:** Develop a Facilities Master Plan

#### Actions

- Create vision
- Engage participants
- Identify funds
- Identify spaces
- Draft preliminary plans

#### Metrics

- Design approval
- Efficient space design
- Community access to location

**Objective #2:** Combine City/County 911 Dispatch

#### Actions

- Agree to combine funding/contract
- Identify location
- Determine equipment differences

#### Metrics

- Location
- Faster, efficient, accurate dispatching; lives saved

### **Strategic Priority #2: Improve Quality of Life**

**Goal:** To improve the quality of life for Clark County residents; specifically, to reduce the health and economic burden of the opiate epidemic.

**Objective #3:** Eliminate Opiate Addiction/Substance Abuse

#### Actions

- Improve public education
- Recovery support (individual)
- Enforce laws
- Community collaboration
- Resource support (respond)

#### Metrics

- Decrease in use of emergency room and 911
- Gain in meaningful employment
- Gain in recovery participants

- Decrease in children removed from homes

<b>Strategic Priority #3: Promote Economic Development</b>
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**Goal:** To increase opportunities for businesses and individuals to succeed in Clark County.

**Objective #4:** Modernize Fairgrounds

Actions

- Finalize Armory purchase
- Develop hotel space/commercial development
- Evaluate lake opportunities
- Improve access & infrastructure from highway
- Hold events 52 weeks per year

Metrics

- Signed armory agreement, obtain deed, tear down building
- Increase room nights and room & sales tax revenue
- Business plan for Fairgrounds
- Smooth traffic flow from and to I-70
- Full event calendar for Fairgrounds

**Objective #5:** Develop a Strategy for Clark County/City/CIC

Actions

- Communicate openly/consistent meetings
- Prepare economic plans with continuity
- Re-evaluate CIC agreement

Metrics

- Number of meetings held
- Perception/Image change
- New agreement with metrics

## APPENDIX A

### **Aspire -*what Clark County aspires to accomplish (overall goals):***

- Grow
- Increase population
- Larger tax base
- Retain talent
- Raise average wage
- More jobs
- Attract STEM employers
- Annex Yellow Springs
- More sunshine
- Price
- Reduce greed

### **Here's How – *the values Clark County will demonstrate or how we will operate as we work toward our aspirations***

- Be professional
- Increase positive views
- Improve
- Flexibility
- Improve attitudes (internal & external)
- Communicate

### **What – specific ways we might accomplish these aspirations**

#### Priority #1 (8 votes) – Master Planning

- Master plan that serves the public (uniting county services)
- Improve technology public interface (make it easier to do business with the county online)
- All technology
- Building signage
- Central records
- Public information program filter
- Central purchasing
- Upgrade lighting in parking lots
- Parking access for residents
- Changes in offices and locations

#### Priority #2 (7 votes)

- Joint 911 dispatch

Priority #3 (5 votes)

- Eliminate opiate addiction

Priority #4 (Tie - 4 votes)

- Develop a strategy for county, city, community improvement corporation collaboration

Priority #4 (Tie - 4 votes)

- Modernize the fairgrounds

**Other specific “What” items that the group identified as ways to accomplish aspirations**

- Promotion Clark County around the state (3 votes)
- Reduce depression (3 votes)
- Improve housing (2 votes)
- Promote recreation (1 vote)
- Better public transportation (1 vote)
- Create retail (1 vote)
- Improve resident health
- Get better restaurants
- Use Facebook more
- North Ridge Water Treatment Plant