



**JACKSON
COUNTY**
o r e g o n

2022-2027

STRATEGIC PLAN

THE STRATEGIC PLAN PROCESS

Purpose of the Strategic Plan

Simply put, strategic planning is assessing the County's current efforts and charting a course to maintain and/or improve desired services for our citizens. The Strategic Plan (the Plan) helps us make decisions on allocating human and capital resources to achieve the identified goals, strategies, objectives, and measures. Further, the Plan encourages collaborations, partnerships, and creative thought among County leadership, partners, stakeholders, municipalities, and citizens. Finally, the Plan clearly communicates the County's intended direction over the next five years.

Structure of the Strategic Plan

The focus of the Plan is to be as user friendly as possible. It is hoped that Jackson County residents will find the Plan easy to understand, and that it serves as an effective road map for Jackson County to continue to provide effective and valued services over the next five years.

How is the Strategic Plan Used?

The Plan will be used by County departments when developing their respective annual plans that will address specific strategies to help promote the County vision, mission, values, and goals. Six strategies have been identified in the Plan that will be completed over the next five years. Future policy and budget recommendations will be tied back to the Plan.

Strategic Plan Process

The Plan was initiated in 2021 to update the County's vision, mission, values, goals, and strategies to determine objectives to be completed from 2022 to 2027.

The process included the following steps:

- County Administration set guidelines for goals.
- Meetings with department directors to identify Countywide and department goals.
- County's Board of Commissioners reviewed and provided input for goals.
- Draft Strategic Plan was provided to the County's 12 advisory committees for review and input.
- Public hearing on the County's Strategic Plan.
- Board of Commissioners' final approval and adoption of the County's Strategic Plan.

STRATEGIC PLAN TERMINOLOGY

Vision – An inspirational statement of the future aspirations of an organization.

Mission – An overarching statement of the organization’s overall purpose and the methods used to accomplish the mission.

Values – Collective beliefs and behaviors that guide actions.

Goals – Statement of intended results that will be the focus of strategic efforts.

Strategy – Broad definition on how a specific goal will be accomplished. Strategies are normally reviewed and updated every five years.

Objectives – Purpose statements to help create an overall vision and to accomplish strategies that will include detailed plans, specific timeframes, and measurable outcomes.

Measures – Used to track progress in achieving strategies and objectives.

VISION

For Jackson County to be the premier Oregon destination to live, work, and recreate.

MISSION

To provide public services that protect and enhance the quality of life in Jackson County as determined by the people, laws, and available resources.

VALUES

Innovation and Collaboration – *We encourage fresh ideas and teamwork among employees and County officials, State and other local governments, and the community the County serves.*

Integrity, Accountability, and Respect – *We demand honest and ethical dealings with each other and with the public. We keep our promises, admit mistakes, and are courageous in doing what is right. Our personal conduct ensures that Jackson County government is worthy of trust.*

Diversity, Equity, and Inclusion – *We strive for excellence and recognize that our differences make us stronger. We respect and seek out inclusion of differences, realizing that we can learn from each other. We insist on a culture of respect, and recognize that words and actions matter. We strive to provide equity, inclusion, and dignity for all residents of, and visitors to, Jackson County.*

Effective and Efficient Use of Resources – *We strive to provide services according to the community's priorities and to do so without waste or inequity by promoting employee pride, and high standards of performance and productivity.*

Safe and Enjoyable Workplace – *We value a safe workplace, and one in which we are honored and recognized for our talents and accomplishments. We value the free expression of ideas, honest and open communication, and positive attitudes.*

STRATEGIC PLAN GOALS

Goal 1: Protect the health, safety, and well-being of all citizens.

Community Justice Strategy – In collaboration with community partners, enhance public safety, support victims, and work toward the rehabilitation of juvenile and adult justice-involved individuals.

Objectives

- Provide a framework of services and interventions to address criminal behavior and activity in the community, and to provide a means for guided client rehabilitation, change, and restitution.

Measures

- Increase positive case closure outcomes in adult probation and post-prison cases.
- Decrease juvenile risk levels at case closure.
- Offer housing for justice-involved individuals transitioning to the community from prison, and for homeless individuals on supervision.

Development Services Strategy – Improve community livability by protecting the health and safety of County residents by ensuring compliance with the County's Codified Ordinances, Land Development Ordinance, and adopted building codes.

Objectives

- Provide a compliance program that ensures the public has access to licensed and registered contractors and highly qualified inspectors.
- Provide access to land use development permits consistent with State law.
- Provide building plan review and inspection services meeting or exceeding statutory requirements.
- Provide a fair, courteous, and balanced Code Enforcement Program to the citizens of Jackson County.

Measures

- Verify contractor and specialty licensing prior to permit issuance.
- Review and issue planning and building permits consistent with State law.
- Increase community livability by holding violators accountable for violations of the Land Development Ordinance through voluntary means, civil fines, and penalties.

District Attorney Strategy – To protect the safety and well-being of the citizens of Jackson County by prosecuting criminal and juvenile offenses, providing services to crime victims or witnesses, and assisting in the establishment and enforcement of child support orders for citizens not on public assistance.

Objectives

- Ensure that justice-involved individuals are held accountable in the Courts through the filing and prosecution of appropriate charges.
- Provide victims and witnesses of crimes committed in Jackson County advocacy, Court escort, information and referral to other programs, education about the criminal justice system, and assistance in ordering restitution.
- Assist in the establishment, maintenance, and enforcement of child support orders.

Measures

- Maintain a manageable caseload per Deputy District Attorney to provide quality representation for victims and the citizens of Jackson County.
- Notify victims of their rights in accordance with Oregon Revised Statutes and provide them with information about programs that may help them in the aftermath of a crime.
- Submit restitution orders on convicted defendants in order to collect the fiscal losses sustained by the victim.
- Collect ongoing child support and arrears on past due cases.

Health and Human Services Strategy – Protect and promote the health of Jackson County citizens.

Objectives

- Provide timely access to developmental disabilities services for children and adults who are eligible.
- Ensure the health and safety of the community through education and enforcement of public health regulations pertaining to food, pool, and lodging facilities; public drinking water systems; and wood stoves and open burning.
- Provide 24/7 crisis services for Jackson County citizens who are experiencing a mental health crisis. In addition, provide medically necessary mental health services to eligible people in Jackson County with mental health challenges.
- Reduce and control communicable disease in Jackson County.
- Improve the health of the community through collaboration in community planning efforts.
- Educate, promote, and coordinate effective community-based prevention strategies, and collaborate with the community and stakeholders to prevent and to reduce the rate of chronic and acute health conditions and improve the overall health of individuals.

Measures

- Complete an assessment of support needs and implement a plan for meeting those needs, for 90 percent of clients that are enrolled in case management, within 60 days of eligibility.
- Complete 95 percent of initial eligibility determinations for services within State-mandated timelines. Ensure that 95 percent of all age-specific redeterminations of eligibility are completed as required.
- Conduct inspections and provide consultations for public food service facilities, pools and spas, tourist facilities (hotels/motels, recreational vehicle parks, organizational camps), drinking water systems, and childcare centers.
- Promptly investigate water system alerts.
- As the Local Mental Health Authority, provide outreach, timely crisis response for both youth and adults, and provide mental health prevention and promotion activities to the citizens of Jackson County.
- Investigate reportable communicable diseases, conduct screening and testing when appropriate, and provide information and resources to the health care community and the public.

Justice Court District Strategy – Protect the safety and well-being of all citizens by adjudicating all cases with impartiality, fairness, dignity, and respect.

Objectives

- Ensure that all cases from citation to judgment are handled timely and correctly.
- Ensure that all interactions in and out of the courtroom are dignified and respectful.
- Effectively collect all fines and keep all citizens accountable to their obligations.

Measures

- Keep the trial docket moving towards resolution within reasonable timeframes.
- Use current Court procedures regarding failures to appear.
- Assign all unpaid judgments to collections within 60 days of judgment.

Sheriff Strategy – Provide the people of Jackson County with a professional public safety team committed to serve the public with character, competence, courage, and compassion.

Objectives

- Protect the public by effectively using available resources to proactively patrol the community, respond to calls for service, and to conduct thorough and timely investigations into criminal activity.
- To operate a safe and effective correctional facility that assists the criminal justice system in keeping the community safe.
- To effectively retain and recruit qualified employees so that service to the public is maintained at a high level.

Measures

- Reduce crime and increase livability by adjusting to challenges created by Measure 110, the pandemic, and other legislative mandates.
- Reduce the number of forced releases from the jail by effectively using the bed space to help reduce recidivism.
- Reduce the number of vacancies, and the time to fill vacancies, by partnering with County government to streamline processes and offer competitive compensation packages.

Goal 2: Provide opportunities for all citizens to prosper by promoting the economic development of the area.

Airport Strategy – Promote economic development at the Airport and surrounding area.

Objectives

- Market the Airport and surrounding area to both grow existing, and develop new, business opportunities.
- Increase the percentage of available land that is leased from the Airport.
- Find new ways to obtain revenues that allow the Airport to remain competitive in the market for the airlines and other tenants while remaining a self-supporting Enterprise Fund.
- Maintain a constant cash flow by diversifying uses of Airport property.

Measures

- Track usage and response to marketing efforts in destination markets.
- Monitor the percentage of available land that is leased at the Airport.
- Remain competitive in the market through annual cost of living adjustments in rental rates to ensure all tenants are treated fairly.

Expo Strategy – Provide fiscally sound social, cultural, recreational, agricultural, commercial, and education opportunities for the citizens of Jackson County, and the region at large.

Objectives

- Provide Expo facilities and equipment for the annual County Fair, Expo-sponsored events, and rental opportunities for outside groups to host events.

Measures

- Maintain rental calendar and contracting 365 days a year to allow for outside sources to schedule and host events.
- Market facilities and events in order to attract visitors to the Expo and the region.

Goal 3: Work to assure responsible development that both enhances and maintains the natural attractiveness of the area.

Development Services Strategy – Provide customers with friendly, accurate, useful, and timely information regarding the development, utilization, and preservation of Jackson County’s natural resources.

Objectives

- Balance the long-term economic, environmental, and social health of the community consistent with State and Federal law.
- Facilitate development on residential, commercial, industrial, and resource lands via implementation of the County’s land development regulations in concert with State and Federally mandated policies and procedures.

Measures

- Implement the policies of the Comprehensive Plan through the timely processing of long-range planning projects.

Surveyor Strategy – Work to ensure responsible development by confirming that all survey maps, property line adjustments, subdivisions, partitions, and condominiums meet State and local law requirements and that they are evaluated quickly and efficiently, and then filed in the official County records; and, in addition, monitor and maintain the nearly 20,000 public land survey corners in Jackson County.

Objectives

- Review and file survey maps, property line adjustments, partition plats, subdivision plans, condominium plats, and right-of-way records in a timely manner.
- Visit and restore public land survey corners that are in danger of being destroyed, or have been destroyed by logging, fire, construction, mal-intent, and exposure to the elements.

Measures

- Review survey documents within 15 business days of submission.
- File survey documents and make them available to the public within three business days of review and approval.
- Complete survey document review and filing 50 percent faster than is required by State law.

Goal 4: Make recreational, learning, and cultural opportunities accessible and available.

Expo Strategy – Provide a social, cultural, recreational, agricultural, commercial, and educational opportunity for the citizens of Jackson County, and the region at large.

Objectives

- Provide events that encourage youth leadership, self-discipline, skill development, common stewardship of land and agriculture, and activities that demonstrate pride in reflecting community values.
- Produce high quality, well-attended events for the general public.
- Promote year-round usage of the Expo/Fairgrounds facilities and provide economic activity to the region during non-Fair periods of time.

Measures

- Successful participation by youth in the annual Spring Fair and County Fair.
- Success of annual rodeo, internally-produced concerts, and other special events.
- Provide several venue options for rent to the public and for private events.

Roads and Parks Strategy – Increase use of County parks and recreation facilities such as camping, day use, and group facilities as shown by increasing the amount of revenue earned per campsite.

Objectives

- Provide multiple County-operated parks for the enjoyment of many types of recreational activities, including a variety of camping opportunities.

Measures

- Revenue earned per campsite on an annual basis.

Goal 5: Provide and maintain multiple transportation systems.

Airport Strategy – Provide exemplary facilities for the purpose of air transportation.

Objectives

- Maintain high standards of service to the traveling public and ensure that all customers and tenants are treated equally and fairly.
- Coordinate development of the Rogue Valley International-Medford Airport to enhance air carrier service, corporate aviation, and general aviation.
- Ensure safe and efficient air transportation service by maintaining: runway and taxiway systems and apron areas that accommodate the landing and takeoff of aircraft; terminal, curbside, and parking facilities that accommodate the movement of vehicles and traffic; and roadways that provide access to, and egress from, active areas.
- Update the Capital Improvement Program that is on file with the Federal Aviation Administration (FAA), and ensure compliance with FAA regulations.

Measures

- Monitor the Airport's competitiveness in the market for airlines and other tenants.
- Maintain the Airport Operating Certificate from the USDOT-FAA by ensuring any noted discrepancies on the FAA Inspection Report are addressed from year to year.

Roads and Parks Strategy – Provide safe roadways for public transportation.

Objectives

- Perform adequate pavement maintenance work including overlays, grind/inlays, chip seals, slurry seals, and other appropriate treatments to maintain or improve paved road surface conditions.

Measures

- Utilize inspection data gathered by a third-party consultant and input into an industry-standard pavement management system to provide annual overall PCI rating of 70 or better.

Roads and Parks Strategy – Maintain, improve, and extend two primary multi-use trails through the County known as the Bear Creek Greenway and the Rogue River Greenway.

Objectives

- Coordinate the construction and maintenance of the Bear Creek Greenway and the Rogue River Greenway multi-use trails that will ultimately connect the City of Ashland north to the City of Rogue River.

Measures

- Increase functional trail segments on the Bear Creek and Rogue River Greenways.

Goal 6: Utilize current and future technology to enhance transparency in a cost-effective manner to provide essential services to County residents.

Assessor Strategy – Administer all laws governing the assessment and appraisal of all properties in Jackson County; maintain accurate records and maps; document ownership changes recorded in the County Clerk's Office; verify all property sales that occur in the County; determine real estate market trends, property tax exemptions, and farm and forest special assessments; and prepare and levy taxes.

Objectives

- Fairly document and apply equitable assessments on taxable property.
- Fair and accurate appraisal of all new construction, zone changes, subdivisions, segregations, consolidations, omitted property, special assessment qualifications and disqualifications, and exemption accounts.
- Fair and accurate tax roll records upon which to base tax assessments for all taxing districts in the County.

Measures

- To appraise fairly and accurately all tax lots, structures, movable business equipment, special assessed properties, and exemptions.
- Maintain fair and accurate tax roll records upon which to base tax assessments for all taxing districts in Jackson County, and reduce the number of appeals requiring tax roll correction.

County Clerk Strategy – Conduct all elections to include initial voter registration to final election certification according to State law.

Objectives

- Provide voter registration service, conduct elections, and assist the public in a timely and efficient manner.
- Provide options for the public to research, request, and record or file an array of documents required by law.

Measures

- Elections certified by the State of Oregon reporting deadlines.
- Maintain and update voter registration records through the Oregon Centralized Voter Registration.
- Promote voter participation in elections.
- Provide online eRecording services to title companies, attorneys, mortgage companies, and to the general public to increase eRecording of documents.
- Issue marriage and domestic partnership forms, file marriage licenses upon receipt, certify copies, and maintain records in accordance with Oregon laws.

Finance Strategy – Ensure professional level, collection and accounting for property tax using the most efficient processes and procedures.

Objectives

- Process tax payments in a cost-effective manner by using best practices and technology.

Measures

- Increase efficiencies of processing tax documents.
- Distribution of tax funds to the districts within five days of collection period.
- Increase tax accounts paid through electronic technology.

Surveyor Strategy – Procure, maintain, archive, and make publicly available all survey records since Statehood. Continue to accurately index and safely archive survey and plat records to State archive standards in physical and digital forms. Accurately and precisely restore and maintain corners of the public land survey system which upholds the system of land ownership and location in Jackson County.

Objectives

- Long-term preservation of physical and written land records through the design of multiple interrelated records keeping systems which exist in written and digital form.
- Comply with Oregon Revised Statutes (ORS) by storing, archiving, and indexing countless survey records and make them publicly available in perpetuity.
- Obtain geodetic survey positions on all public land survey corners, and legally and efficiently document corner restorations to effectively perpetuate their location and history.

Measures

- Perform large scale geodetic control surveys to national geodetic survey standards in the location, positioning, and preservation of public land survey corners.
- Document the restoration and maintenance of corners of the public land survey system in the most prudent and professional manner possible in support of the statutory duties of the County Surveyor.