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Hinds County, MS 2017-2018 Strategic Plan

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January 2018

Hinds County, Mississippi

2018-2019 Strategic Plan

In January 2017, Hinds County Board of Supervisors officially approved for the County to engage in a strategic planning process which would address not only the challenges, but also increase the County's ability to successfully impact the lives of children, adults, families and businesses of Hinds County, Mississippi.

Realizing the need to strategically focus and concentrate on project execution, Hinds County, Mississippi engaged in strategic planning to improve its ability to innovate and invest in its future. Through its planning, it is minimizing risk, improving organizational agility and increasing momentum to deliver its promise to the citizens in Hinds County.

During 2017, department supervisors and their staff were interviewed to understand the Strengths, Weaknesses, Opportunities and Threats (SWOT) within Hinds County. A SWOT analysis served as an integral part of the County's strategic planning process.

The strengths (S) and weaknesses (W) findings provided a current view of the County. The opportunities (O) and threats (T) provided a view of the County's possibilities and the challenges which it faces. Information from all of these findings served to shape the strategic planning discussion.

The strategic plan increases Hinds County's ability to address our most challenging social problems, while ensuring that the departments within the County are aligned with the Board of Supervisor's priorities. The strategic plan also addresses the Board's ability to drive policy which is focused on addressing the needs of Hinds County's citizens and provides direction to Departments as they track both performance and strategic outcomes.

Hinds County Board of Supervisors is pleased to present the 2017-2019 Strategic Plan for Hinds County, Mississippi.

[Hinds County, Mississippi: Its Diverse Landscape](#)

According to suburbanstats.org, the estimated population for Hinds County, Mississippi in 2016 and 2017 is 245,285. It is the most populous county in Mississippi, home to the city of Jackson, the state capital, and the metropolitan areas of Clinton and Byram. Its county seats are located in Raymond, MS and Jackson, MS.

Hinds County is the center of professional, education, business and industrial businesses in the state. Located in Hinds County is Jackson, which is the largest city, the state capital and a hub for government, educational institutions, manufacturing and commerce.

Hinds County is bordered by the Big Black River on the northwest side and Pearl River on the east side. Without a doubt, it offers a diverse landscape. Hinds County offers its residents a fast-paced rhythm in the state's capital, as well as a peaceful countryside.

Hinds County has much to offer its residents and the hundreds of thousands of visitors it greets each year. Its hard-working and dedicated employees are happy to assist anyone who chooses to visit, live, work, play and raise a family in Hinds County!

Strategically planning gives Hinds County, Mississippi the power to transform today's visions into tomorrow's realities!

Our Mission:

"Hinds County Government is committed to the essentials in building a competitive future, enhancing the quality of life, ensuring a quality work force, promoting a more attractive business climate; and forging a stronger economy in our county for all citizens."

Our Vision:

"All services, programs, and functions enable and empower the citizens of Hinds County to live independently, healthy, prosperous, and enjoyable lives."

Our Values:

- ▣ **Partnership:** *We encourage and value our residents and businesses for the contributions that they make.*
- ▣ **Equality:** *We believe in equal treatment for all people which is paramount for a healthy community. We aim to protect all citizens.*
- ▣ **Integrity:** *We vow to operate in an ethical and responsible manner towards all people.*
- ▣ **Customer Service:** *We are committed to deliver efficient and effective service with courtesy, respect and fairness.*

Strategic Initiative #1: Expand Economic Growth

Hinds County, Mississippi will invigorate its identity, its brand, and promote its diverse landscape to improve its business climate and residential offerings.

Key Objectives:

- 1.1 Market the abundance of available land that can be purchased at a reasonable rate in order to stimulate economic growth.
Market Hinds County as a **college town**, possessing five major institutions of higher learning (Jackson State University, Belhaven University, University of Mississippi Medical Center, Millsaps College and Hinds Community College).
Work systematically with local universities and colleges to ensure its students are ready for 21st century job growth opportunities.
Expand relationships with local mayors within Hinds County in order to strengthen relationships and explore collaborative economic opportunities.
- 1.2 Promote Hinds County in a positive light offers metropolitan living, as well as serene country living.

Key Performance Indicators:

- ☐ Generate written, as well as audio visual promotional materials which markets Hinds County's available land.
(Responsible: County Admin./Communications; Econ. Dev. Authority)
 - Develop promotional videos of Hinds County properties.
 - Include videos in Authority's website upgrade and develop icon for linking other websites.

- ☐ Promote Hinds County as a college town that has an abundance of talent that is well prepared to work.
(Responsible: Economic Development Authority)
 - Establish a coordinated marketing message highlighting the region's higher education assets.
 - Re-establish the Hinds County Higher Education Initiative
 - Add a dedicated section on Authority website and develop an icon for the Hinds County and other public and private organization websites to link to the depository of information housed on the Authority Website.
 - Develop electronic and print advertising for use in targeted marketing venues.

- ▣ Strengthen the relationship between Hinds County and local universities and colleges to collaborate on marketing opportunities.
(Responsible: BOS; County Admin.)
- ▣ Meet regularly (once per month) with Hinds County Mayors to strengthen relationships and collaborate on emerging opportunities.
(Responsible: BOS; County Admin.; EOC; Public Works)
- ▣ Work with the City of Jackson to decrease the number of businesses moving out of Jackson by creating an incentive package to encourage economic growth.
(Responsible: BOS; *Econ. Dev, Authority; Board Attorney; County Admin.*)
 - Meet with City of Jackson to determine and understand all programs available to the City to incentivize businesses.
 - Analyze all City programs and make recommendations to the BOS regarding how the county can synergize the City's incentives through county participation.
- ▣ Create a marketing plan and promote the plan to highlight Hinds County as a place that is business friendly and offers diverse residential living options.
(Responsible: County Admin.)

Strategic Initiative #2: Improve Roads and Bridges

Hinds County, Mississippi will address the decline in its road system that runs through a total area of 877 square miles of which 870 square miles is land. According to the U.S. Census Bureau, it is the third-largest county in Mississippi by land area and fifth-largest by total area.

The county will prioritize the maintenance and preservation of its approximate 850 Miles of rural roads and 412 bridges in a systematic manner. This will deliver a smoother road surface, operationalize bridges, and install proper drainage and traffic controls. A decline in Federal and State revenues for maintenance and preservation of roads and bridges is sighted as a challenge. Realizing the critical need to maintain roads and bridges, the Board of Supervisors has allotted \$30,000,000 dollars to improve road conditions.

Key Objectives:

- 2.1 Leverage the \$30,000,000 allotted to road and bridge projects with other entities funding in the five districts so that more roads and bridges can be improved and/or paved within the County.
- 2.2 Design a systematic short-term and long-term road improvement plan/schedule.
- 2.3 Design and implement an infrastructure plan for equipment and facilities.
- 2.4 Place the bond fund expenditures on a deadline to ensure legal timelines are met.

Key Performance Indicators:

- ☐ Scheduled meetings will occur to identify how the \$30,000,000 could be leveraged with other entities so that more roads and/or bridges can be improved.
(Responsible: Public Works; Board Attorney; County Admin.-Budget/Fin.)
- ☐ Submit a detailed written report to the Hinds County Board of Supervisors as a 'working' document detailing improvements.
(Responsible: Public Works)
- ☐ Identify current and future equipment needs.
(Responsible: Public Works)
- ☐ Identify current and future facility needs.
(Responsible: Public Works)
- ☐ Identify short and long term funding sources for equipment and facility needs.
(Responsible: Public Works; County Admin.-Budget/Finance)
- ☐ Increase and improve communication to constituents to notify them of road and bridge closures and improvements, as well as safety issues.
(Responsible: Public Works)
- ☐ Meet bond fund deadlines to ensure financial expenditures are spent by the timeframe indicated by law.
(Responsible: Public Works; Board Attorney; County Admin.-Budget/Fin.)

Strategic Initiative #3: Implement Emergency Operation Directives

Hinds County, Mississippi EOC will address its immediate need for operation/communication facilities. It will further address its emergency operations for rural fire protection by improving equipment, resources, facilities and volunteer participation for Rural Volunteer Fire Departments; enhancing earlier warning notification systems while working to continue maintaining and upgrading our existing 911 and emergency responder's communication systems.

Key Objectives:

- 3.1 Design and build new satellite fire stations in underserved areas in the rural areas.
- 3.2 Identify existing rural facilities for upgrades or expansion.
- 3.3 Re-evaluate and upgrade Early Warning Emergency Alert System.
- 3.4 Study, Design and Build EOC Facility that will address the County's future needs.
- 3.5 Leverage existing bond funds to expand rural fire protection service by providing low cost fire insurance.

Key Performance Indicators:

- ☐ Schedule meetings with rural fire departments and personnel regarding needs.
(Responsible: EOC)
- ☐ Submit a detailed list of needed additions, expansions and upgrades to facilities.
(Responsible: EOC)
- ☐ Provide action plan for EOC facility location, design and build.
(Responsible: EOC)
- ☐ Meet bond fund requirements.
(Responsible: EOC; Board Attorney; County Admin.-Budget/Finance)

Strategic Initiative #4: Enhance External Communication

Hinds County, Mississippi's communication plan is a living document which will be used to communicate the goals, objectives and activities which will occur within its geographic boundaries. The communication plan will inform, educate and engage residents and stakeholders about the County. The purpose of all communication will be to: (1) provide government transparency, (2) communicate clear governance, (3) make

information accessible and easy to find; and, (4) respond quickly to environmental change.

Key Objectives:

- 4.1 Appoint/name an individual within the County who can foster on-going communication with elected officials and mayors to ensure communication is cultivated with the Supervisors.
- 4.2 Ensure departmental and project updates are provided to the Supervisors in a timely manner.
- 4.3 An appointed person will provide each Supervisor with a list of accomplishments so that constituents are informed at community meetings.
- 4.4 Guarantee all requests for proposals are placed in newspapers which are distributed within each district.
- 4.5 Ensure there is a continuum of constant communication with county and state elected officials that serve Hinds County.
- 4.6 Recruit and hire an economic development specialist who can successfully (1) who assist small town retail development and, (2) and network with the business community to ensure on-going relevant communication.

Key Performance Indicators:

- ☐ Communicate the story of Hinds County, Mississippi in a positive light to all media outlets through the use of video, digital, print and multimedia content.
(Responsible: County Admin.-Communications)
- ☐ Provide Hinds County Board of Supervisors with timely departmental and project updates.
(Responsible: County Admin.; Public Works; Board Attorney; EOC)
- ☐ Provide each Supervisor with a list of updates and accomplishments that can be shared with constituents.
(Responsible: County Admin.; Public Works; Board Attorney; EOC)
- ☐ Create a consistent strategic communication strategy informing elected officials who represent Hinds County and State Government.
(Responsible: County Admin./Communications)
- ☐ Improve communication between the business community and Hinds County Board of Supervisors.
(Responsible: County Admin./Communications; Econ. Dev. Authority)

- Work with county admin to develop a process to push updates to individuals that consist of items that the BOS and Authority want to communicate to the business community.
- Upgrade websites to include the means for individuals to subscribe and unsubscribe to the newsletter.

Strategic Initiative #5: Determine if Hinds County’s organizational structure is aligned to operate as a high performing governmental agency.

Hinds County, Mississippi is committed to ensuring that each department is structured to provide quality services and meet the service goals as mandated by state law.

Key Objectives:

- 5.1 Determine if Hinds County government is structured to effectively and efficiently execute the County’s mission for the roughly 250,000 residents who live, work and play in the County.
- 5.2 Establish clear performance improvement goals for each department resulting in the development of departmental strategic plans.

Key Performance Indicators:

Determine if:

- ☐ Hinds County government is structured to deliver on its mission, vision, core values and strategic goals.
(Responsible: County Admin.; Public Works; Board Attorney; EOC)
- ☐ Current work carried out by Hinds County employees adequately supports the needs of its citizens and meets the statutory responsibilities.
(Responsible: County Admin.-Human Resources; Board Attorney)
- ☐ Each department has clear and improved performance goals which are reported to the Board of Supervisors.
(Responsible: County Admin.; Public Works; Board Attorney; EOC)

Strategic Initiative #6: Review Employee Compensation

Hinds County, Mississippi will pursue a compensation study to review and evaluate studying review salary scales, wages, compensation plans, minimum wages, as well as

overtime for county employees. This study will provide a competitive compensation plan which will be used to attract and retain employees.

Key Objectives:

- 6.1 Review the state-wide and regional study conducted by Mississippi Department of Employment Security to ensure Hinds County salaries are in line with regional compensation.
- 6.2 Explore a salary structure study with an educational institution.
- 6.3 Review Hinds County's staffing organizational structure to ensure staffing patterns are configured for more effective and efficient work performance.
- 6.4 Determine whether classification systems and recommendations will improve competitiveness and ensure internal and external equity.
- 6.5 Develop recommendations for job titles, pay ranges and salary changes based on the job classification data collected.

Key Performance Indicators:

- ☐ Align staffing and funding with Hinds County's priorities and policies.
(Responsible: County Admin.; Public Works; Board Attorney; EOC)
- ☐ Develop and implement strategies for new salary structures and associated cost estimates.
(Responsible: County Admin./Human Resources)

Strategic Initiative #7: Plan for Long-range Goals

Hinds County, Mississippi will implement the short-term strategic initiatives with the intent of planning for its future. A plan for long-range goals will be essential to establishing a sustainable community for Hinds County's citizens, businesses, and visitors.

Key Objectives:

- 7.1 Update the Comprehensive Plan to include, but not limited to, the following:
 - Zoning ordinance and zoning map revisions.
 - Economic development strategies that situate Hinds County to be on the forefront of the latest technological, innovative retail trends.
 - Technology/Broadband/Wi-Fi accessibility and capability that benefits the local schools, colleges, and universities, attracts businesses, and links residents to global connections.

- A sustainable marketing plan that would continue to advance County awareness and communicate its activities.
- 7.2 Develop a long-term road and bridge improvement and maintenance plan, as well as establish the associated funding source.
- 7.3 Address/Implement the results of the salary survey.
- 7.4 Meet with regional partners to plan and establish Hinds County as a major economic attractor linking Atlanta and Dallas and New Orleans and Memphis.

Key Performance Indicators:

- ☐ Seek the appropriate professional to update the Comprehensive Plan.
(Responsible: County Admin./Permit & Zoning)
- ☐ Develop a strategic process to funding the results/recommendations of the salary survey.
(Responsible: County Admin./Human Resources/Budget & Fin.)
- ☐ Work with Economic Development Authority and other developer professionals within the Southeastern region to establish Hinds County as a regional economic attractor and part of the Southeastern region vision.
(Responsible: County Admin.-Communications/Human Resources)