



Jackson County Board of Commissioners 2014 Retreat

Session 1: Strategic Plan Progress

January 21, 2014



Board Retreat Process

Strategic Plan Review

Revenue Expenditure Forecast –
February 7, 2014

Budget Target Recommendation
– February 18, 2014



Retreat Outcomes



Priorities
Doing the Right Things

Budget Target
Within Our Means

Jackson Board of Commissioners Strategic Priorities



Influence

Core Services

1. Economic Development

2. Safe Community

5. Community & Social Supports

Vision

Cooperation Between Governments

4. Arts, Recreation & Cultural Opportunities

3. Healthy Community

Education

Internal Focus

External Focus

Organizational Goals

Improved Work Environment

Organizational Values

Quality

Integrity

Community

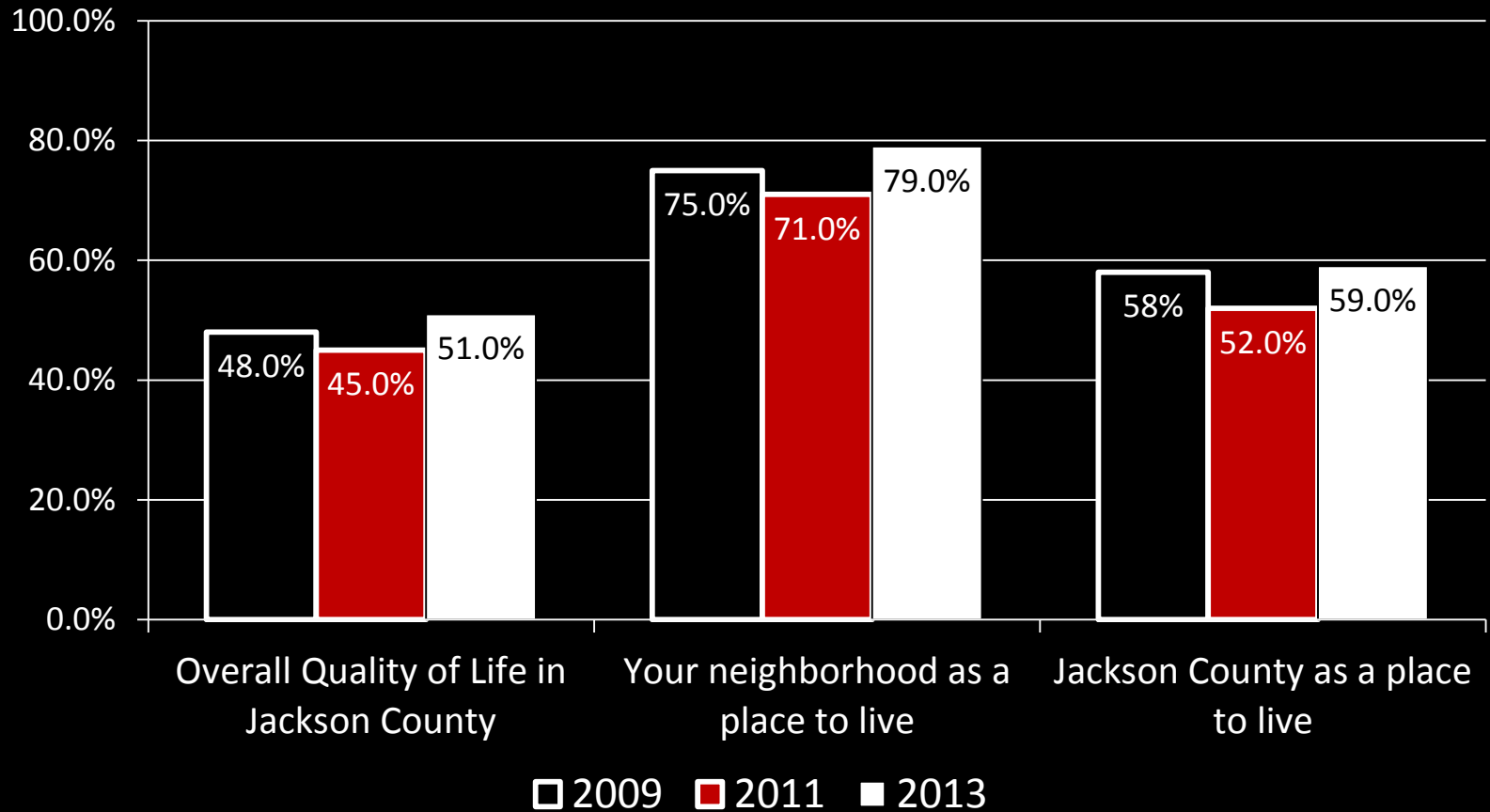
Teamwork

Efficiency

Accountability

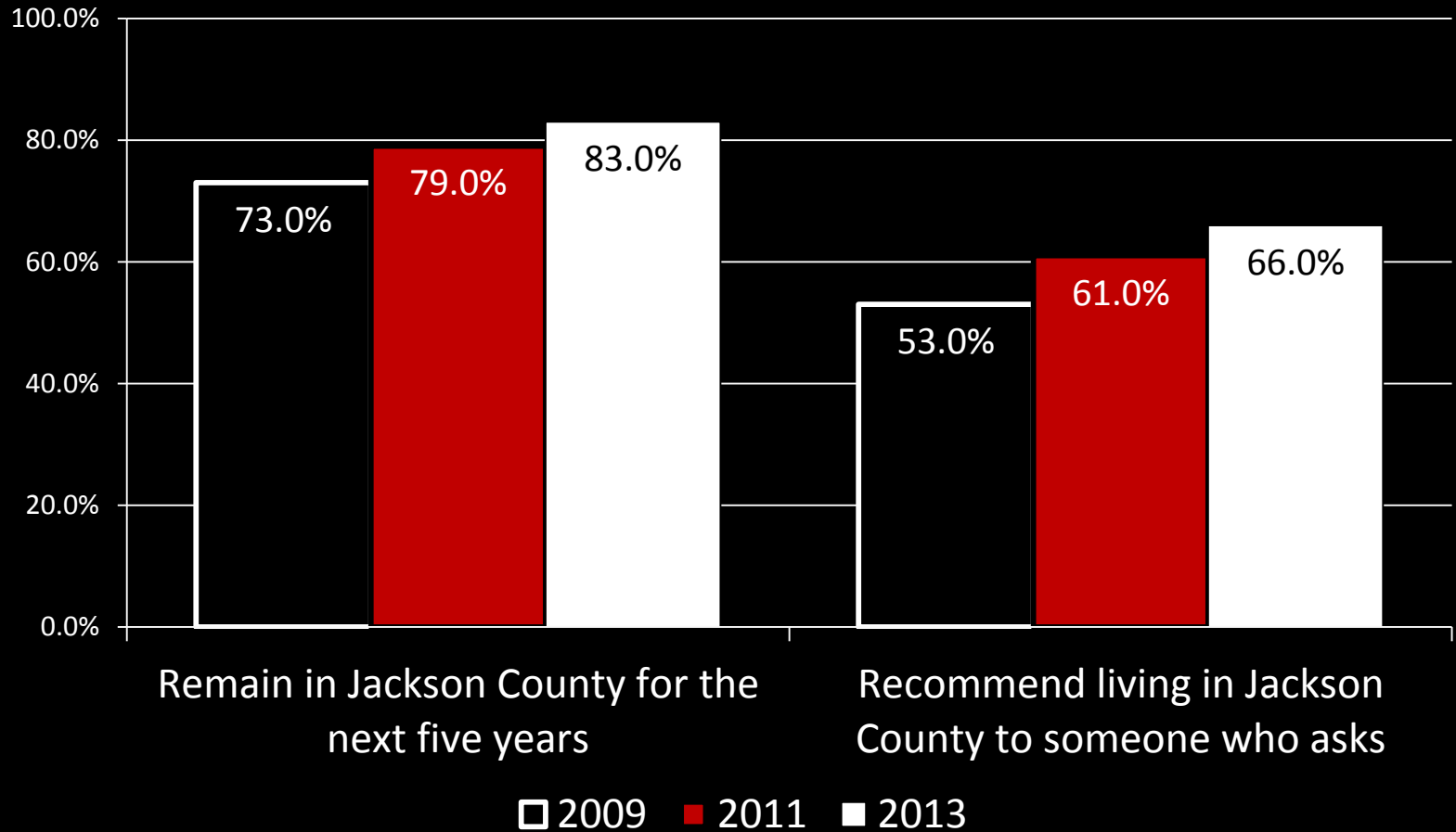


2013 Survey Data Outcome Measures





More Good News





Strategic Implementation Team

Michael R. Overton

Adam Brown

Kent Maurer

Captain Steve Bisard

Tammy Bates

Shelly Bullinger

Dr. Amy Schultz

Denise Owens

Irene LeCrone

Julie Alexander

Marce Wandell



Education

Presenters: Irene LeCrone, C2C Coordinator &
Kevin Oxley, Superintendent of the Intermediate
School District

Jackson County, Michigan
2015 Board Retreat
January 21st, 2014



Cradle to Career



Cradle 2 Career

Connecting Education
& Employment



C2C Vision

- To be a unifying force to ensure that all children in Jackson County will be ready for school success, ready for post-secondary success, ready for career success, and ready for the world.



Goals

- All students make the connection between school and success
- All students receive the support they need, within and beyond school, to succeed academically
- All students become career ready academically, financially, logistically, socially
- All students complete a post-high school education
- All students aspire to lifelong learning



Goals

- Coordination between business and education to develop a well-prepared workforce
- Build a “Culture of Education” through community collaboration



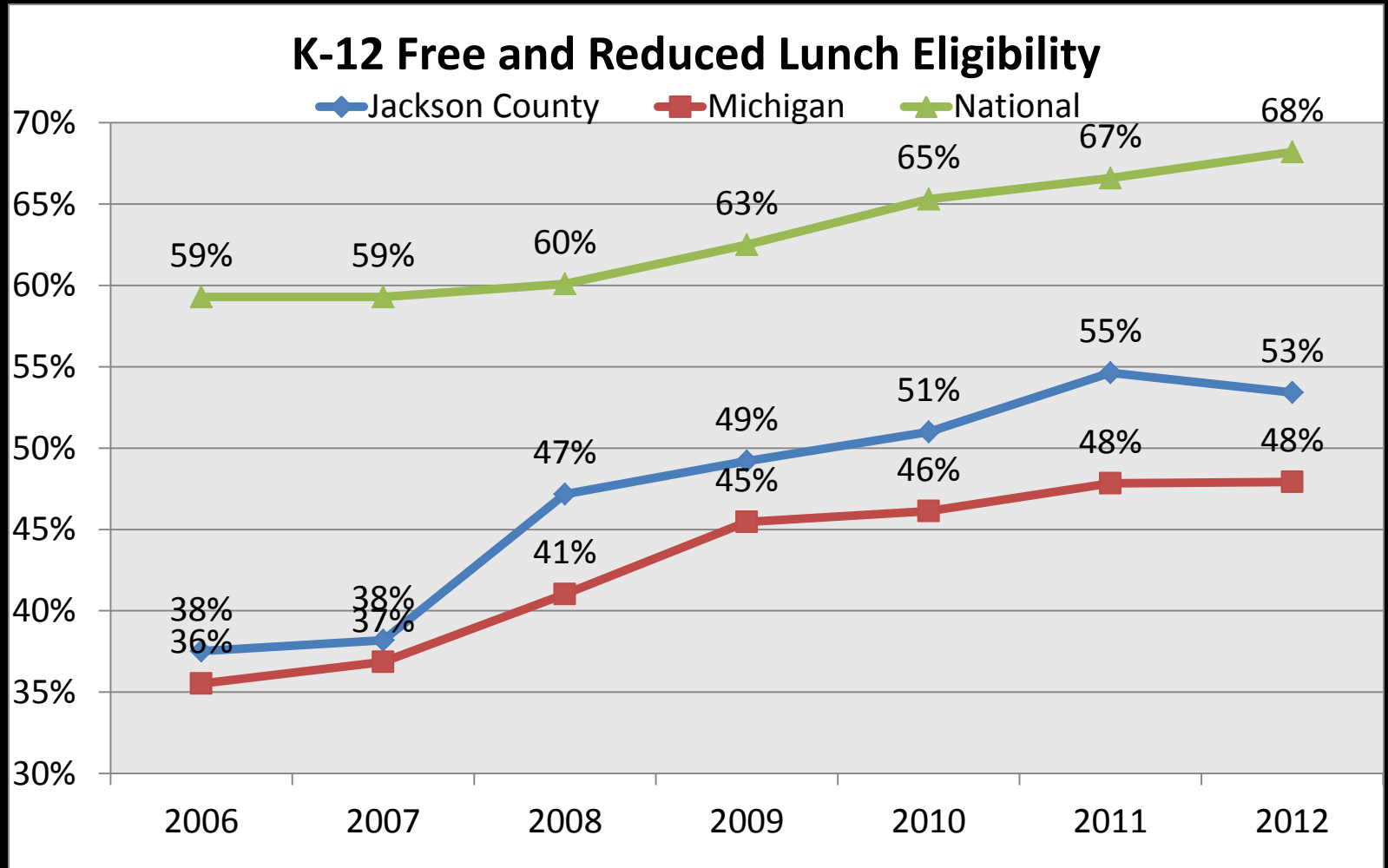
Cradle to Career

Action Teams:

- Early Childhood (Great Start Collaborative)
- Elementary
- Middle School
- High School
- Post Secondary
- Community Engagement



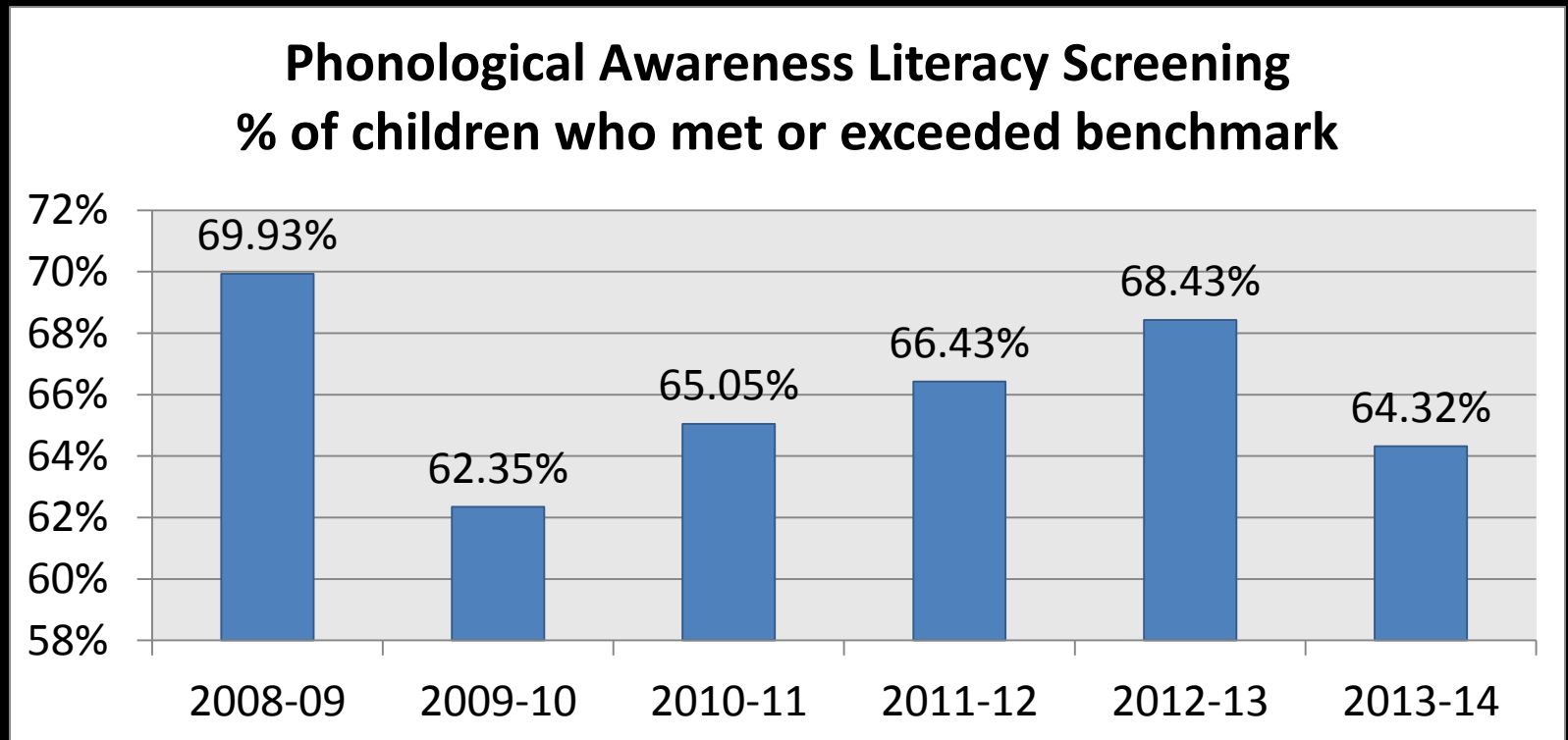
Metrics





Metrics

Early Childhood: PALS assessment





Metrics

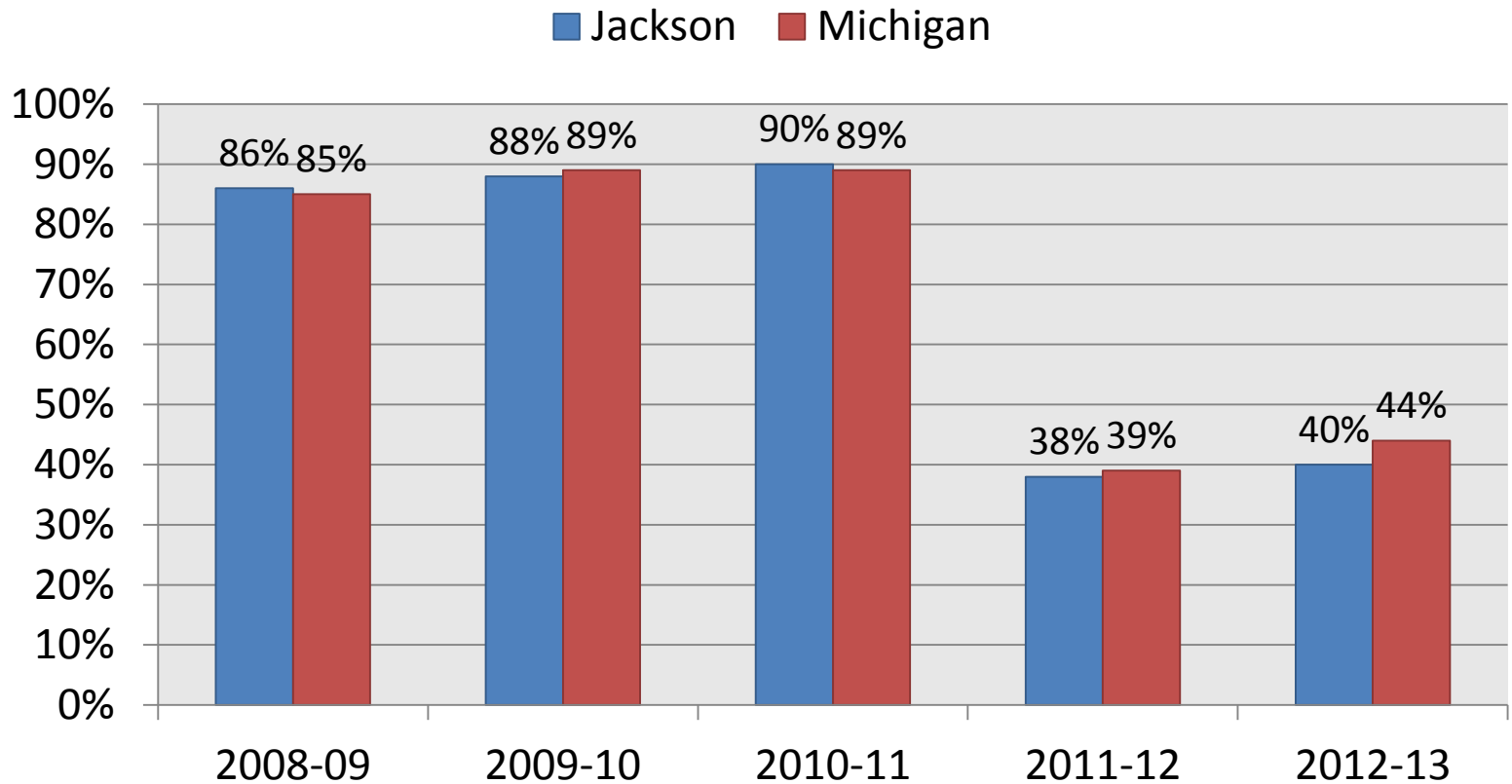
Elementary Action Team:

- 3rd-5th Grade MEAP Math & Reading scores
- Student attendance



Metrics

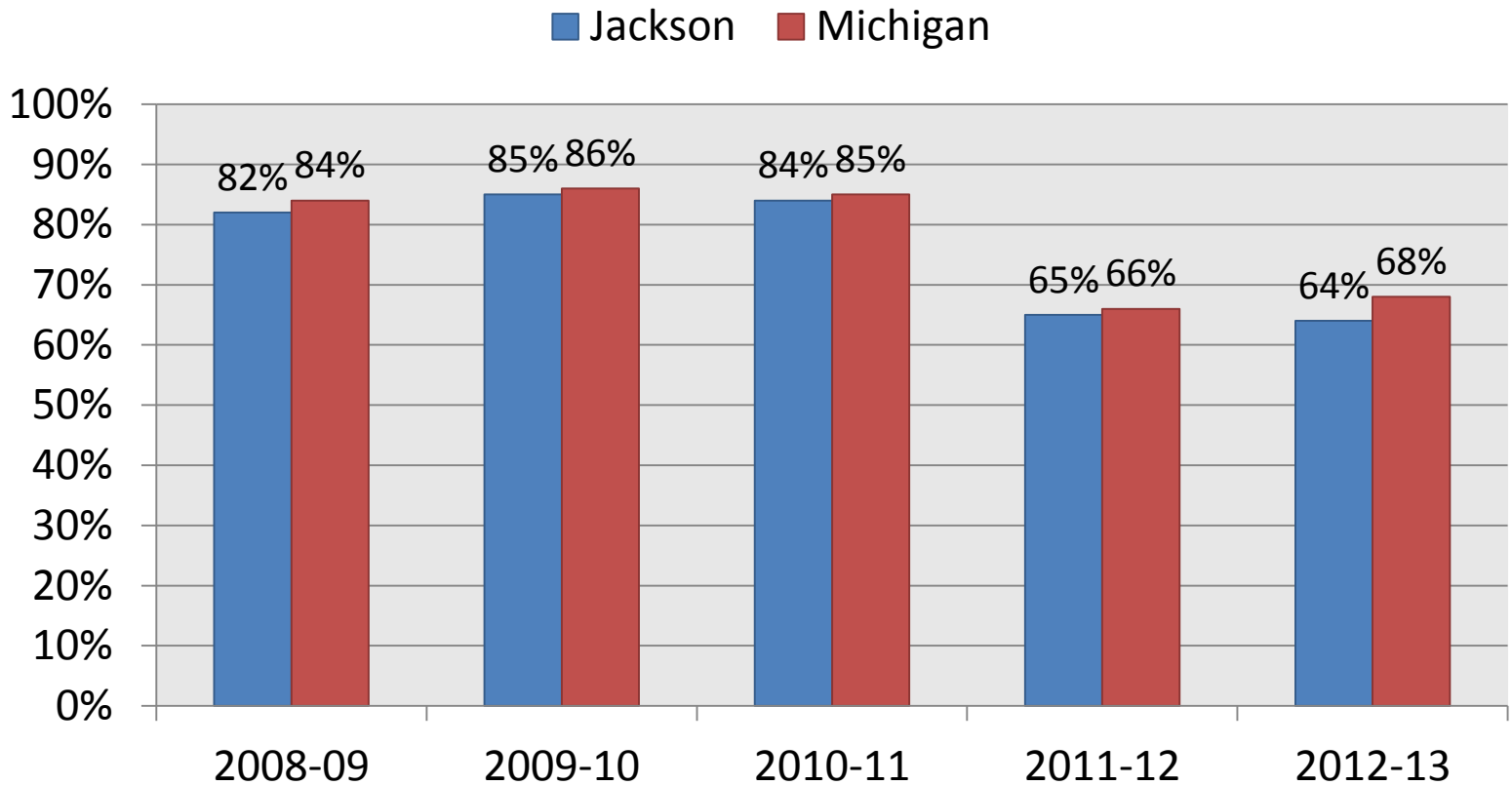
Grade 3-5 Math Proficiency





Metrics

Grade 3-5 Reading Proficiency





Metrics

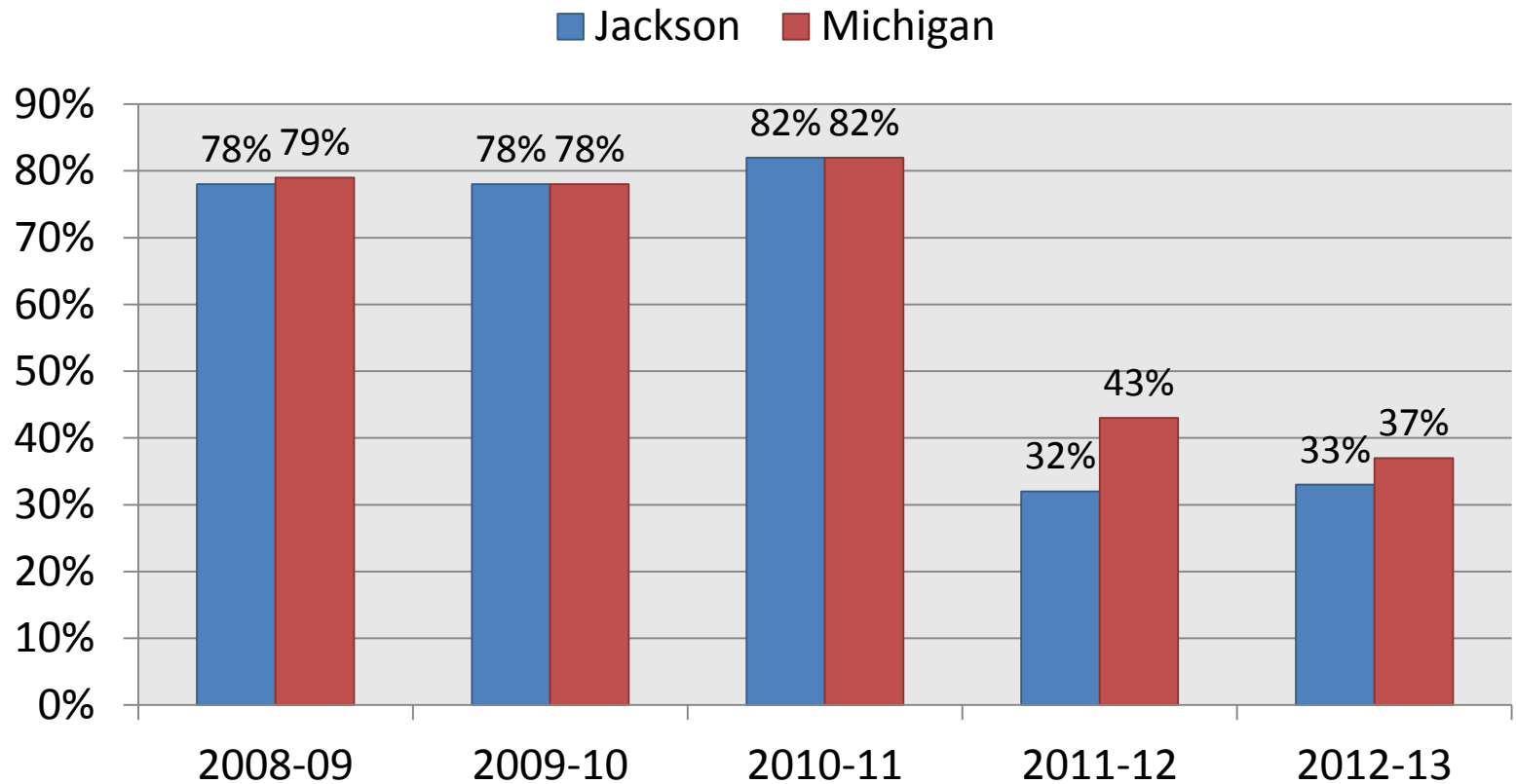
Middle School Action Team:

- 6-8th grade MEAP Math & Reading scores
- Expectation of pursuing a Career and or College



Metrics

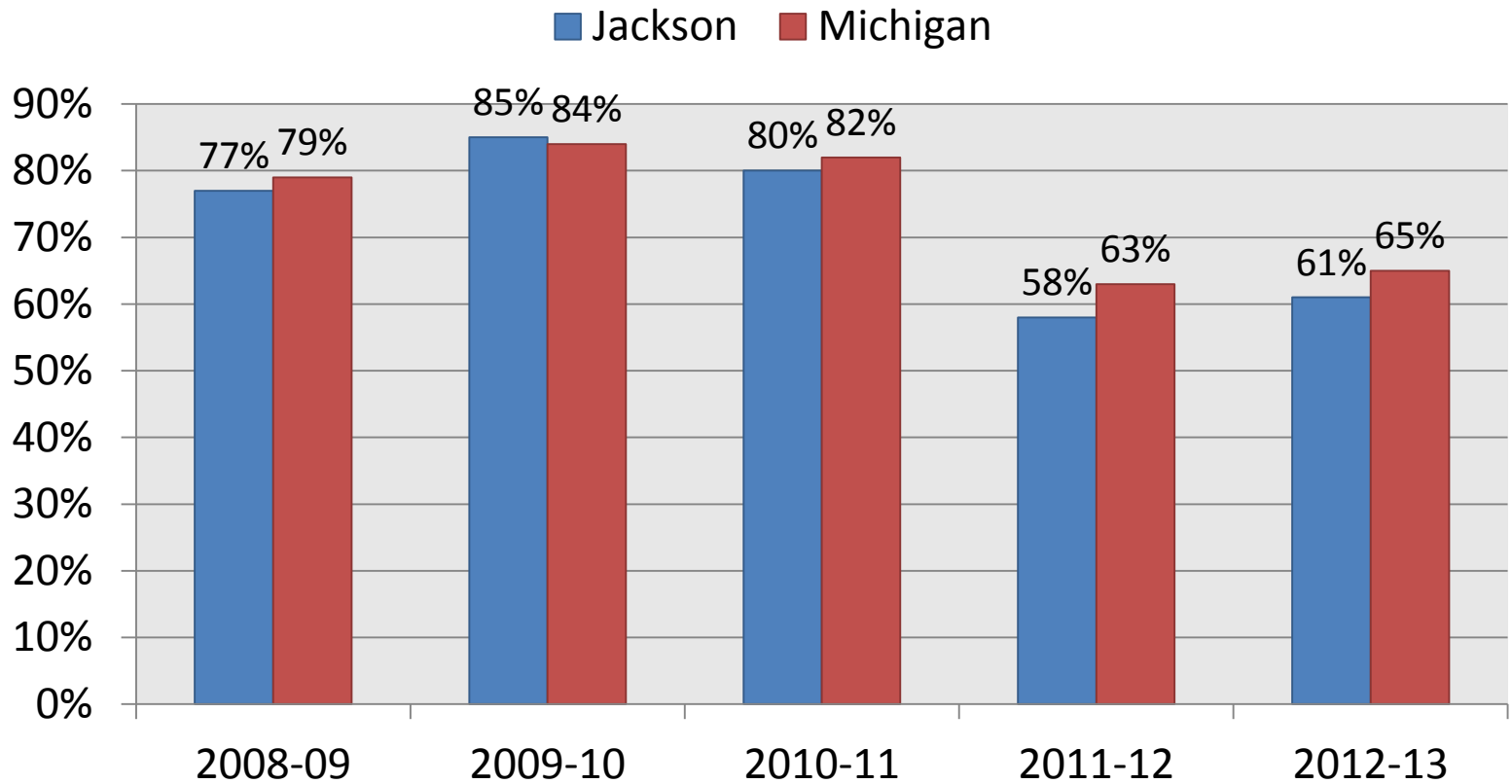
Grade 6-8 Math Proficiency





Metrics

Grade 6-8 Reading Proficiency





Metrics

High School Action Team:

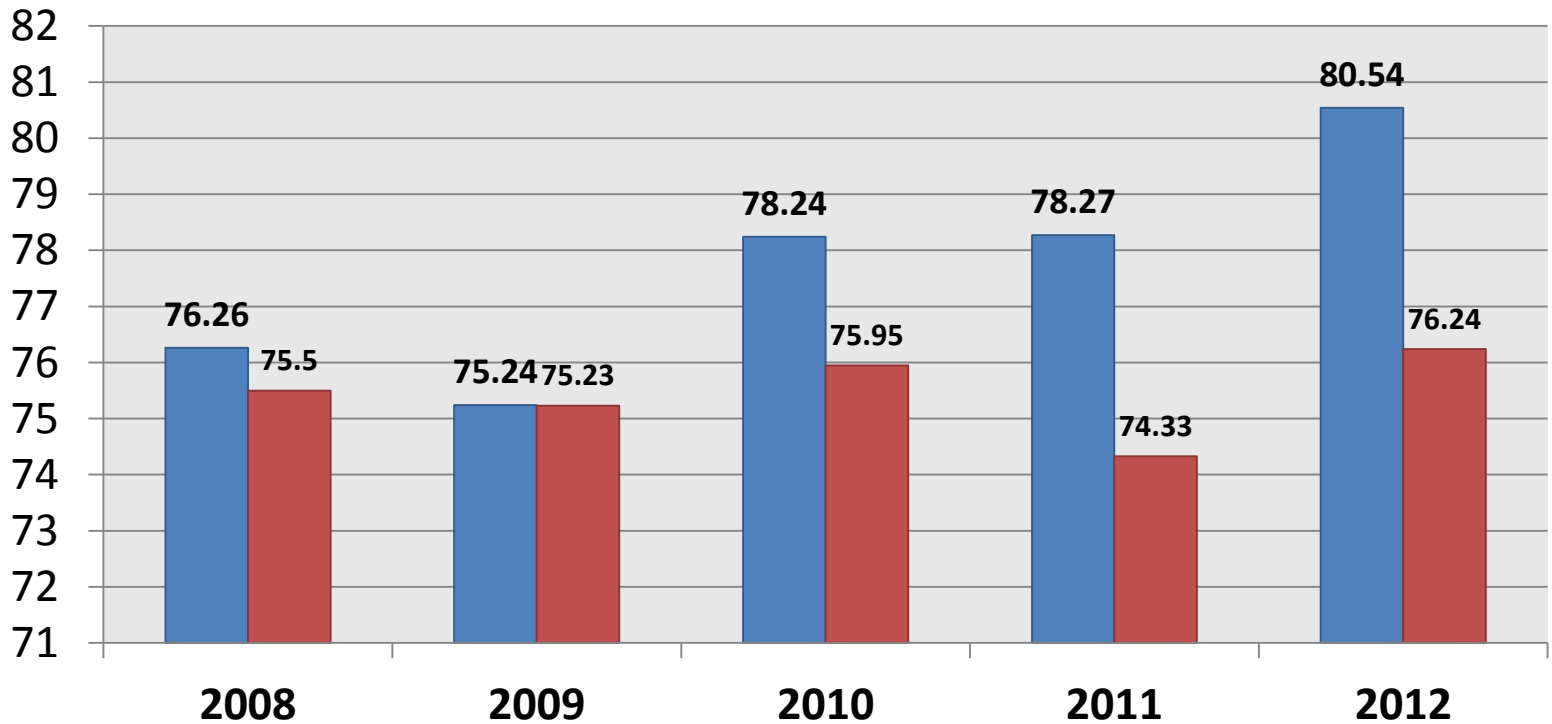
- Graduation Rates
- ACT proficiency
- FAFSA completion
- College applications



Metrics

Graduation Rates

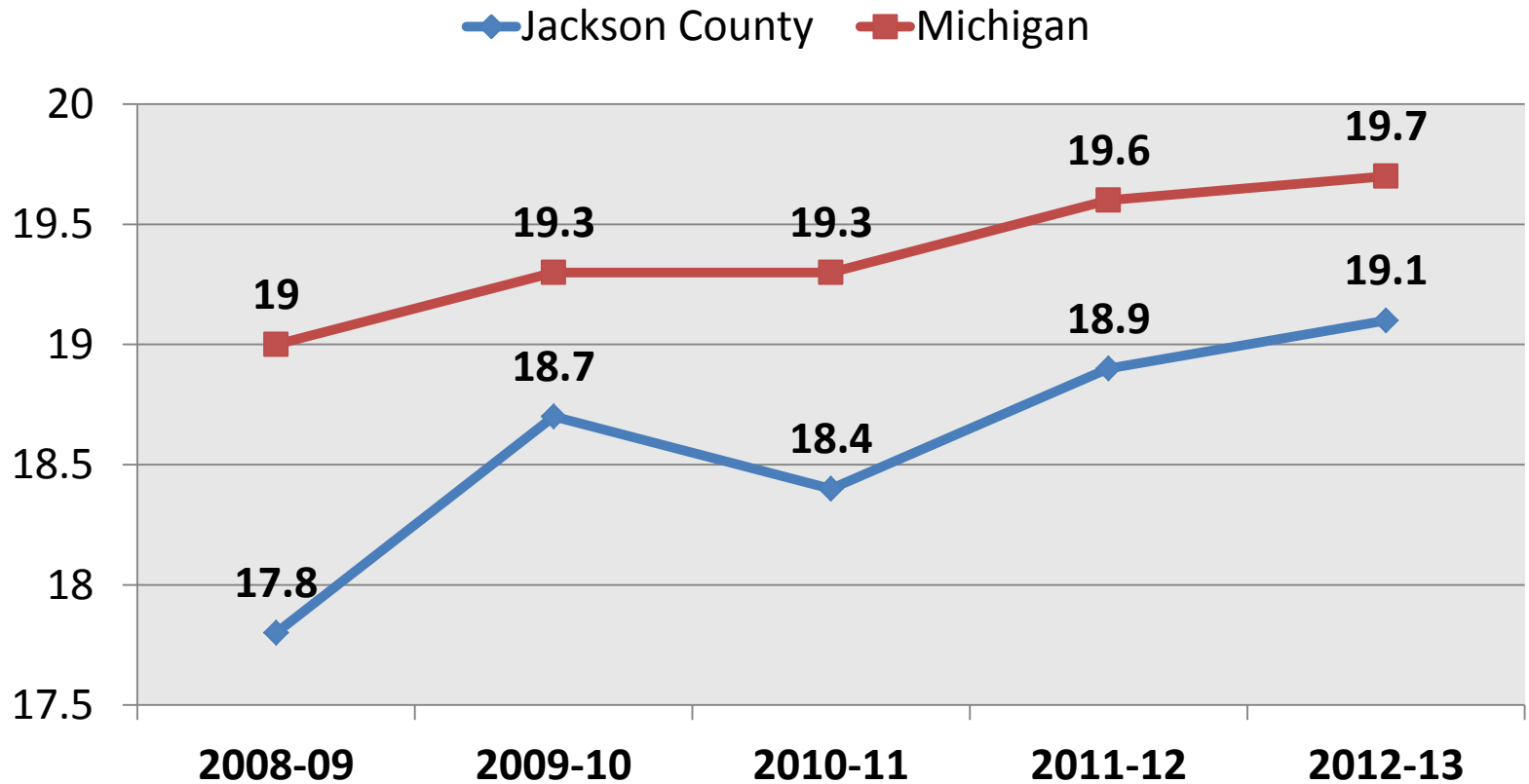
■ Jackson County Average ■ MI Average





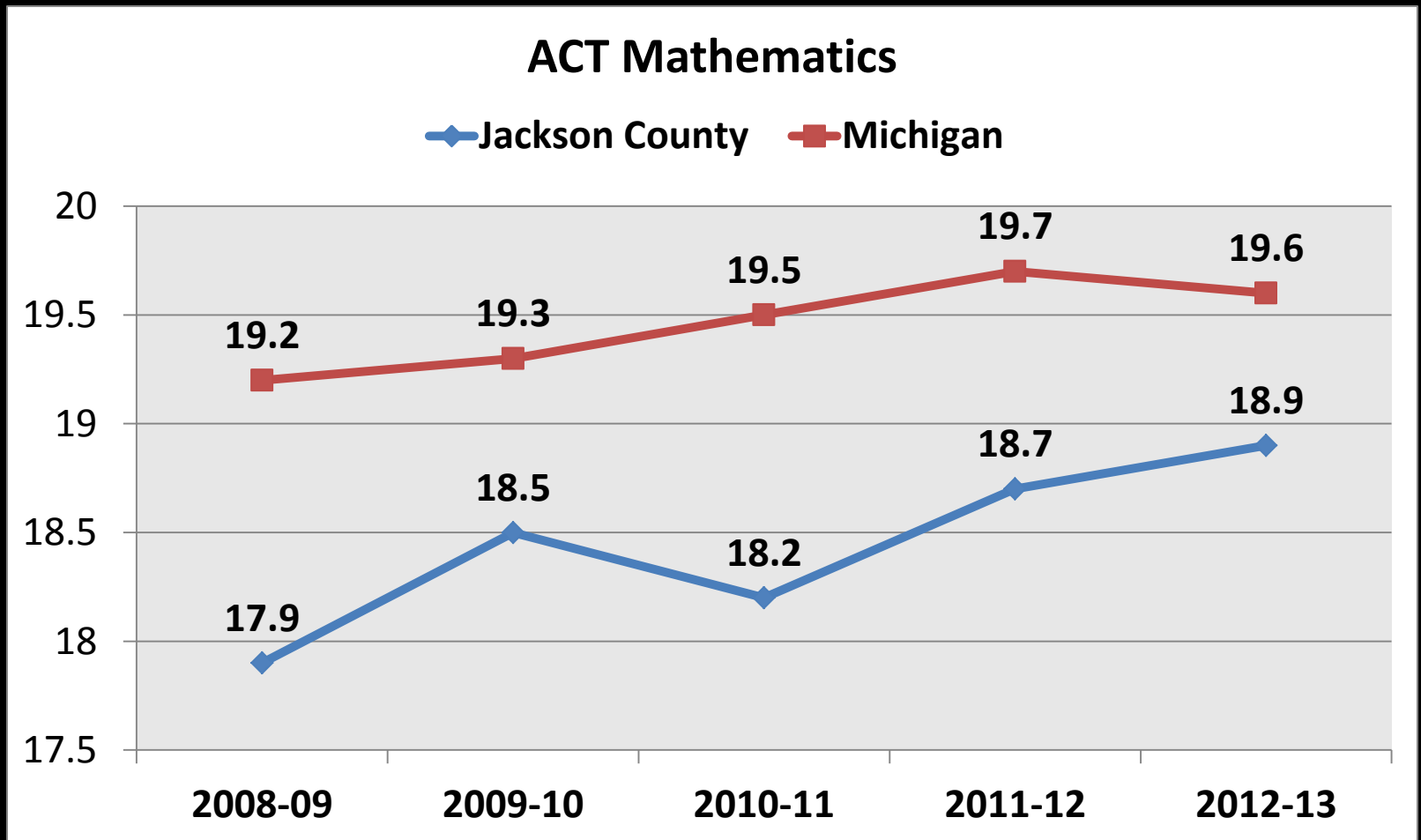
Metrics

ACT Composite Scores



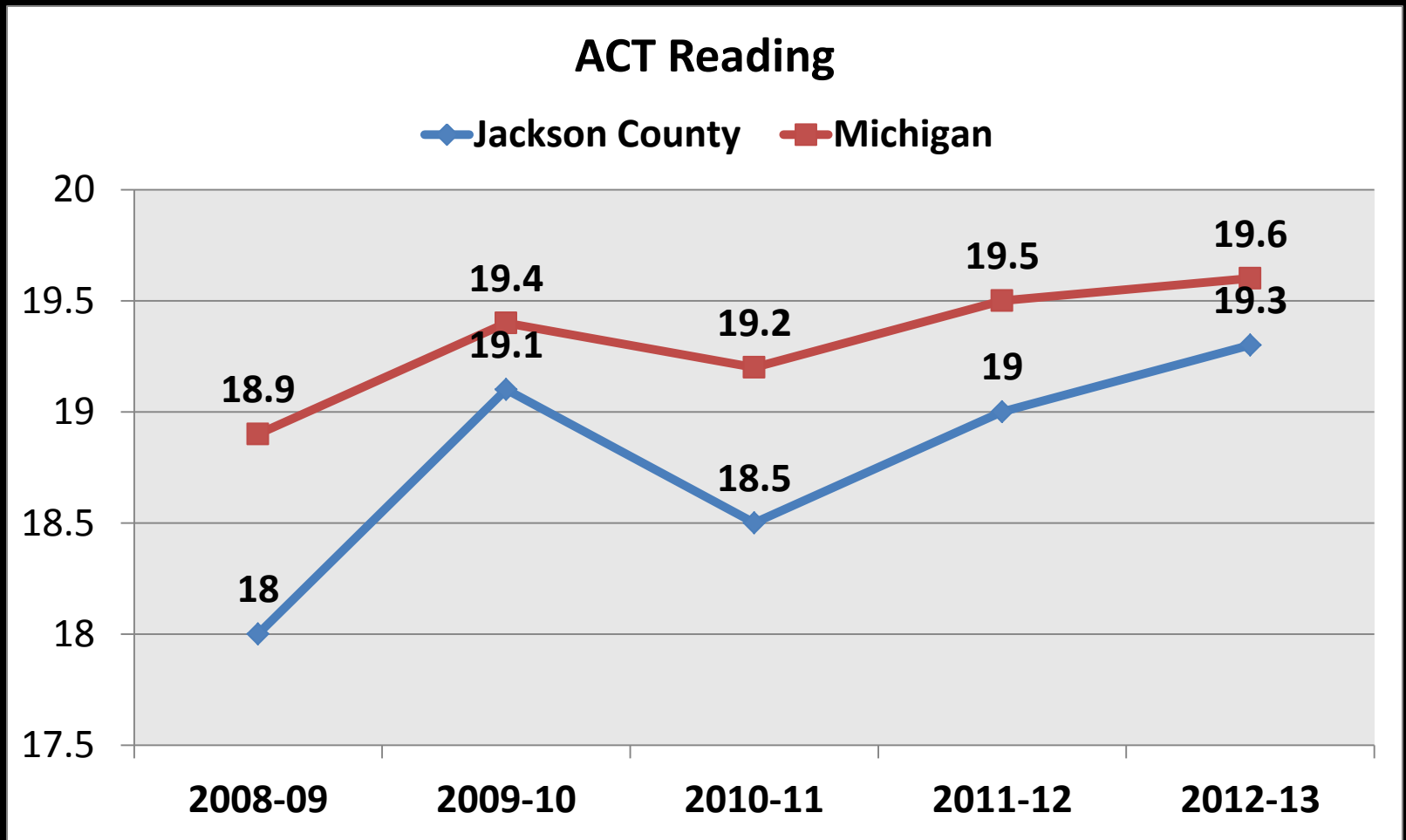


Metrics





Metrics





Metrics

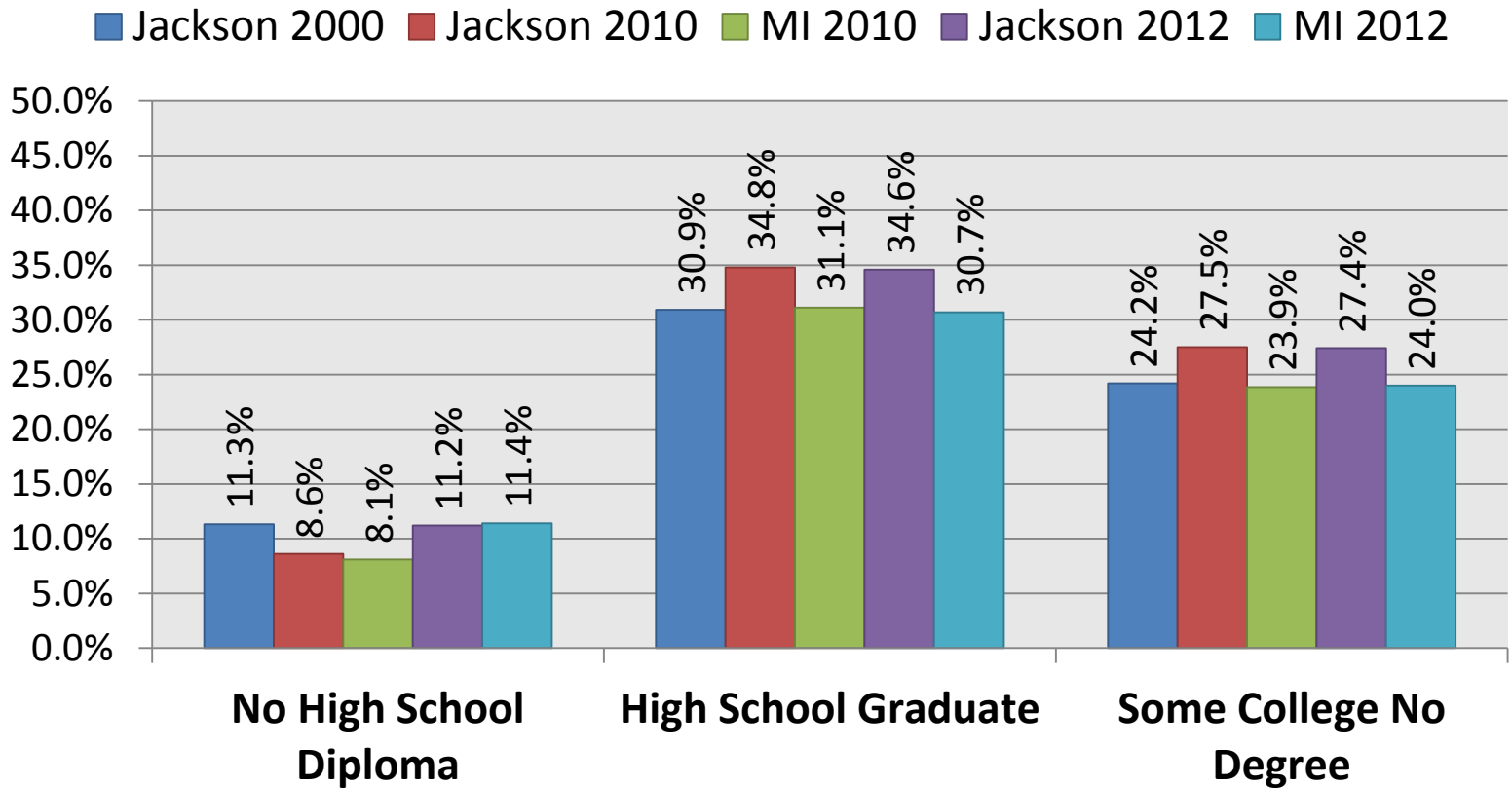
Post Secondary Action Team:

- “Valuable Credentials” - Residents with college degrees or other post secondary credentials
- College enrollment
- Remediation rates



Metrics

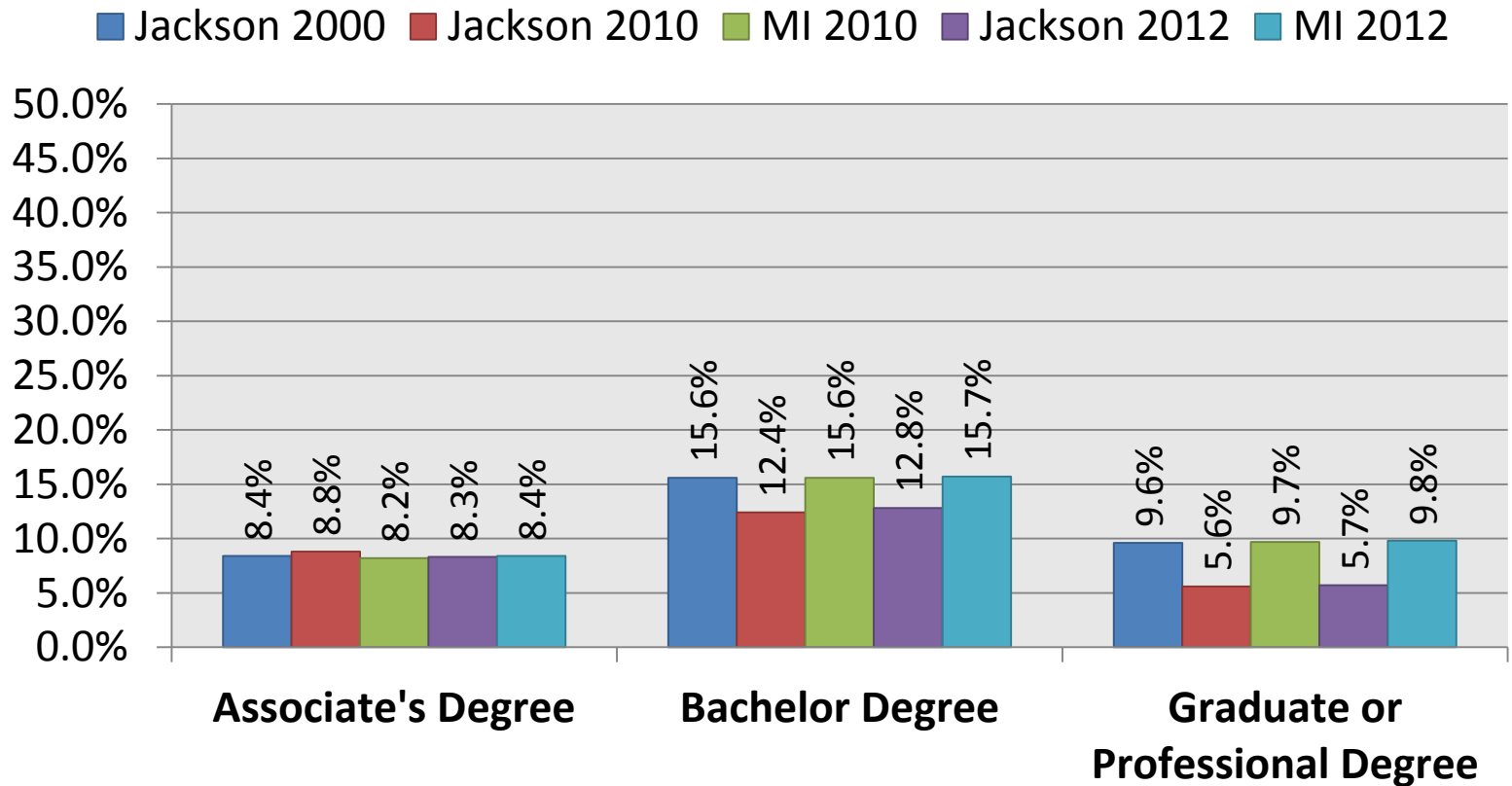
Educational Attainment





Metrics

Educational Attainment





Successes

- Parent Involvement Project
- Energizing Education
- Kids2College
- Expanded services at the College and Career Access Center
- College Application Week
- Know How to Go Kits



Successes

- Constant communication
- Collaboration with local business and industry leaders



Discussion



Cradle 2 Career

Connecting Education
& Employment



Economic & Workforce Development

Presenter: Kent Maurer

2014 Board Retreat

January 21st, 2014



Vision

Our Vision is to attract new business and expand existing business by retraining the workforce in in-demand fields and offering these businesses incentives to come to Jackson, grow in Jackson, and stay in Jackson by implementing the Jackson County Economic Development Plan Recommendations



Goal

- To review, update, prioritize and support implementation of the Jackson County Economic Development Strategic Plan Recommendations



Metric

- Select an Economic Development Coordinating Council by April 30, 2014 having broad-based community representation and a meeting schedule established
- Who? = Economic & Workforce Co-Chairs



Goal

- Review and Update Jackson County Economic Plan



Metric

- Economic Plan is updated and receives necessary reviews
- Who? = Enterprise Group/ Economic Development Coordinating Council



Sub-Goal

- Continue business retention/expansion effort focused on existing base industries; utilities, manufacturing, retail and education



Metric

- Enterprise Group “Scorecard/Dash Board” reports coordinated with the Economic Development Coordinating Council
- Who? = Economic Development Coordinating Council



Sub-Goal

- Support creation of easily accessible, timely, accurate, and relevant data to assist business attraction efforts



Metric

- Enterprise Group “Scorecard/Dash Board” and coordination with Economic Development Coordinating Council
- Who? = Economic Development Coordinating Council



Goal

- Collaborate with community and business sectors to create a “Culture of Education” that provides an educated and skilled workforce, meeting the needs of the business community



Metric

- Increase in certification and graduation rates, employment rates and median household income
- Who? = Enterprise Group/Economic Development Coordinating Council/Education Strand Committee



Goal

- Maintain or improve public services that support Economic Development including; Airport, Community Development, Land Assembly, Recreation & Parks, Corridor Improvement, Road & Utility Infrastructure, Brownfield Properties, Workforce Development, Zoning/Permitting and Others



Metric

- Regular meeting of respective sub-committees plus analysis of improvements in infrastructure
- Who? = Economic Development Coordinating Council



Unemployment Data

- Jackson, MI July 2008 = 9.7%
- Jackson, MI December 2013 = 8.0%
- Jackson MSA Unemployment Ranking among all 372 MSA's = 301st
- Lowest State Unemployment Rate December 2013 = 2.6 % (North Dakota)
- Highest State Unemployment December 2013 = 9 % (Nevada & Rhode Island)
- Michigan 2013 Unemployment Rate = 8.8 % (49th)



Jackson Investment Dollars

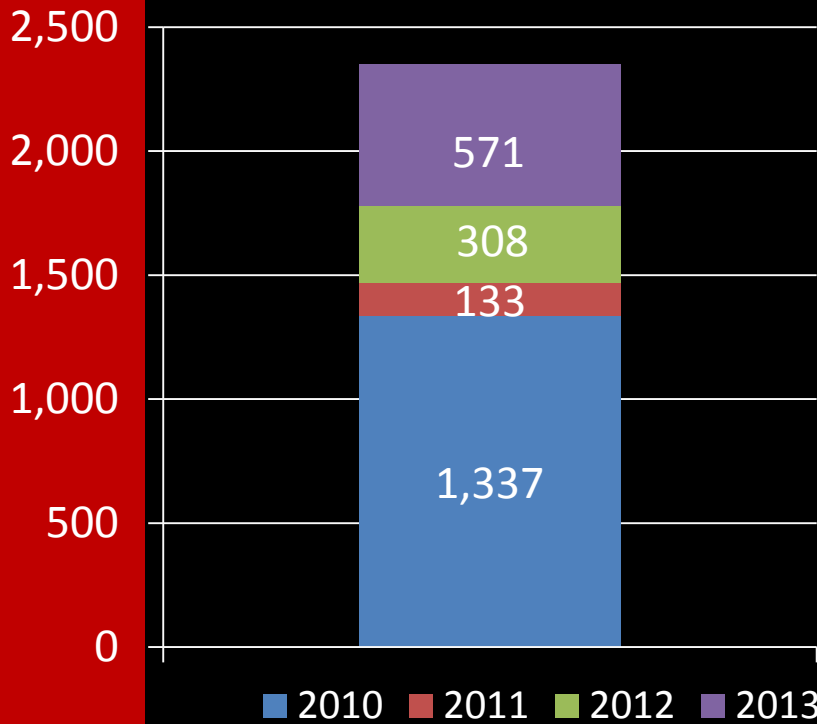
(Enterprise Group Dashboard)

Year	Investment
2008	\$80,000,000
2009	\$13,700,000
2010	\$127,823,576
2011	\$50,118,220
2012	\$37,336,419
2013	\$139,000,000
TOTAL	\$447,978,215



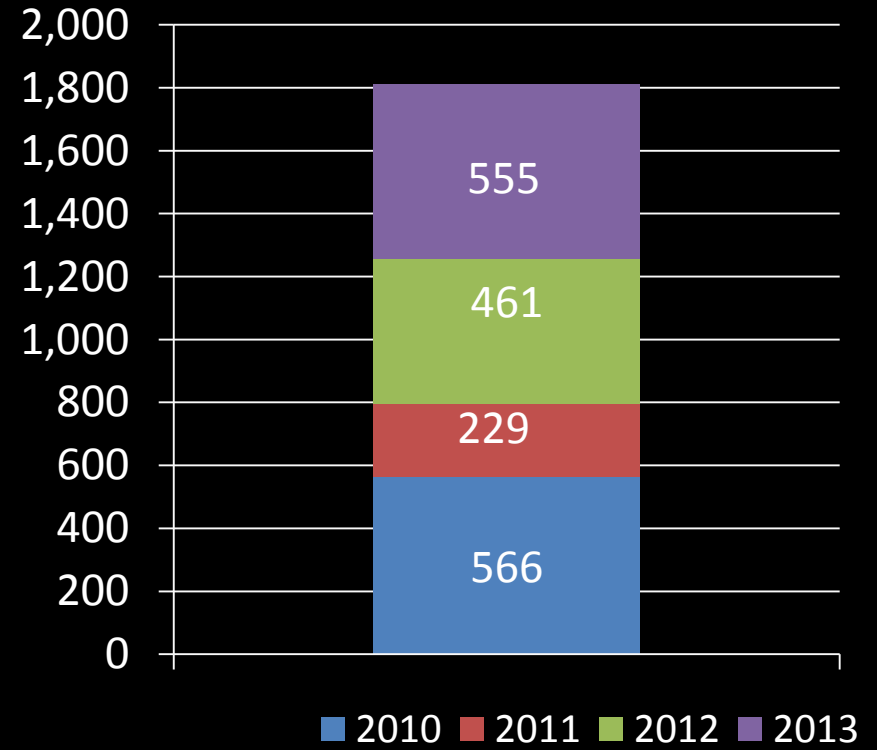
Metrics

Number of Jobs Retained



Source: The Enterprise Group

Number of New Jobs

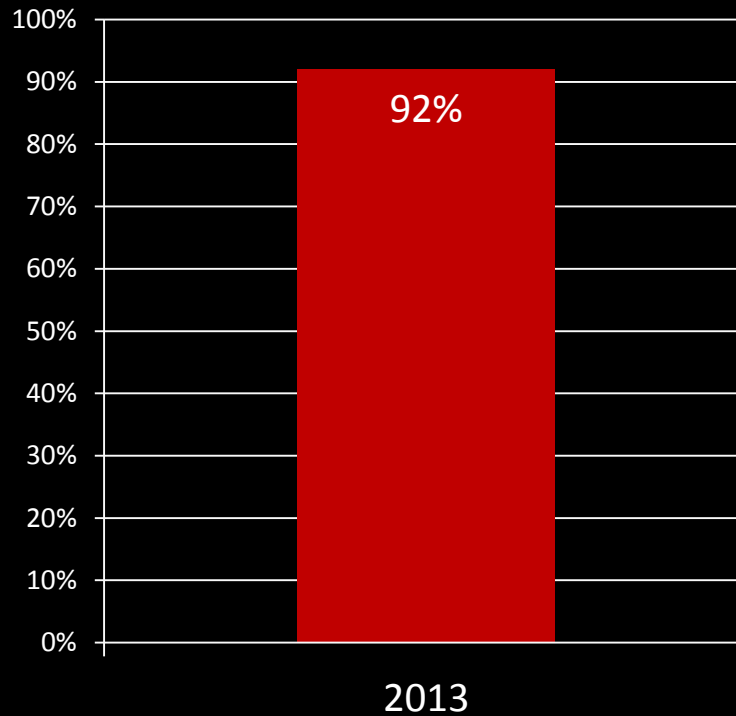


Source: The Enterprise Group



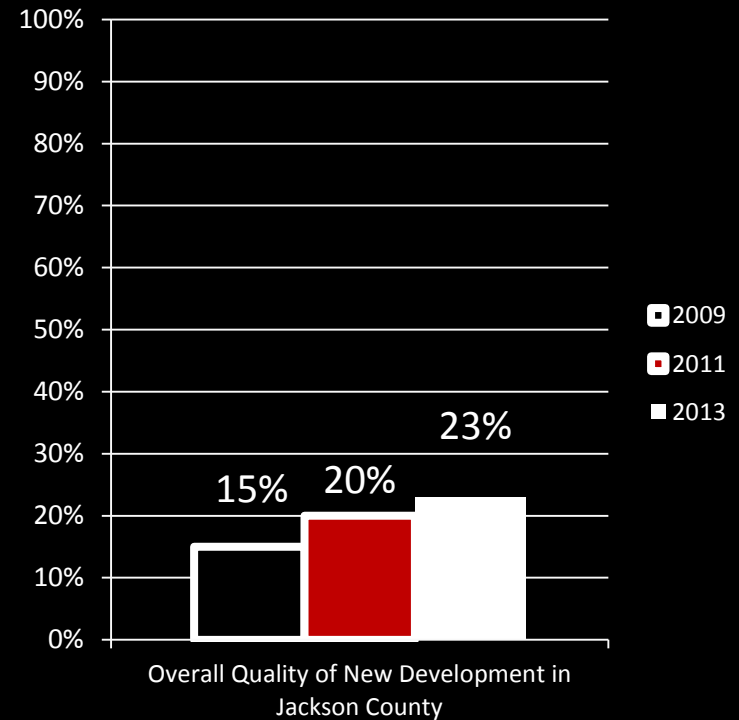
Metrics

Overall Cost of Living in Jackson County as Good or Excellent



National Citizen Survey

Overall Quality of New Development in Jackson County Good or Excellent

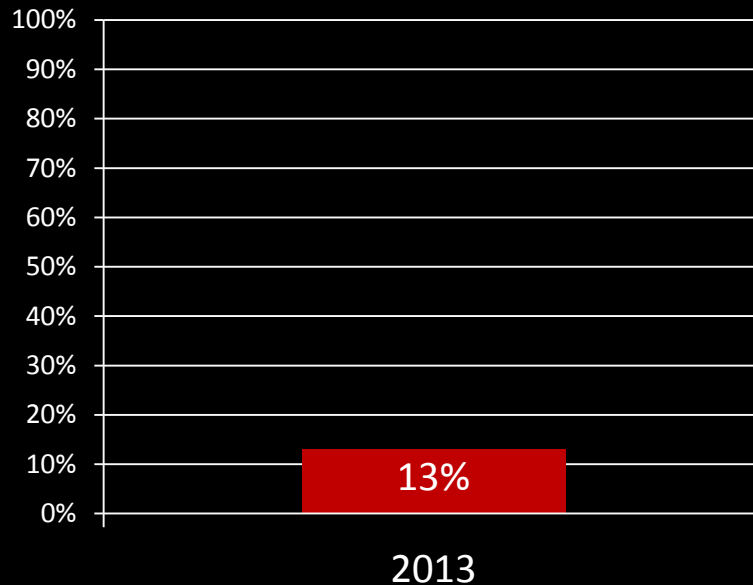


Overall Quality of New Development in Jackson County



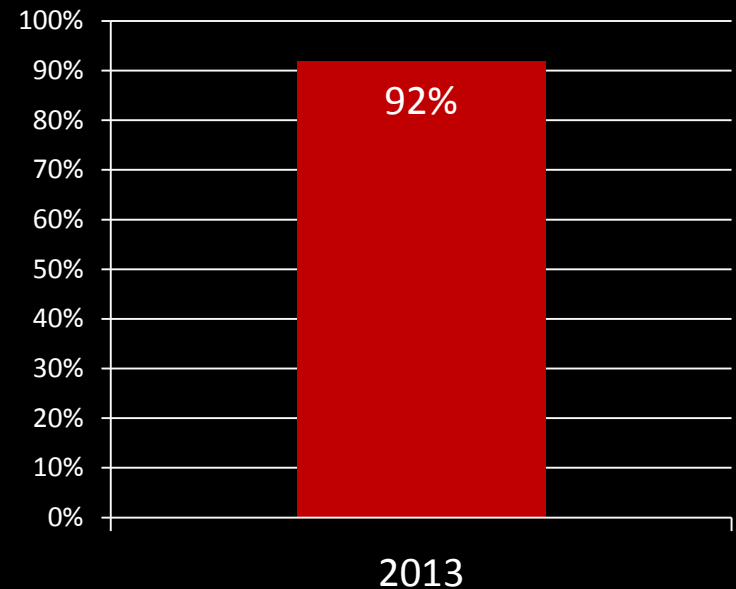
Metrics

Overall Economic Health of Jackson County Good or Excellent



National Citizen Survey

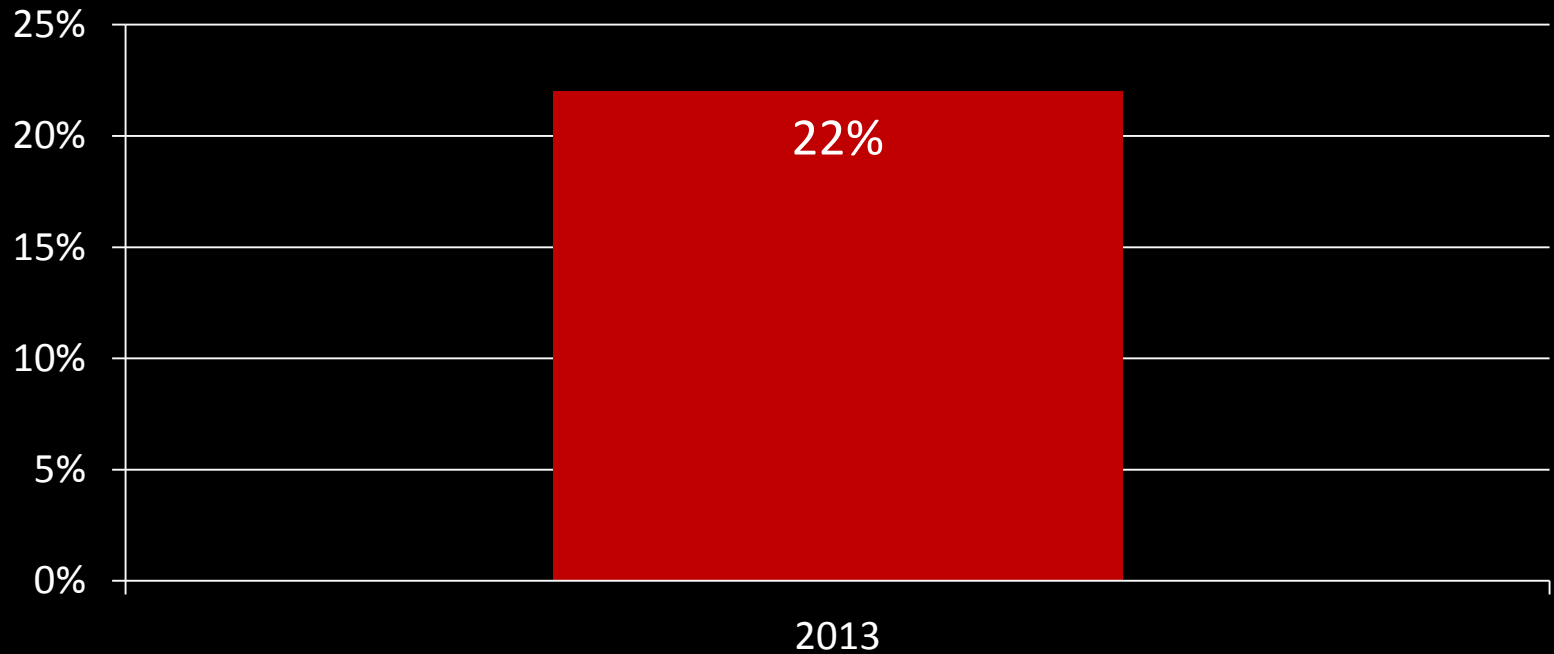
Citizens Rating Overall Economic Health of Jackson County as Essential or Very Important





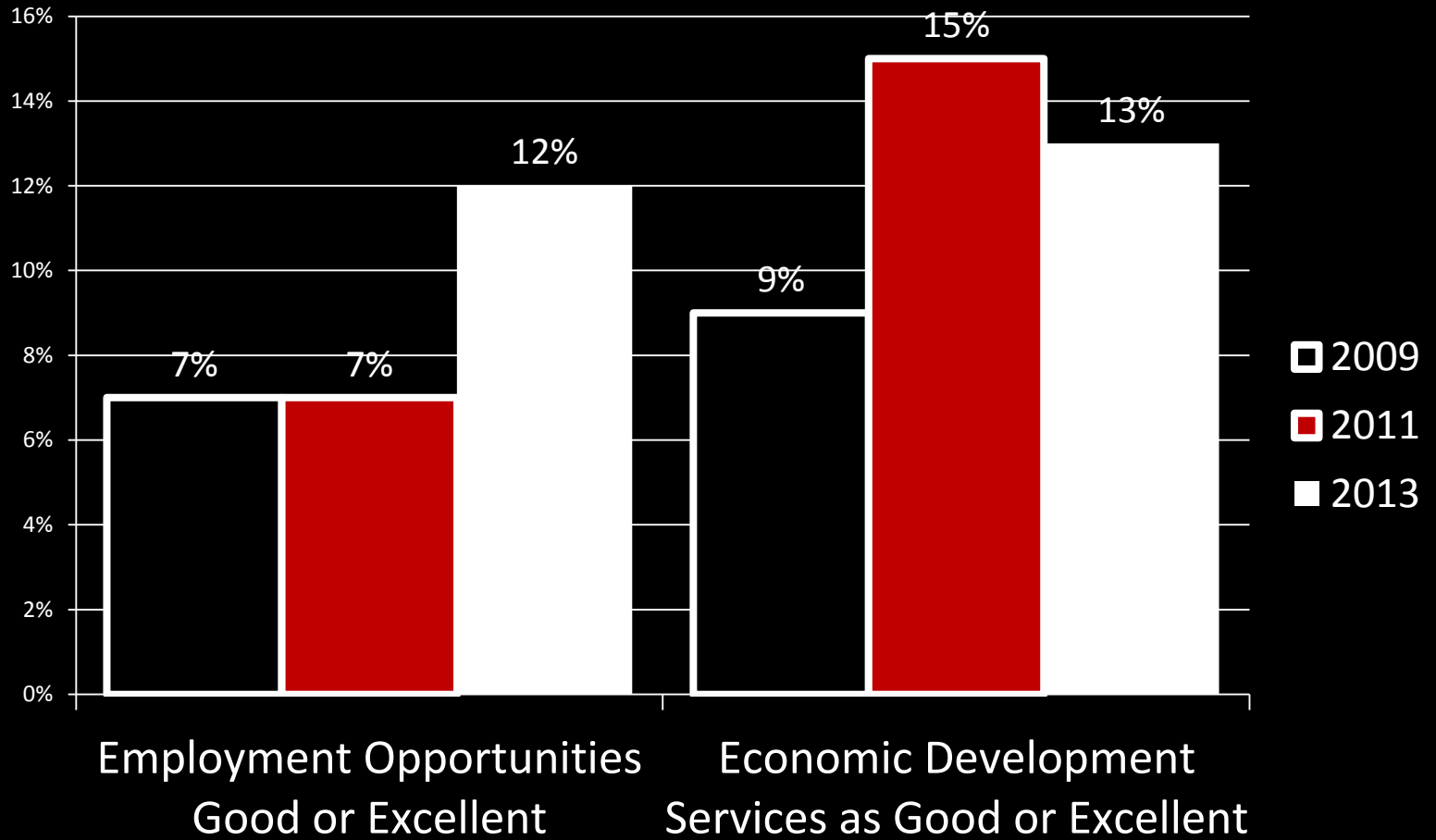
Metrics

Citizens who said the economy will have a "Very Positive" or "Somewhat Positive" impact on their family in the next 6 months





Metrics





Economic Committee Successes

- Development of an E-Commerce Web Site (www.enterprisegroup.org)
- Creation of the Jackson County Economic Development Plan
- Development of BUILD IT JACKSON web site (www.builditjackson.com)
- Networking




builditjackson.com - Windows Internet Explorer provided by County of Jackson, MI

http://www.builditjackson.com/

File Edit View Favorites Tools Help


★ Favorites ★ S2 Netbox Login Business - Michigan Busin... FlightAware - Flight Tracke... https--petitions.whitehouse

builditjackson.com



Quick Jump Navigation ▶ Local Resources County Resources State Resources Other Resources

Construction and Zoning Reference for Jackson County, Michigan

 **Verify My Location**
map it here with GIS!

Local Resources

Blackman Charter Township

- [Forms and Applications](#)
- [Zoning Ordinance](#)
- [Zoning Maps](#)
- [Land Use Plan](#)

Brooklyn, Village of
[Forms and Applications](#)

Done Internet 100%



DISCUSSION





Safe Communities

Presenting: Captain Steve Bisard

Jackson County, Michigan

2014 Board Retreat

January 21st, 2014



Vision

Jackson County is a partnership of self-sustaining people with shared values where residents peacefully coexist and participate in all aspects of life. Citizens know how to access a wide variety of services when needed. Jackson is a safe community where public safety presence is felt but not needed – a great place to live, work, and play.



Goals

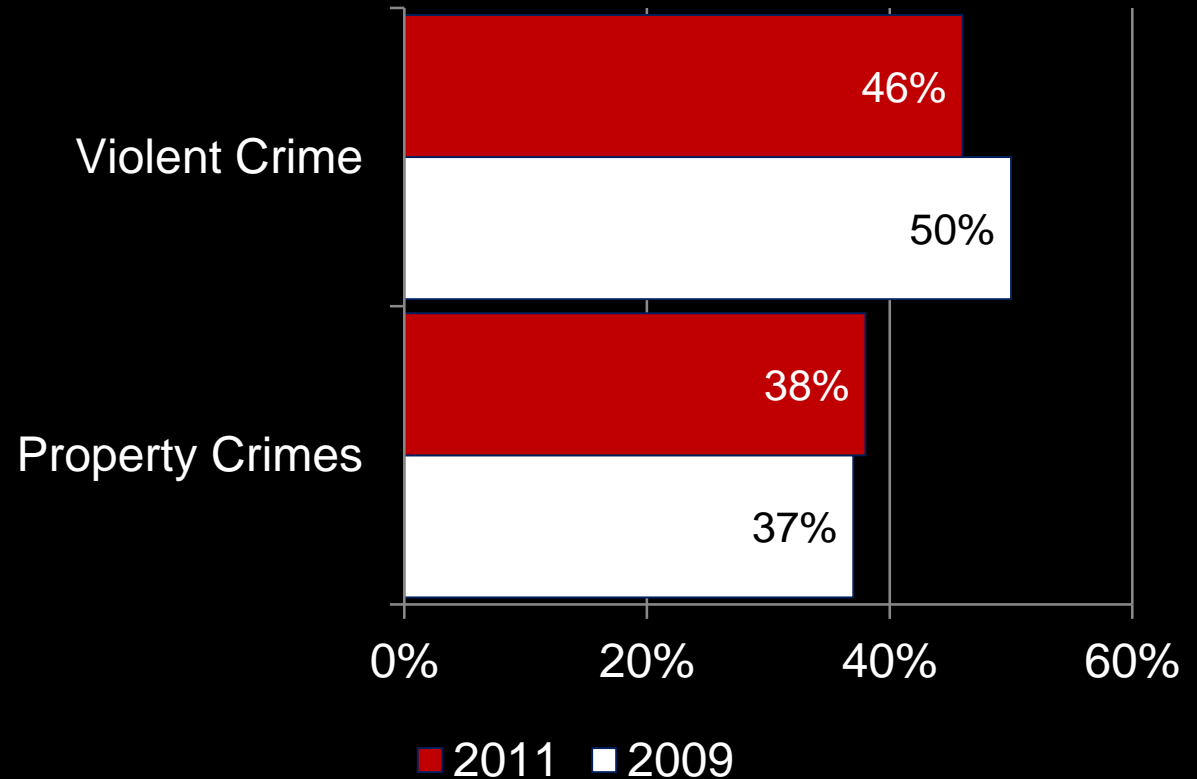
Safe Community Vision has a board-adopted three tier focus:

- 1) Communication & Education
- 2) Prevention & Enforcement
- 3) Community Empowerment



Metrics

I Feel Very or Somewhat Safe From:



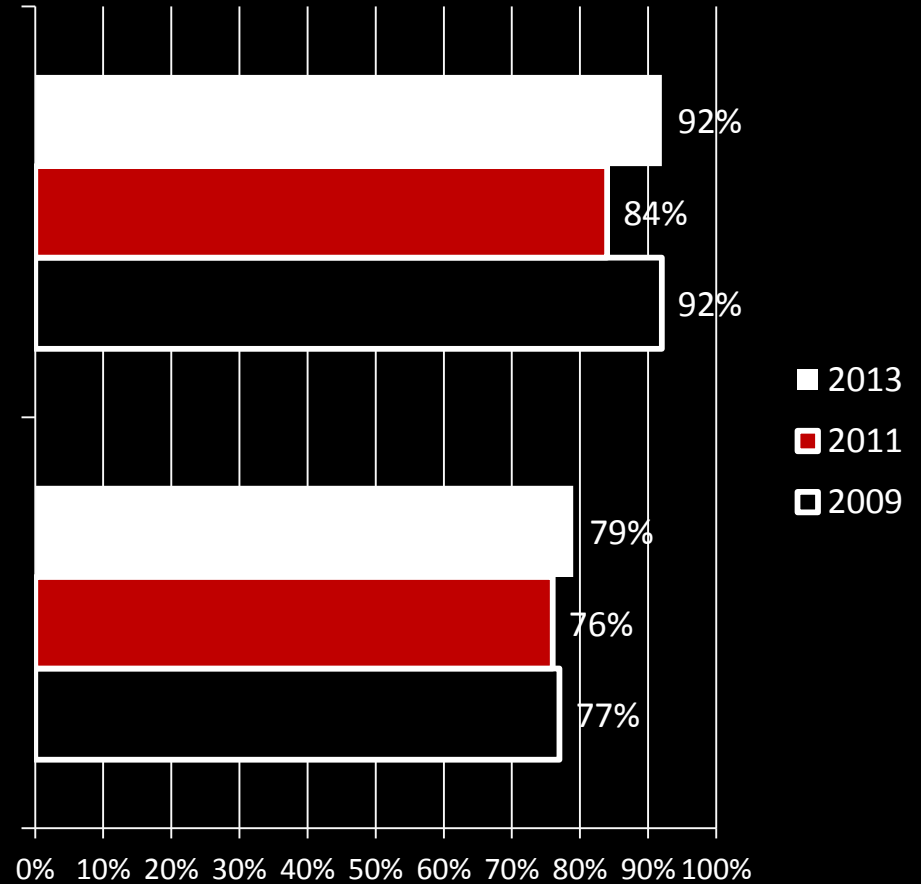
Source: National Citizen Survey



Metrics

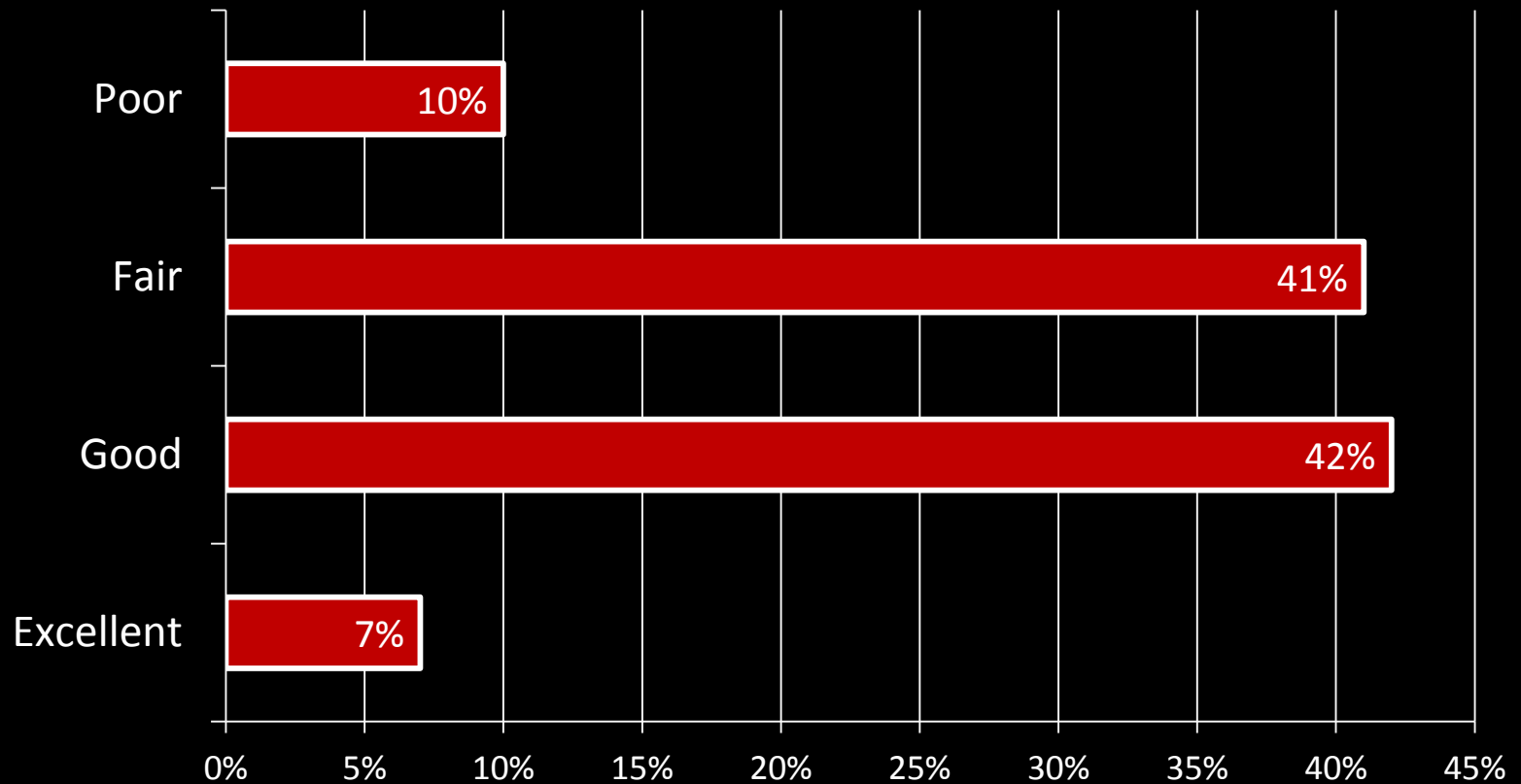
Feel very or somewhat safe in their neighborhood during the day?

Feel very or somewhat safe in Jackson's downtown area during the day?





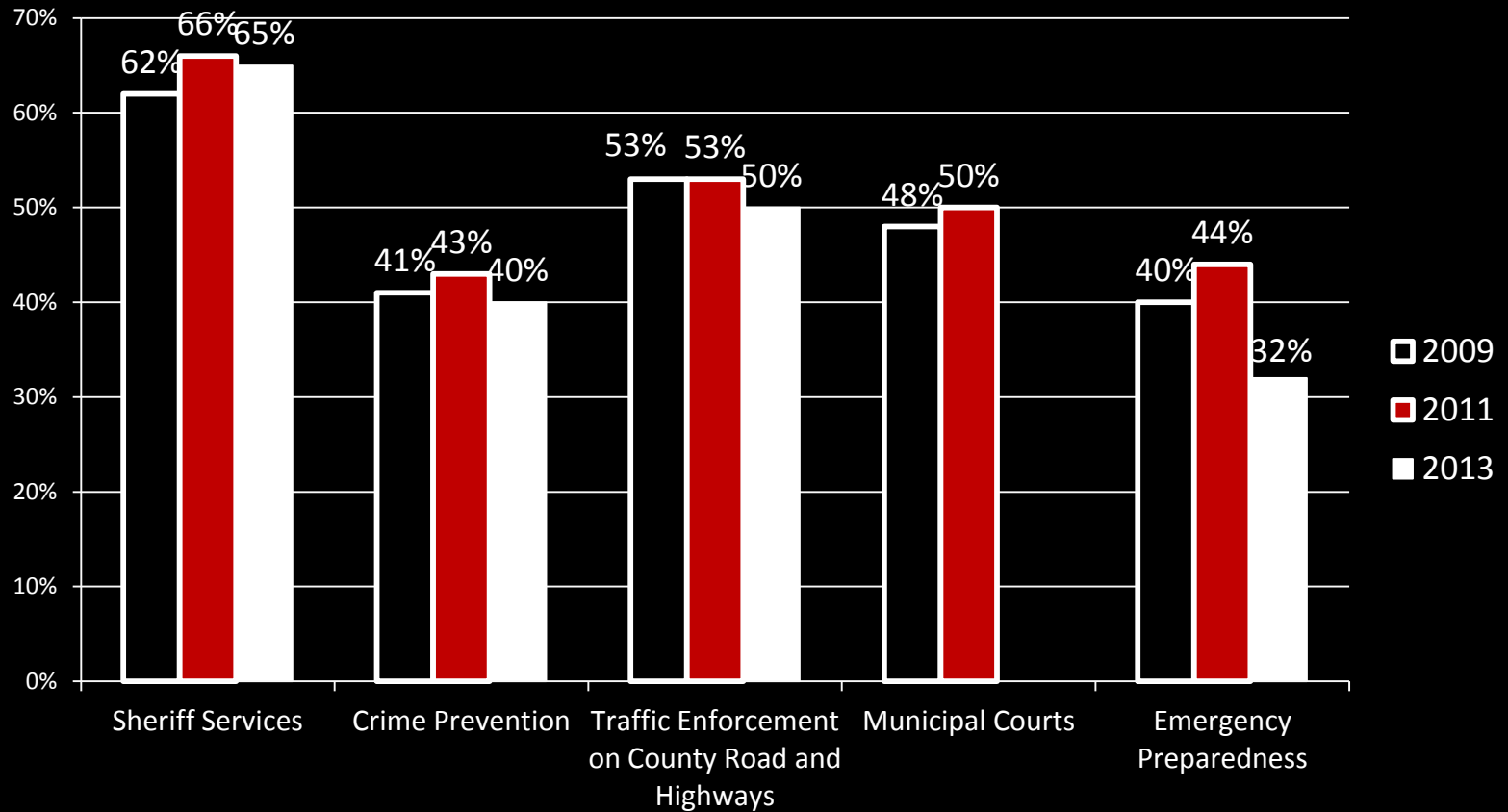
Overall Feeling of Safety in Jackson County





Metrics

Respondents Rating Services Good or Excellent





Successes

- E-Ticketing
 - Using technology to reduce staff time entering, filing, and transporting citations between police agencies and the court.

The screenshot shows a software application window with a menu bar (File, Modules, Options) and a toolbar. Below the menu bar are several tabs: Citation (F1), Driver (F2), Violation (F3), Location (F4), Court (F5), Officer Notes (F6), Preview (F7), and Finalize (F8). The main area contains a form with the following fields and options:

- Citation #:** D125609
- Case #:** 11
- Department #:** 999
- Paper #:** (empty)
- Detection Device:** (empty)
- Arrest #:** (empty)
- Date:** 02/13/2011
- Device #:** (empty)
- US DOT #:** (empty)
- Time:** 17:56
- Distance Detected:** (empty)
- BAC:** (empty)
- Commercial Vehicle:**
- Vehicle Involved:**
- Victim Involved:**
- Has paperwork:**
- Plate #:** (empty)
- Plate Year:** (empty)
- Plate State:** Michigan
- Vehicle Year:** (empty)
- Make:** (empty)
- Primary Color:** (empty)
- Model:** (empty)
- Secondary Color:** (empty)
- Type:** Passenger car
- Style:** (empty)
- Run LEIN by:** Plate Number, VIN Number
- Buttons:** Run LEIN, Copy Last Defendent



Successes

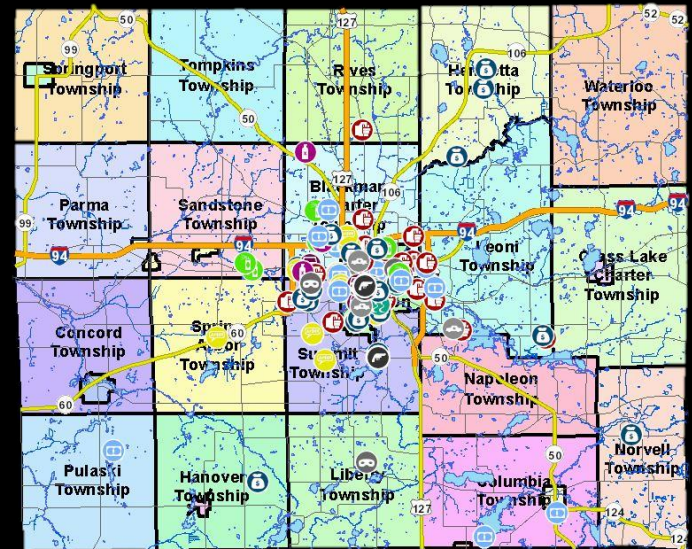
- City and County on one radio system
 - The Jackson City Police has moved their radio equipment to the Counties VHF system.
 - Allows enhanced communication and situational awareness between the Jackson City Police and county law enforcement agencies.





Successes

- Crime Mapping
 - Allows the public and law enforcement to see current crime trends throughout the city and county.





Successes

- Inmate video Visitation
 - Public can visit inmate from the security of their own home
 - Less inmate movement = a safer jail environment
 - Free up jail staff allowing them to more closely supervise inmates





Successes

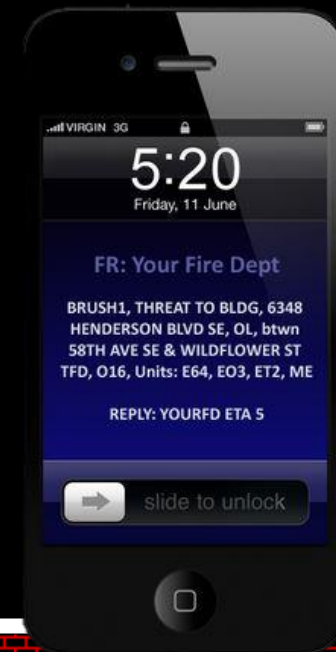
- Updated Cell Phone app
 - IOS and Android platforms
 - Greater communication with the public
 - Inmate information
 - Tips
 - Facility Locations
 - Push Notifications – Weather, crimes, road closures
 - Contact information
 - Victims Impact Notification Information





Successes

- Text to Paging for Fire Departments
 - Fire Department personnel will receive the fire and rescue pages to their smart phone as well as the fire pagers.





Successes

- Cross Government Collaboration
 - We continue to participate in several intergovernmental collaboration efforts.
 - Special Response Team
 - Evidence Management
 - Major Crimes Task Force
 - Traffic Crash Investigative Team
 - Township Police Contracts
 - Central Dispatch (911)



Successes

- **12th District Court Mental Health Court:**
 - Began in 2008
 - To be admitted
 - Jackson County resident
 - pre-existing mental illness diagnosis, and mental illness must be a component of the crime
 - Participants are placed on a delayed sentence for 6-12 months.
 - Jackson County's mental health court is one of 11 in the state.





Successes

- **12th District Court Domestic Violence Court**
 - For individuals charged with domestic violence as well as those charged with an offense of assaultive nature
 - Provides intense supervision of those placed on the program
 - Required to complete a “batterer’s intervention program”, of which can last from 26 to 52 weeks





Successes

- **12th District Court Intensive Supervision Program (ISP)**
 - For individuals charged with a drinking and driving related offense with two or more on their record.
 - ISP is a jail alternative program that attempts to rehabilitate the individual without him/her losing their employment.
 - Participants are placed on house arrest and are only allowed to leave their homes for work, counseling sessions and AA meetings.
 - An ISP officer goes to their homes daily to give them PBT's, drug tests and monitor their counseling and AA attendance as well as their curfew.





Successes

- **12th District Court – Courts to Schools Program**
 - In 2008 District Court received a NACO Award for its Court To Schools Program.
 - This program is designed to educate high school juniors and seniors about the judicial system.
 - An actual court session is held at the high school
 - They are informative and fun.
 - Students receive valuable, “real life” information without having to leave the classroom.





Successes

- **12th District Court – Community Corrections**
 - The objectives of Community Corrections is to lower State prison commitment rates by diverting non-violent offenders from the state prison system and improve utilization of our county jails.
 - Programs offered:
 - Community Service, Day Report, Intensive Supervision(ISP), Moral Recognition Therapy (MRT), Staying Quit, Job Readiness and Anger Management





Successes

- **Prevention and Enforcement**
 - Increased collections/warrant efforts. District Court now has 1 ½ officers assigned to the road to pursue active warrants for failure to appear and failure to pay.





Discussion



Healthy Community Strategic Goal

Jackson County, Michigan
2014 Board Retreat
January 21st, 2014

Shelly Bullinger, BS

Director, Division of Health Education & Health Promotion
Jackson County Health Department

Amy Schultz, MD, MPH

Director, Allegiance Prevention & Community Health
Medical Director, Jackson County Health Department
2014 Board Retreat, Jackson County
Board of Commissioners



Vision

- **Healthy Community Vision** - Jackson County residents enjoy phenomenal health through affordable, accessible healthcare; a community commitment to wellness; and increased public recreation opportunities.
- **HIO Vision** - To create a culture of continuous health improvement in our community.





Health Improvement Organization (HIO) Structure

Allegiance
Board HIO
Committee

Jackson
County
Strategic
Plan

United Way
Coordinating
Council

Jackson 2020

Health Improvement Organization
Coordinating Council



New Action Team Structure





CEA-HAT: Goal & Objectives

GOAL 1: Improve the knowledge, attitudes and behaviors of residents of Jackson County related to behavioral health, physical activity, nutrition, and smoke-free lifestyles.

OBJ.'S 1.1 – 1.4:

Increase by at least 10% the proportion of Jackson adults...

- 1.1 - ...who understand the recommended PA & Nutrition guidelines
- 1.2 - ...who have a positive perception of Jackson residents' access to opportunities for PA
- 1.3 - ...who have a positive perception of Jackson residents' access to opportunities for healthy eating
- 1.4 - ...who recognize the symptoms of depression



CEA-HAT: Goal & Objectives

GOAL 1: Improve the knowledge, attitudes and behaviors of residents of Jackson County related to behavioral health, physical activity, nutrition, and smoke-free lifestyles.

OBJ.'S 1.5 – 1.6:

Establish baseline and increase by at least 10% the proportion of Jackson adults...

- 1.5 - ...who identify community resources for behavioral health services
- 1.6 - ...who identify community resources for smoking cessation



N-HAT Goal & Objectives

GOAL 2: Reduce the obesity rate amongst Jackson County residents to be at or lower than the national average.

OBJ.'S 2.1-2.2: **Increase by 10%...**

2.1 - ...the average daily F & V intake of Jackson adults

2.2 - ...the number of Jackson MS/HS students who meet recommendations for F & V intake

OBJ.'S 2.3-2.4: **Decrease by 10%...**

2.3 - ...the proportion of Jackson residents with low access to fresh foods

2.4 - ...the proportion of WIC enrolled children (ages 2-4) with age/gender body mass index above 85th percentile



PA-HAT Goal & Objectives

GOAL 2: Reduce the obesity rate amongst Jackson County residents to be at or lower than the national average.

OBJ.'S 2.5-2.7: **Increase by 10%...**

2.5 - ...the proportion of Jackson adults & MS/HS students who meet recommendations for PA

2.6 - ...the quality & availability of PA opportunities in Jackson Co

2.7 - ...the utilization of opportunities for PA in Jackson Co



SF-HAT Goal & Objectives

GOAL 3: Reduce smoking rate & secondhand smoke exposure in Jax Co.

OBJ.'S 3.1, 3.2, & 3.5: **Decrease by 10% the proportion of ...**

- 3.1- ...students who report having smoked cigarettes in past 30 days
- 3.2 - ...students who report having smoked cigars, cigarillos or little cigars in past 30 days
- 3.5 - ...Jackson adults & youth reporting exposure to secondhand smoke

OBJ.'S 3.3 & 3.4: **Increase...**

- 3.3 - ...the number of local public/non-public districts/schools with Level 4 Comprehensive 24/7 Tobacco Free school policies in Jackson Co.
- 3.4 - ...by 10% the proportion of smokers who report receiving advice from their provider to quit



B-HAT Goal & Objectives

Goal 4: Improve the behavioral health and emotional wellness of Jackson County residents.

OBJ.'S 4.1 & 4.6: Increase by 10% the % of adults who...

4.1 - ...would “definitely” get professional help for a serious emotional problem

4.6 - ...report they “usually” or “always” get the social and emotional support they need

OBJ. 4.2: Decrease by 10% the % of students who have been bullied on school property

OBJ.'S 4.3 & 4.5: Establish baseline and increase by 10% the % of...

4.3 - ..completed Ages and Stages questionnaires for children between the ages of 0 and 6

4.5 - ... patients aged 18 and over in the Jackson Health Network who have been screened for depression in the past 2 yrs.

OBJ. 4.4: Pilot a screening and referral system for trauma, chronic stress and emotional distress for youth between the ages of 7 and 17



CC-HAT Goal & Objectives

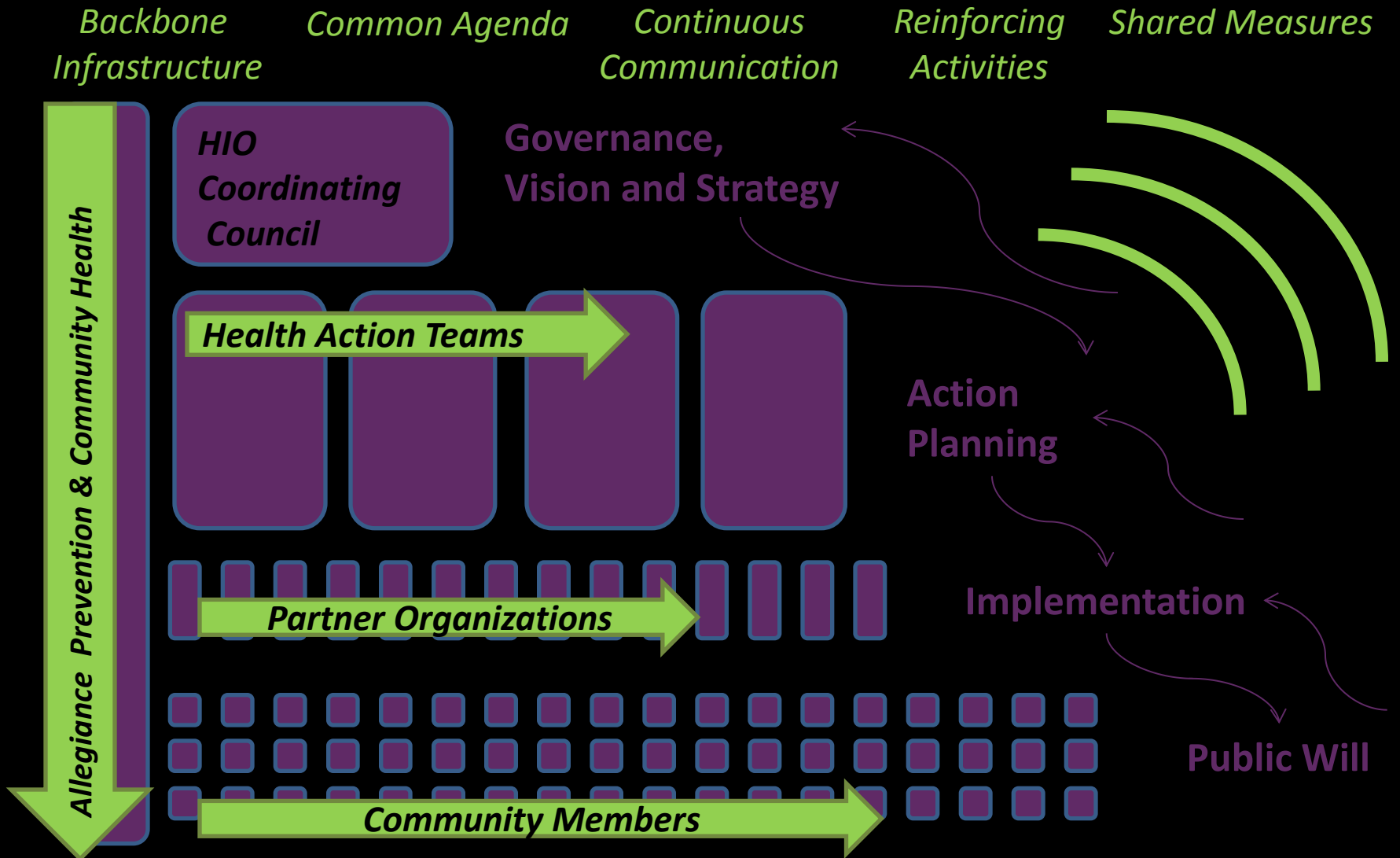
GOAL 5: Enhance collaborative action planning, resource alignment, and linkages among clinical and social systems to achieve collective population health impact

OBJ.'S 5.1 -5.3: **Establish baseline and increase by ...**

- 5.1 - ... 10% the proportion of health/human service community partners who meet “collective impact “ criteria
- 5.2 - ... 3 the number of Jackson Co. funding agencies that have Collective Impact criteria built into their grant making process
- 5.3 - ... 1 the number of clinical-social service referral processes adopted by the JHN providers

Health Improvement Organization (HIO)

Collective Impact Model





Selected Community Health Measures

Measures	2008	2011
% adults overweight or obese	70%	69%
% adults with positive perception of access to opportunities for active living	69%	73%
% adults with positive perception of access to opportunities for healthy eating	82%	83%
% adults who meet recommendations for physical activity	47%	54%
% adults who meet recommendations for fruit and vegetable intake	18%	31%



Selected Community Health Measures

Measures	2008	2011
% of middle school students who meet recommendations for physical activity	60%	62%
% of high school students who meet recommendations for physical activity	57%	55%
% adults who are current smokers	27%	22%
% of students who report having smoked cigarettes in the past 30 days	18%	17%
% of smokers who report receiving advice from their provider to quit	62%	61%



Selected Community Health Measures

Measures	2008	2011
% adults who would “definitely” seek help for a mental health problem	52%	54%
% of middle school students bullied at school		38%
% of high school students bullied at school		22%
% of adults who “usually or always” get the social and emotional support they need		74%



County Health Rankings & Roadmaps

University of Wisconsin's *Population Health Institute* & RWJ Foundation

JACKSON COUNTY out of 82 Counties

	<u>2011</u>	<u>2012</u>	<u>2013</u>
HEALTH OUTCOMES	62	53	48
Mortality	54	43	47
Morbidity	70	63	60
HEALTH FACTORS	55	68	61
Health Behaviors	73	74	73
Clinical Care	29	44	33
Social & Economic	48	59	41
Physical Environment	33	55	78



Successes

- Collective Impact Model guiding the HIO CC process – infrastructure for aligned goals, dedicated staff, ongoing communication, shared measurements, collaboration at all levels, for maximum impact
- Strategy crosswalks identified
- New common agenda templates for all HATS – forward thinking, purpose driven, emerging issues, strategy crosswalks, comm. tool



Successes

- 12% & 16% increase of F & V purchases at the Log Cabin and at the Greenwood Convenience Stores (Oct. 2013 WIC FFV Report-Jax. Co.)
- Motivational Interviewing (Trainings for WIC staff and AH providers to building competency to address nut/wt. issues inc)
- Pantry Shelving
- School adoption of USDA/MI revised nutrition stds by Oct. 2014 (FFV; whole grains; low fat dairy products)
- Schools working toward adoption of nutrition stds for outside of school food program (before/after child care , concessions, sports programs, vending, fund raisers)



Successes

- 14 of 15 public schools now have level 4 comprehensive 24/7 Tobacco-Free policies and 2 parochial schools have level 3 TF policies (signs posted)
- On-line apartment housing survey to determine smoking status of local housing units
 - Identified 13 apartment complexes that are 100% smoke free
 - Identified 1 apartment complex with separately ventilated smoking units



Successes

- 100% tobacco vendor education provided by Jax. Co. Sub. Abuse Prev. Coalition
- Alignment of Smoke-free Health Action Team goals and strategies with Jackson Tobacco Reduction Coalition grant from MDCH
- Jackson 2020 Health Strand alignment of shared vision and goals with HIO



Next Steps

- 2014 = 3rd Community Health Assessment; More comprehensive
- ABLe Change Training – 4 days, 50 community members, diverse systems-based approach to address complex social issues and transformational change



Discussion



Questions

Contact Information:

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mbullinger@co.jackson.mi.us

517-768-1638



Community & Social Supports

Jackson County, Michigan

2014 Board Retreat

January 21st, 2014

Marce Wandell



Vision



To ensure a system of support for members of our community, serve as a leader to the human services community, and as the “one roof” in an effort to coordinate and facilitate sufficient delivery and improve access to services within a person-centered framework.



Human Services Coordinating Alliance (HSCA) is organizing this Strategic Goal

HSCA Members Include

- Aware
- Center for Family Health
- Child Abuse Prevention Council
- Child Care Network
- Community Action Agency
- disAbility Connections
- Family Services & Children's Aid
- Highfields
- Intermediate School District
- Jackson Community Foundation
- Jackson County Dept. of Human Services
- Jackson County Health Department
- Jackson County Dept. on Aging
- Jackson Public Schools
- Jackson Transit
- LifeWays
- Michigan Prisoner Reentry
- MSU Extension
- Nonprofit Network
- Region 2 Area Agency on Aging
- Salvation Army
- South Central Mich. Works
- United Way



Community & Social Supports HSCA Goal

Improve collaboration and coordination
amongst community support
organizations



HSCA Strategies

1. Increase non-profit knowledge of possible resources
2. Determine a method for matching capacities with (community) needs
3. Improving alignment, involvement, and support for Jackson collaboration groups in HSCA



Strategy

1. Increase non-profit knowledge of possible resources

Activity

Improve use and review of community needs assessments, service use, and data collection activities through HSCA including 211 data

- Measurement: Action Team structure developed
- Measurement: Organizational chart developed



Strategy

1. Increase non-profit knowledge of possible resources

Activity

Increase use of 2-1-1 email blasts among agencies and organizations

- Measurement: Annual training
- Measurement: 211 data show utilization increase



Strategy

1. Increase non-profit knowledge of possible resources

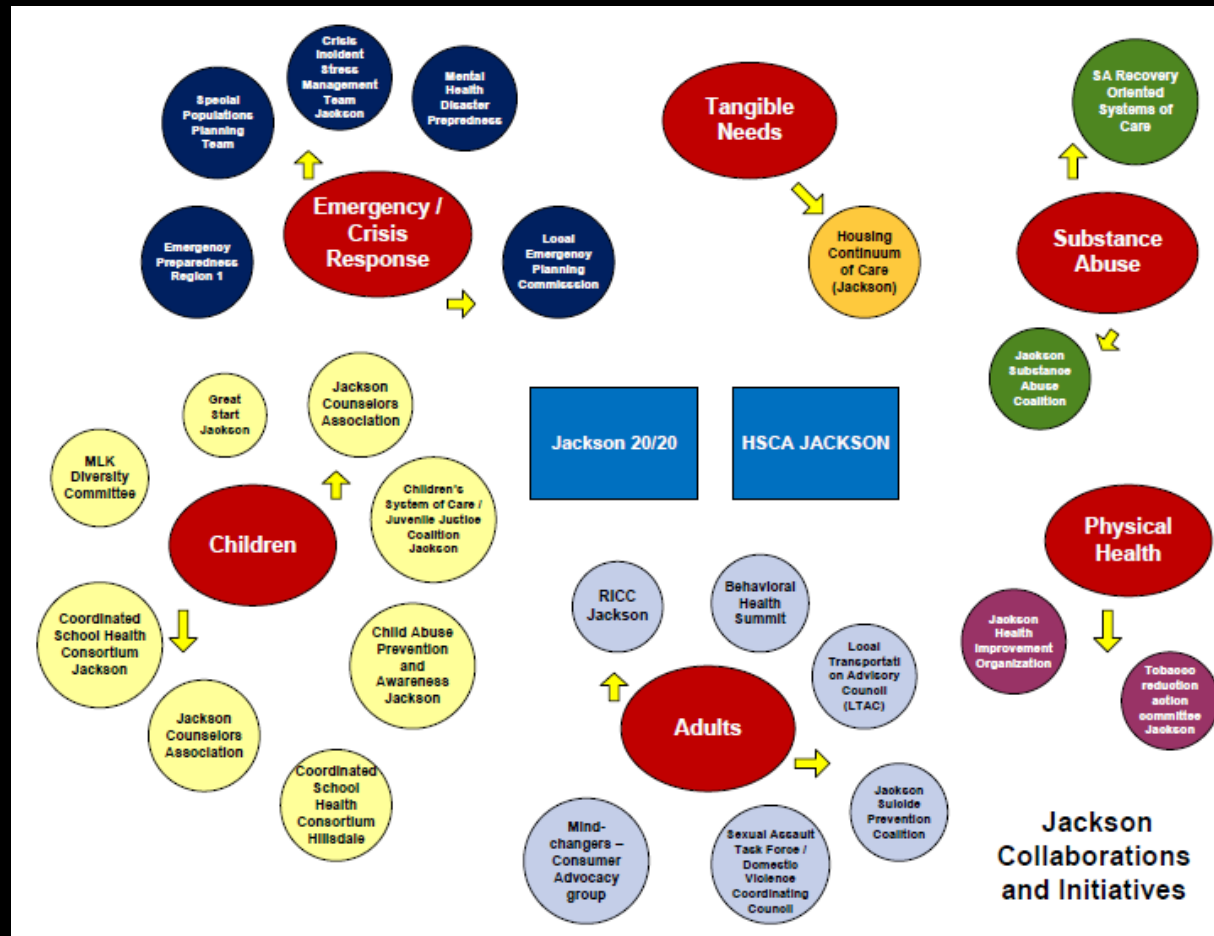
Activity

Develop map and contact information for collaborative efforts and house on 2-1-1 website

- Measurement: Map is developed and available on website



Community Collaborative Asset Map – Jackson 2020 (March 2012)





Strategy

1. Increase non-profit knowledge of possible resources

Activity

Develop a plan for monthly community educational forums to increase knowledge of resources available through 2-1-1

- Measurement: Forums scheduled and attended by an average of 10 people



Strategy

2. Determine a method for matching organizational capacities with needs

Activity

Map community resources

- Measurement: Map is approved (by HSCA)



Strategy

2. Determine a method for matching organizational capacities with needs

Activities

Utilize community survey to identify priority needs from customer perspective

- Measurement: 100 surveys

Develop process for community needs assessment and identification of gaps

- Measurement: 2-1-1 list of top 10 community needs



Strategy

3. Improving alignment, involvement, and support for Jackson collaboration groups in HSCA

Activities

Develop system for collaboration groups to update HSCA on activities and goals

- Measurement Monthly reports from key external groups to HSCA

Recruit key stakeholders from collaborative groups for participation in HSCA

- Measurement: 10 new members



Strategy

3. Improving alignment, involvement, and support for Jackson collaboration groups in HSCA

Activity

Identify funding mechanisms or resources for coordinator hours to support HSCA and collaborative activities.

- Measurement: Part-time coordinator fully funded



Successes

Human Services Coordinating Alliance involvement in developing an organized approach to improving collaboration and coordination of community services.



Successes

HSCA established a “Data Assessment” Committee to

- Review data quarterly
- Ensure goals are included in HSCA meeting agendas
- Recommend delegation of duties (to HSCA members)
 - Committee has met twice; recommendations not developed yet



Discussion



Recreational & Cultural Opportunities

Presenter: Adam Brown
2014 Board Retreat



Strategic Vision

Develop Jackson County as the crossroads of Michigan for Arts, Recreation, and Culture through collaboration among providing organizations for the benefit of residents, businesses, and visitors





Goals

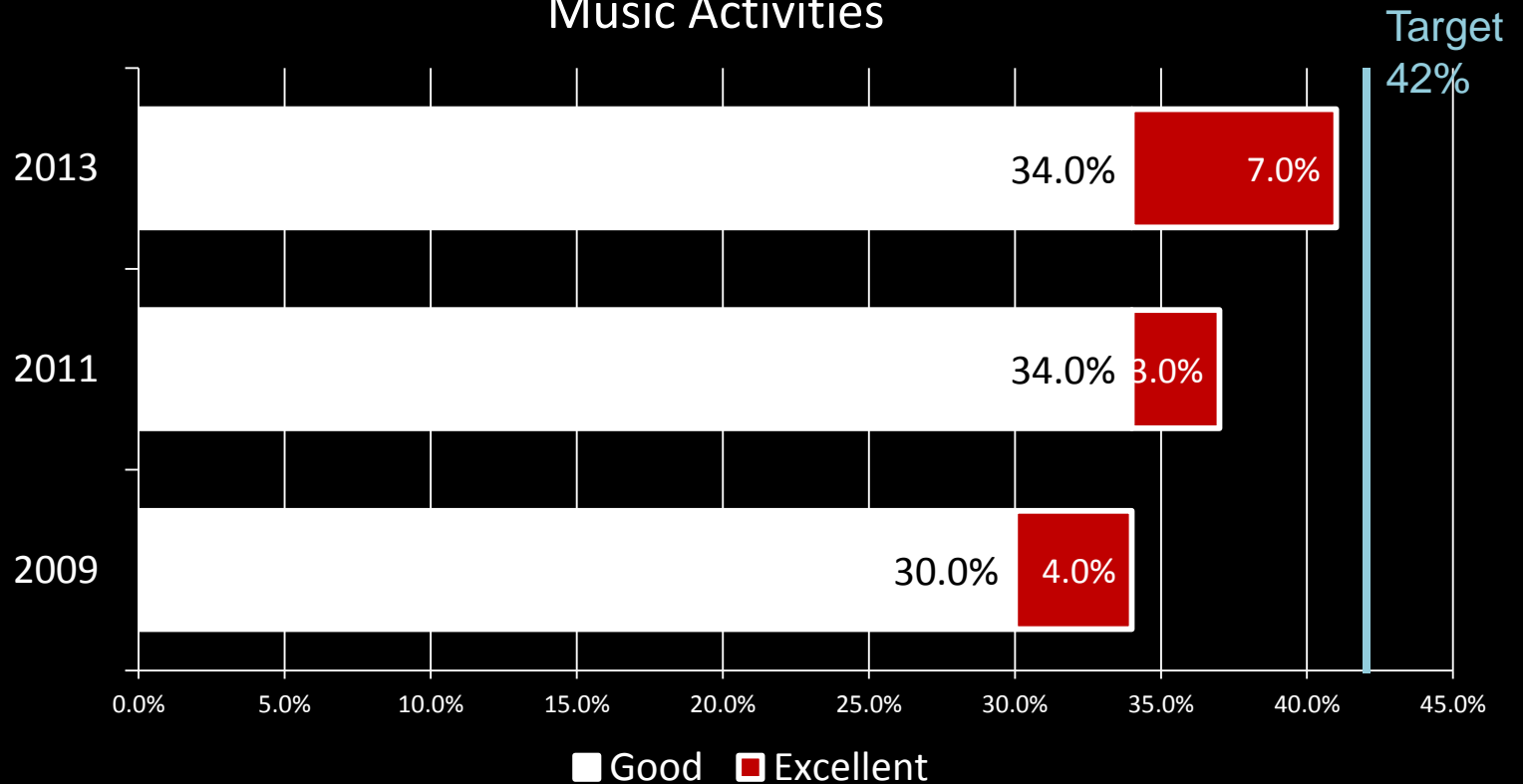
- Increase awareness, alignment, and access to
- Events and institutions in the Jackson Community
 - Arts and Artists
 - Parks, Recreation and Trails
- through Community Engagement





Metrics

Perceptions of the Availability of Cultural, Arts, and Music Activities

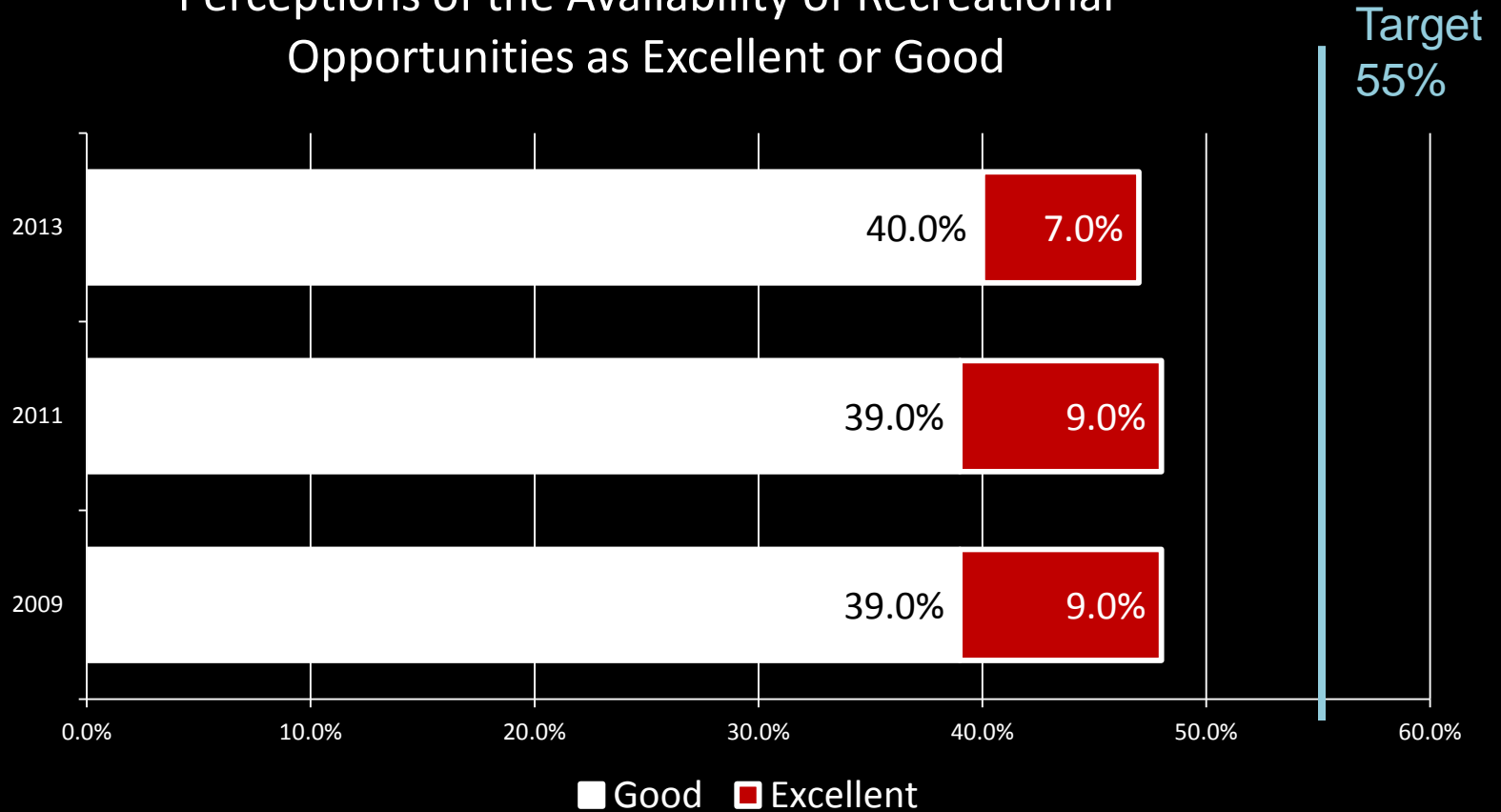


Source: National Citizen Survey



Metrics

Perceptions of the Availability of Recreational Opportunities as Excellent or Good

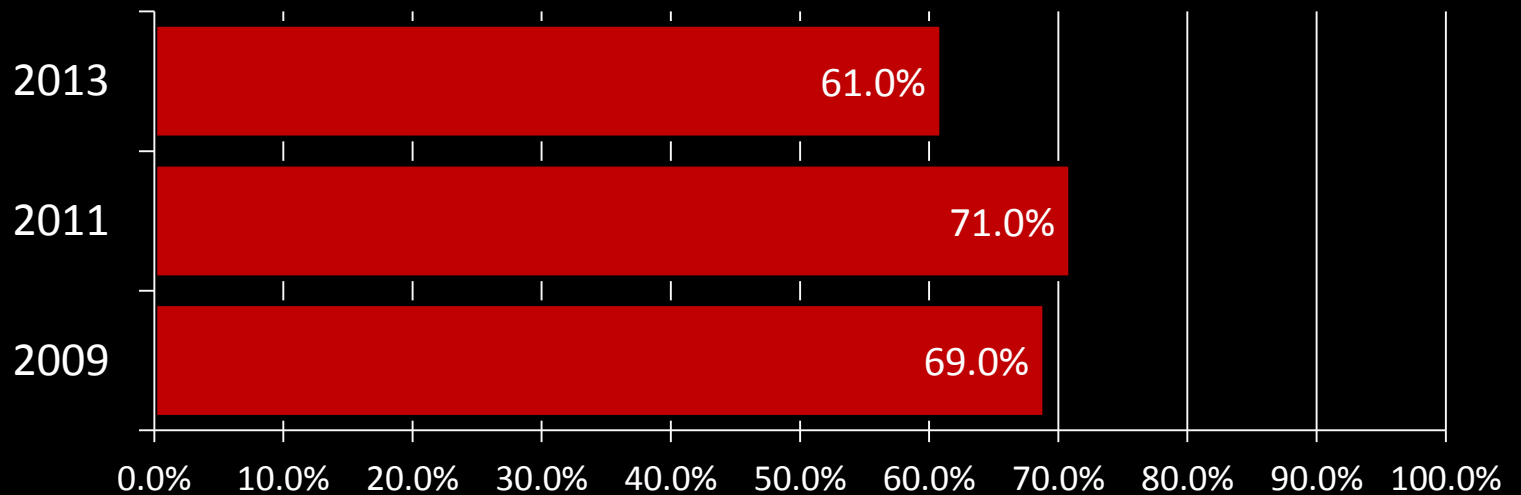


Source: National Citizen Survey



Metrics

Used a public library at least once in the last 12 months

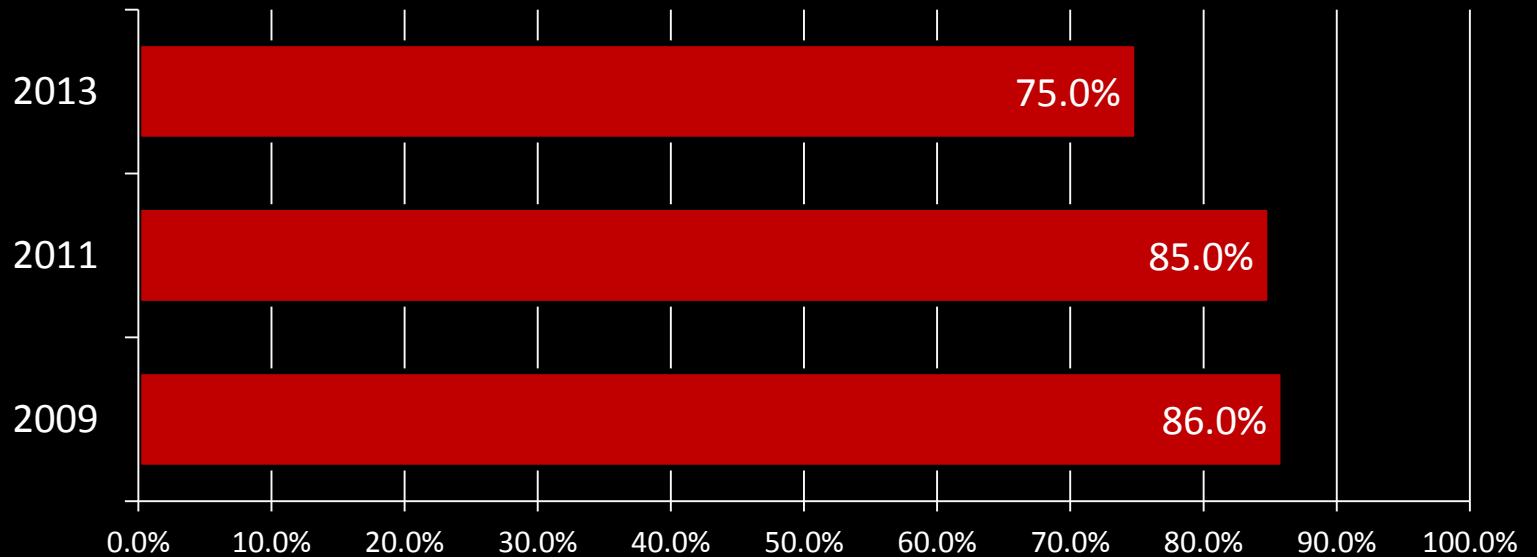


Source: National Citizen Survey



Metrics

I used a neighborhood or county park at least once in the last 12 months

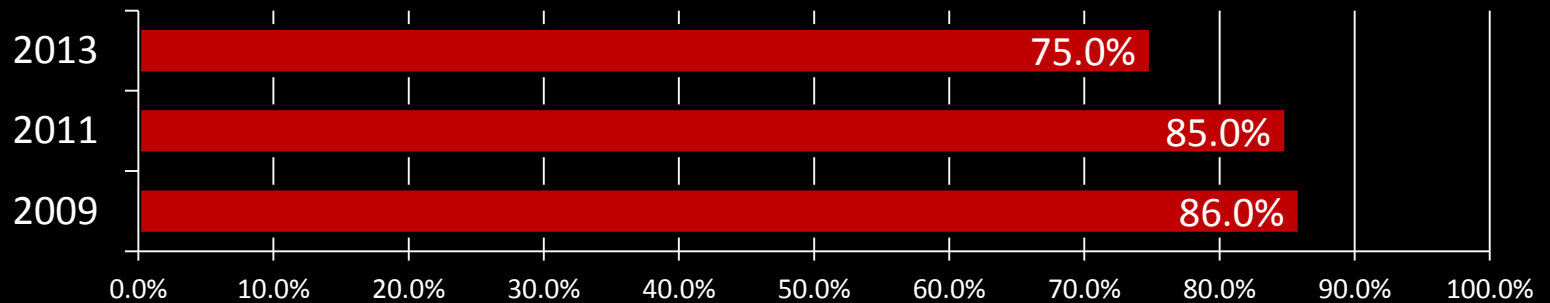


Source: National Citizen Survey



Metrics

I used a county recreation center or their services at least once in the last 12 months



Source: National Citizen Survey



Successes

- Attendance for the Civil War Muster and Fair up
- New Off-Season Events for the Fairgrounds
- Profitable Fair
- Cascades Ad Hoc Committee





Successes

- A broad based community arts, recreation, and cultural opportunities group has been meeting and working on the action plan adopted by the Board of Commissioners and Jackson 2020



Discussion





Cooperation Between Governments

Presenter: Adam Brown
2014 Board Retreat



We are providing the citizens of Jackson County efficient and effective services by working cooperatively and collaboratively with other units of government and stakeholders.

STRATEGIC VISION



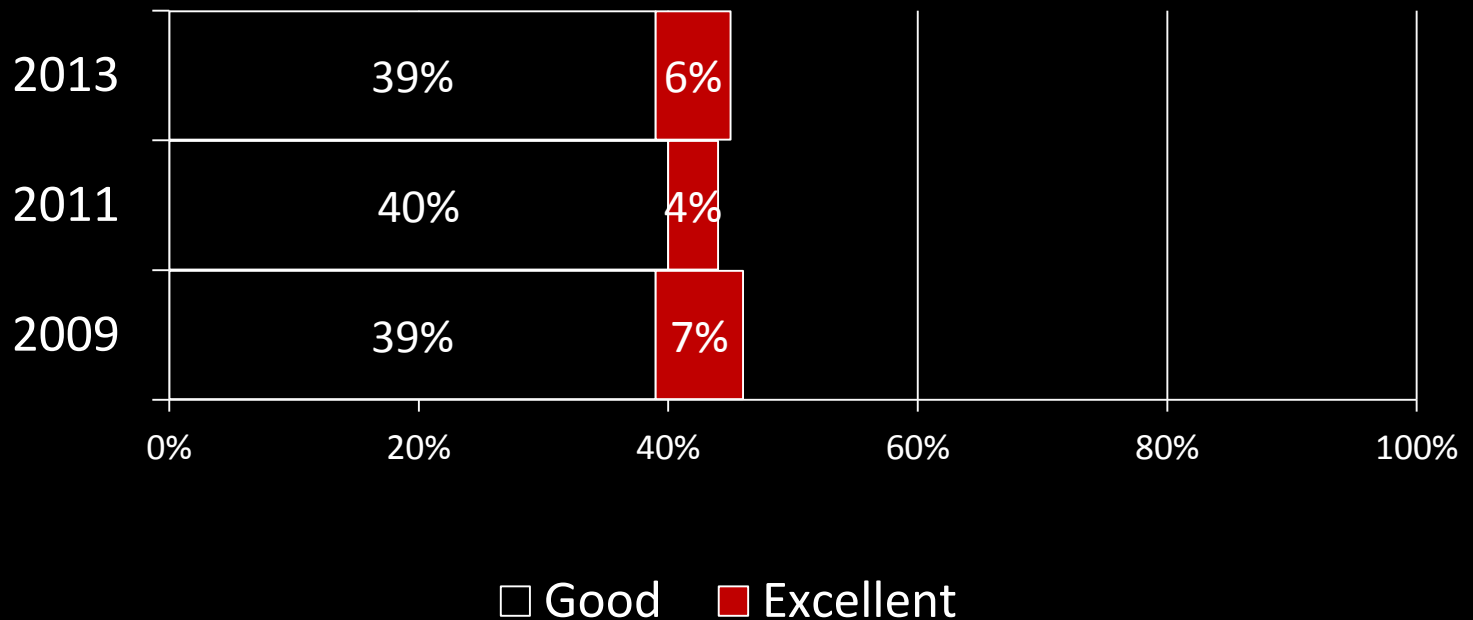
Goals

- Improve Communication
- Promote Community
- Explore Consolidation and Collaboration
- State of the Art Technology and Technology Sharing
- Leadership Development
- Improve Availability of Recreational Programs and Arts and Cultural Opportunities
- Identify Stakeholder Buy-in
- Capitalize on Technology to Allow Integration



Metrics

Citizens rating overall the quality of services provided by Jackson County as good or excellent

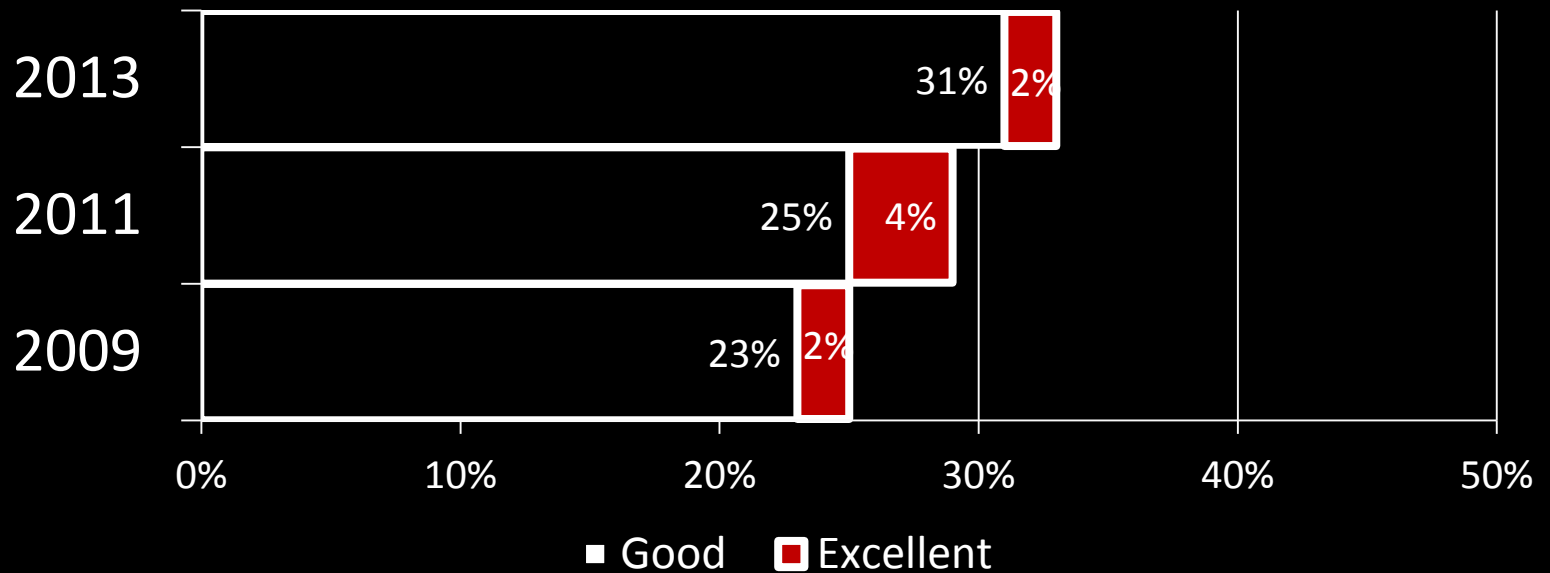


Source: National Citizen Survey



Metrics

Citizens rating the value of services for the taxes paid as good or excellent

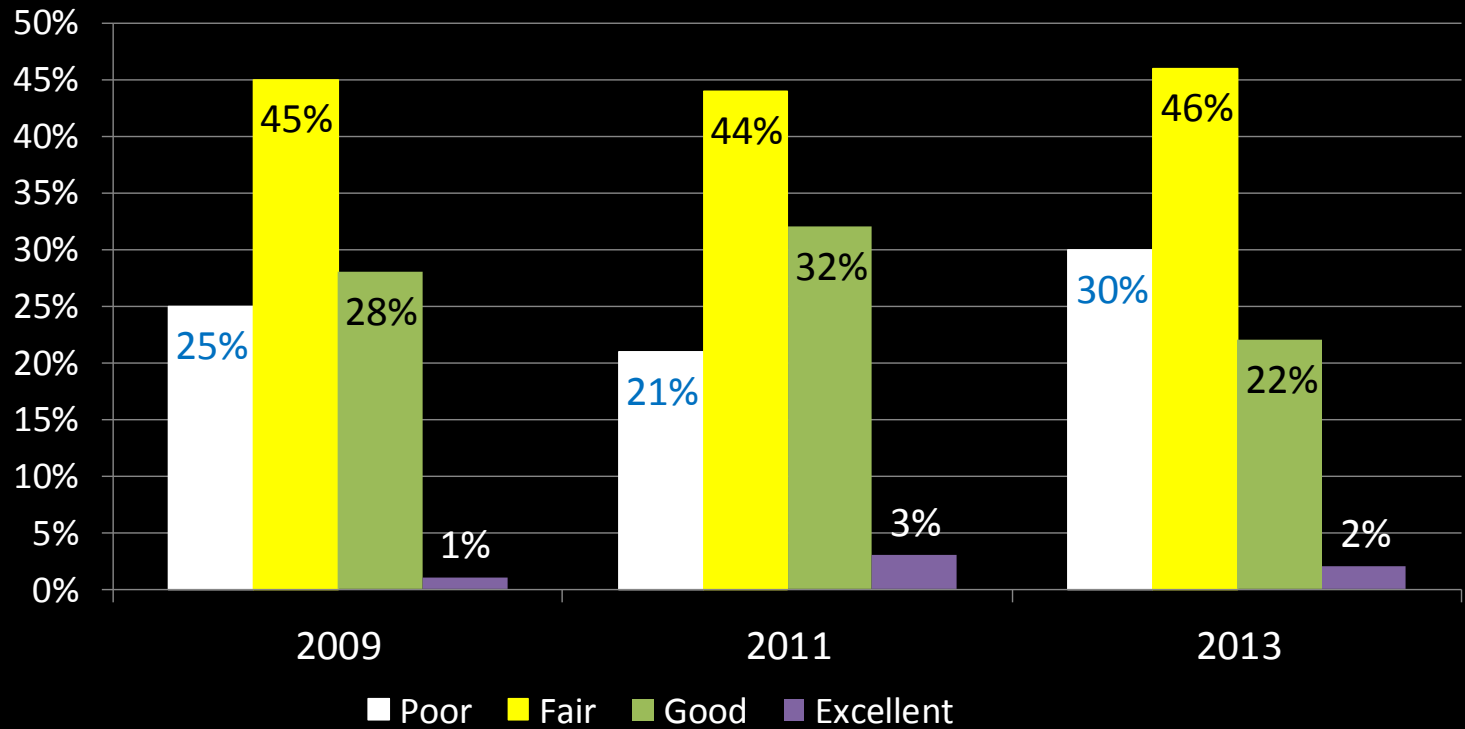


Source: National Citizen Survey



Metrics

Cooperation Between Jackson County Government and Other Units of Government



Source: National Citizen Survey



Successes

- County computer resources and support are shared with:
 - Medical Care Facility
 - Road Commission
 - Land Bank Authority
 - City of Jackson Police Department and the Graphical Information System
- City/County Combined Human Resources Department
- Working with the non-profit sector, education, and public to collaborate with Jackson 2020 in the formulation of our Strategic Plan



Successes

- Collaboration has been a common thread in each Strategic area
- Sharing of Jackson County Department of Transportation management team with Calhoun County
- Pursuing an agreement with a village to operate an out-county park concession stand
- Pursuing an adopt-a-park program
- Ground-breaking partnership with Allegiance Health to share the County Health Officer
- Community dashboard



Discussion



Improved Work Environment

Presenter: Adam Brown
2014 Board Retreat



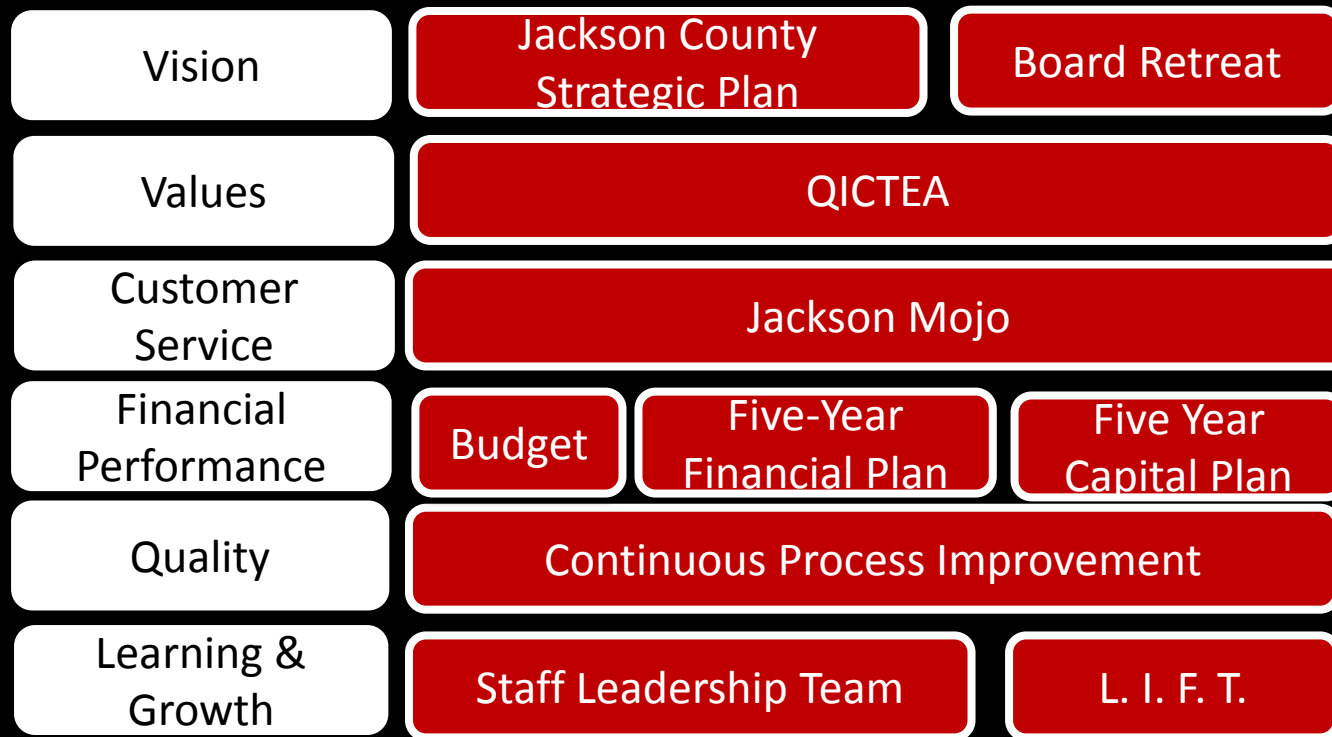
Jackson County employees are an engaged self-motivated and collaborative team supported by committed, effective leadership to serve the public.

STRATEGIC VISION



The Jackson Way

Employee Engagement



Performance Measurement – Jackson County Dashboard



Values – QIC TEA

Quality – Good Work

Integrity – honest and consistent

Community – sense of place and identity

Teamwork – working together

Efficiency – citizen value

Accountability – responsible to the public



Major Objectives

1. Assist County Employees with Professional Growth & Development
2. Increase the Management & Supervisory Skills of County Employees
3. Adopt a Process Improvement Model
4. Improve Organizational Culture of Jackson County
5. Improve Organizational Communication

Professional Growth & Development of County Employees



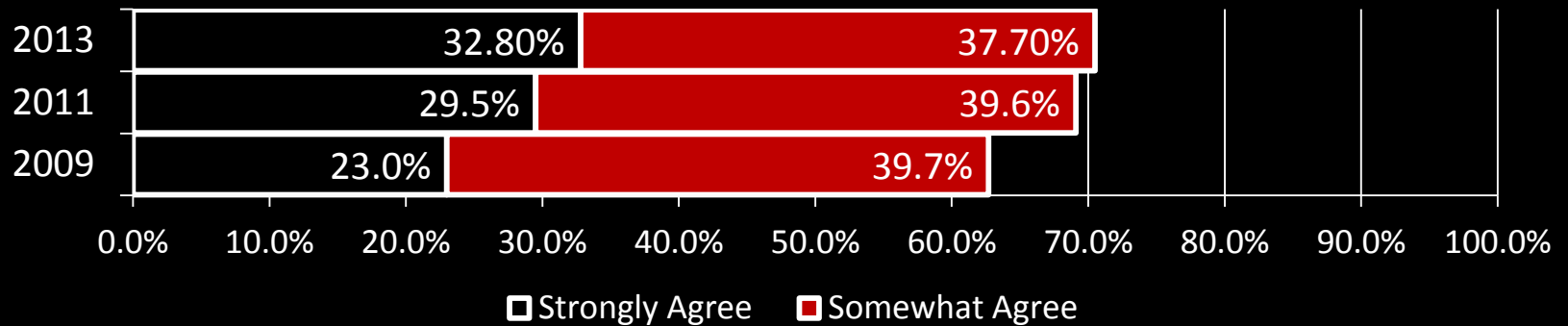
- Increase opportunities for meaningful employee training
- Improve the meaning that county employees derive from their work via positive feedback from supervisors



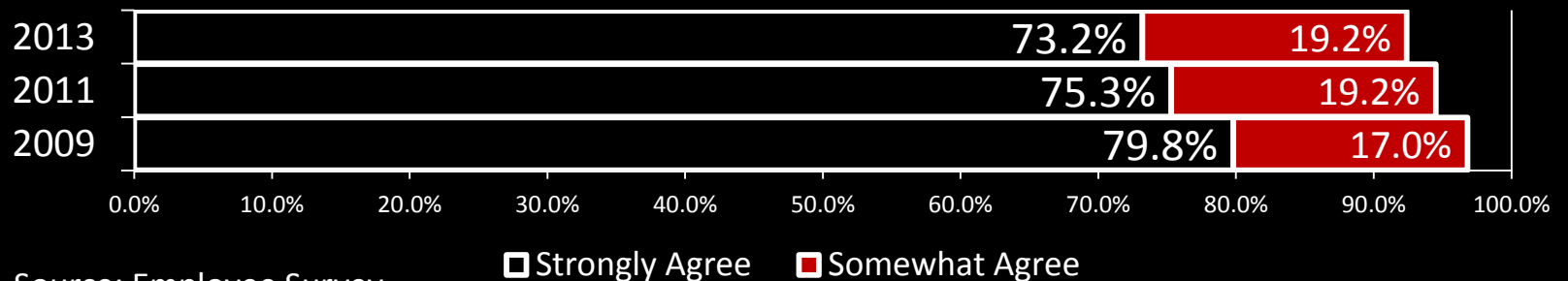


Metrics

Employees who strongly or somewhat agree that they are satisfied with the availability of career-related training opportunities.



Employees who strongly or somewhat agree that their work really matters

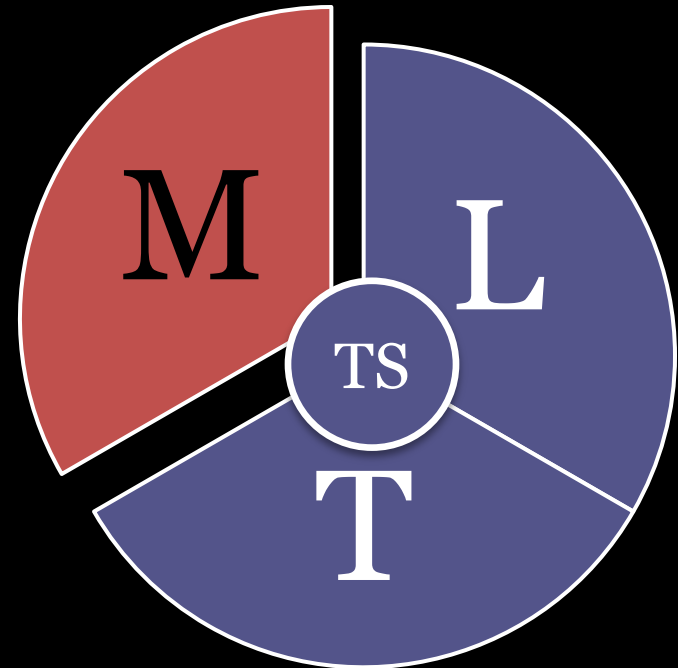


Source: Employee Survey



Increase the Management & Supervisory Skills of County Employees

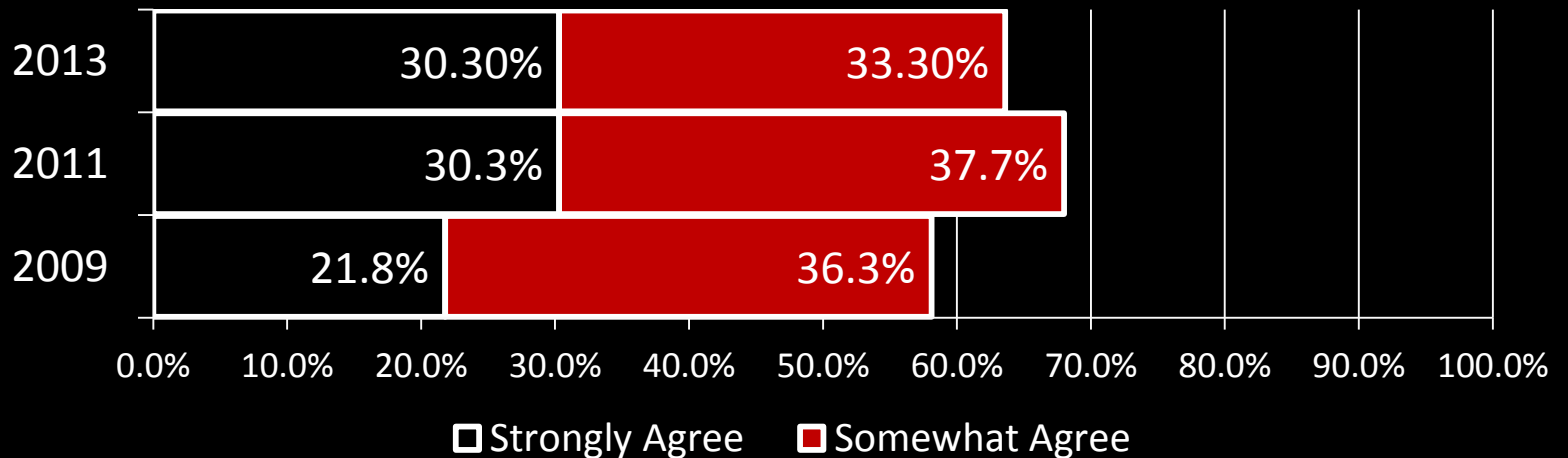
- Provide opportunities for new and existing staff to be trained in the Jackson Way
- Improve management skills for department heads and supervisory staff
- Improve performance evaluation process





Metrics

Strongly or somewhat agree that management's actions are consistent with their messages

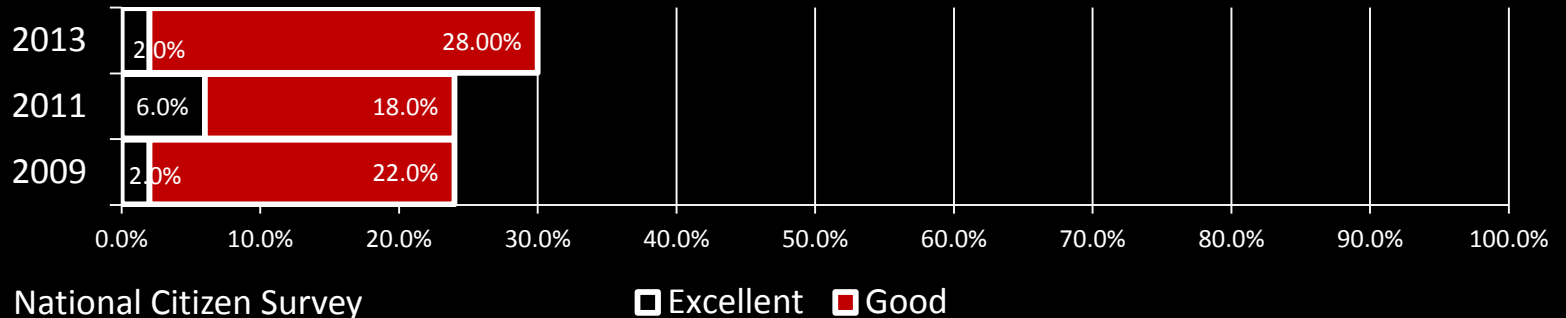


Source: Employee Survey

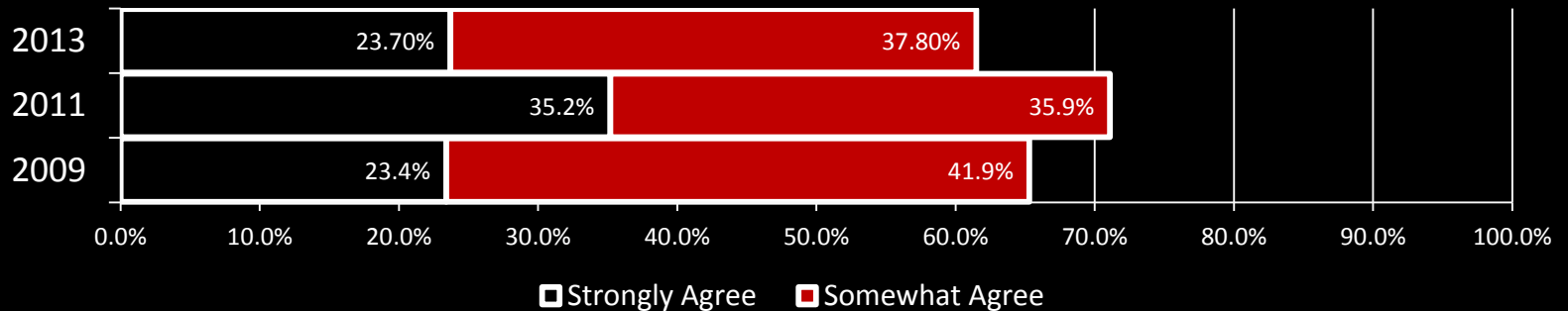


Metrics

Citizens rating the overall direction that Jackson County is taking is excellent or good



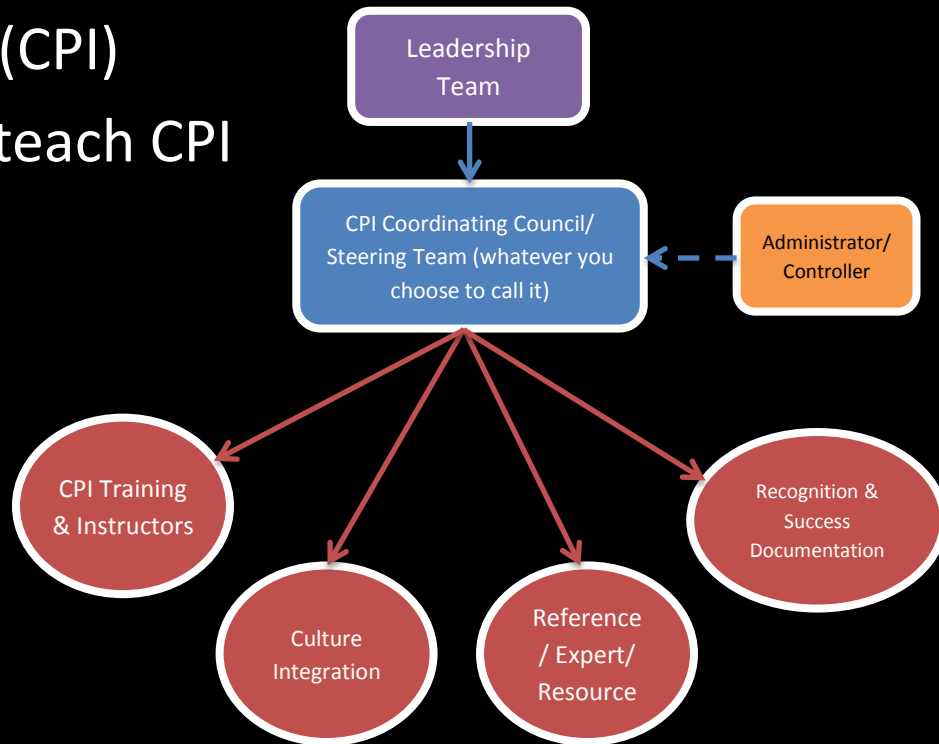
Employees strongly or somewhat agree in the overall direction Jackson County is taking is excellent or good.





Successes – Process Improvement Model

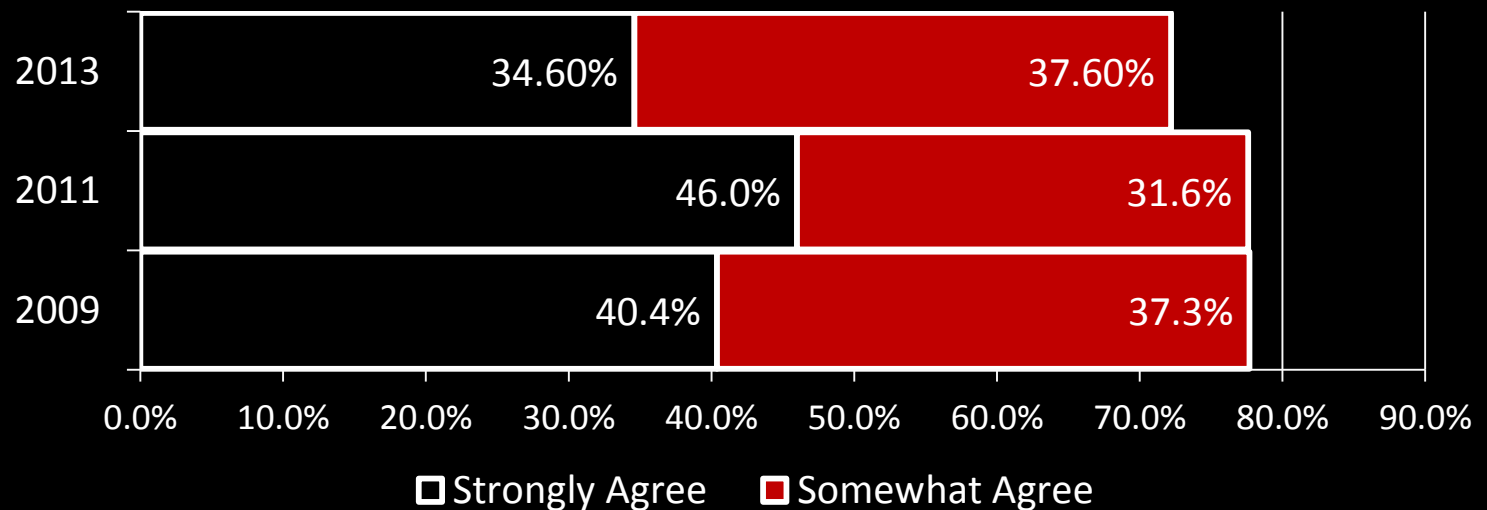
- ✓ Trained the first cohort of employees in continuous process improvement (CPI)
- ✓ Trained employees to teach CPI to future cohorts
- ✓ Established a CPI Council to facilitate future trainings, recognition, advising, and culture integration





Metrics

Employees who strongly or somewhat agree that the managers of their department use resources effectively



Source: Employee Survey



Improve Organizational Culture of Jackson County

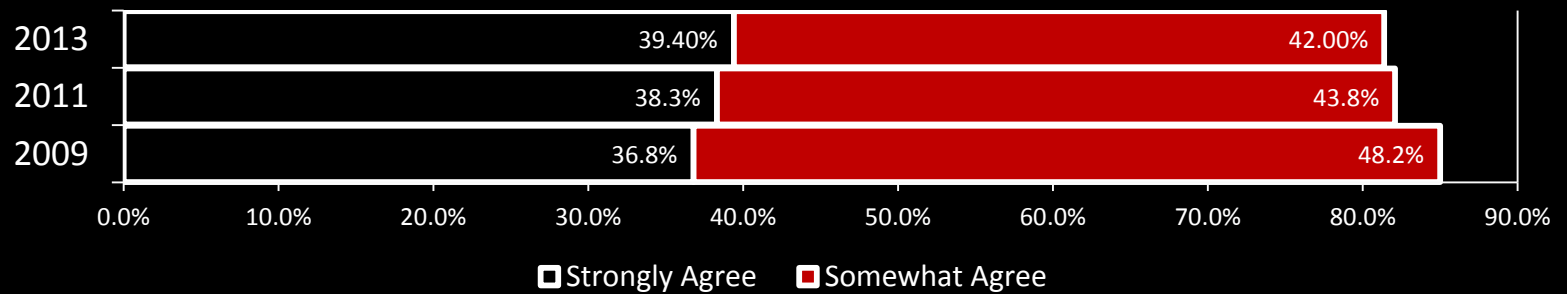
- Build a more team-oriented organization
 - Cross training
 - Inter-departmental collaborations
- Display trust and encourage autonomy



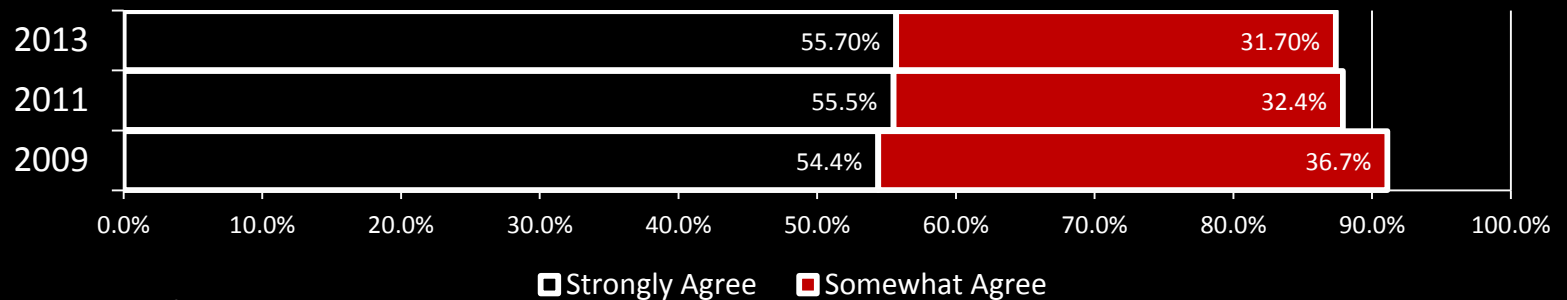


Metrics

Employees who agree that they receive the support they need from other County employees to do their job effectively



Employees who strongly or somewhat agree that they can make the decisions they need to make to do their job well



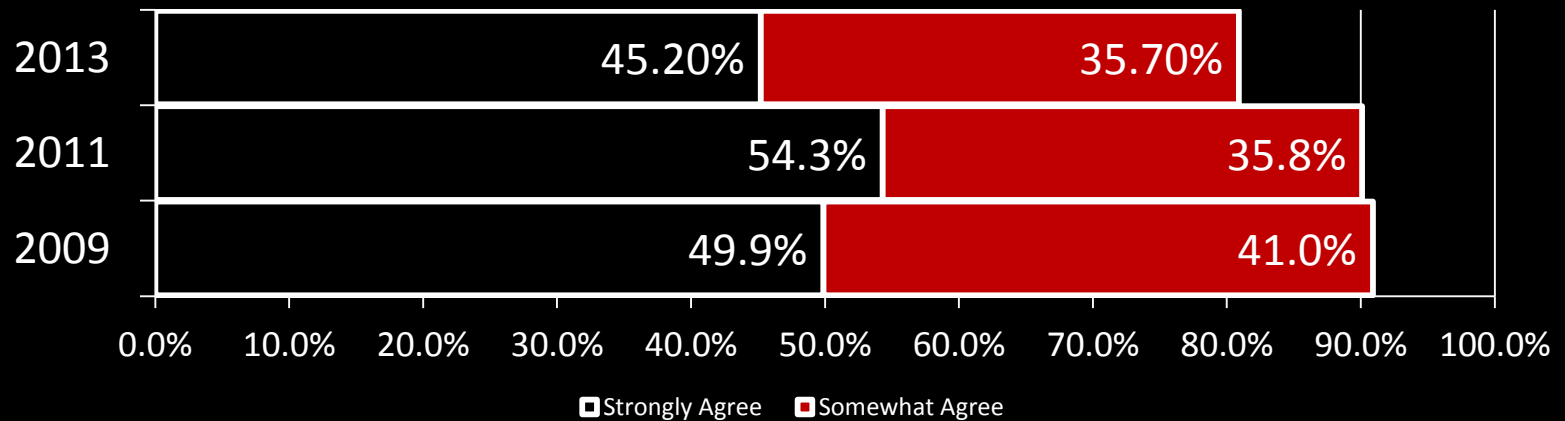
Source: Employee Survey



Metrics

Maintain a High Level of Employee Satisfaction

Employees who strongly or somewhat agree that they are satisfied with Jackson County as a place to work



Source: Employee Survey



Improve Organizational Communication

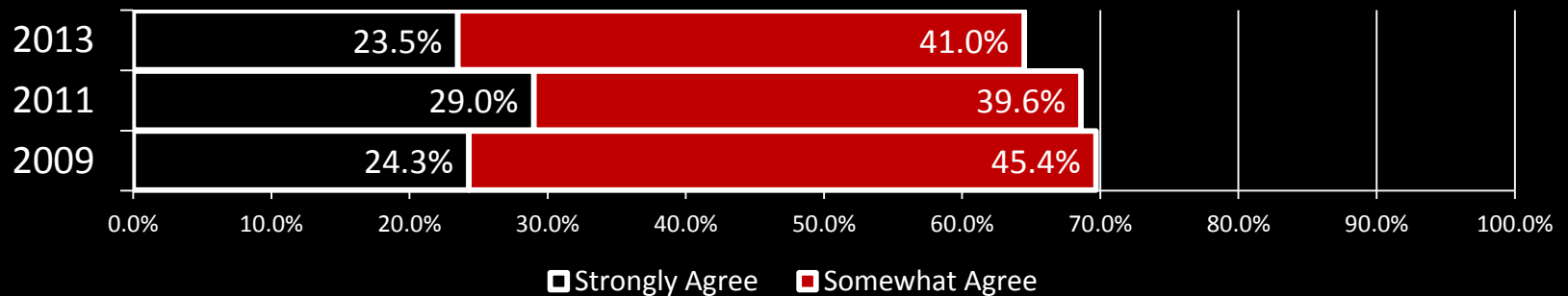
Improve communication at all levels of the organization



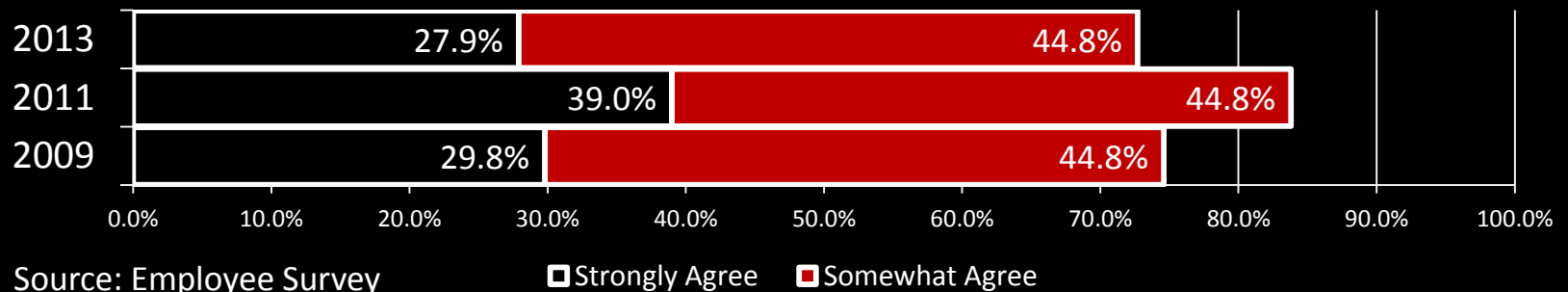


Metrics

Employees who strongly or somewhat agree that they are kept informed about county issues that are important to me



Employees who strongly or somewhat agree that they receive the information they need to do their job well.



Source: Employee Survey

Strongly Agree Somewhat Agree



Successes

- ✓ Improved Work Environment focus on communication and performance evaluations
- ✓ Trained 70 employees in High Performance Organization
 - ✓ Third cohort of another 36 employees will be trained in April
- ✓ New Employee orientation with the Jackson Mojo and introduction to High Performance Organizations
- ✓ Reinstated employee education assistance program
- ✓ Paid for software training such as Excel, Word, and PowerPoint



Discussion



Next Steps

Revenue & Expenditure Forecast - February 7, 2014

Target and Priority Setting – February 18, 2014