



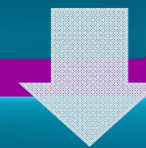
2013 Jackson County Board Retreat

2014 Budget Preparation

Board Retreat Process



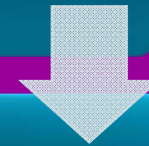
Governance / Team Building



Strategic Plan Review

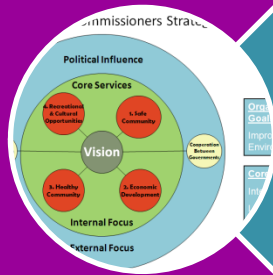


Revenue Expenditure Forecast



Budget Target Recommendation

Retreat Outcomes



Strategic Plan Update



Priorities



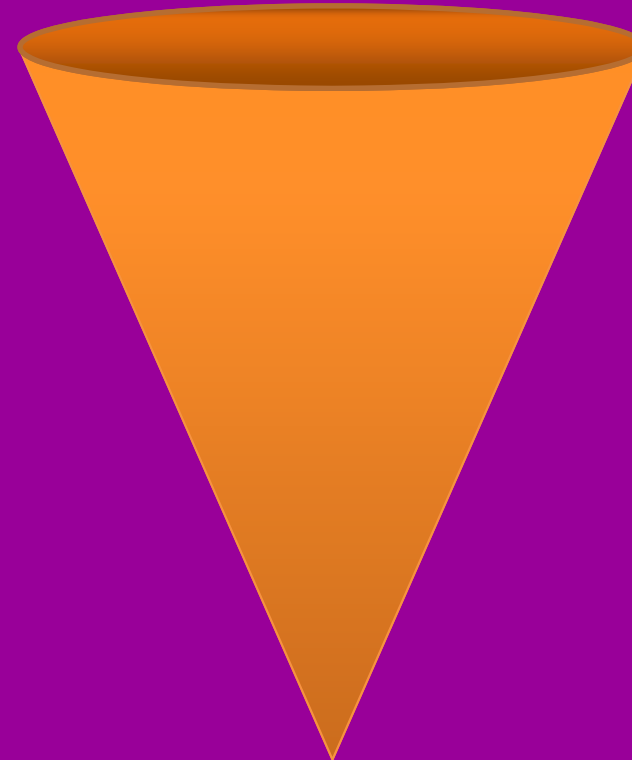
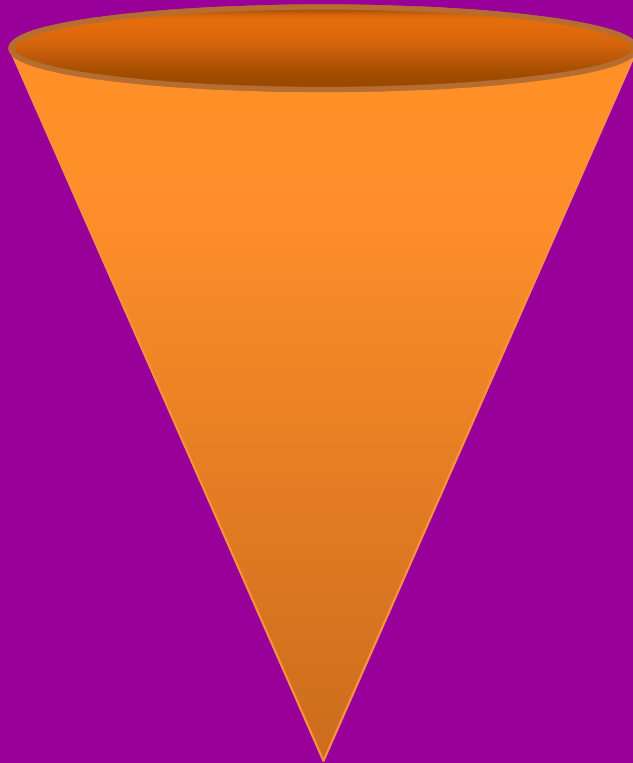
Revenue & Expenditure Target

High Performance



Vision

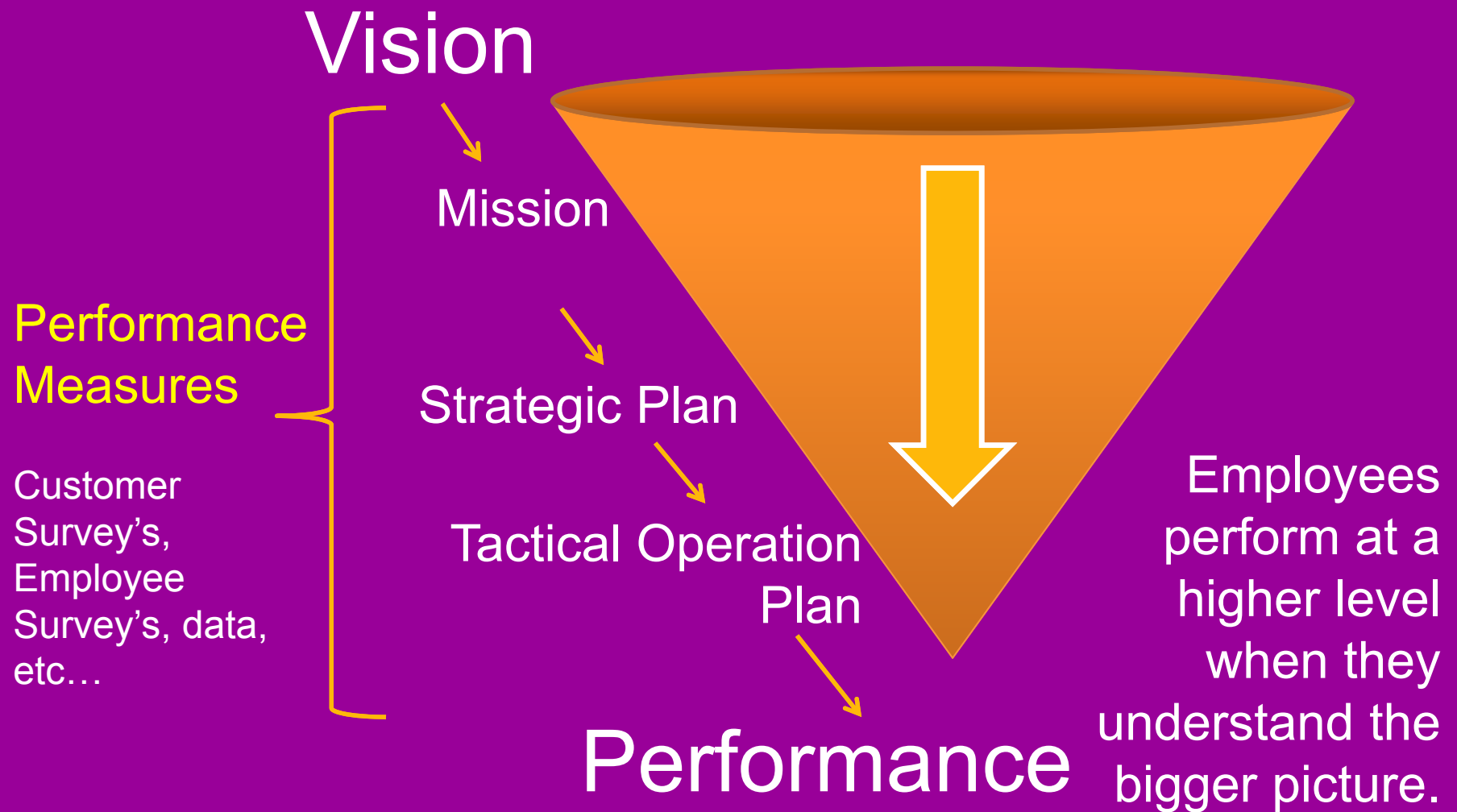
Values



Performance

Culture

Vision to Performance





Vision to Performance



Jackson County Strategic Plan 2008-2013

Vision to Performance



Accountability



- Today is about accountability for the 2008 Strategic Plan
- Presenters will review:
 - Goals
 - Accomplishments
 - Metrics
 - Remaining Goals

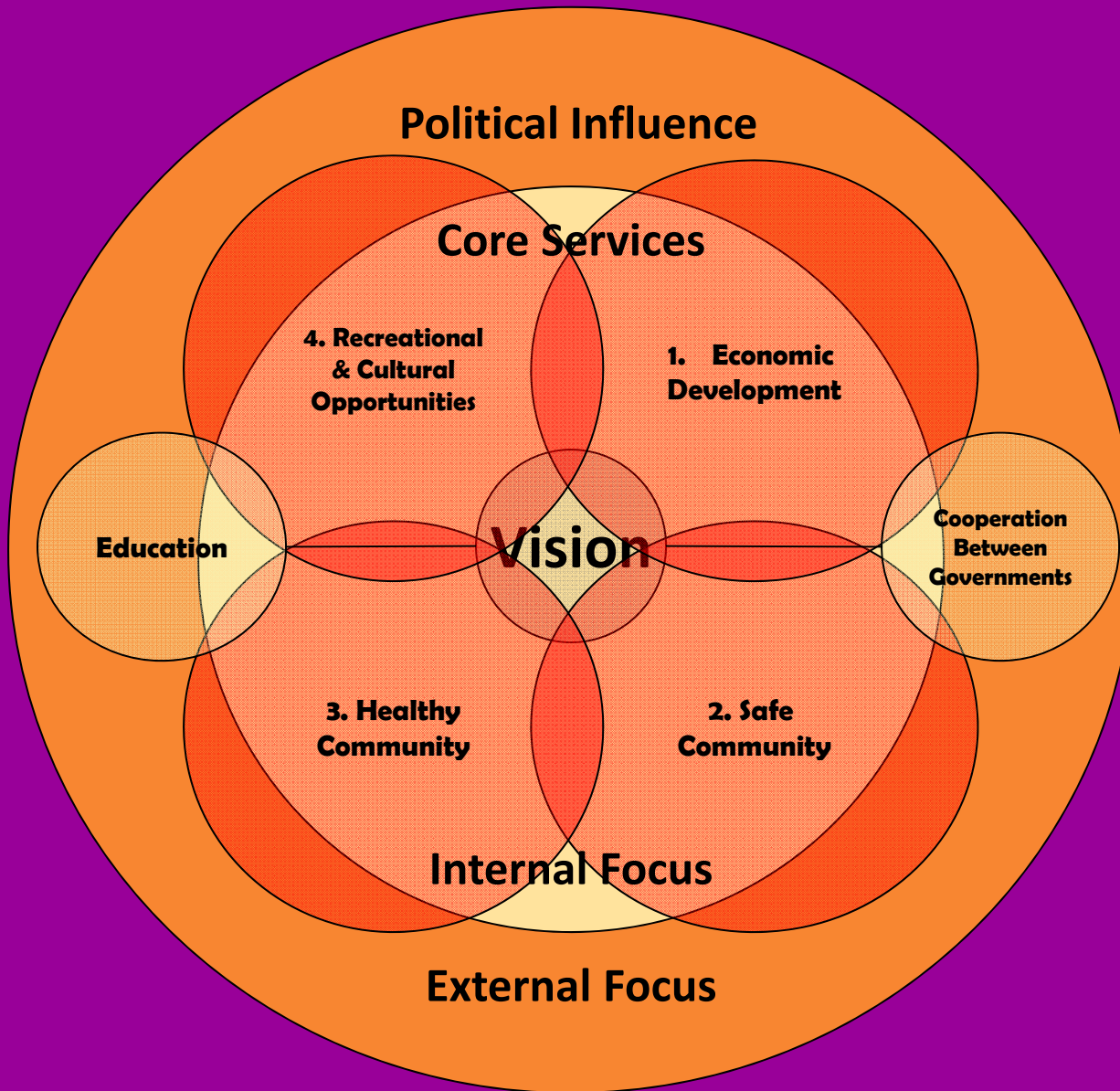


Jackson County Mission



Jackson County government, in cooperation with the community and local government units, strives through a planned process to deliver quality services that address public needs.

Jackson Board of Commissioners Strategic Priorities



Organizational Goals

Improved Work Environment

Core Values

Integrity

Leadership

Collaboration

Responsiveness

Accountability

Organizational Evolution



Strategic Plan Adoption

• 2008

Strategic Budgeting / Employee Survey

• 2009

Board Retreat / Leadership Team/ HPO

• 2010

Outcome Measures / 2nd Employee Survey

• 2011

Re-Measure Outcomes/ Benchmarking

• 2012

Process Improvement / 3rd Employee Survey

• 2013

Strategic Implementation Team (SIT)

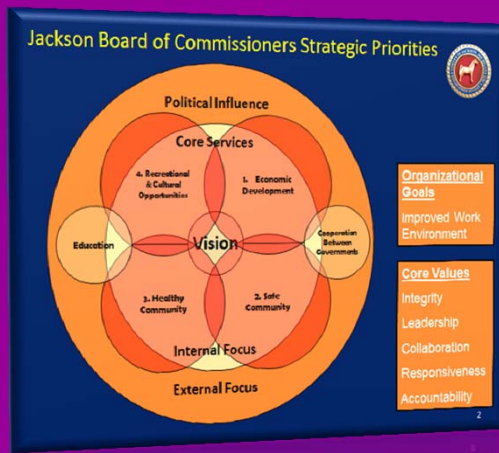
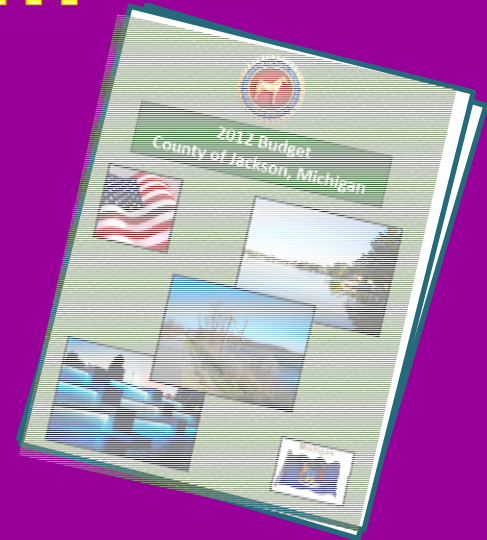


- Michael Overton - Administrator/Controller
- Adam Brown – Chair / Ed
- Chris Kuhl - SC
- Tammy Bates - SC
- Kent Maurer - ED
- Karen Coffman - ED
- Shelly Bullinger – HC
- Mindy Bradish-Orta - RC
- Denise Owens - RC
- Julie Alexander - Ed
- Connie Frey - CG
- Brandon Ransom - IWE

Be Thinking About The Impact of Your Plan on...



✓ The 2014 Budget



✓ Where we are going with the Strategic Plan

What You'll See Today

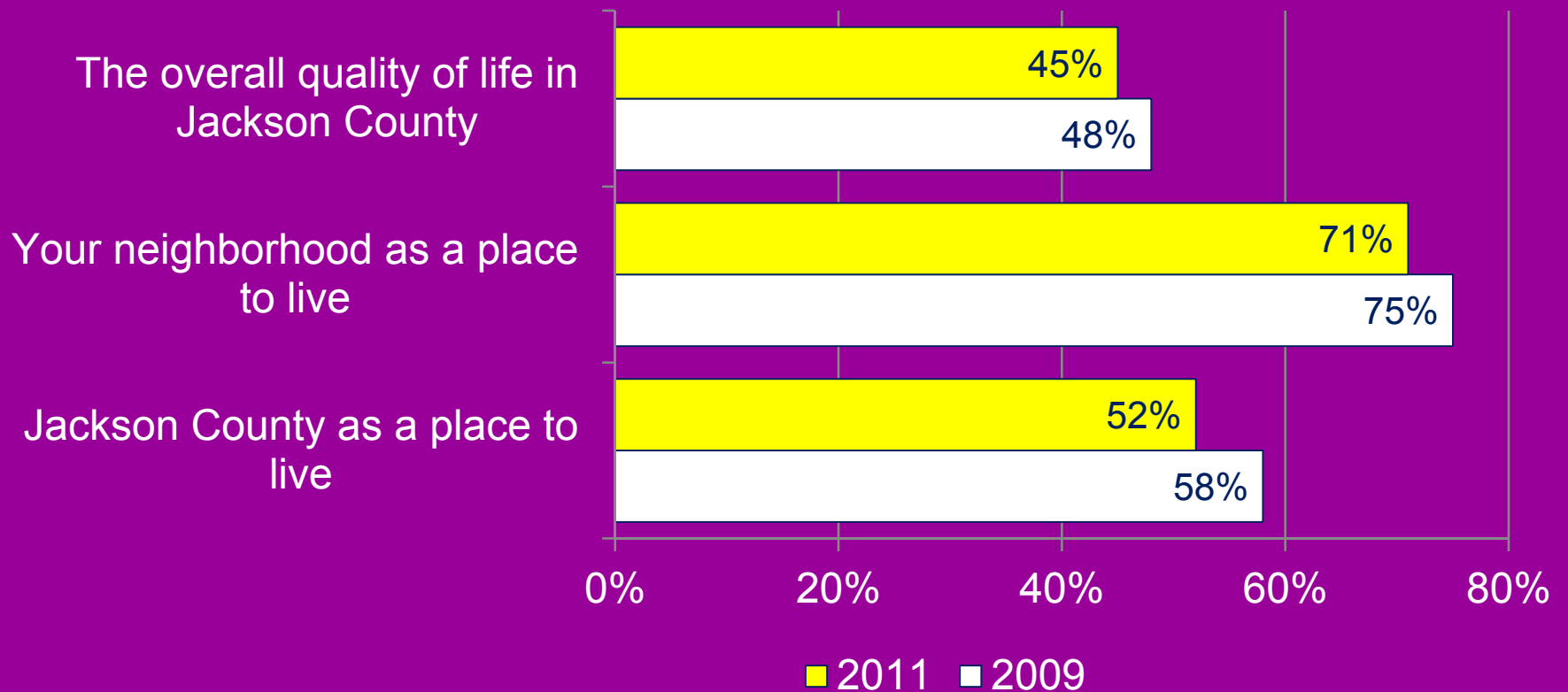


- Update on the current strategic priorities
- Community collaboration is the norm
- County is a data driven organization

2011 Survey Data



Ratings of Good or Excellent

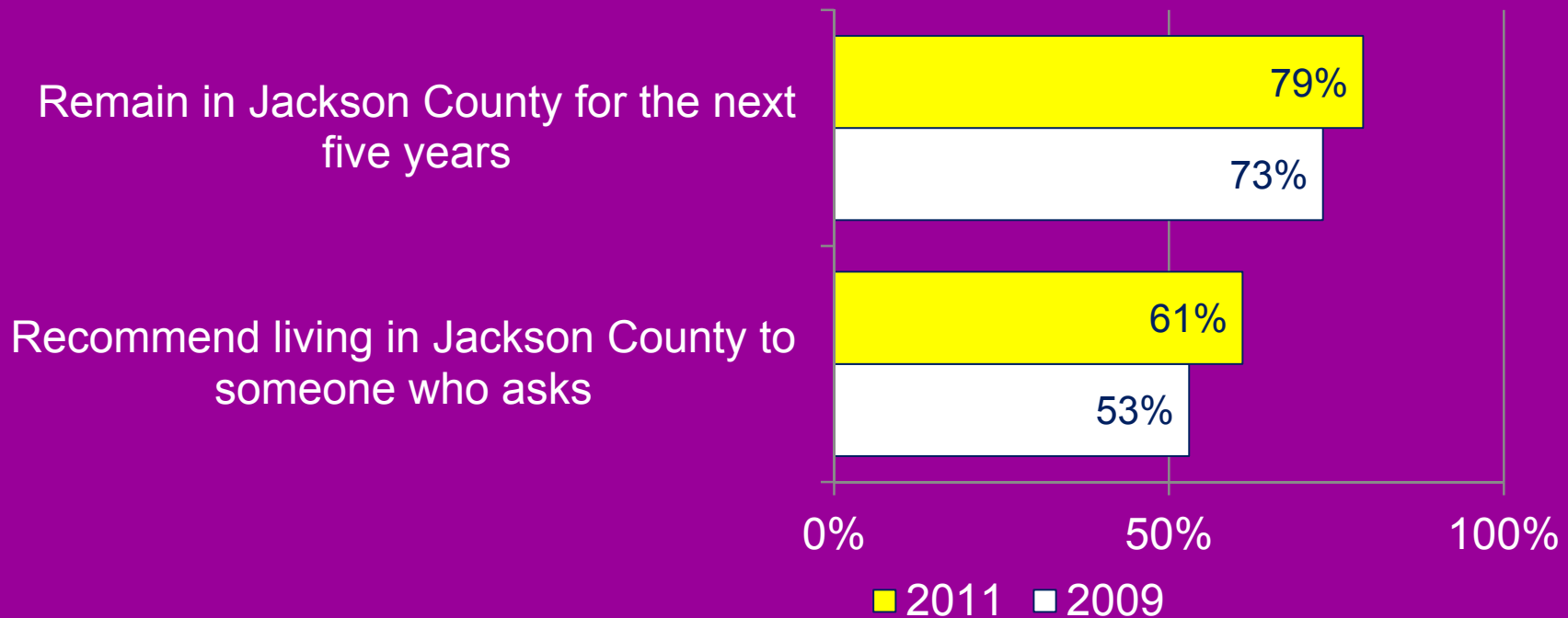


Source: National Citizen Survey

Contrast with...



Ratings of Good or Excellent



Source: National Citizen Survey

Presentation Order



Recreational & Cultural Opportunities

Brandon Ransom

Education

Kevin Oxley

Healthy Community

Shelly Bullinger, Amy Schultz M.D.

Safe Community

Sheriff Steve Rand

Economic Development

Kent Maurer

Cooperation Between Governments

Connie Frey

Improved Work Environment

Adam Brown

Wrap Up

Michael Overton

Recreational & Cultural Opportunities

Presenter: Brandon Ransom, Parks Director
2013 Board Retreat



Strategic Vision



Jackson County's wealth of cultural opportunities, recreational activities, community amenities, and neighborly environment makes it one of Michigan's most desirable places to live.



Goals



- Measure community perception of Jackson County
- Build on identified community strengths using a community coaching approach
- Launch community relationship renewal campaign



Successes



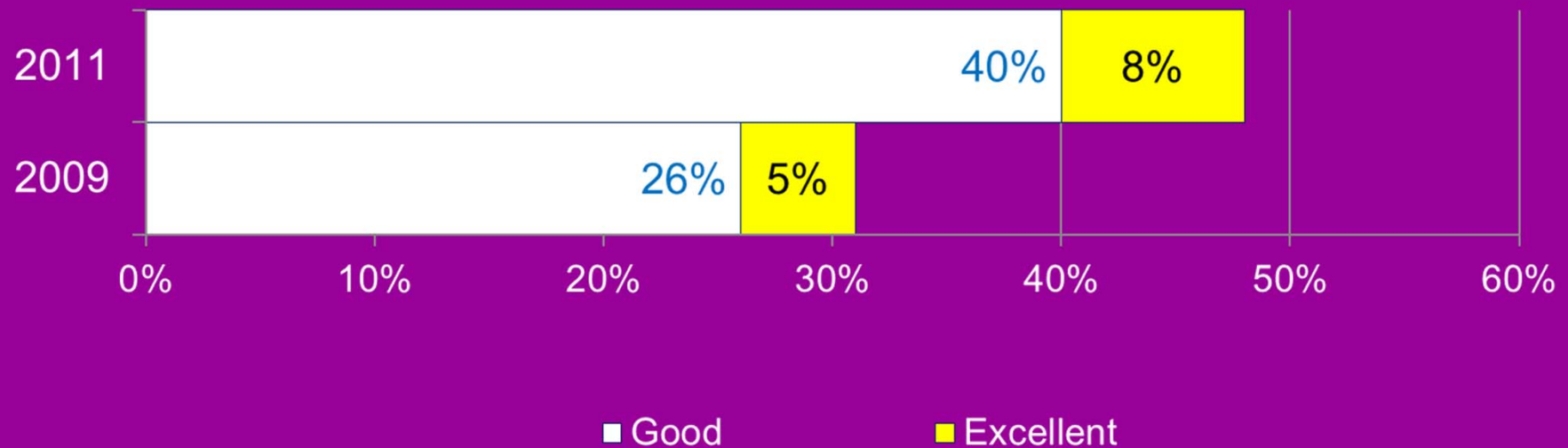
- Attendance for the Civil War Muster up
- New Off-Season Events for the Fairgrounds
- Sponsorships increase



Metrics



Perceptions of the Availability of Historic Sites as Good or Excellent

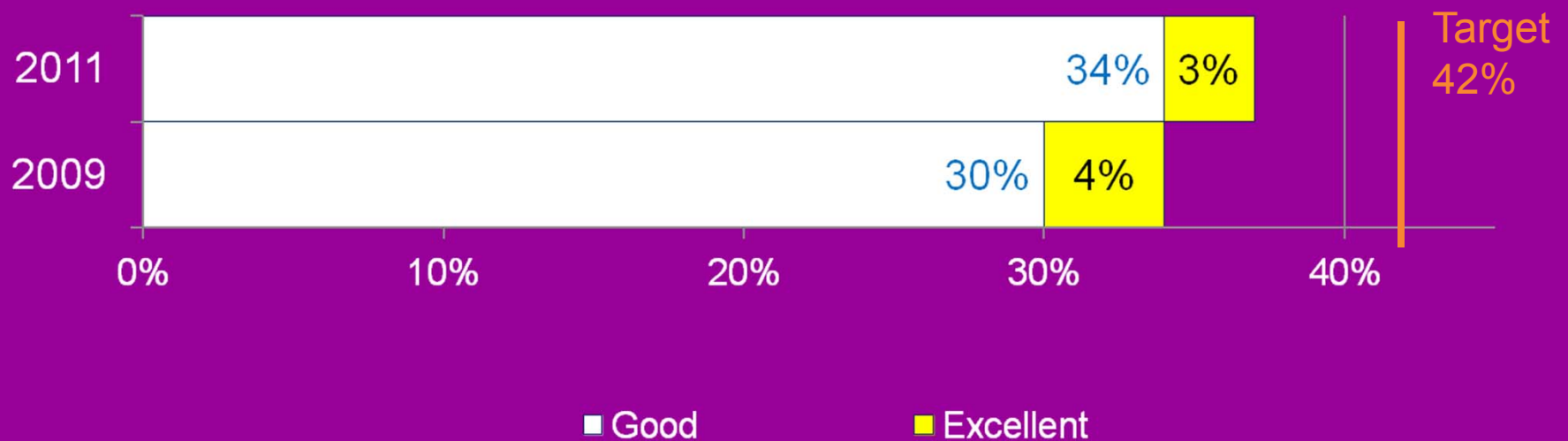


Source: National Citizen Survey

Metrics



Perceptions of Opportunities to Attend Cultural Activities as Good or Excellent

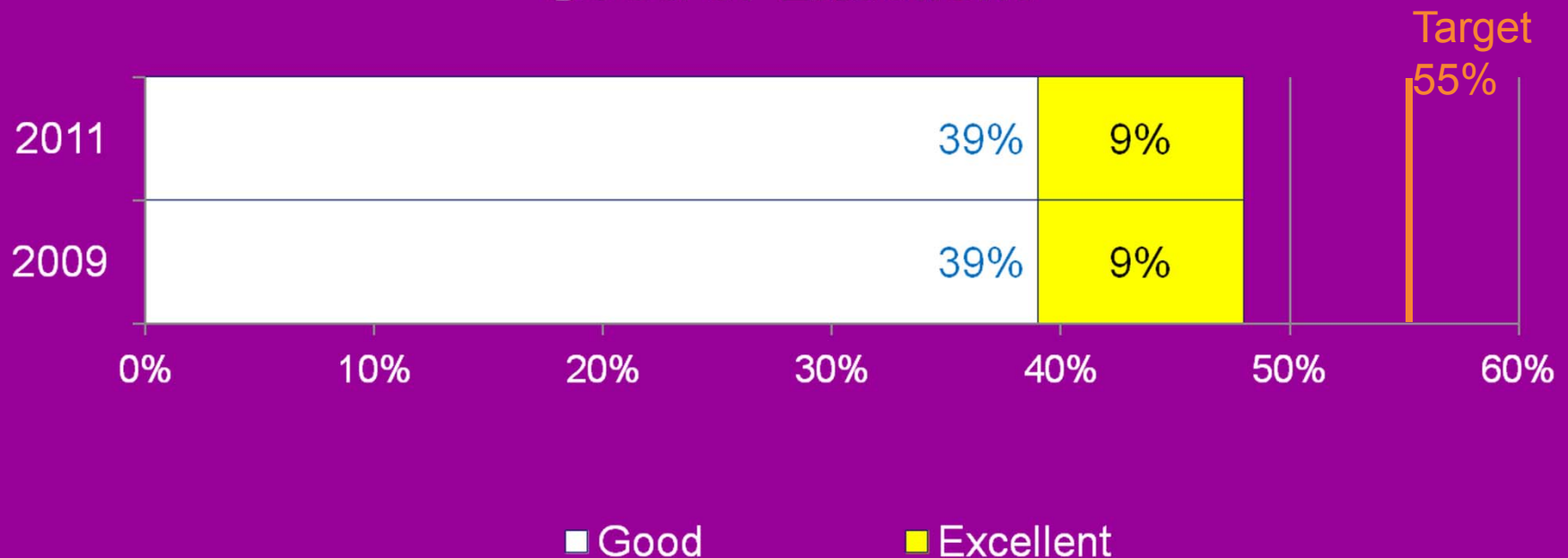


Source: National Citizen Survey

Metrics



Perceptions of Recreational Opportunities as Good or Excellent



Source: National Citizen Survey

Metrics



Perception of Public Information Services as Excellent or Good

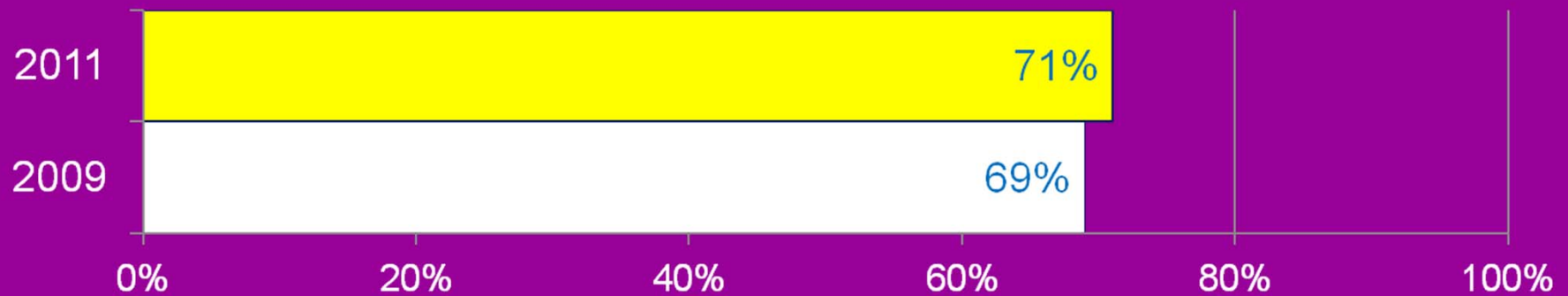


Source: National Citizen Survey

Metrics



I used Jackson County Libraries or Their Service at Least once in the Last 12 Months

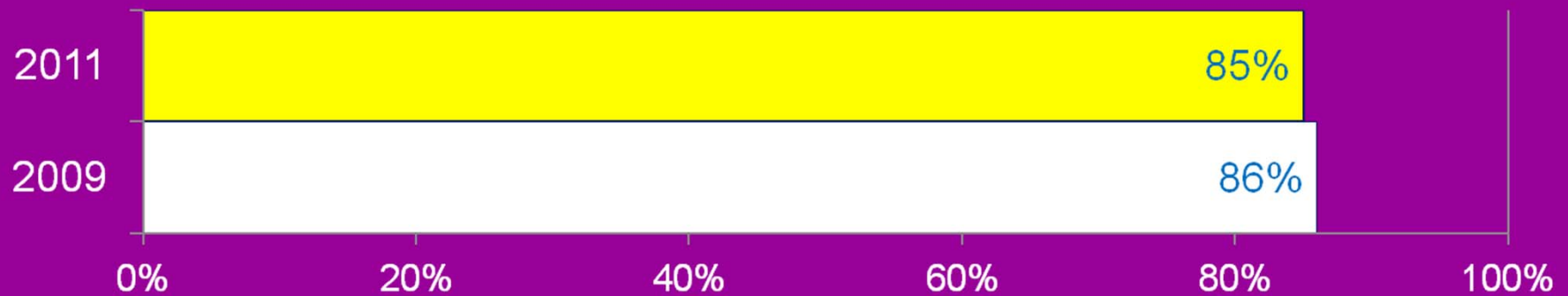


Source: National Citizen Survey

Metrics



I Visited a Neighborhood or County Park in the Last 12 Months

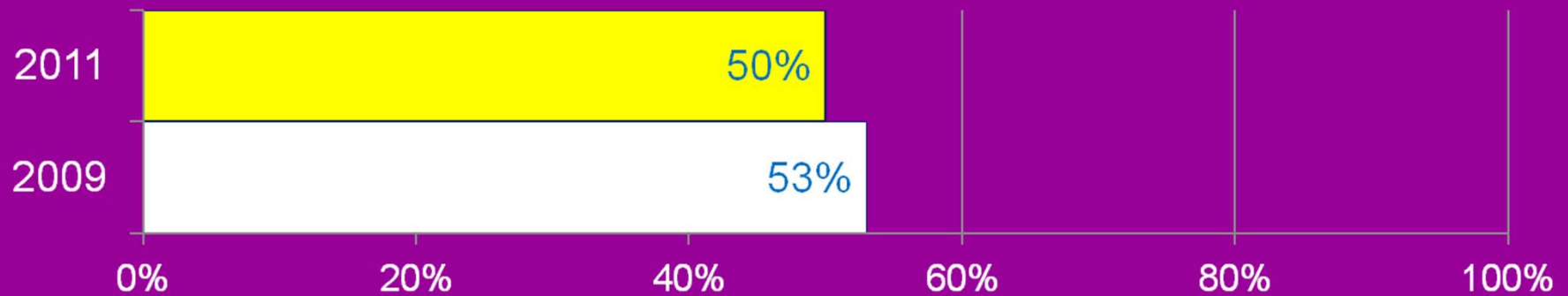


Source: National Citizen Survey

Metrics



I used a County Recreation Center at Least Once in the Last 12 Months



Source: National Citizen Survey

Remaining



Coordination of the whole recreational community:

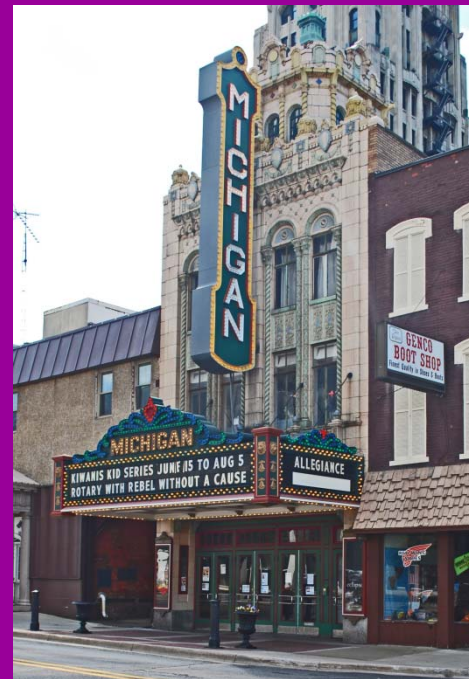
- ☀ Local colleges
- ☀ Cultural & Arts Community
- ☀ Fitness Council
- ☀ Communication of all recreational communities
- ☀ Common Calendar and Scheduling



Remaining



- Jackson 2020 has identified Arts, Recreation, and Culture (ARC) as a strand in the upcoming Plan.
- Many players can meet at the same table
- Experience Jackson (formerly JCCVB) has increased its budget and influence and has a common community calendar



Discussion



February 15, 2013

2013 Board Retreat

Education

Presenter: Kevin Oxley, Superintendent of the
Jackson County Intermediate School District
2013 Board Retreat – Part I



Strategic Vision



Build a “Culture of Education” through community collaboration

- Increase adult educational attainment
- Improved PreK-12 student achievement
- Coordination between business and education to develop well-prepared workforce

Metrics



Citizens Perception of Educational Opportunities



Source: National Citizen Survey 2011



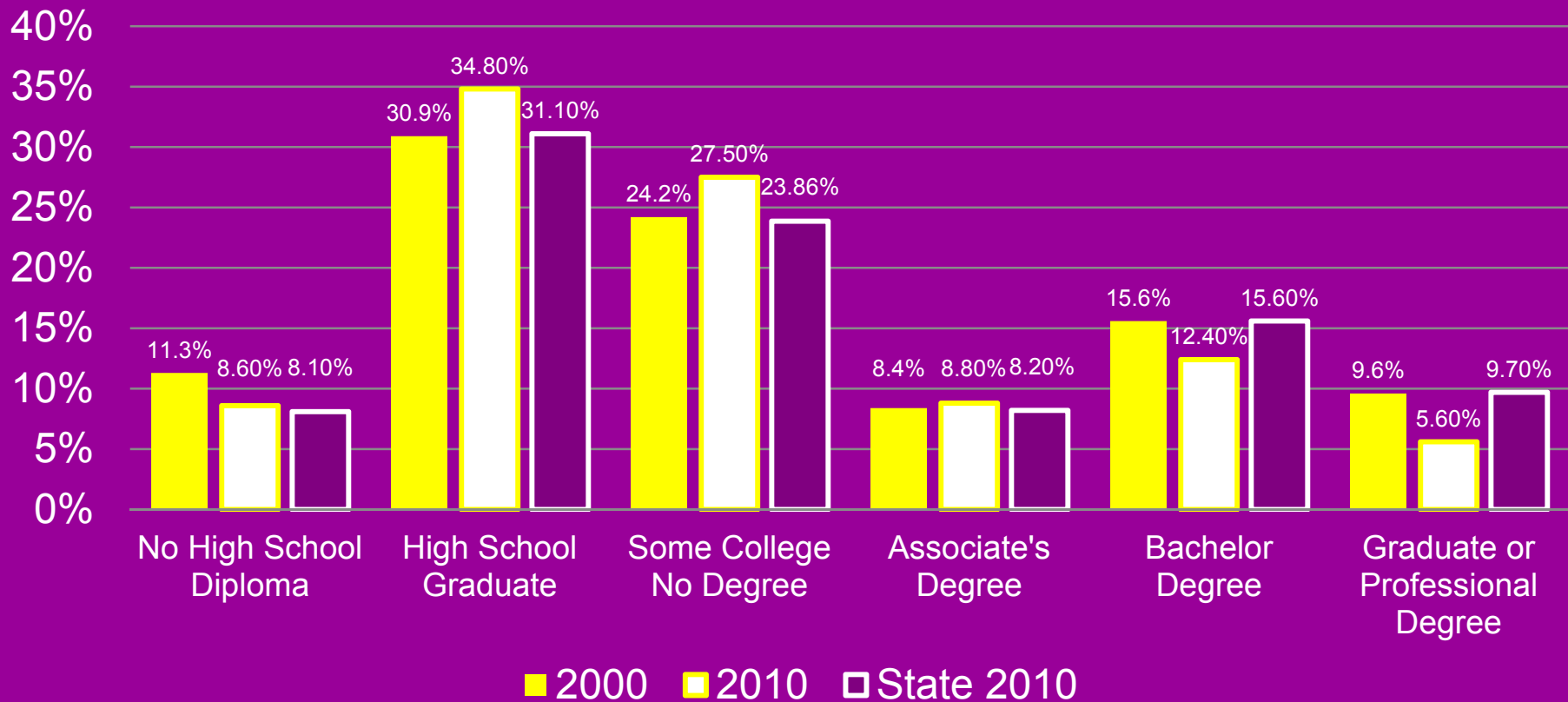
Goals

Increase the number of Jackson County residents that have post secondary credentials.



Educational Attainment

American Community Survey 2007-2011 5 year estimates

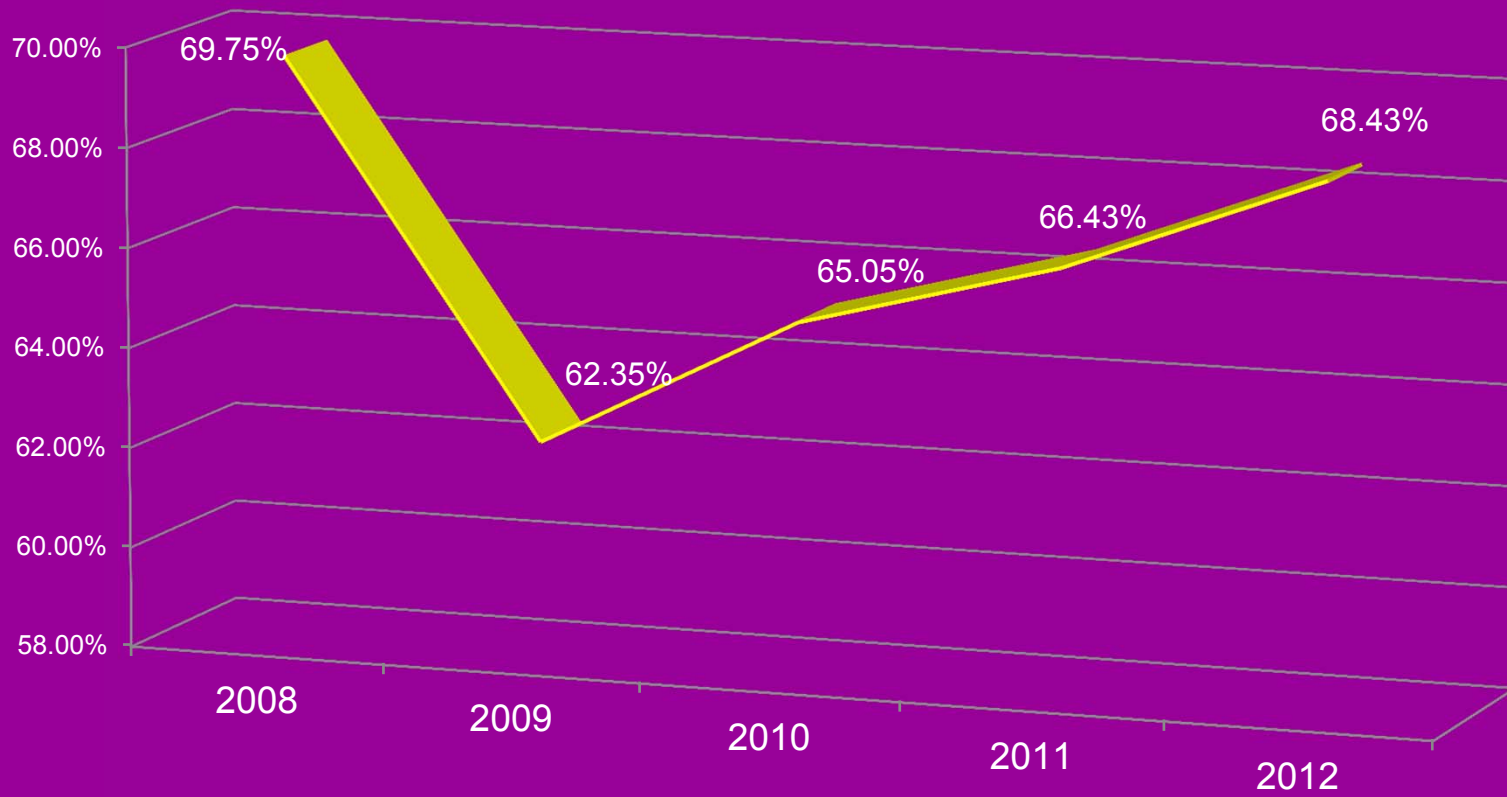


School Readiness Assessment



- Since 2008, the Jackson County Intermediate School District, in partnership with the Great Start Collaborative, launched a county-wide early literacy assessment to determine the level of foundational literacy skills for each incoming kindergarten student. Each year a team of trained assessors visits each public, private, parochial and charter school to conduct the Phonological Awareness Literacy Screening (PALS) with each new kindergarten student since 2008, 9,697 assessments have been completed.

Phonological Awareness Literacy Screening (PALS)

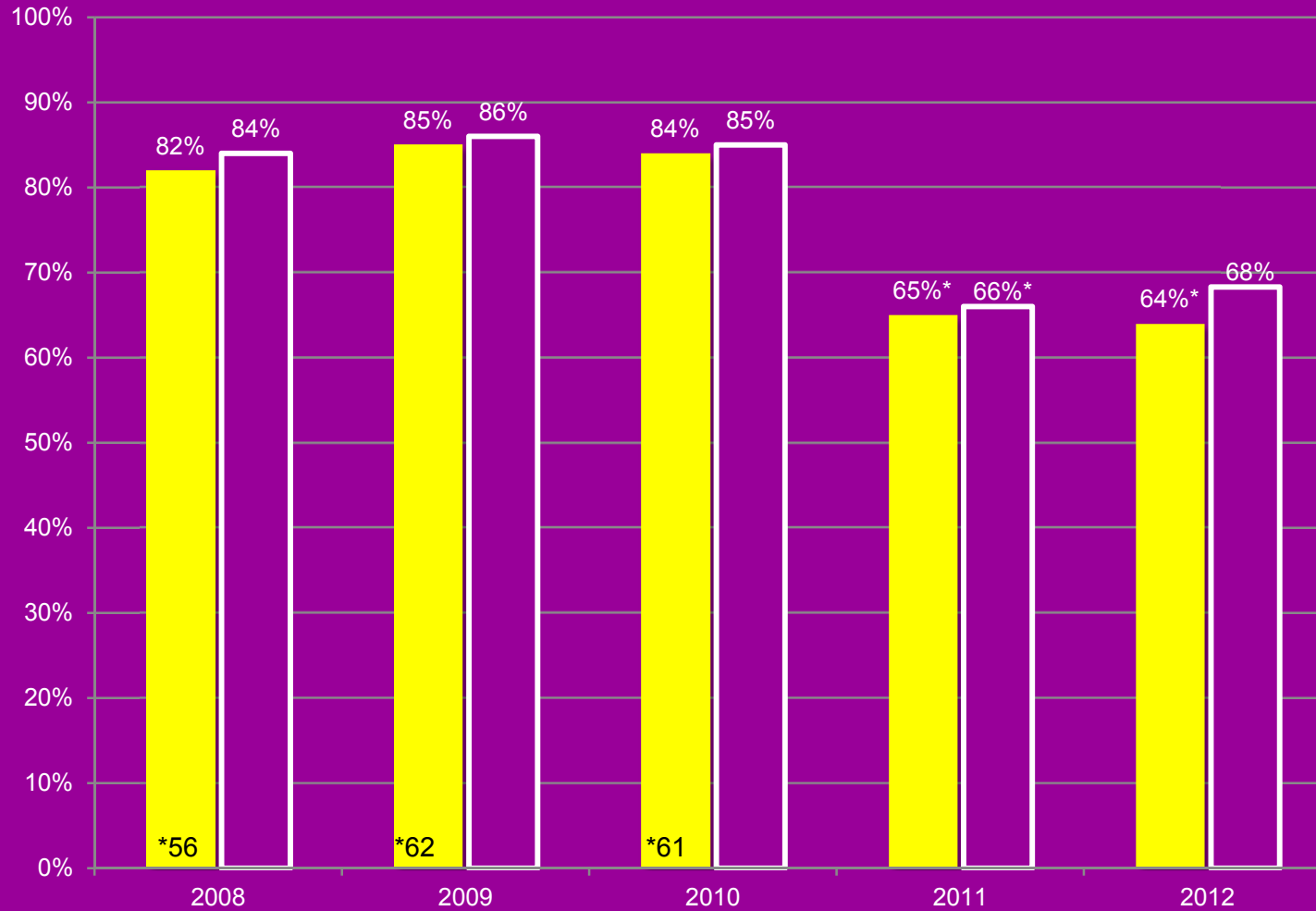


Goals



Jackson County elementary students (grades 3-5) will meet the state expectation of 100% of students earning proficiency by 2014 in critical areas of reading and math as evidenced by an increase in the percent of students proficient or advanced on the MEAP Reading and MEAP Mathematics as identified in the following charts and / or outperforming the state's percent of students proficient on a yearly basis.

Gr. 3-5 Elementary Reading Proficiency



Source: State of Michigan
 *New Cut Score 2011 +
 N/A

1/15/13
 2012 State Data

■ JCISD ■ STATE

Gr. 3-5 Elementary Math Proficiency



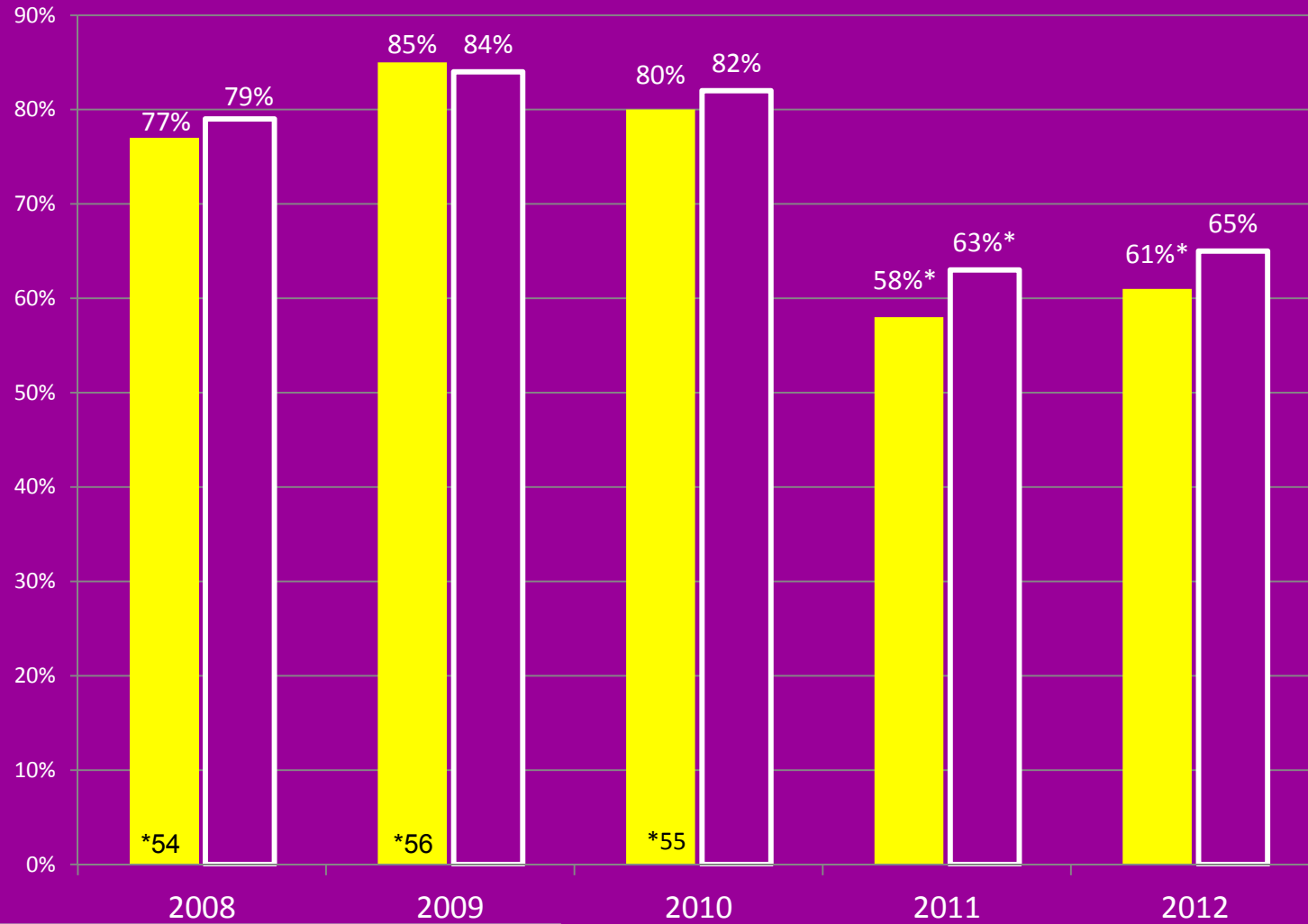
Source: State of Michigan 1/15/13
 *New Cut Score 2011 + 2012 State Data
 N/A

Goals



Jackson County Middle School students (grades 6-8) will meet the state expectation of 100% of students earning proficiency by 2014 in critical areas of reading and math as evidenced by an increase in the percent of students deemed proficient or advanced on the MEAP Reading and MEAP Mathematics as identified in the following charts and / or outperforming the state's percent of students proficient on a yearly basis.

Gr. 6-8 Middle School Reading Proficiency



Source: State of Michigan 1/15/13
 *New Cut Score 2011 + 2012 State Data N/A

■ JCISD □ STATE

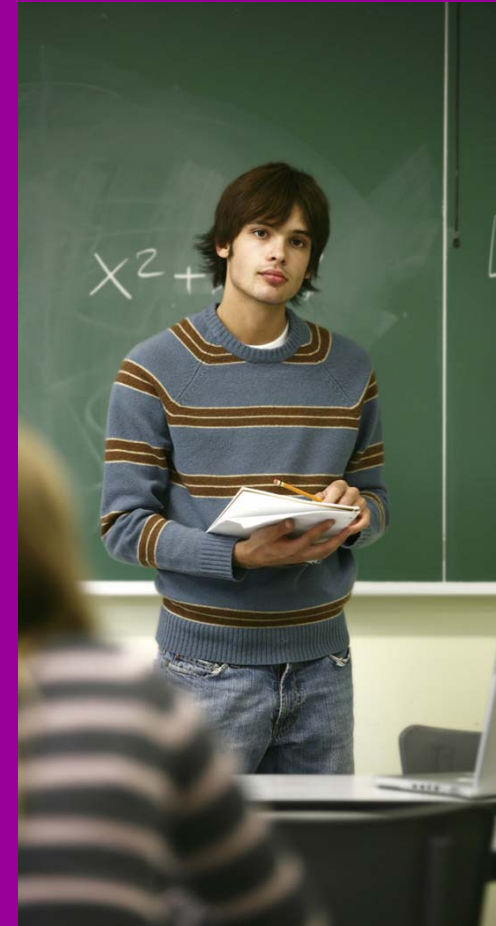
Gr. 6-8 Middle School Math Proficiency





Goals

Jackson County High School students will be more academically ready for post secondary education and employment as evidenced by an increase in the average Jackson County score (range 1-36) on the ACT Mathematics, Reading, and Composite values and / or outperforming the state's average performance on the same assessments as seen by the following charts.



College Readiness



ACT Reading



Source: State of Michigan
1/15/13

■ JCISD □ STATE

ACT Math



Source: State of Michigan
1/15/13

■ JCISD □ STATE

College Readiness



ACT Composite



Source: State of Michigan

1/15/13

JCS

STATE

Goals



The percent of Jackson County High School students scoring 19 or above on the ACT Math, 19 or above on the ACT Reading, 5 or above on WorkKeys Applied Math, and 5 or above on WorkKeys Reading for Information will increase by 5-10% from 2008-2013. (Note: This data is not gatherable by the state for a comparison.)



High School Benchmark Goals



Graduation Rate



Jackson County will increase the 4 year cohort graduation rate of all school students annually by 3-5% from Class of 2008 to Class of 2013 and / or exceed the state average for graduation.

Graduation Rates



Source: State of Michigan 1/15/13

■ Jackson County Average
■ State Average

Discussion



February 15, 2013

2013 Board Retreat

50

Healthy Community

Presenters: Amy Schultz M.D., Jackson County Medical Director
Shelly Bullinger, Director of Health Education/Promotion
2013 Board Retreat



Strategic Vision



Jackson County residents enjoy phenomenal health through affordable, accessible healthcare; a community commitment to wellness; and increased public recreation opportunities.



Goals



1. Improve the knowledge, attitudes and beliefs of residents related to emotional health, physical activity, nutrition, and smoke-free lifestyle
2. Reduce the obesity rate amongst Jackson County
3. Reduce exposure to cigarette smoke
4. Increase recognition of signs / symptoms of stress / depression and healthy coping mechanisms

Goals



- 5. Support community-wide plans to reduce teen pregnancy, infant mortality and substance abuse.
- 6. Improve the community capacity to secure federal, state and local funding to leverage resources toward health improvement.

Successes



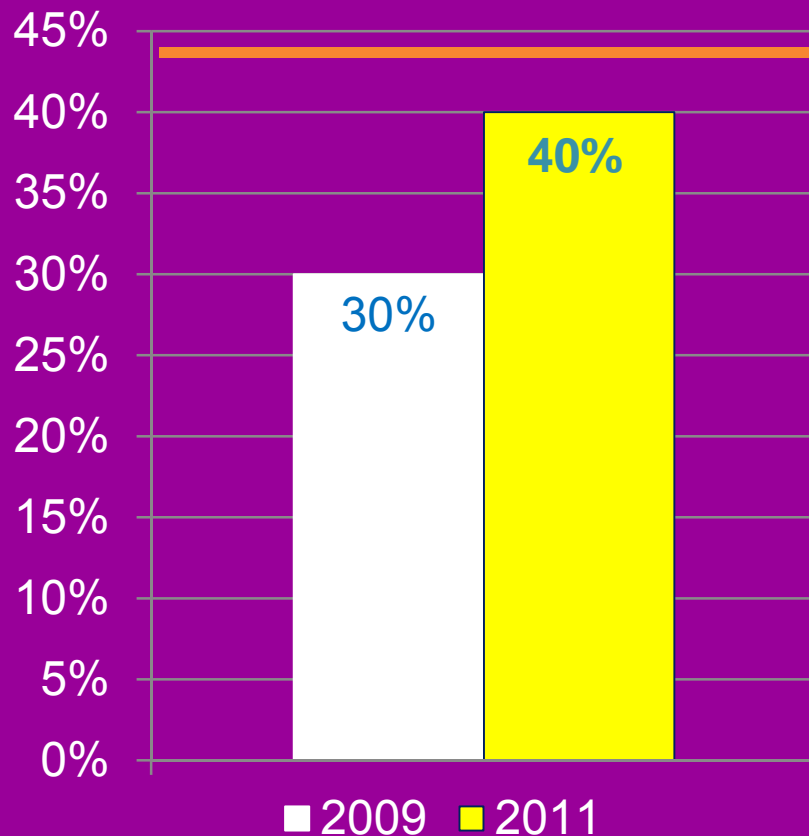
- United Way aligned funding priorities
- New HIOCC protocols defining how the group functions with regard to leadership, membership, decision making, neutral facilitation
- New 'Action Team' structure with subject matter focus has improved member participation
- Partners identifying as champions of strategies where expertise aligns
- Strategic plan with timelines/outputs/champions improving accountability

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
- HIO action plan is aligned with Jackson 2020, Michigan's 4x4 plan, MI Healthier Tomorrow, federal Community Transformation plans, Complete Streets plans, ACA / health care reform helping to create a system's change

Metrics

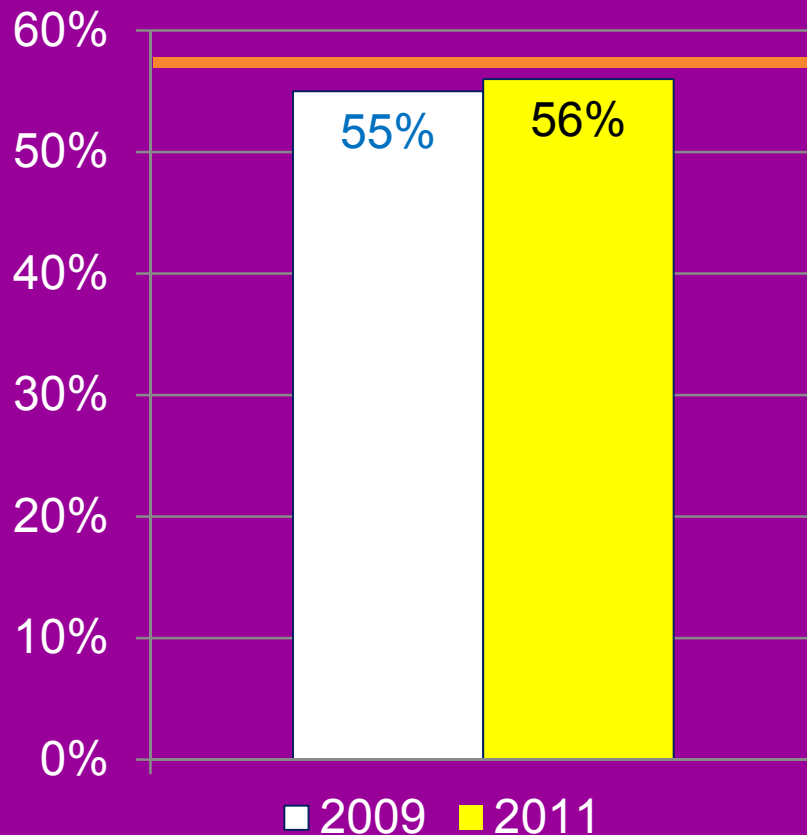


Percent rating availability of affordable quality health care in Jackson County excellent or good

2013 Target – 44%

Source: National Citizen Survey

Metrics

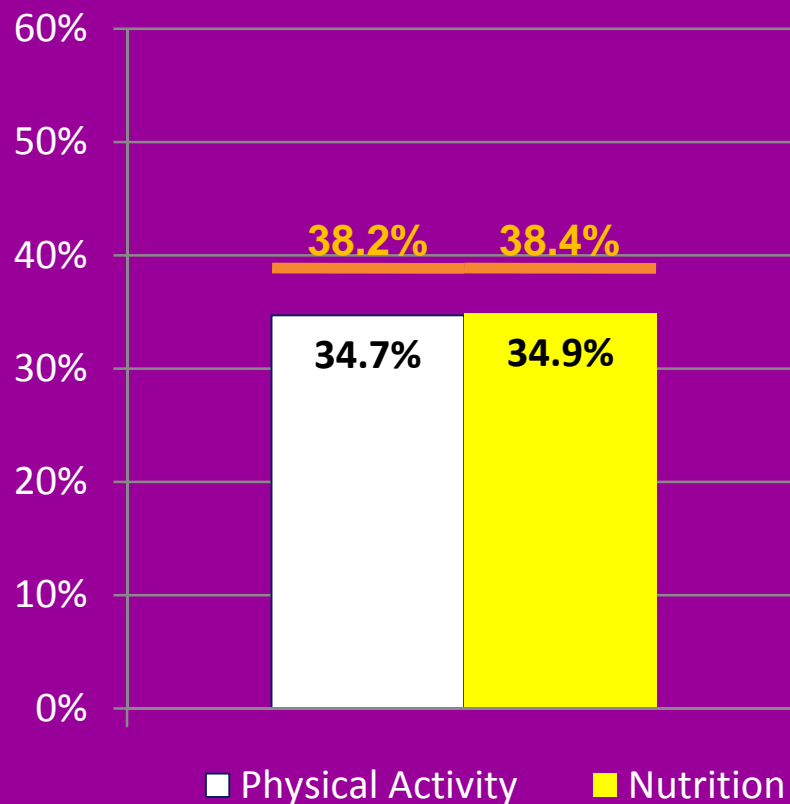


Percent rating
availability of paths and
walking trails excellent
or good

2013 Target – 58%

Source: National Citizen Survey

Goal 1- Metrics

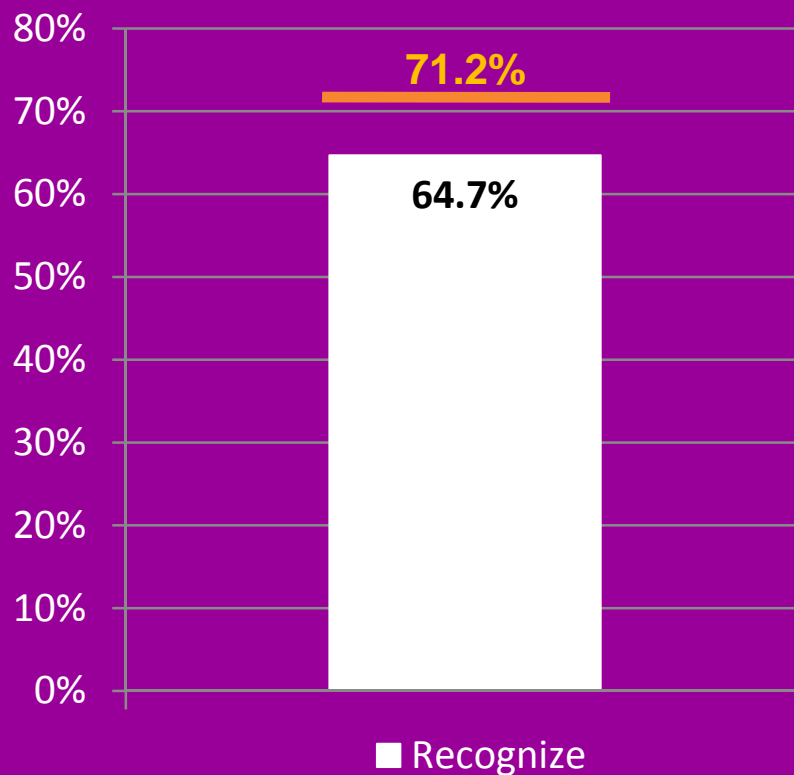


Source: Community Health Assessment (2011)

Proportion of Jackson adults who understand the guidelines for recommended physical activity and nutrition

Target: Increase 10% of 2011 baseline

Goal 1- Metrics

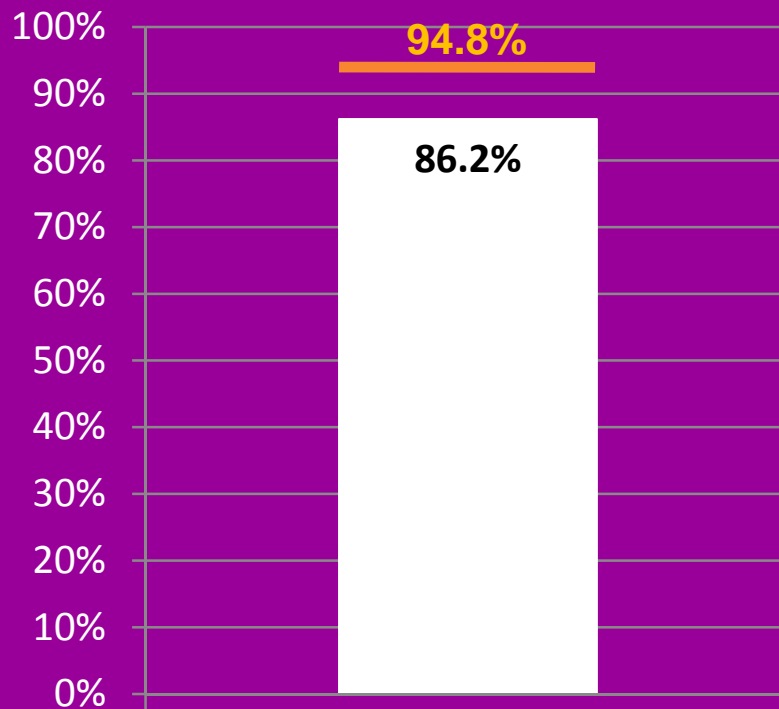


Source: Community Health Assessment (2011)

Proportion of Jackson adults who recognize the symptoms of mental distress and identify healthy coping mechanisms in response

Target: Increase 10% of 2011 baseline

Goal 1- Metrics

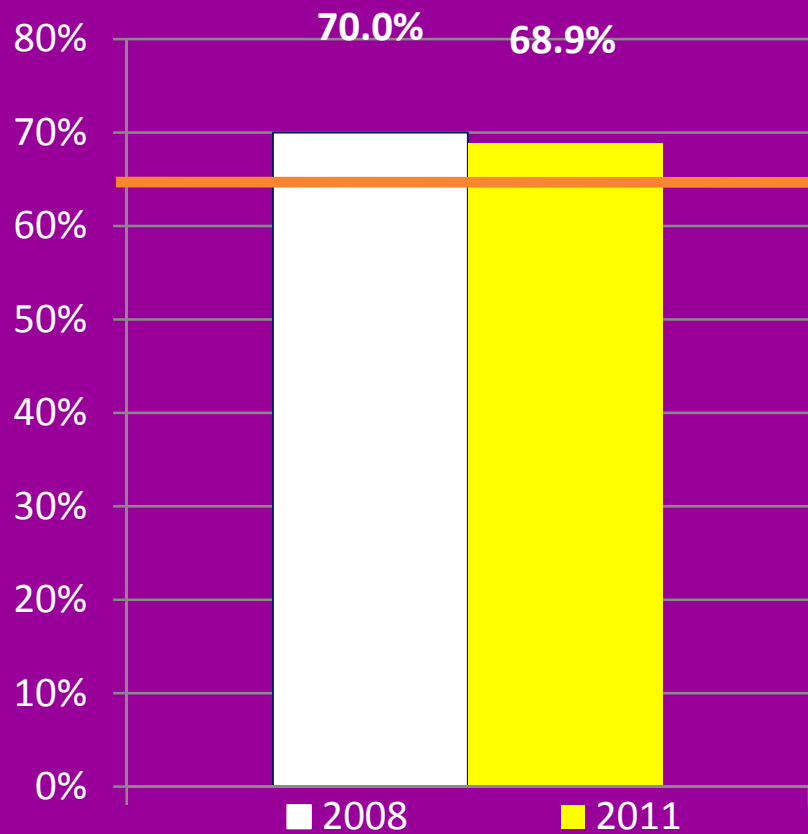


Source: Community Health Assessment (2011)

Proportion of Jackson adults who recognize the harmful effects of secondhand smoke

Target: Increase 10% of 2011 baseline

Goal 2: Metrics



Source: Community Health Assessment (2011)

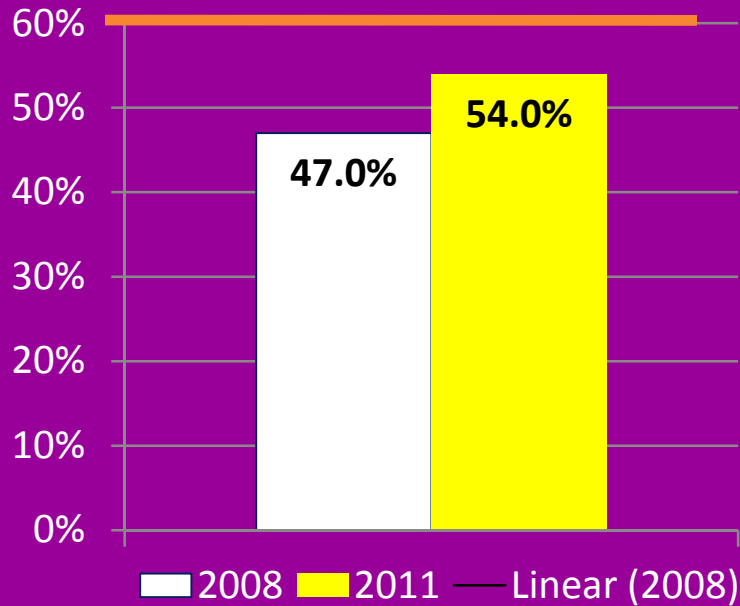
Percent who are overweight or obese

Target – 65.7% (State Rate)

Goal 2: Metrics



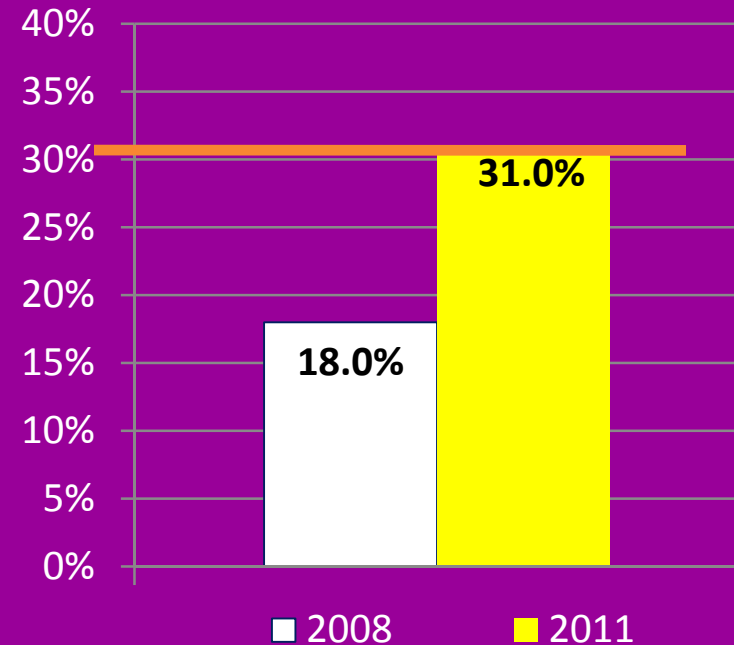
Percent of Adults Meeting Guidelines for Physical Activity



Source: Community Health Assessment (2011)

Target: Increase to 60%

Percent of Adults Meeting Guidelines for Fruits and Vegetables Consumption



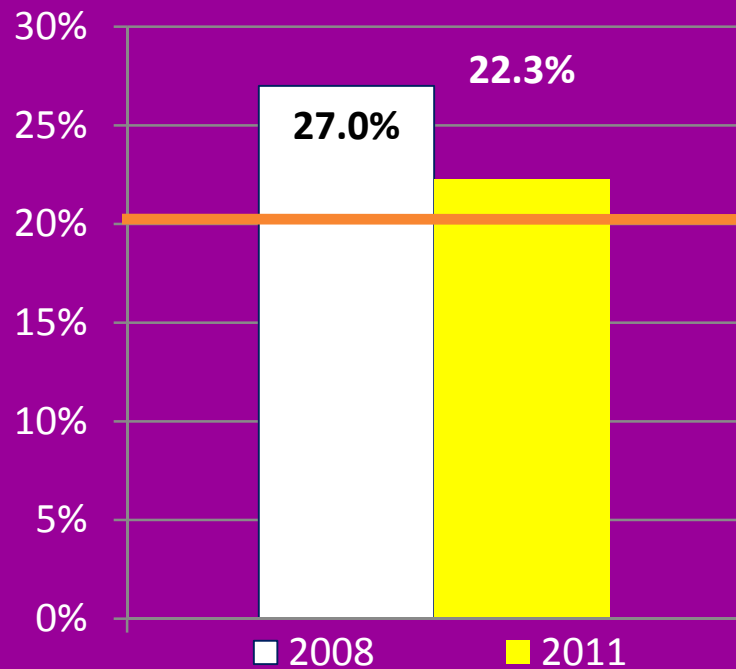
Source: Community Health Assessment (2011)

Target: Increase to 30%

Goal 3: Metrics



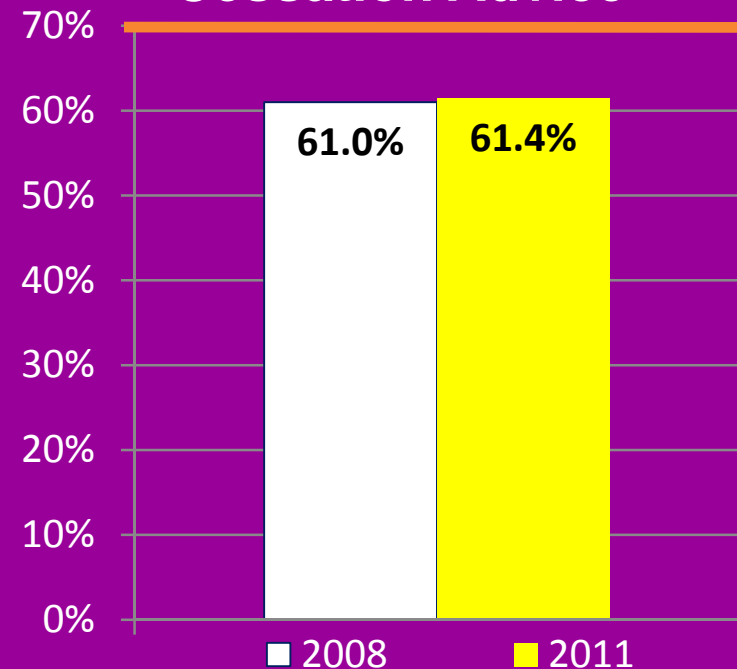
Percent of Population Smoking



Source: Community Health Assessment (2011)

Target – 20.5% (State Rate)

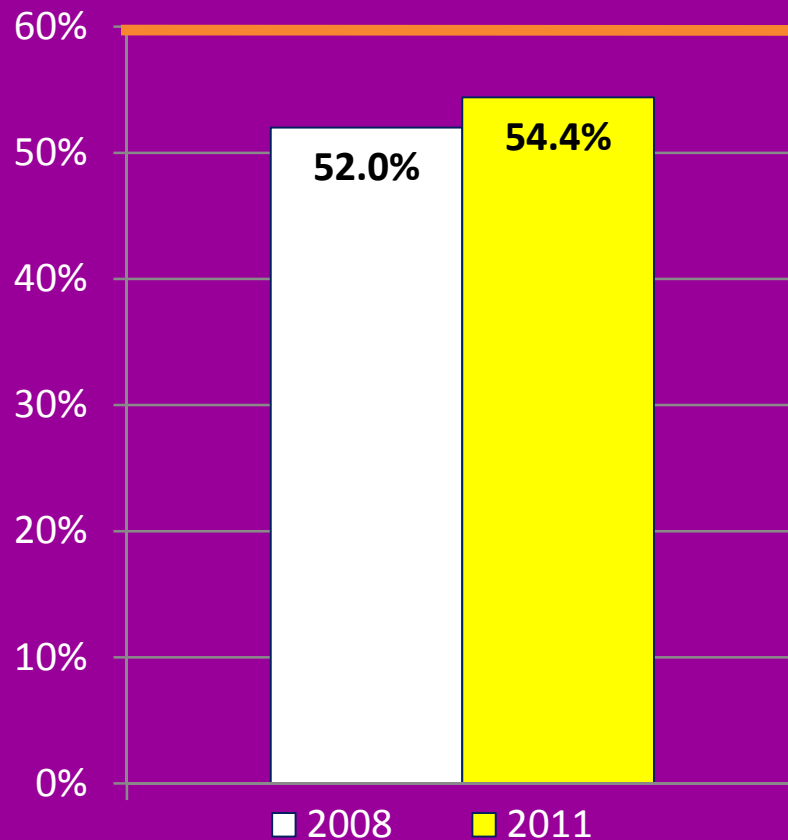
Percent of Provider Giving Smoking Cessation Advice



Source: Community Health Assessment (2011)

Target – Increase to 70%

Goal 4: Metrics

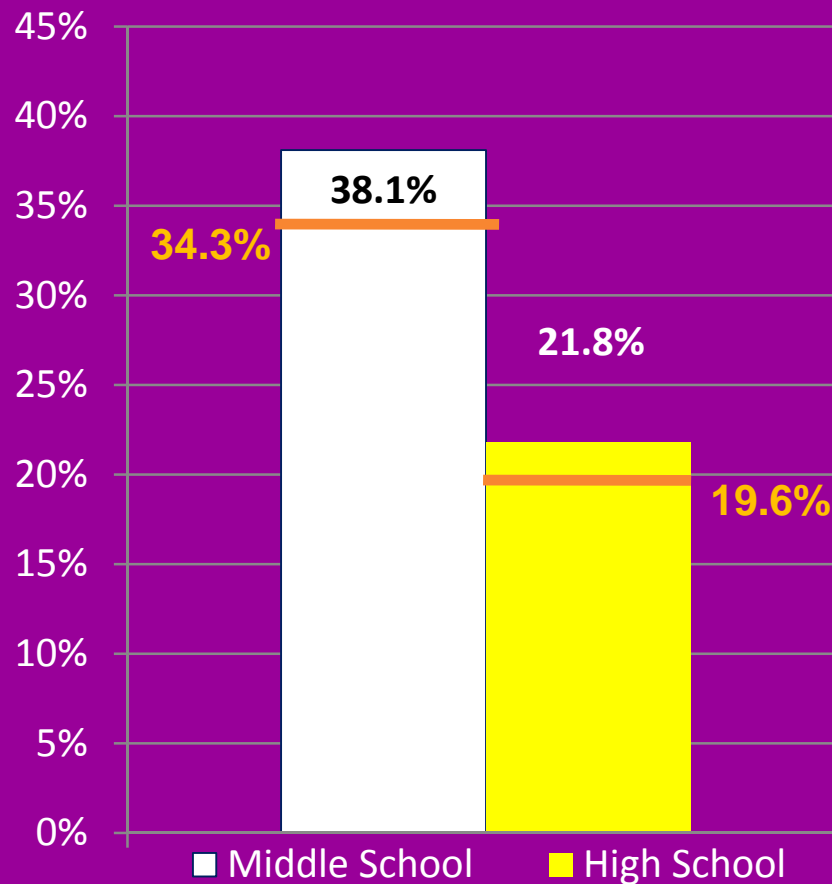


Source: Community Health Assessment (2011)

Proportion of Jackson adults who would 'definitely' seek help for a mental health problem

Target – Increase to 60%

Goal 4: Metrics



Source: Michigan Profile for Healthy Youth

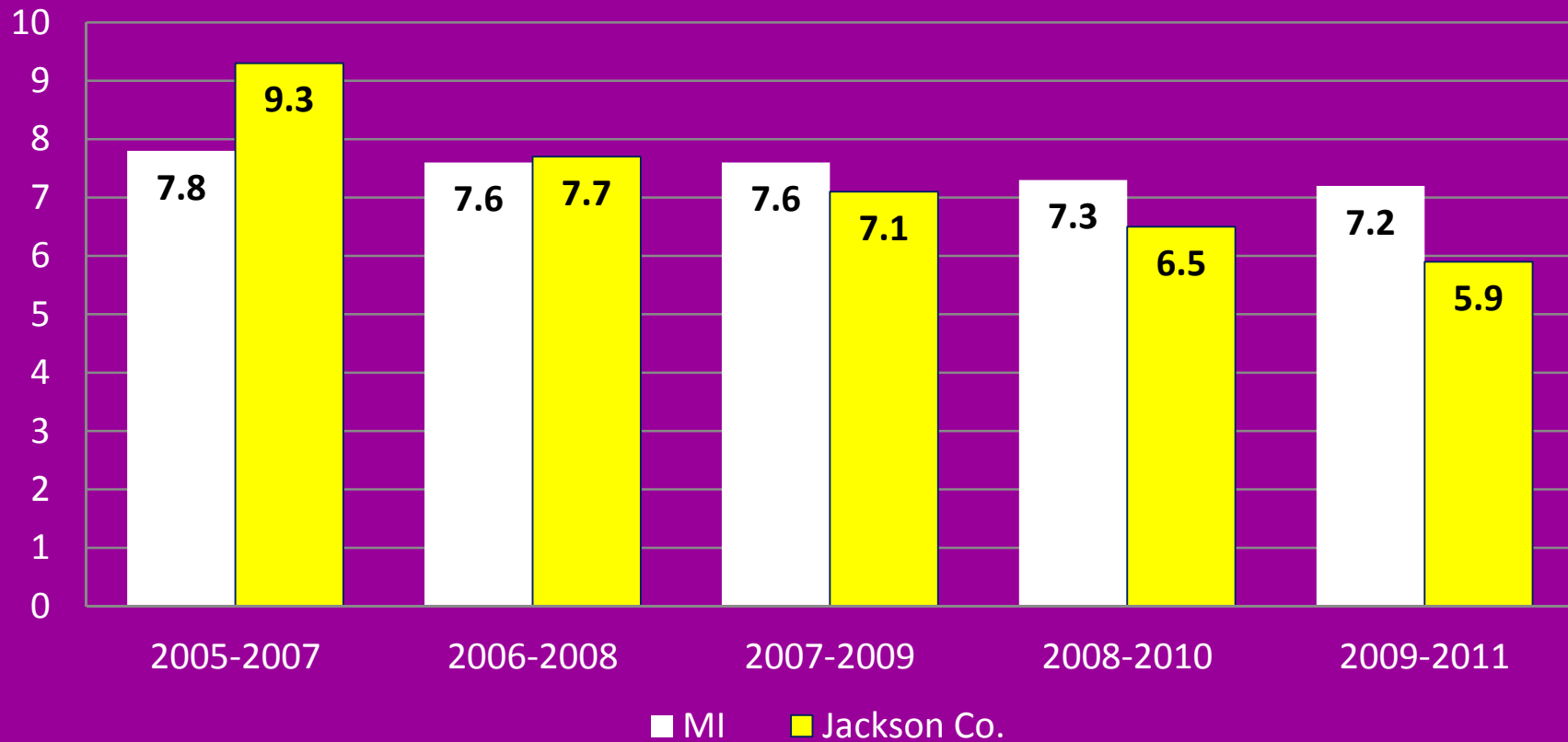
Students who have been bullied on school property in Jackson County

Target: Decrease by 10% of 2011 baseline

Goal 5: Metrics



Infant Mortality Rate per 1,000 live births

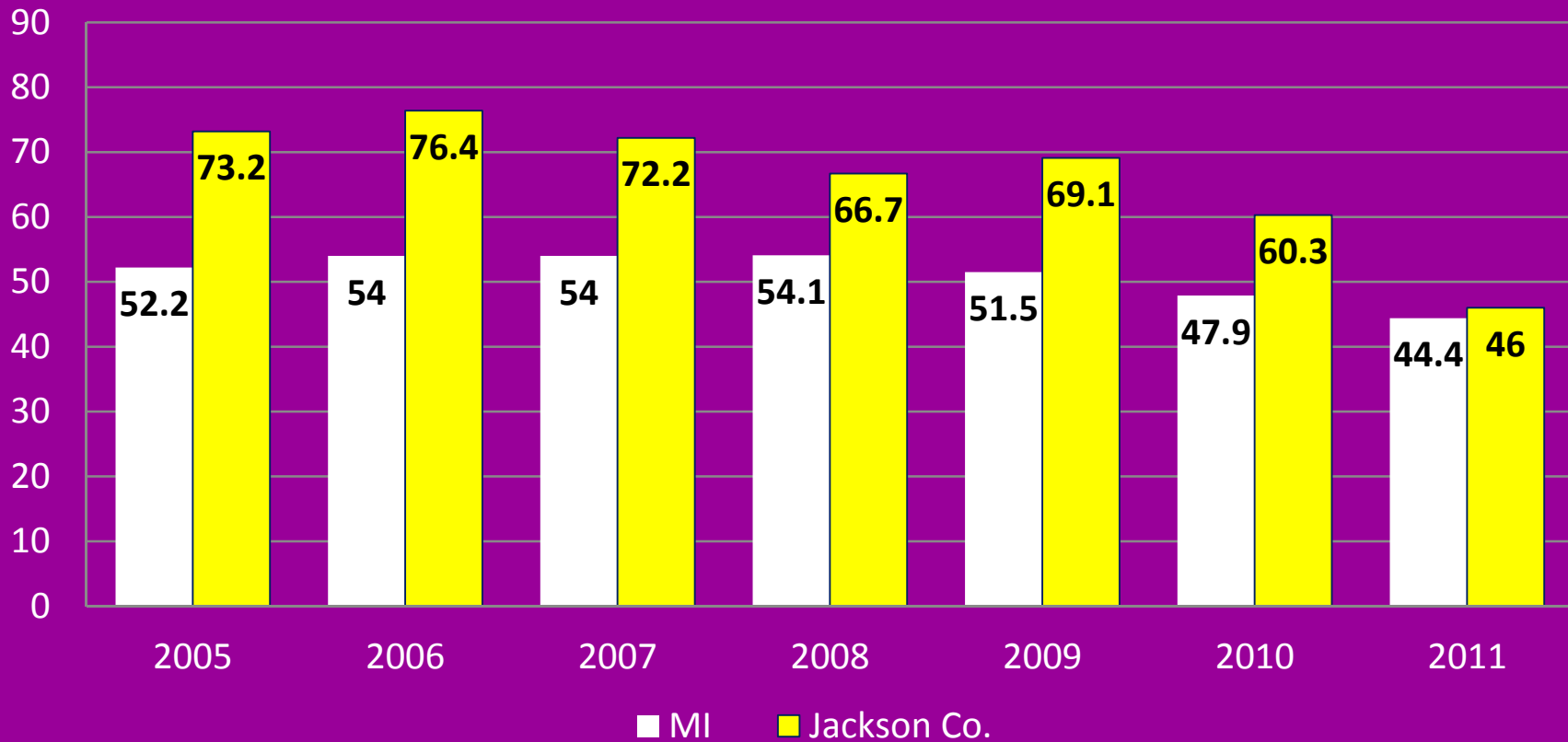


Source: Michigan Department of Community Health
3-year Moving Average

Goal 5: Metrics



Teen Pregnancy Rate per 1,000 women (15-19 yrs)



Source: Michigan Department of Community Health, Vital Statistics

Selected Leading Causes of Death



	Jackson County			Michigan		
	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Diseases of the Heart	238.5	255.9	224.7	243.6	231.1	235.9
Cancer	224.1	223.4	219.7	201.5	202.4	208.6
Chronic Lower Respir. Disease	64.9	68.8	54.9	51.6	49.6	51.4
Stroke	49.9	47.6	56.8	46.5	44.3	45.3
Diabetes Mellitus	29.3	26.9	26.2	27.5	27.0	27.3
Suicide	14.4	18.1	20.6	11.7	11.7	12.8

Case rates per 100,000

County Health Rankings



2012 Rank

JACKSON COUNTY 62nd out of 82

Health Outcomes

- Mortality
- Morbidity

53

Health Factors

- Health Behaviors
- Clinical Care
- Social & Economic
- Physical Environment

74

44

59

55

What's Left



- 2009-2013 CAP was very ambitious; strategies are long-term / on-going
- CAP lacked monitoring to reinforce activities and track progress; New Action Team model with strategy champions created a tool for accountability
- Need to increase public engagement which is now provided by the new Community Awareness and Engagement Action Team

Discussion



- Jackson County's health behaviors are the greatest opportunity for improvement (ranked 74th of 82 counties)
- Research shows best practice approaches are needed to impact behavior change; both intrinsic (individual motivation) and extrinsic (environment and social norms)
- The HIO model is that progressive, long-term evidence-based approach

Discussion



- Need to work to improve the General Public engagement to build the public will
- Input regarding the HIO's work to date and the opportunities identified
- What barriers / support should we anticipate moving forward?

Safe Community

Presenter: Sheriff Steve Rand
2013 Board Retreat



Vision Statement



Jackson County is a partnership of self-sustaining people with shared values where residents peacefully co-exist and participate in a vibrant community. Jackson County strives to provide prompt professional emergency services and access to the criminal justice system without delays and barriers.

Goals



Safe Community Vision has a board-adopted 3 tier focus:

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

Successes Police Service



- Major Crimes Task Force
- Joint partnership with the Bureau of Alcohol, Tobacco, and Firearms (ATF)
- Traffic Crash Reconstruction Team
- Joint regional Special Response Team (SRT)
- Contracts for police service between governments
- Centralized evidence management between City Police and the Sheriff

Successes Continued



- Jackson Narcotics Enforcement Team (JNET)
- Michigan State Police “Regional Policing Plan”
- Records Management Sharing
- Unified Public Safety radio system (VHF addition of City Police)
- Southern Michigan Criminal Justice Training Consortium
- Sheriffs Telling Our Parents and Promoting Educated Drivers (STOPPED) Program

Successes Courts



- Mental Health Court
- Aggression Court
- Drug Court
- District Courts “Courts to schools program”
- Child Advocacy Center – Prosecuting Attorney
- Specializing Prosecuting Attorney’s and Specialized Courts
- Juvenile Probation Diversion Programs and MAYSI II

Successes Fire Service



- Unified 911 dispatch center
- Collaboration with all Jackson County Fire Chiefs and Jackson Fire Chiefs Association
- Mutual Aid Box Alarm System (MABAS)
- Fire services automatic aid agreements
- Local certified fire service training and academy
- County wide HAZMAT team
- Regional Urban Search and Rescue (USAR) Team

Metrics



I Feel Very or Somewhat Safe From:



Source: National Citizen Survey

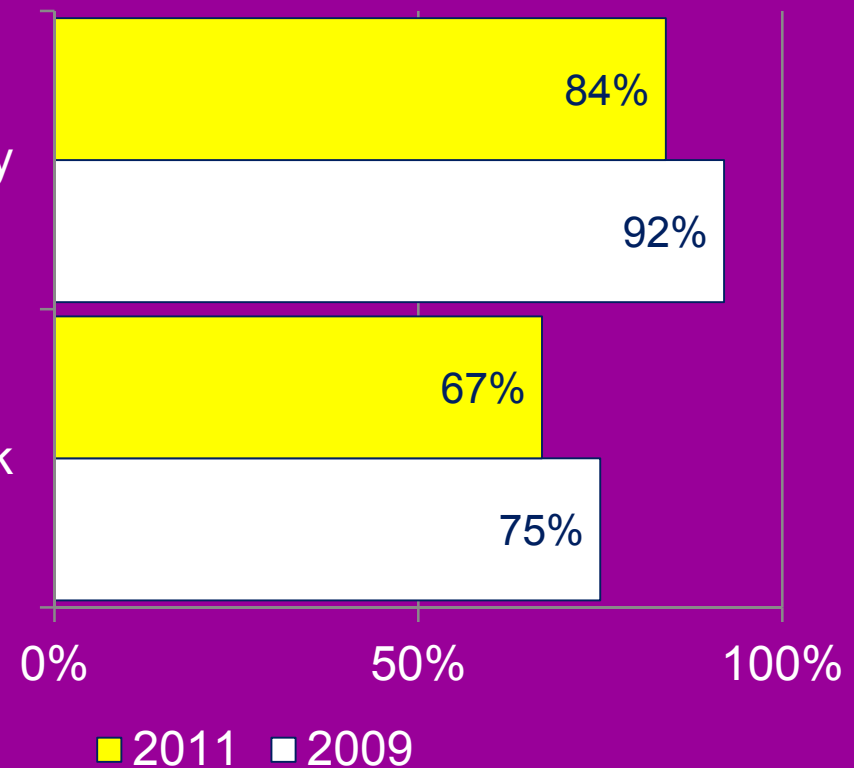
Metrics



I Feel Very or Somewhat Safe:

In Your Neighborhood During the Day

In Your Neighborhood after Dark

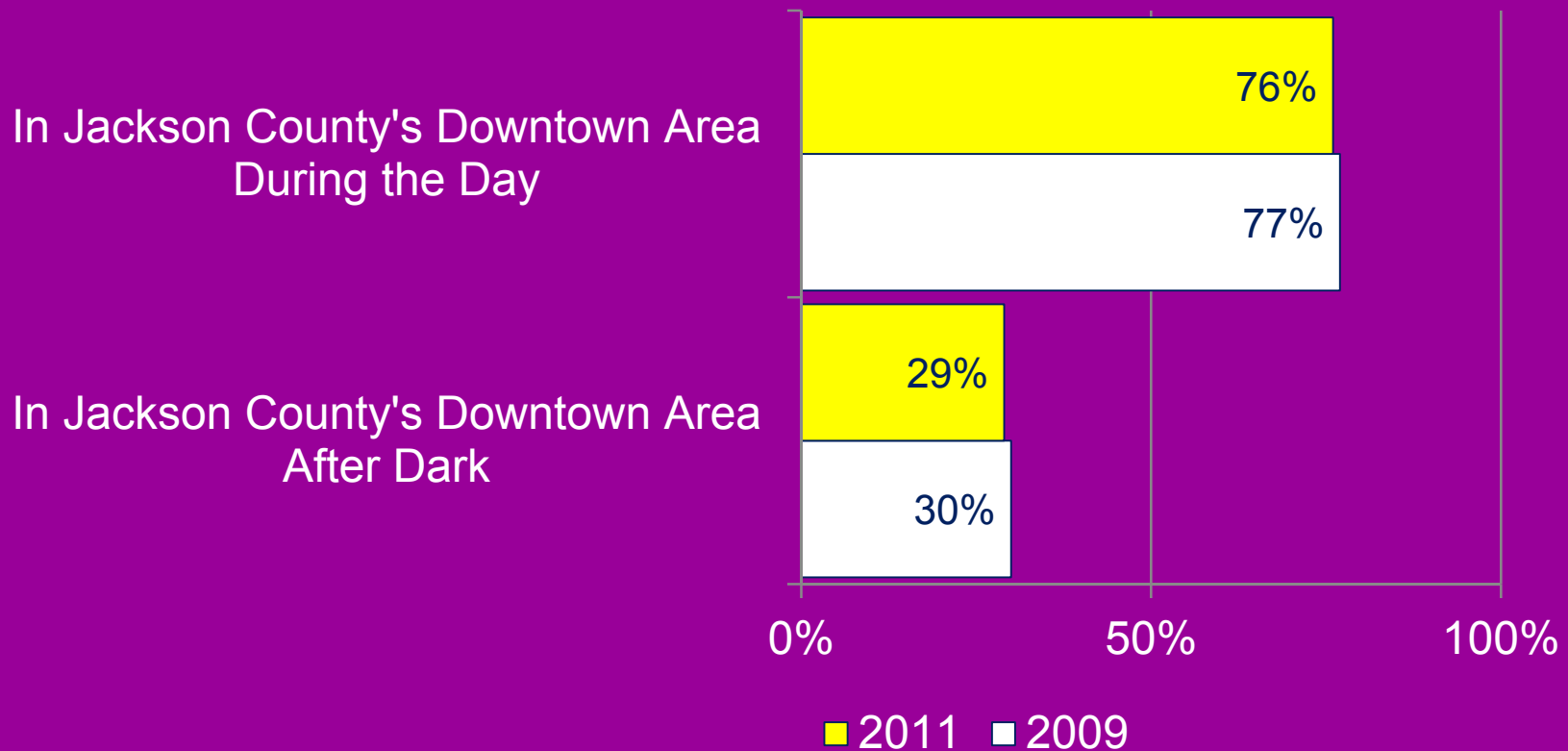


Source: National Citizen Survey

Metrics



I Feel Very or Somewhat Safe:

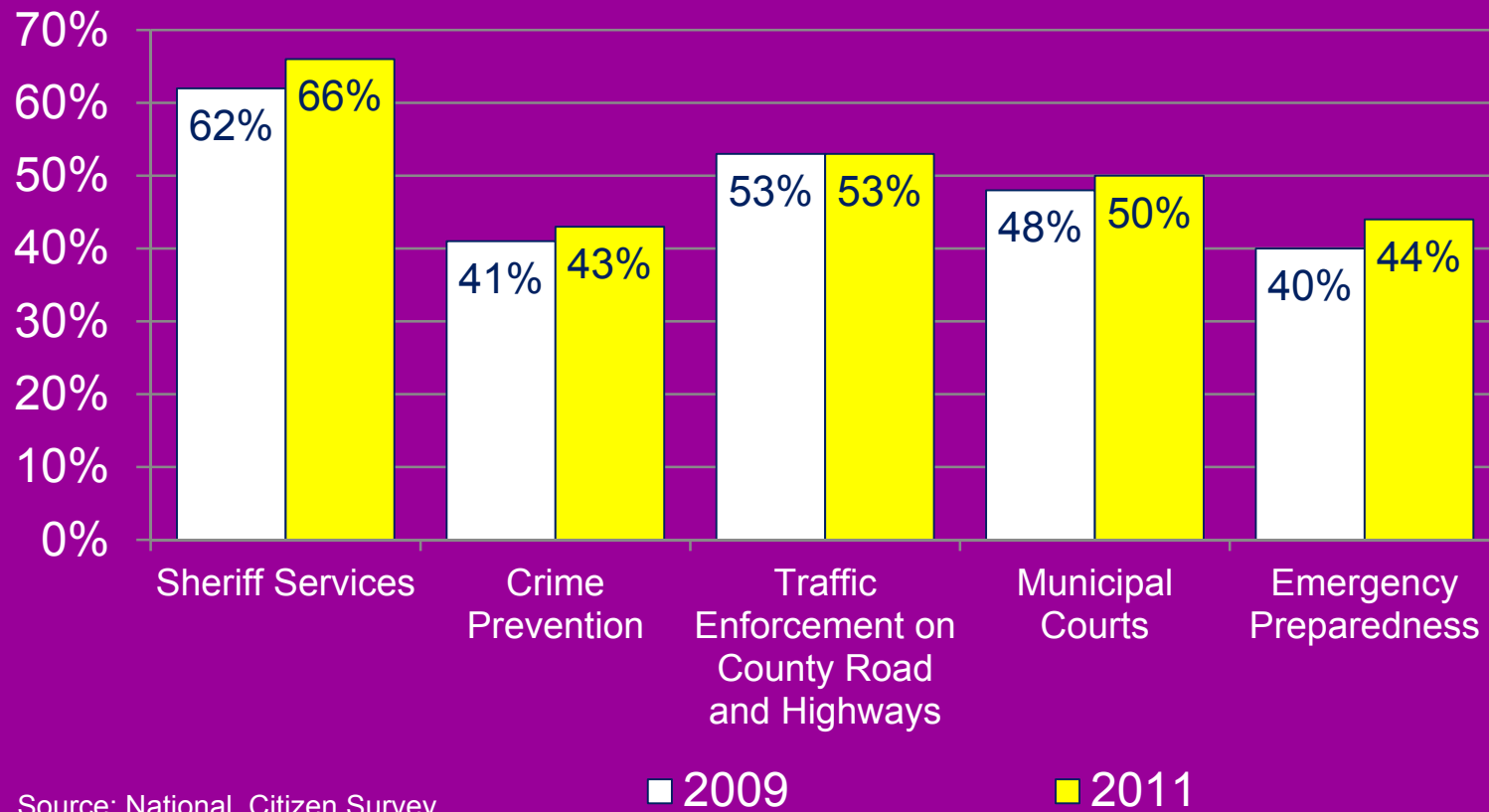


Source: National Citizen Survey

Ratings of Public Safety



Respondents Rating Services Good or Excellent



What's Left



- Broaden the Safe Communities group to include additional stakeholders and community leaders aimed at strengthening existing partnerships and developing new ones.
- Continue to use tools such as the community survey to understand needs and expectations of our citizens.
- Work with citizens to solve many of their own conflicts and issues to ease the burden on government services.

What's Left Continued



- Technology has become a ubiquitous in both the public and private realm.
- This is the norm and the methods for providing service to the public often lags behind the public's expectations.
- In considering technology it is important to consider all options and the impact it will have on stakeholders, the organization and its employees.

Discussion



Economic Development

Presenter: Kent Maurer, Airport Director
2013 Board Retreat



Strategic Vision



Jackson County's diverse economy and innovative development efforts ensure continued growth and vibrancy with the local, regional, state and global marketplace.

© 2013 Cnes/Spot Image
Image © 2013 TerraMetrics
Image NOAA

Jackson, MI, USA

Google earth

44°37'12.72" N 87°09'32.52" W elev 513 ft

Eye alt 616.07 mi

Goals



- Facilitate a community economic strategic planning process with all key (stakeholders) to create an economic development plan for Jackson County (Enterprise Group)
- Create a streamlined mechanism for permits, requirements and licenses to make it user friendly to start and maintain businesses
- Create a central “e-commerce” web site for anyone researching the possibility of doing business within Jackson County.

TOP 25 JACKSON COUNTY EMPLOYERS – EXCLUDING MANUFACTURING (April 2012) (Source: Enterprise Group “Why Jackson”)



Company Name	Business Description	Employees
Allegiance Health System	Medical Center	3,620
Consumers Energy	Utility Headquarters	2,400
Michigan Department of Corrections	Correctional Facilities	2,040
Great Lakes Home Health & Hospice	Health and Hospice Services	1,118
Local Government	City and County Government	870
Jackson Public Schools	Education-Public School	782
Meijer, Inc. (2 locations)	Retail/Grocer	755
News Group/Midwest News	News dealers & newsstands	750
Jackson Community College	Higher Learning Institution	650
Jackson County Intermediate School District	Education	500
McDonald's (8 locations)	Restaurant	450
Wal-Mart/Sam's Club	Retail/Grocer	417
Call Center HR	Temporary help services	400
Sears Roebuck	Retail/Department Store	300
Spring Arbor University	Higher Learning Institution	300
Ganton Countryside Care Center	Retirement Community	300
Anesthesia Business Consultants	Medical Billing	260
Vista Grande Villa	Retirement Community	250
Polly's/Country Market	Grocer/Deli	162
Commonwealth & Associates	Engineering Services	150
Omni Source Group	Recyclable Material Merchant	135
Target	Retail/Grocer	135
Goodwill Industries	Retail-used merchandise	131
Kroger Co.	Grocer/Deli	125
Jackson Citizen Patriot	Newspaper publisher	107

TOP JACKSON COUNTY MANUFACTURERS AND RELATED COMPANIES (April 2012)) (Source: Enterprise Group "Why Jackson")



Company Name	Description	Total Emp.
Michigan Automotive Compressor (MACI)	Compressor and clutch manufacturer	740
Eaton Corporation	Hydraulic component for aerospace/auto manufacturer	598
TAC Manufacturing	Automotive component manufacturer	590
Dawn Food Products	Food processing manufacturer and distributor	483
Gerdau/Mac Steel	Rolled steel shape manufacturer	349
Tenneco	Emission and ride control design and manufacturer	270
Alro Steel	Steel, plastic and industrial distributor	325
Milso Michigan Seat/Jackson Canvas	Special equipment seat design and manufacturer	235
Melling Tool	Oil pump manufacturer	255
Adco Products	Adhesive/sealant manufacturer	230
Midbrook	Medical device manufacturer	165
Aunt Millie's/Perfection Bakery	Commercial baker/retail	152
CertainTeed Corporation	Exterior vinyl product manufacturer	147
Allied Chucker & Engineering	Hardware manufacturer	144
Production Engineering	CNC machining for automotive	130
Mid-American Products	Plastics manufacturer	111
Classic Turning	CNC machining for aerospace/medical/automotive	110
C. Thorrez Industries	Precision-machined metal manufacturer	106
Industrial Steel Treating, Co.	Metal Heat Treating manufacturer	90
Lomar Machine & Tool Co.	Automotive component manufacturer	88
Orbitform, Inc.	Surgical & Medical Instrument manufacturer	86



Unemployment Data



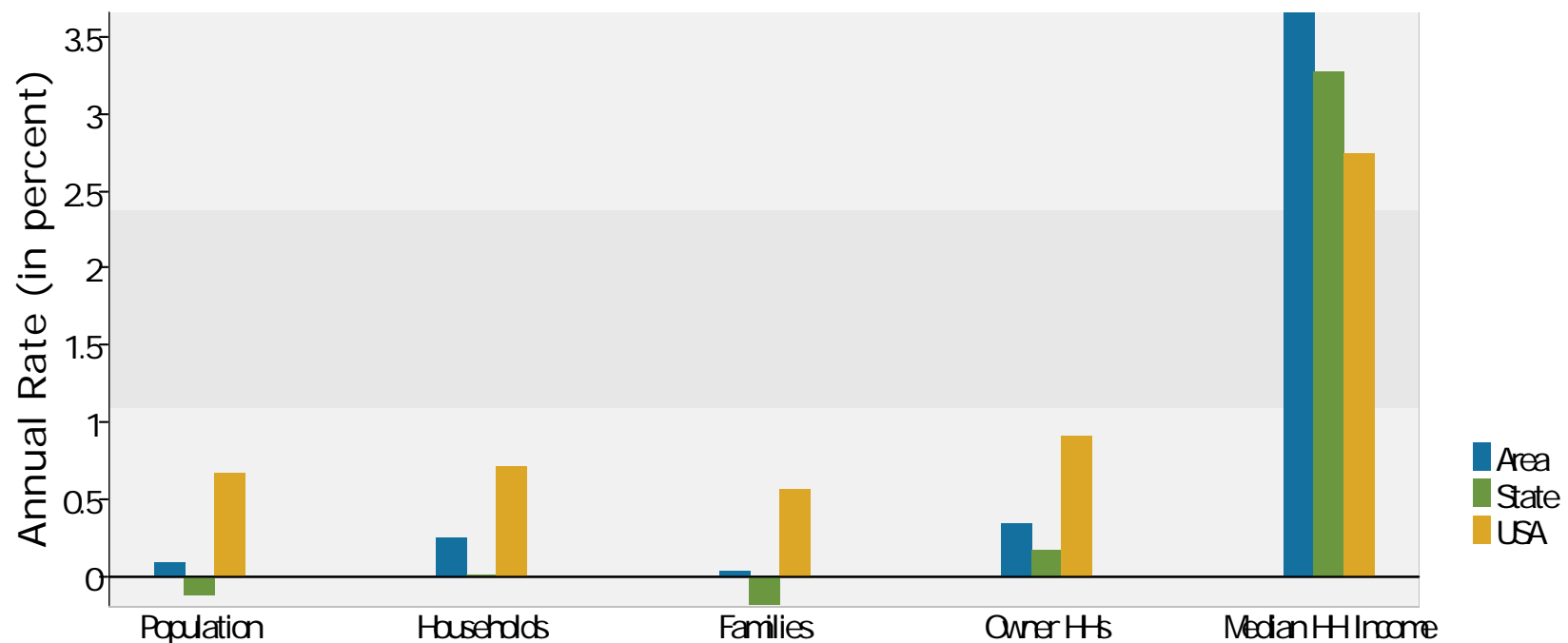
- Jackson, MI July 2008 = 9.7%
- Jackson, MI December 2012 = 8.1%
- Jackson MSA Rank among 362 MSA's = 241st
- Low MSA Unemployment December 2012 = 3.1% (Midland TX)
- High MSA Unemployment December 2012 = 27.3% (Yuma AZ)
- Ann Arbor Unemployment Dec. 2012 = 5.1%

Demographic-Income Profile Jackson County, MI



Source "Business Decisions"

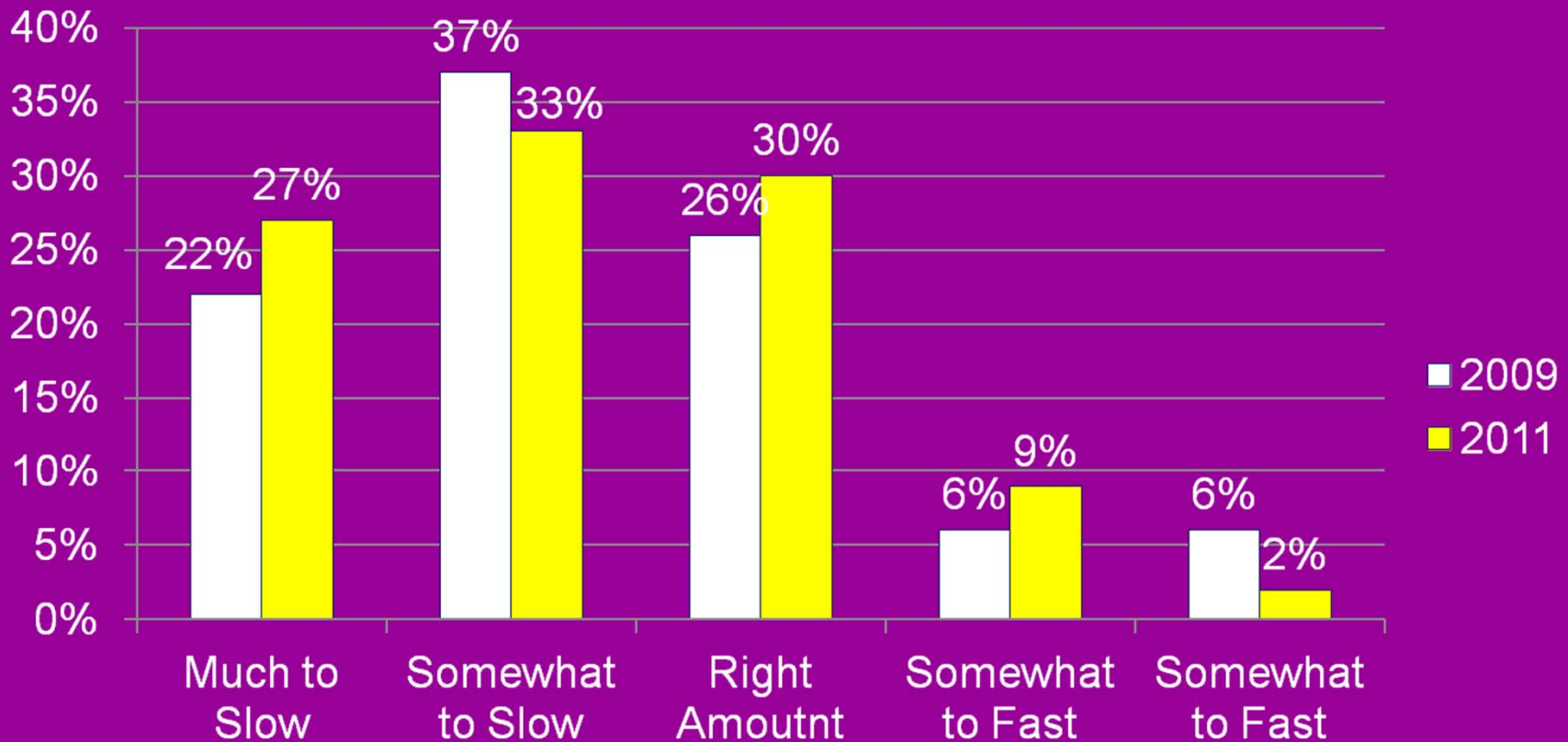
Trends 2011-2016



Metrics



Perceptions of Retail Growth In Jackson County

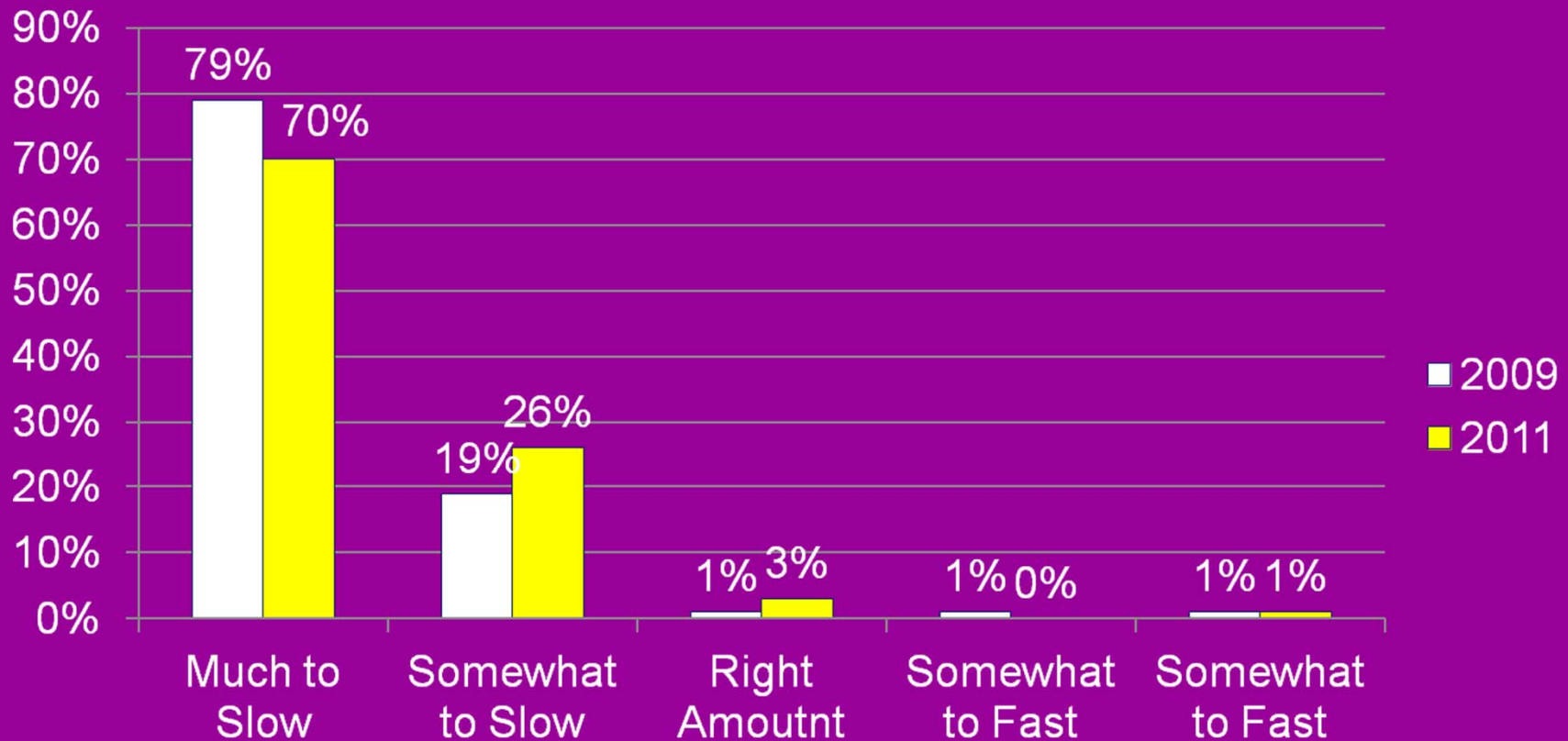


Source: National Citizen Survey

Metrics



Perceptions of Job Growth In Jackson County

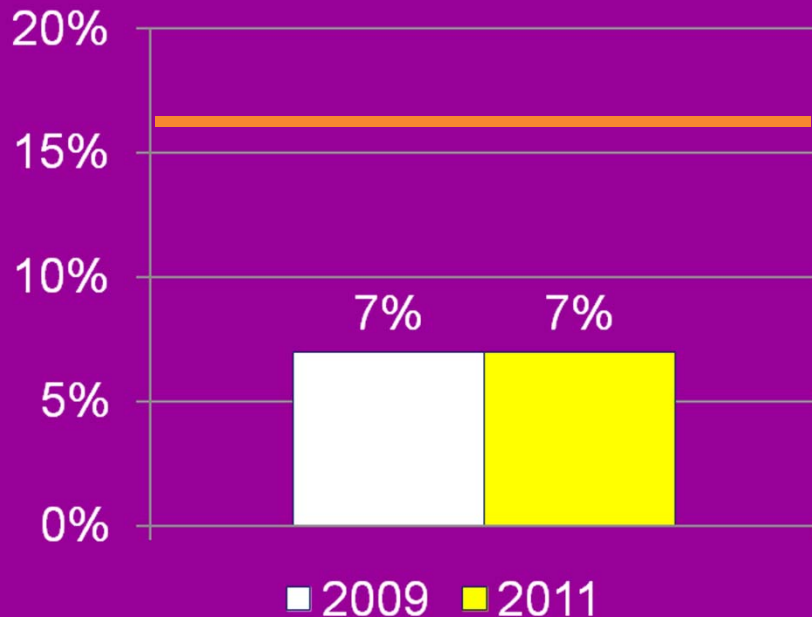


Source: National Citizen Survey

Metrics

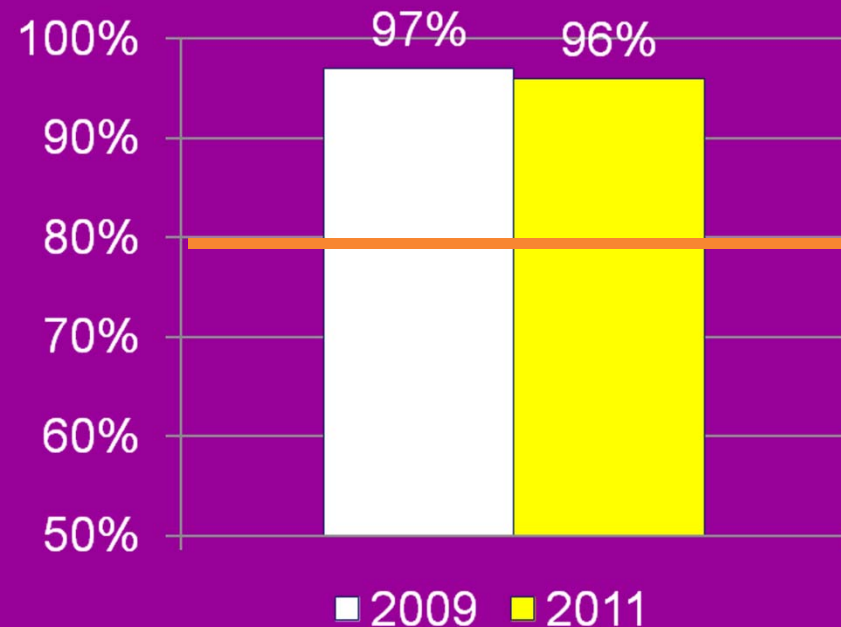


Citizens who say Employment Opportunities are Good or Excellent



Source: National Citizen Survey

Citizens who say Speed of Job Growth is Somewhat too Slow or Much too Slow

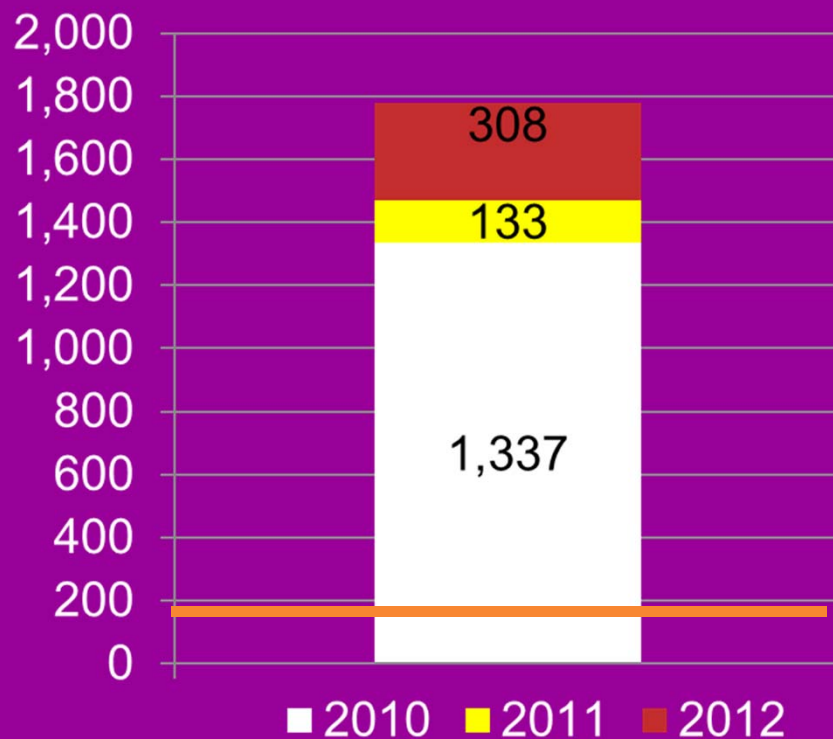


Source: National Citizen Survey

Metrics

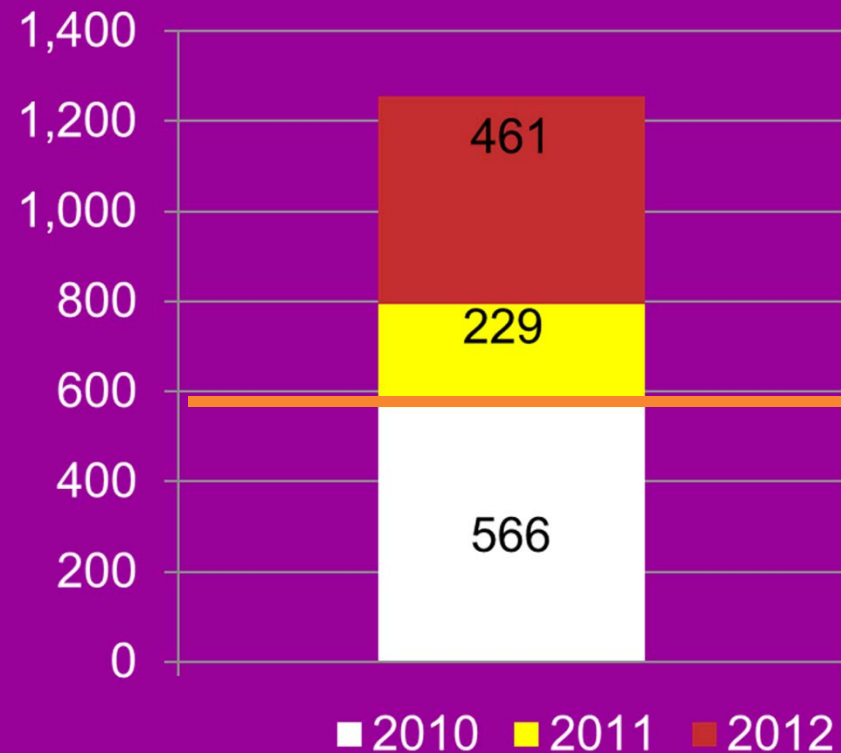


Number of Jobs Retained



Source: The Enterprise Group

Number of New Jobs



Source: The Enterprise Group

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
TOTAL	\$308,978,215



Successes



- E – Commerce Website
- Jackson County Economic Strategic Plan
- Build It Jackson Web Page
- www.builditjackson.com
- Momentum for the next Strategic Planning Process
- Riverwalk Hotel Demolition



What's Left



- Reinvigorate the Economic Strategic Planning Committee(s) (enhance the private sector representation on this committee)
- Continue to work on streamlining the permitting and zoning application process and system
- Actively work to update and then implement the recommendations of the “Jackson County Economic Development Strategic Plan”
- Add Workforce Development component

Discussion



Cooperation Between Governments

Presenter: Connie Frey, IT Director
2013 Board Retreat



Strategic Vision



Jackson County provides effective and economical services for all citizens by working cooperatively and collaboratively with other units of government.

Goals



- Re-energize the Intergovernmental Committee
- Inventory Cooperative Arrangements
- Develop Communication tools to increase collaboration





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

Successes



- Each area of the Jackson County Strategic plan began with public input
- Collaboration has been a common thread in each Strategic area
- As each committee presents you will hear their collaboration accomplishments
- This was not delegated, it is a mind set and our way of being the most effective and efficient with taxpayer dollars

Metrics



Citizens Rating the Quality of Services Provided by Jackson County

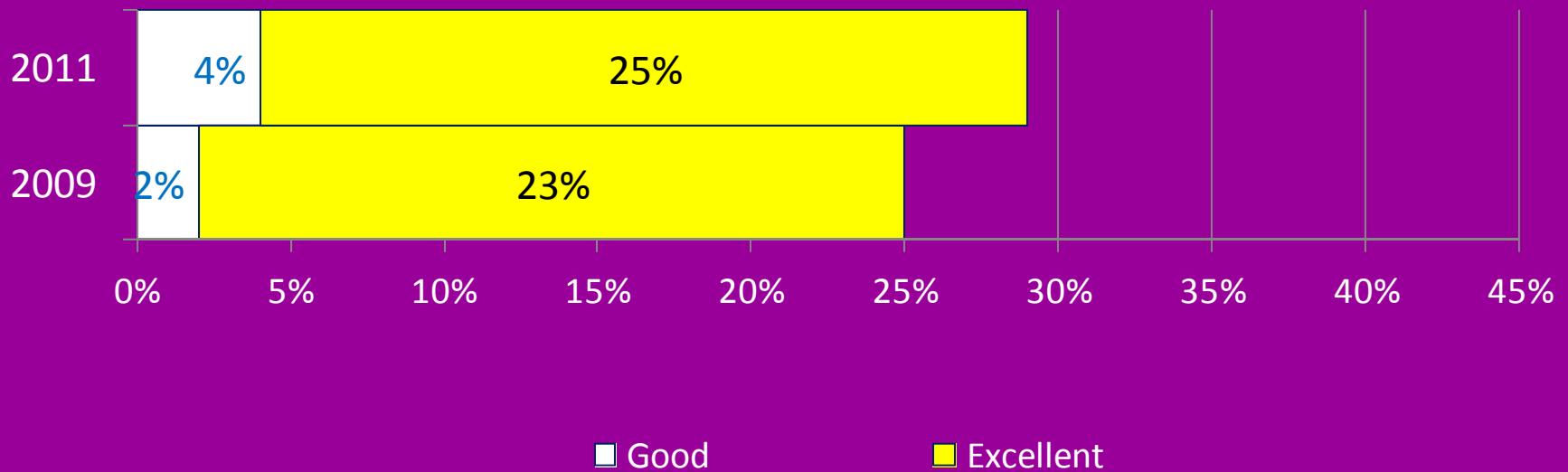


Source: National Citizen Survey

Metrics



Citizens Rating the Value of Services for the Taxes Paid to Jackson County Excellent or Good

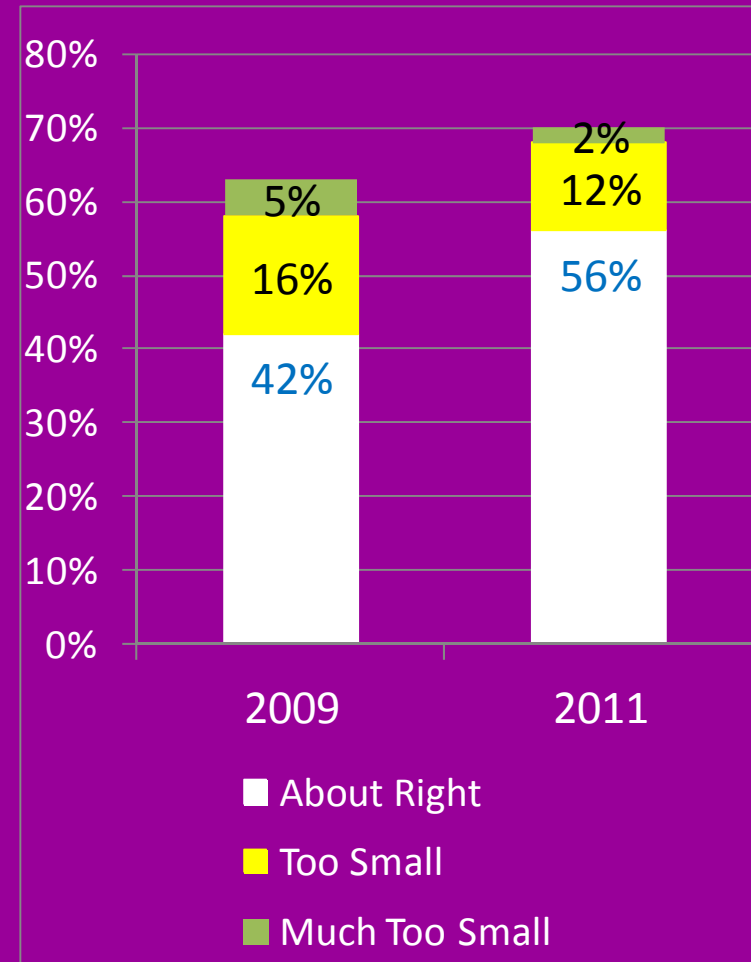


Source: National Citizen Survey

Metrics



What Do You Think of the Size of County Government?

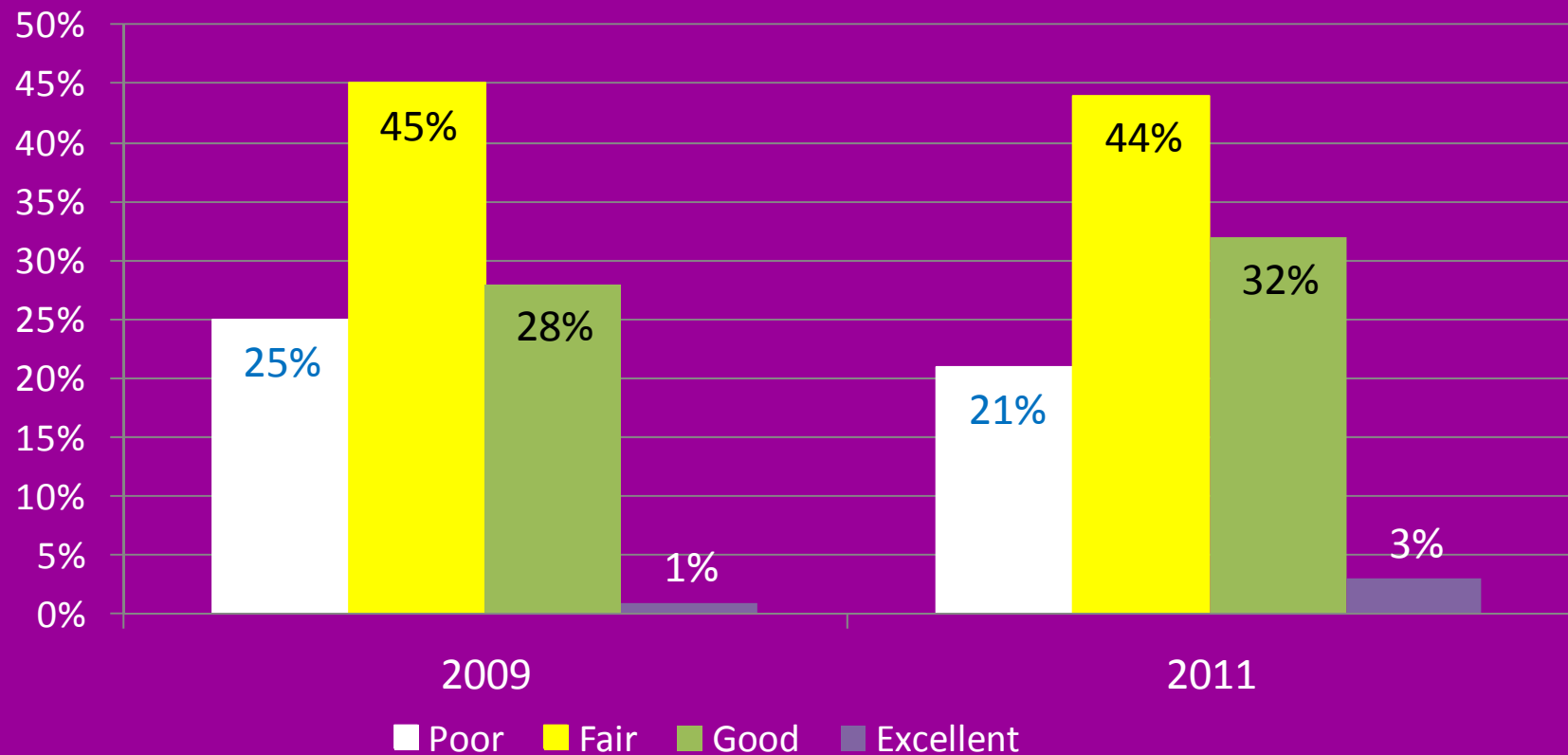


Source: National Citizen Survey

Metrics



Cooperation Between Jackson County Government and Other Units of Government



Source: National Citizen Survey

What's Left



- Combining with Jackson 2020
- Forming a new committee-we have several volunteers after a thread planning session
- New Goals have been set
- Continue communicating successes to the public and each other

Discussion



- Thank you for your support and recognition in making inter-governmental collaboration a priority in all that we do.



Improved Work Environment

Presenter: Adam Brown, Deputy County Administrator
2013 Board Retreat



Strategic Vision



Jackson County employees are a cohesive and conscientious team of people empowered by committed, effective leadership to serve the public.

Goals

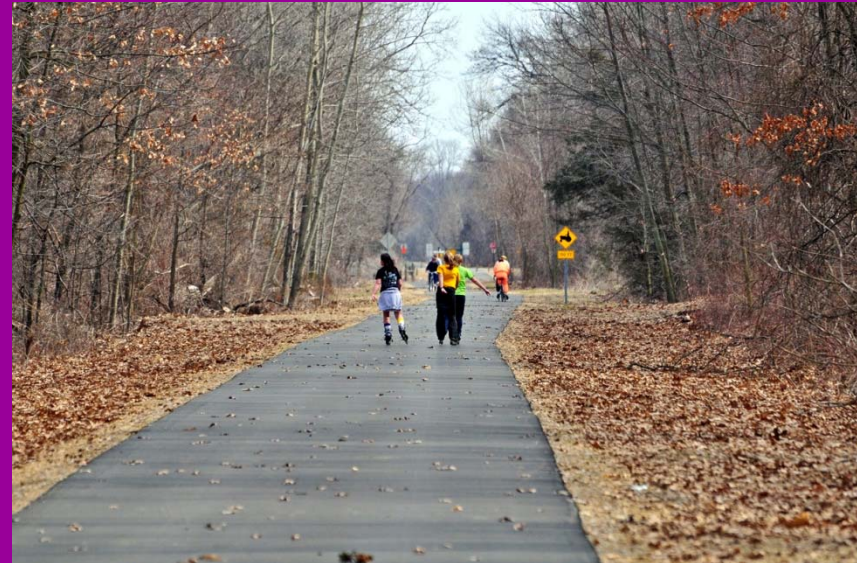


- Create a user-friendly environment for the public and employees
- Develop and enhance department heads and elected official's management abilities so they are leading by example to ensure accountability to the taxpayers of Jackson County
- Improve employee health through a wellness plan

Successes



- Completion of the Second Employee Climate Survey, working on the third
- Orientation Program (Mojo)
- Improved Software Training Offerings
- Staff Meeting Training
- Focus Groups for next strategic plan



Successes



- HPO Training (2010, and 2012)
- Leadership Team
 - LIFT Team
 - Leadership Philosophy Teams
 - Work Environment Teams

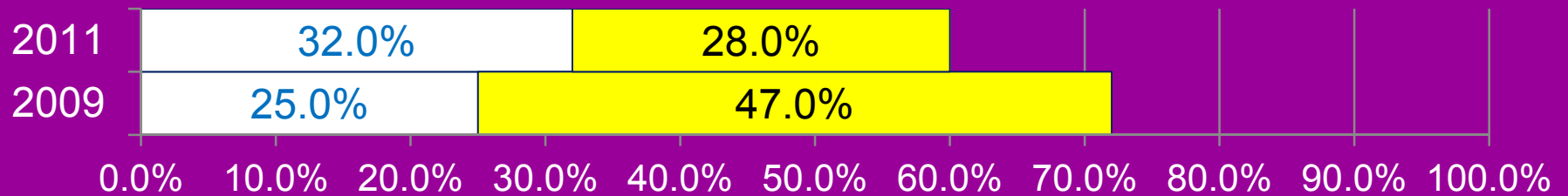


Metrics

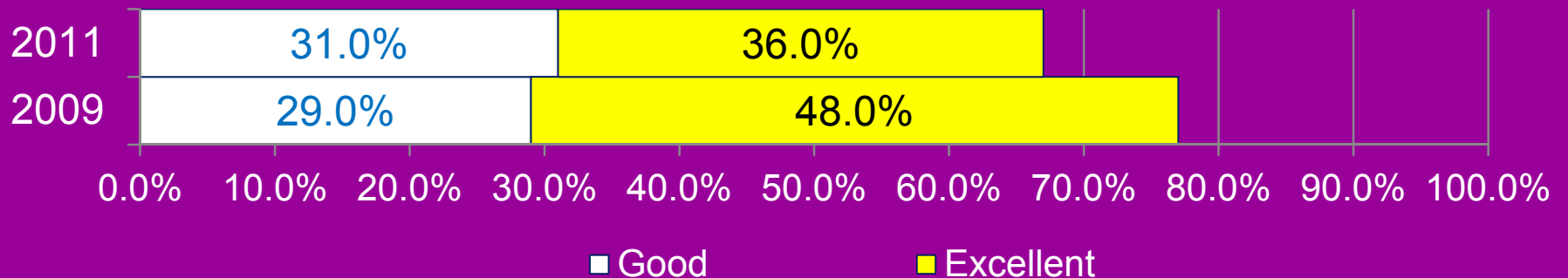
Rate your last experience with Jackson County:



Overall Impression



Courtesy



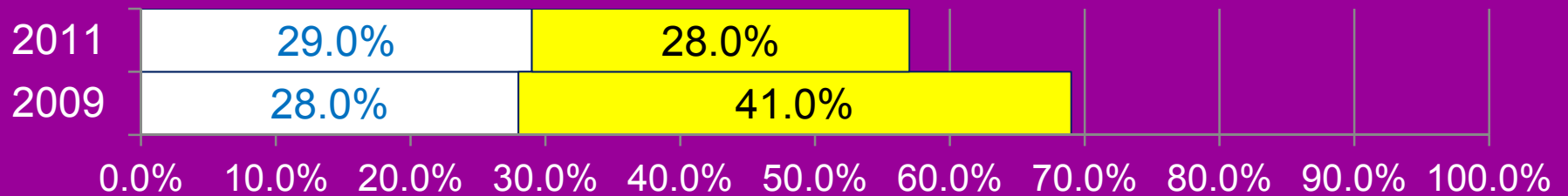
Source: National Citizen Survey

Metrics

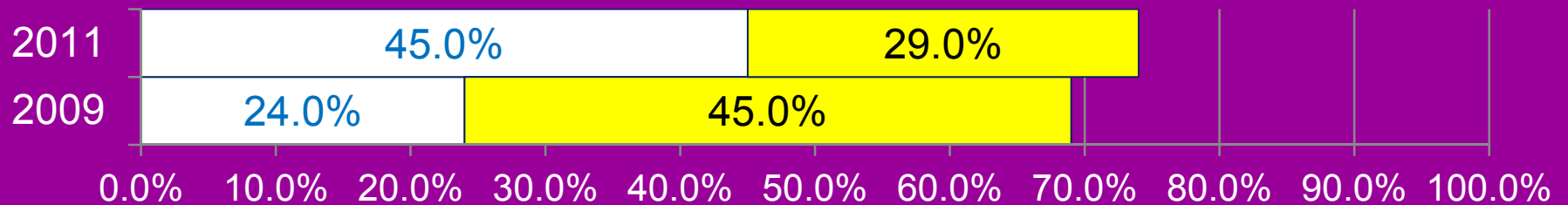


Rate your last experience with Jackson County:

Responsiveness



Knowledge



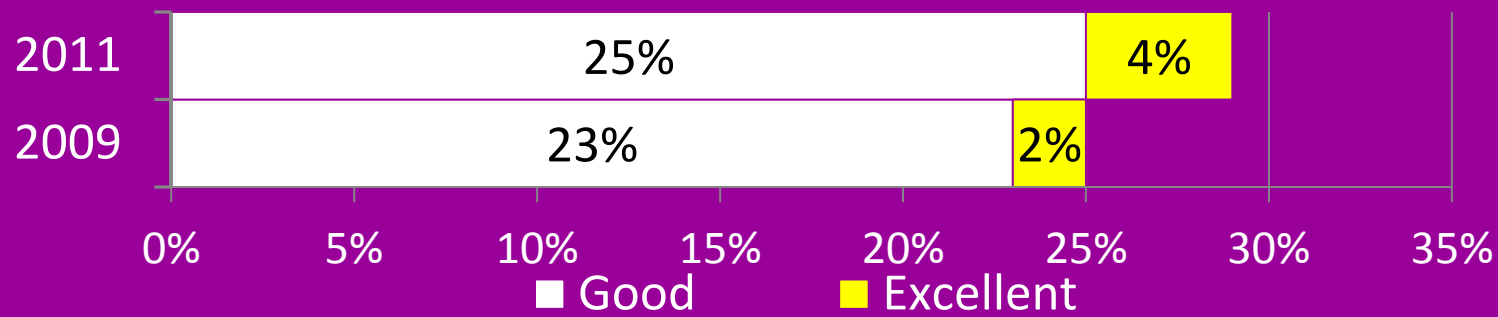
■ Good ■ Excellent

Source: National Citizen Survey

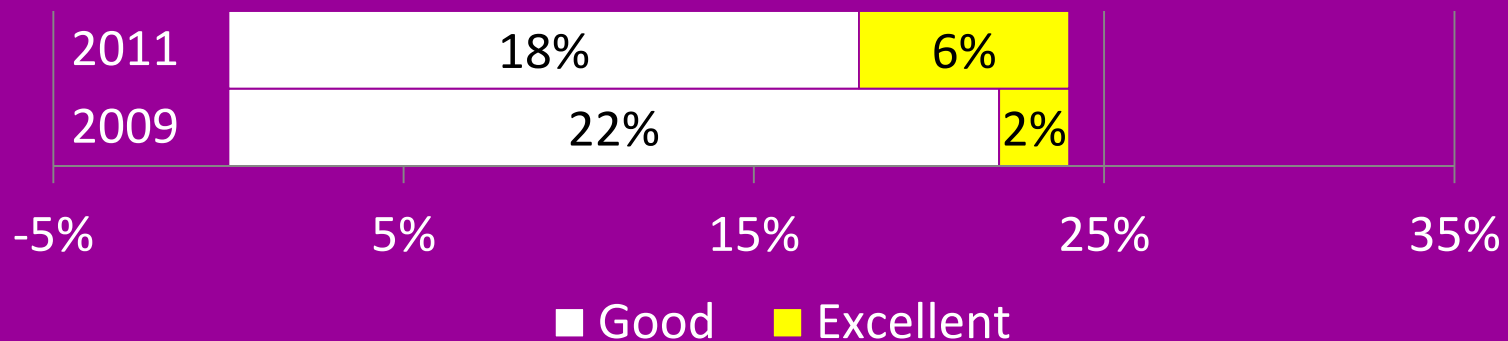
Metrics Public Trust



Value of Services for Taxes Paid



Overall Direction Jackson County is Taking



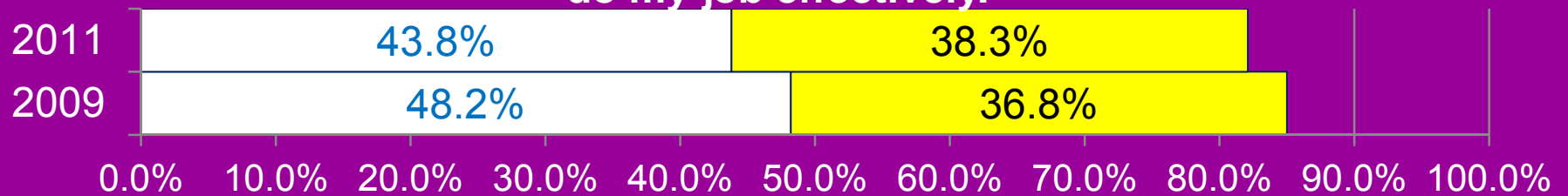
Source: National Citizen Survey

Metrics

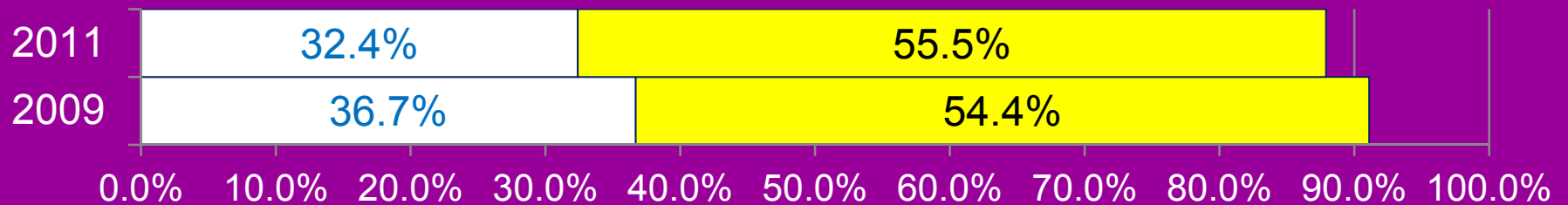
Employee Satisfaction:



I receive the support I need from other County employees to do my job effectively.



I can make the decisions I need to make to do my job well.



■ Somewhat Agree ■ Strongly Agree

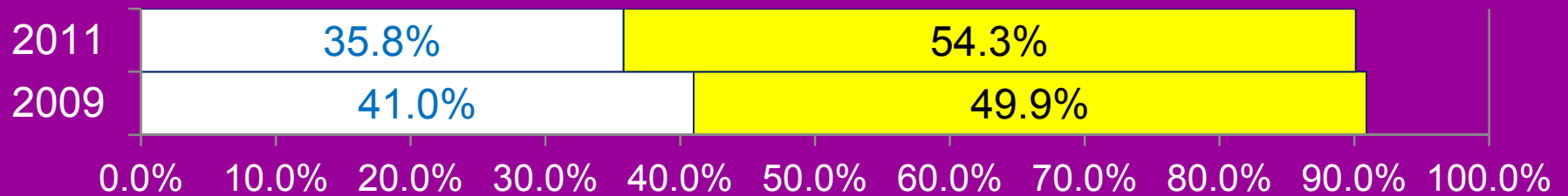
Source: National Citizen Survey

Metrics

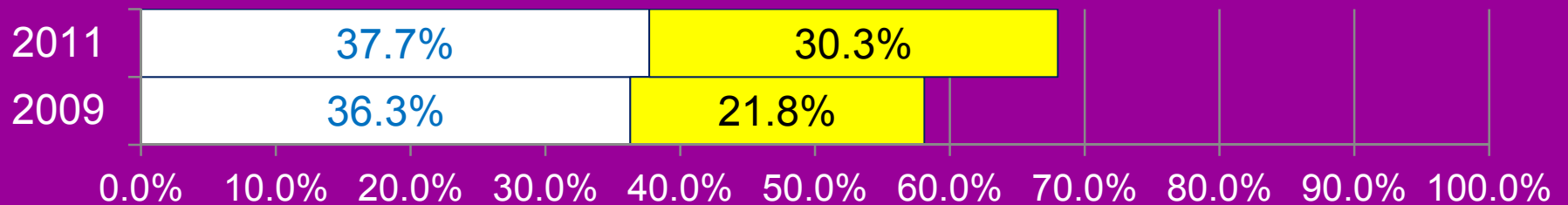
Employee Satisfaction:



I am satisfied with Jackson County as a place to work.



Management's actions are consistent with their messages.



■ Somewhat Agree ■ Strongly Agree

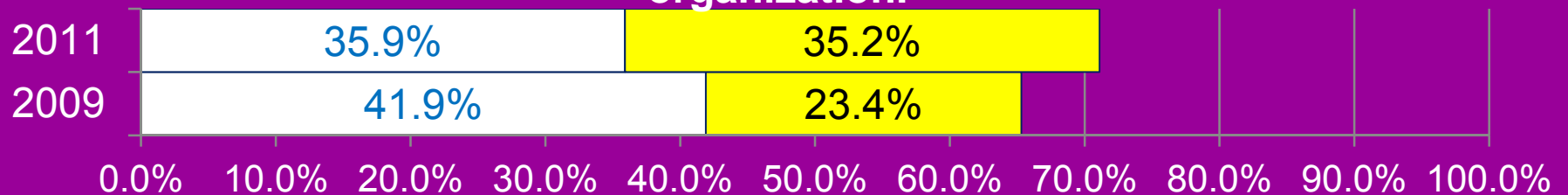
Source: National Citizen Survey

Metrics

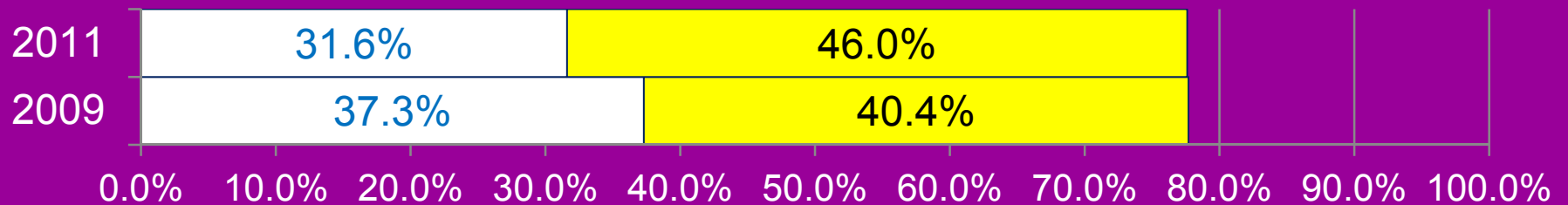
Employee Satisfaction:



I feel confident in the direction that management is leading the organization.



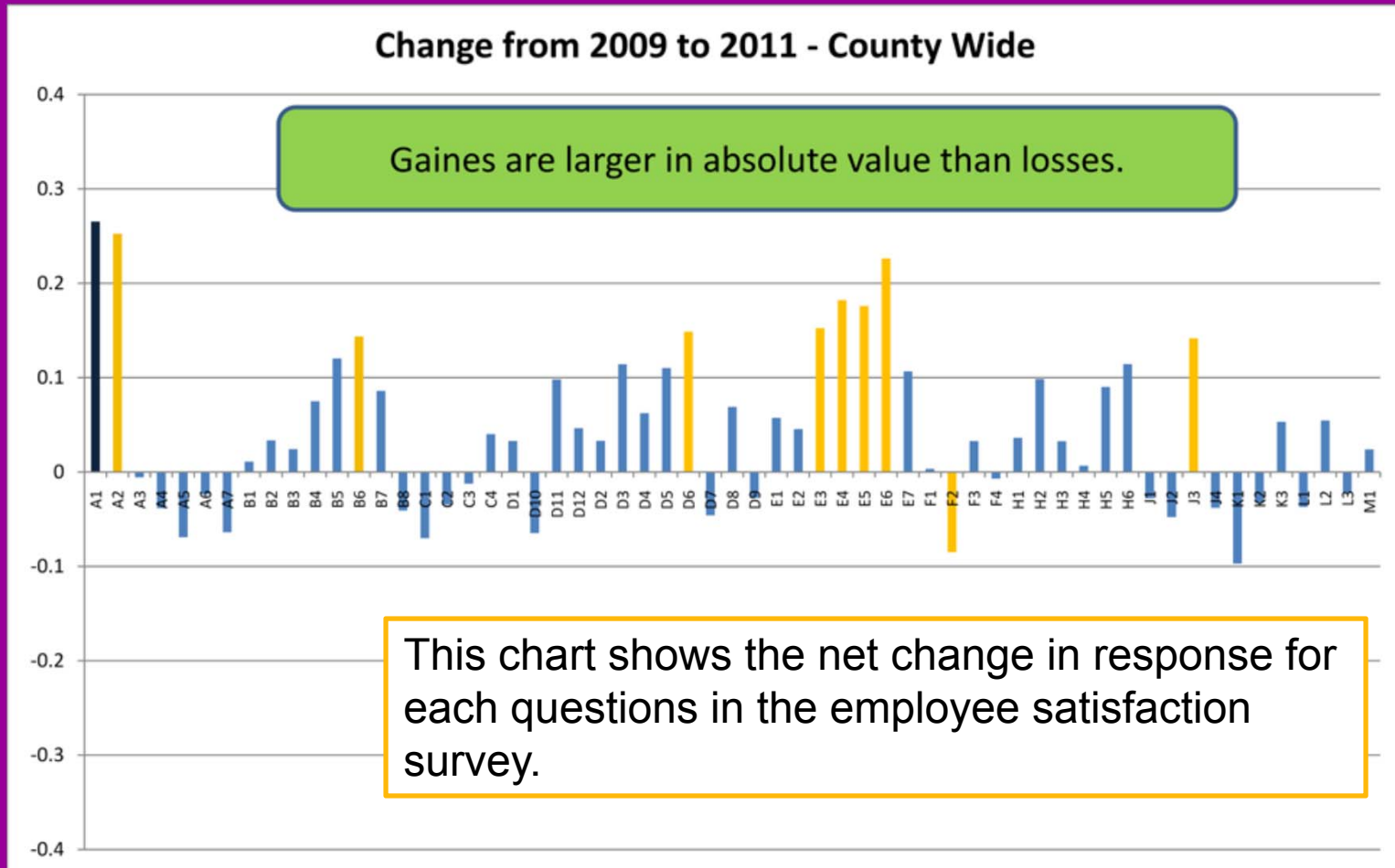
The managers of my department use resources effectively.



■ Somewhat Agree ■ Strongly Agree

Source: National Citizen Survey

Employee Survey Improvements



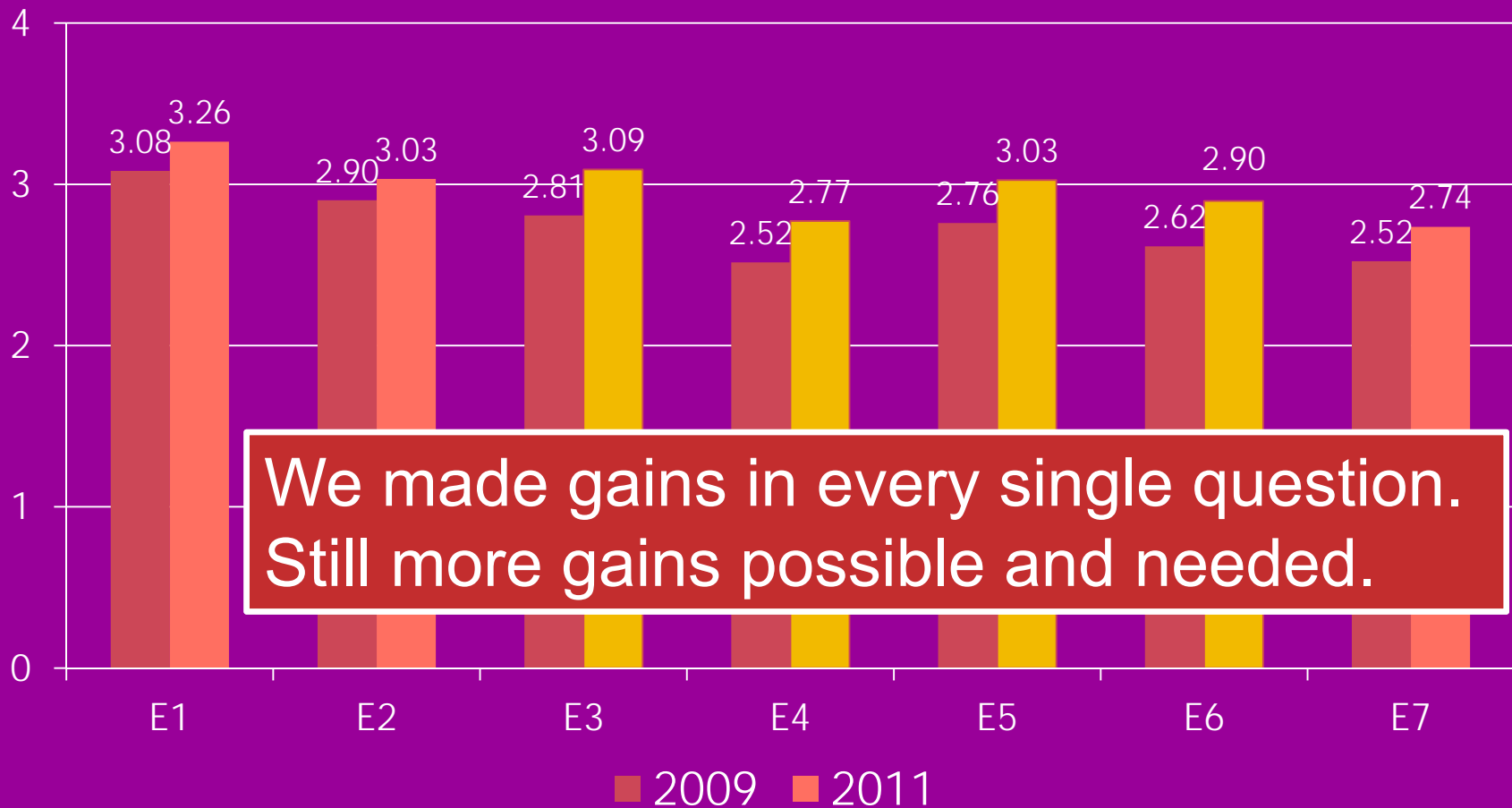
What's Left



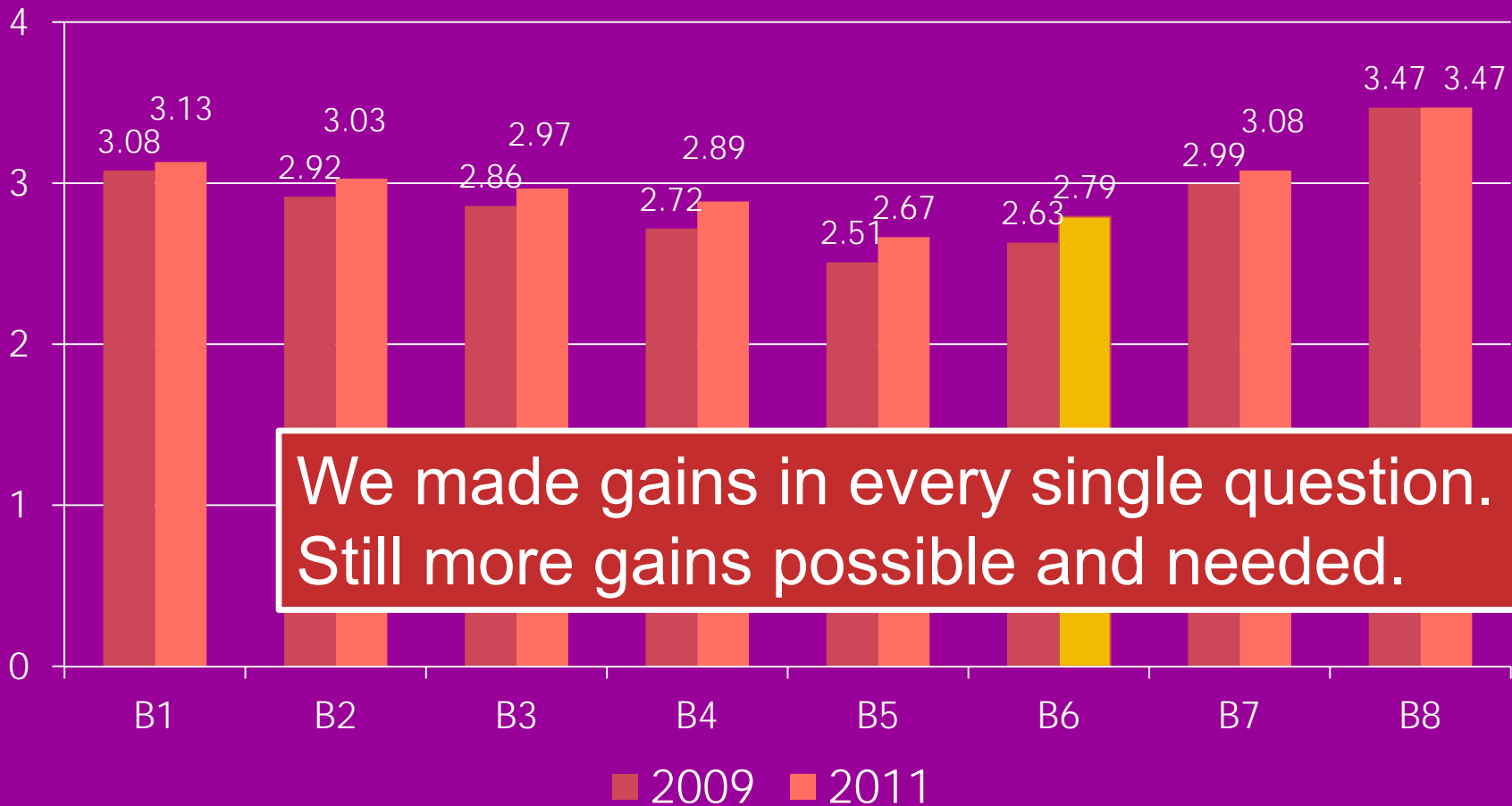
- ① Working towards the user friendly environment
- ① Made huge gains in management abilities
 - The initial employee survey showed weaknesses in communication and management
 - So we set out to improve those things.



Management Questions



Communication Questions



What's Left?

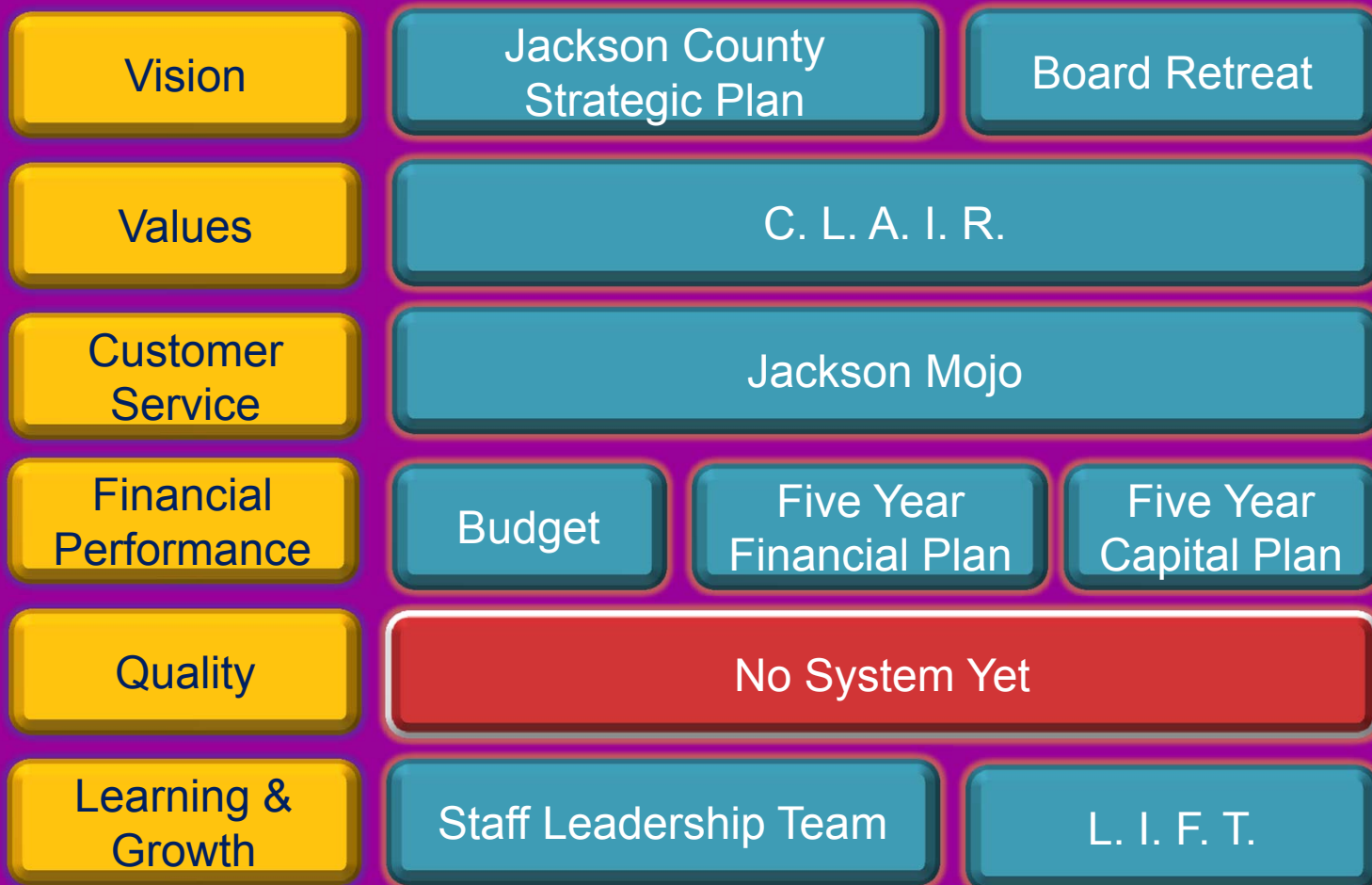


Wellness program very strong. Employees have responsibility built in to the health plan to focus on health.

Strive to keep costs down while providing employees a good benefit.



The Jackson Way



Performance Measurement –
Jackson County Dashboard

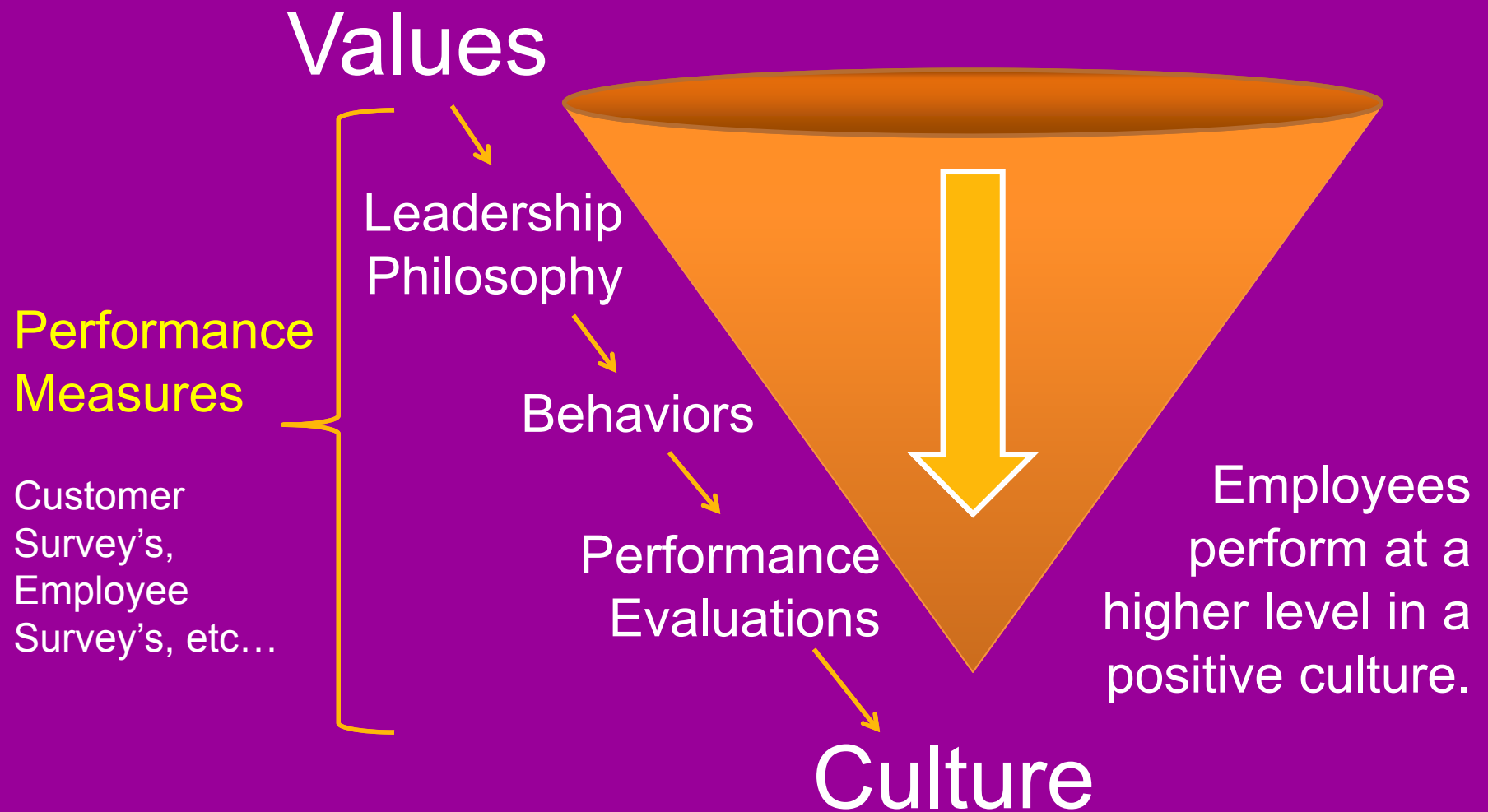
Discussion



Organizational Values



Values to Culture Spiral





Values to Culture Spiral





What are Values?

Values describe **how** we do business and **how** we want to be perceived by others in doing the counties business. How are we going to treat each other and our customers?

Accountability **Quality** **Efficient**
Integrity **COLLABORATION**
DIVERSITY **Honesty**
Respect **Innovative**
Leadership **Creativity**
Community

Beware!



- We have to live and act according to the values you set.
- Others outside will hold the organization accountable as well as those inside.



What are your three most important Values?



If someone were telling you about their interaction with a county employee what three values would you hope they would brag to you about?

Write those three each on a separate post-it note and hand it forward.



Value Examples



TEAMWORK

Balance

Excellence

Transparency

Safety

Empowerment

Passion

RESPONSIVENESS

Risk Taking

Accountability

Quality

Efficient

Integrity

COLLABORATION

DIVERSITY

Honesty

Leadership

Respect

Innovative

Community

Creativity

Voting



Using four dots, vote for the four most important values.



What happens with these values?



We live them -

- ① Board models the values
- ① Integrate them into how we do business
- ① We treat each other accordingly
- ① We hold each other accountable



Next Week



- Review the work of Jackson 2020
 - Community Input Process

