



2012 Jackson County Board Retreat

2013 Budget Preparation

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.

Board Retreat Process



Strategic Plan Review

Revenue Expenditure
Forecast

Budget Target
Recommendation

Retreat Outcomes

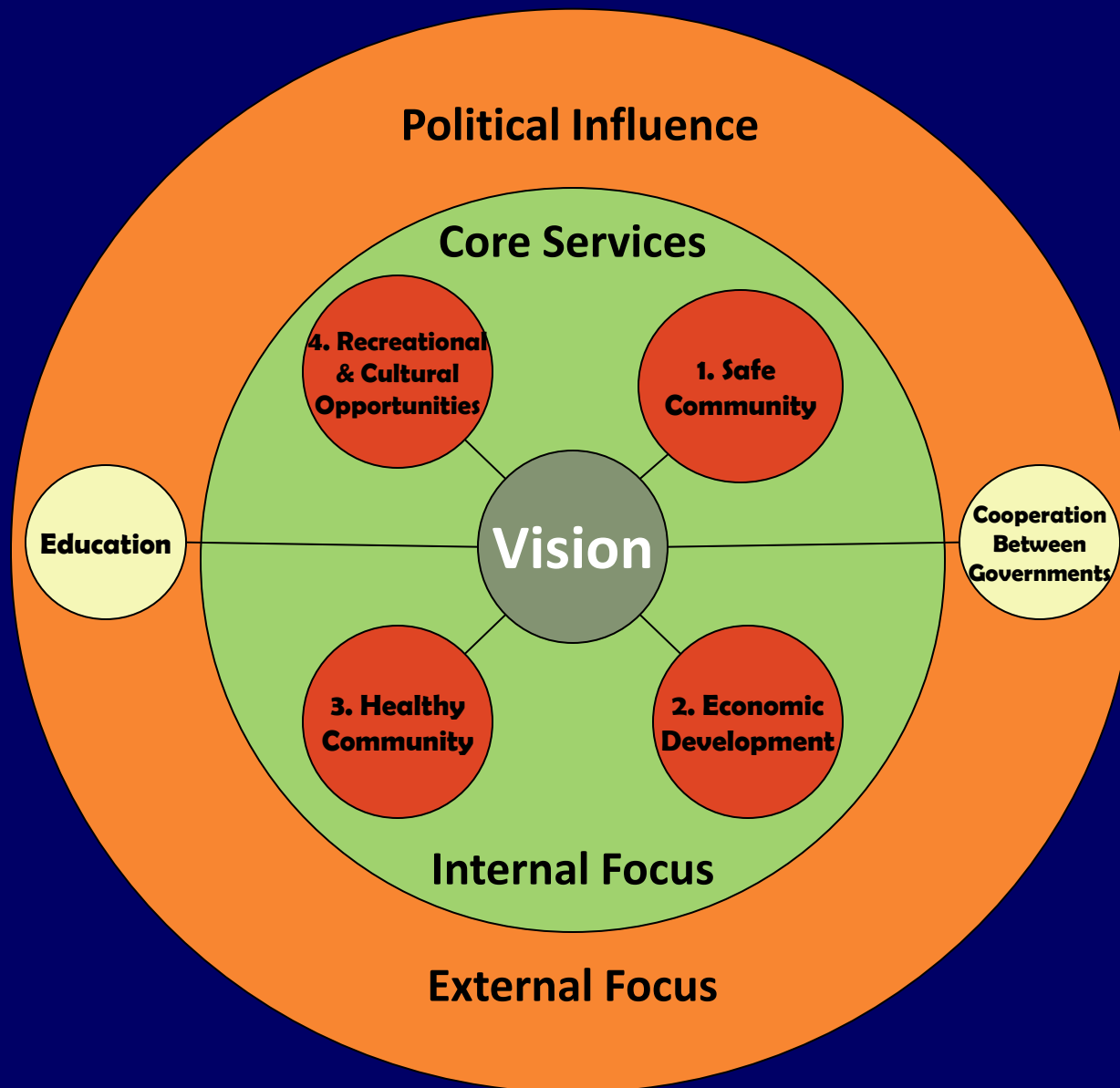


Priorities



Revenue &
Expenditure
Target

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

• 2013

Strategic Implementation Team (SIT)

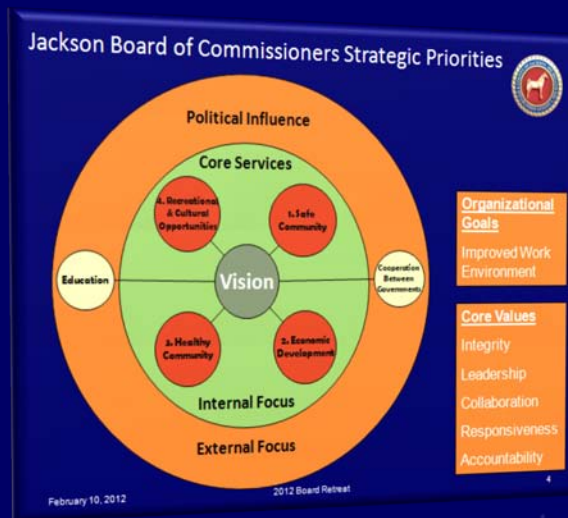
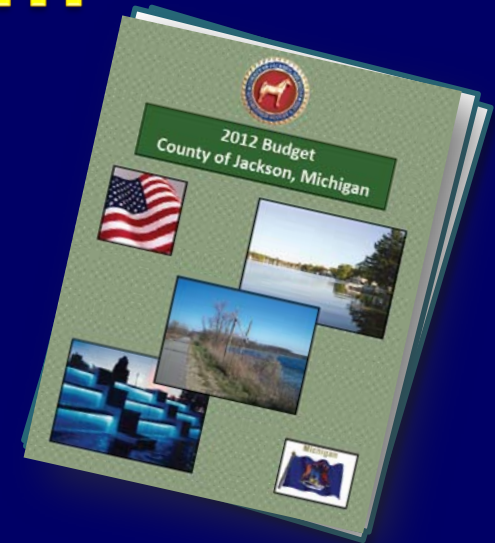


- Michael Overton - Administrator/Controller
- Adam Brown – Chair
- Steve Rand - SC
- Tammy Bates - SC
- Kent Maurer - ED
- Karen Coffman - ED
- Jim Videto - ED
- Shelly Bullinger – HC
- Mindy Bradish-Orta - RC
- Denise Owens - RC
- Kelly Hoover - RC
- Julie Alexander - Ed
- Cliff Herl - CG
- Connie Frey - CG
- Brandon Ransom - IWE

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



✓ The 2013 Budget



✓ Where we are going with the Strategic Plan

What You'll See Today

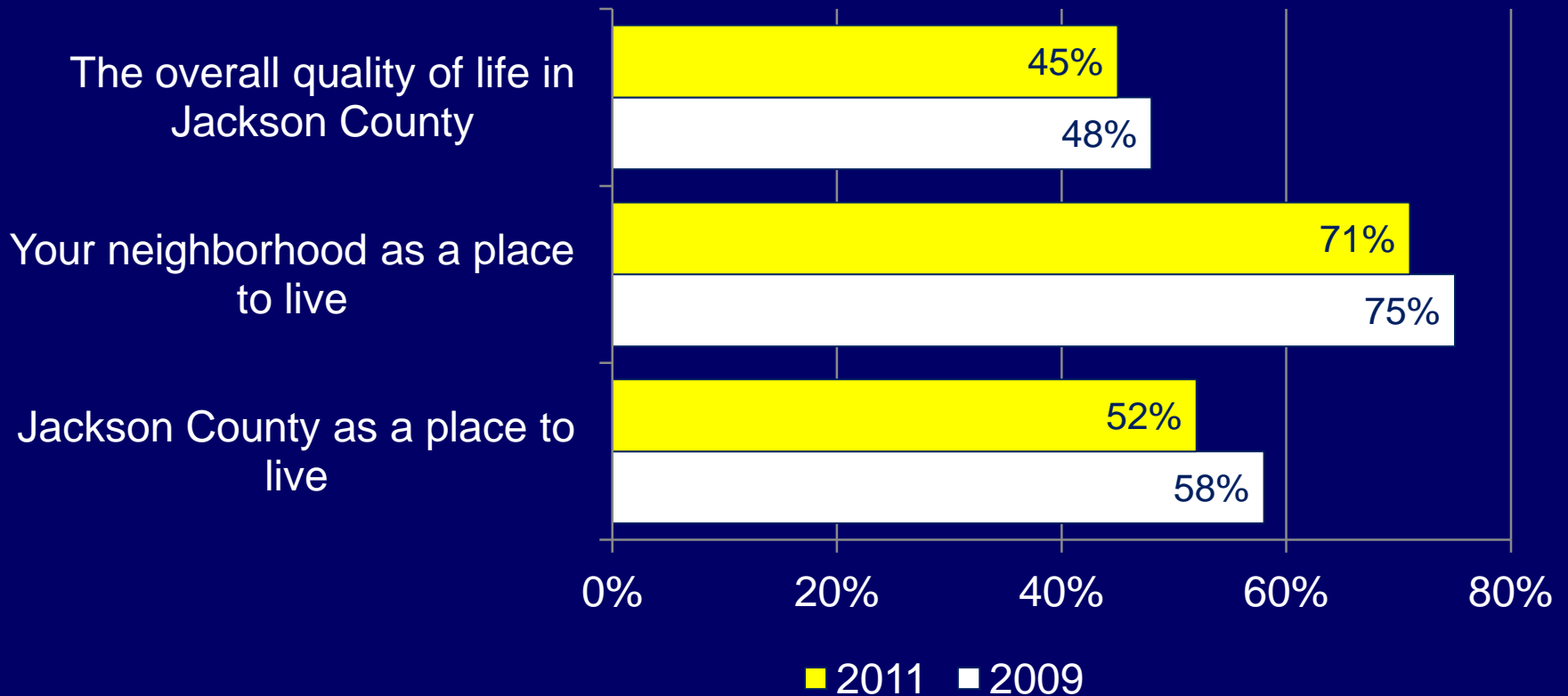


- Update on the current strategic priorities
- Community collaboration is the norm
- County is a data driven organization

2011 Survey Data



Ratings of Good or Excellent

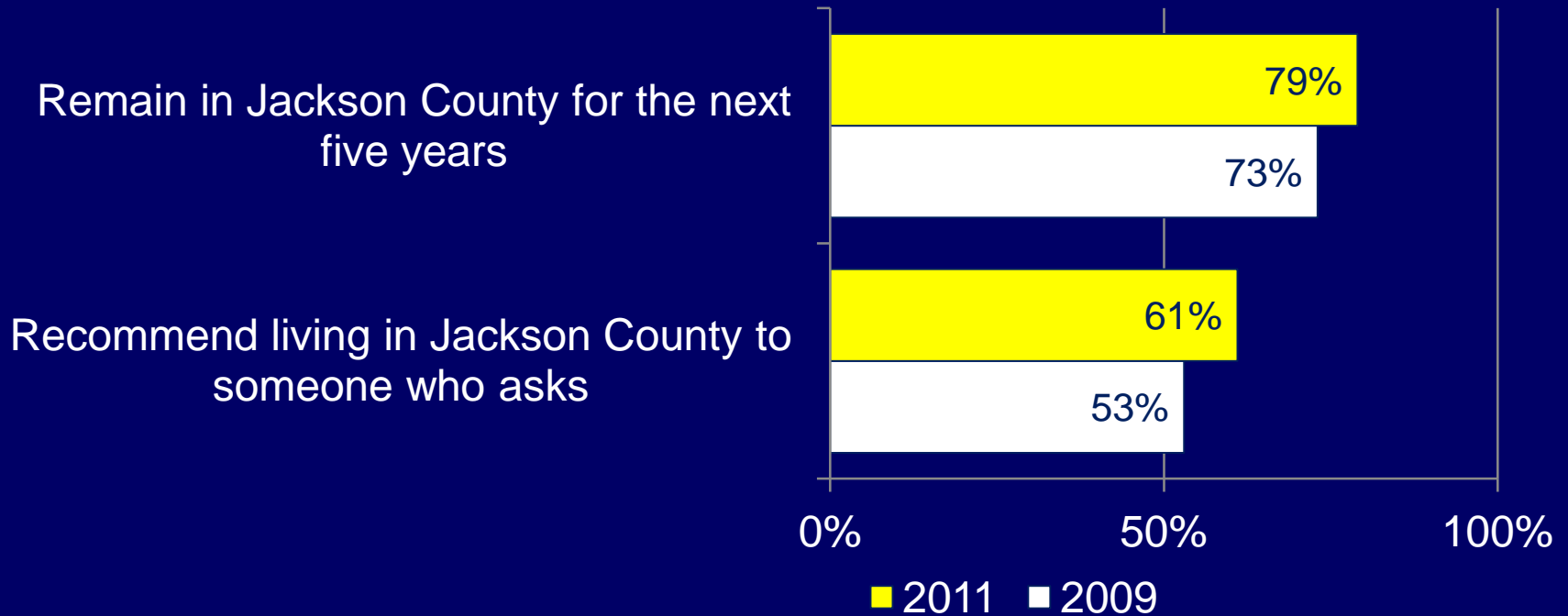


Source: National Citizen Survey

Contrast with...



Ratings of Good or Excellent



Source: National Citizen Survey



Perception
is
not
Reality!



Reality



Restore the Roar!!!



Presentation Order



Safe Community

Sheriff Rand

Economic Development

Kent Maurer

Healthy Community

Shelly Bullinger

Recreational & Cultural Opportunities

Denise Owens

Education

Mary Cunningham Deluca

Cooperation Between Governments

Connie Frey

Improved Work Environment

Brandon Ransom

Wrap Up

Adam Brown

Safe Community

2012 Board Retreat



Strategic Vision



Jackson County works in partnership with its citizens in the interests of maintaining a safe community by enforcing laws; protecting life and property; prosecuting lawbreakers and adjudicating guilt or innocence while respecting individual rights and human dignity in an efficient and cost effective manner.

Goals



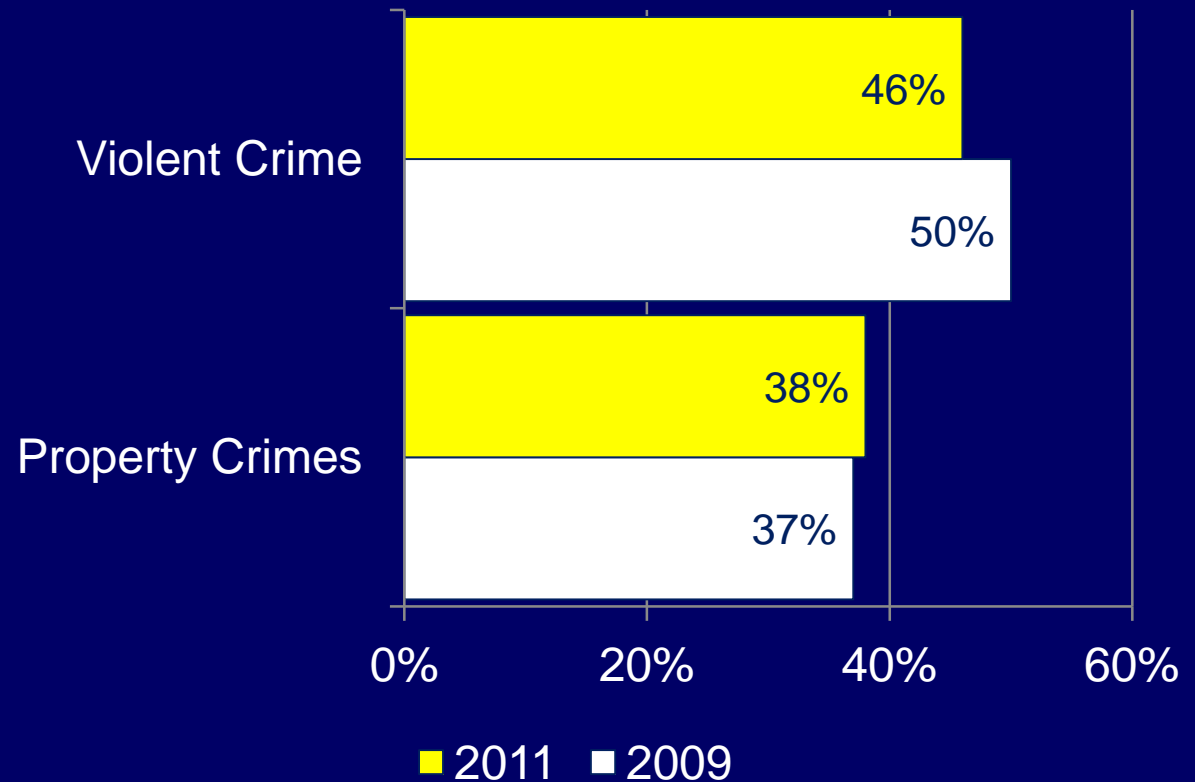
Safe Community Vision has a board-adopted 3 tier focus:

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

Metrics



I Feel Very or Somewhat Safe From:

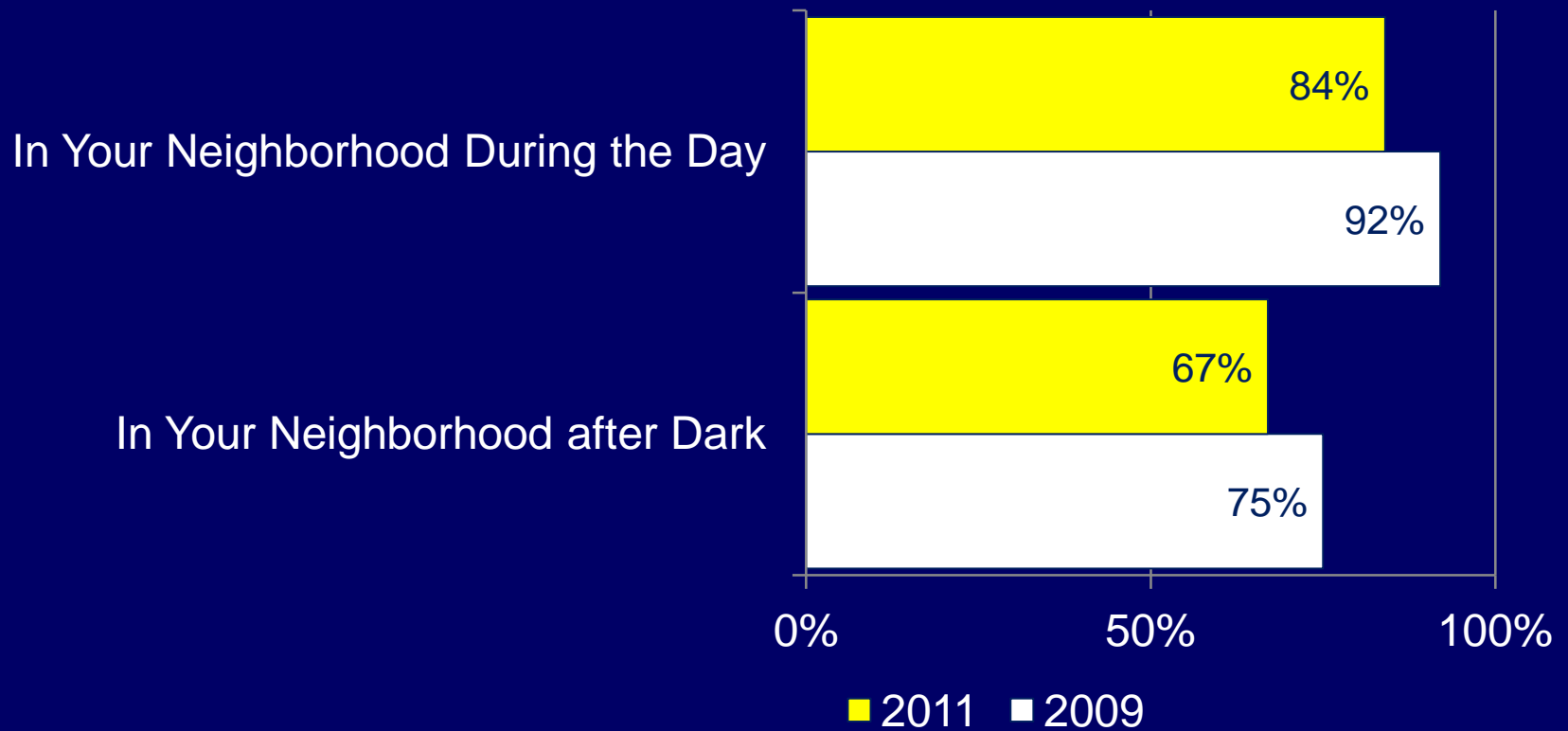


Source: National Citizen Survey

Metrics



I Feel Very or Somewhat Safe:

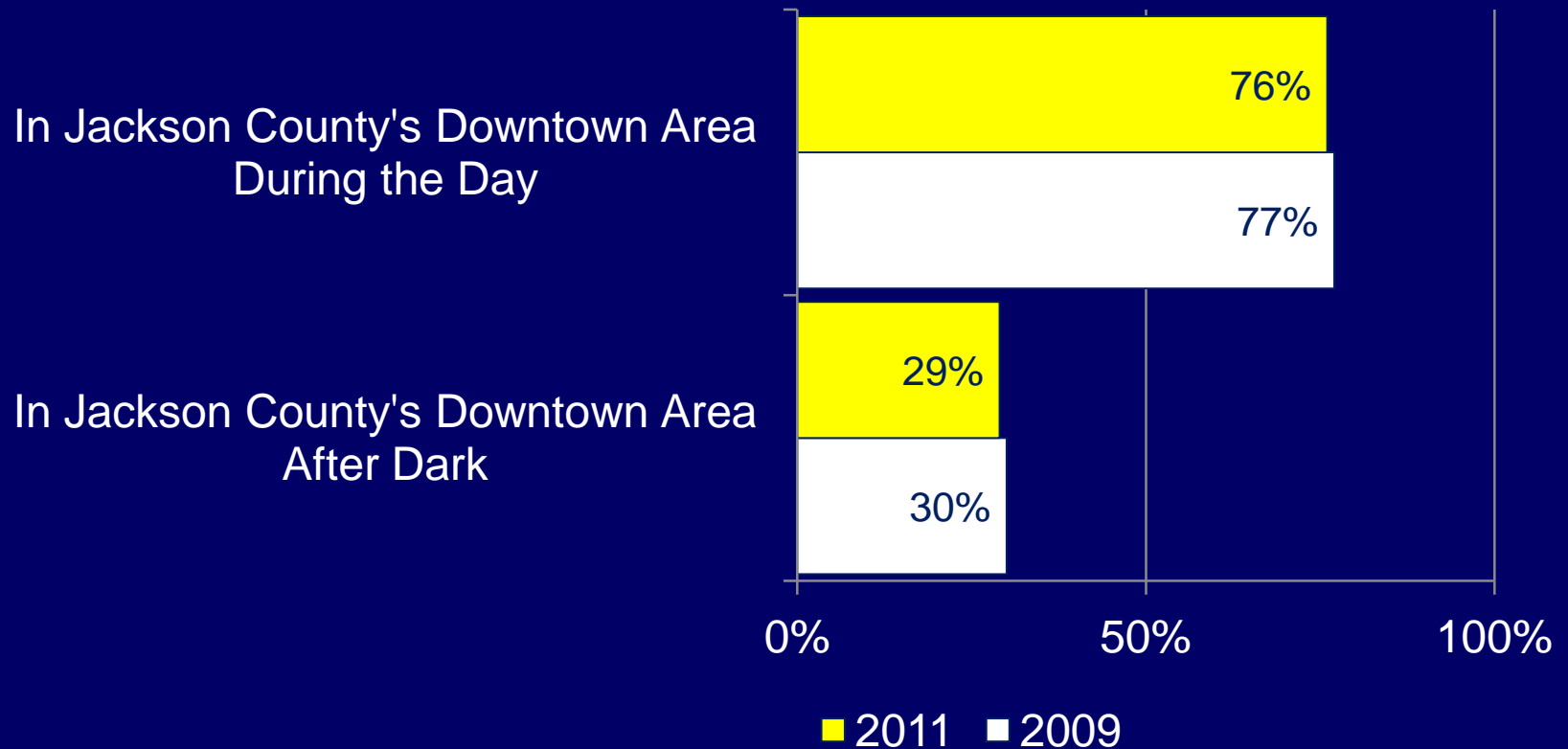


Source: National Citizen Survey

Metrics



I Feel Very or Somewhat Safe:

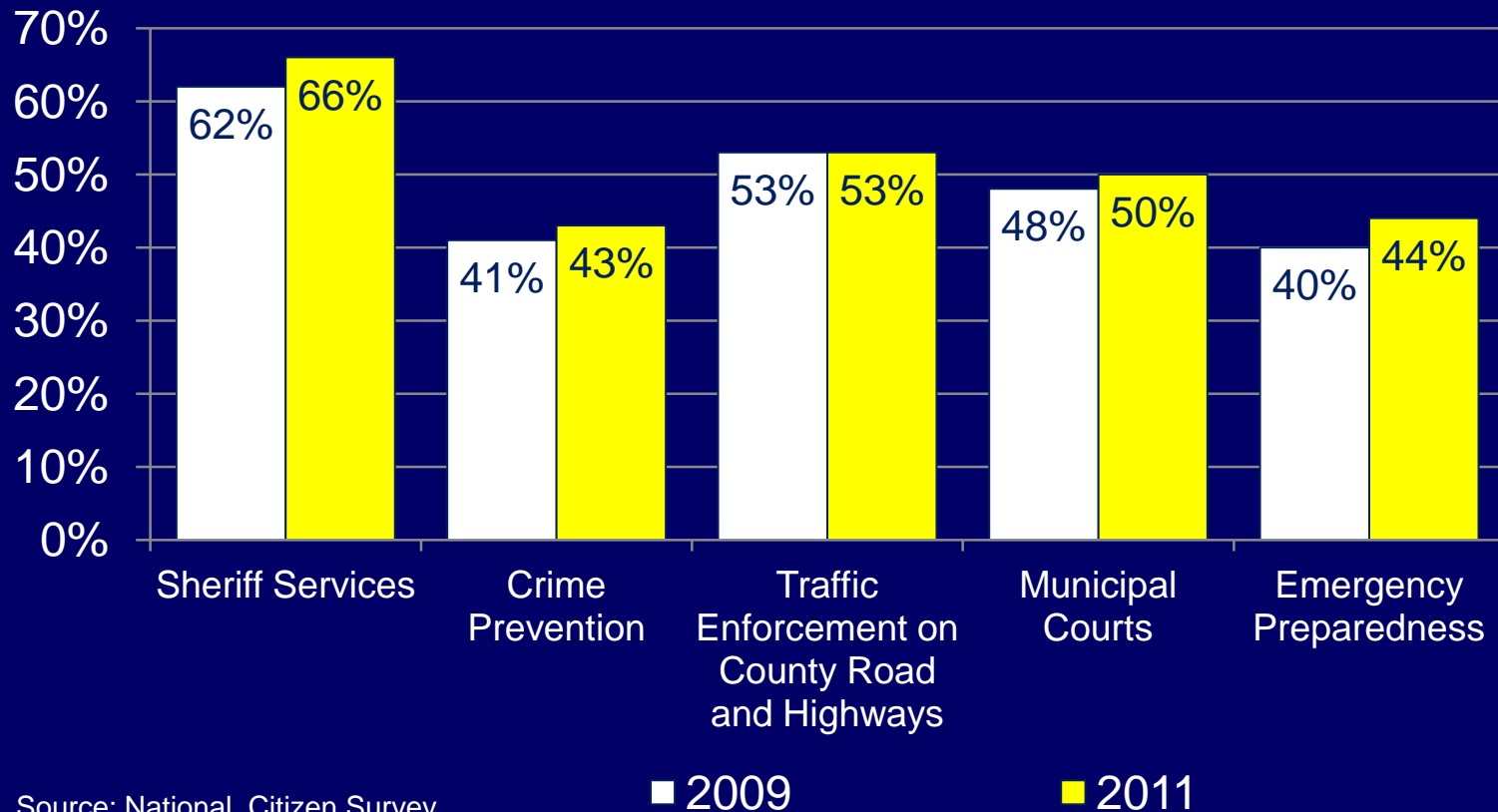


Source: National Citizen Survey

Ratings of Public Safety



Respondents Rating Services Good or Excellent



Our Focus Continues to be Collaboration Between Governments

- Commitment from Jackson County Fire Chief's Association to participate in safe communities initiative
- Reach out to all Jackson County public safety entities.
- Finding solutions through collaboration
- Sharing resources
- Educate communities on the existing cooperatives within public safety and identify other opportunities

Cooperatives That Work

- **Joint Special Response Team (SRT) with City of Jackson**
- **Joint Evidence Management with City of Jackson**
- **Emergency Dispatch; Single Public Safety Answering Point (PSAP) for the entire county since 1974**
- **Major Crimes Task force with State Police, City of Jackson and Blackman Township DPS**



Cooperatives That Work

A photograph of a residential scene. In the foreground, a black car is parked on a grassy area. In the background, a house with blue siding and a white window is visible. A person is standing in the doorway of the house. Two large trees are positioned in front of the house. In the lower right corner, a person wearing a yellow shirt is lying on the ground. The overall scene suggests an emergency or investigation site.

- Major Accident Reconstruction Team with State Police and Blackman Township
- Office of Emergency Management
- Unified Records management with all police agencies
- Training Consortium with surrounding police agencies
- Contractual Police Services with Grass Lake Village, Parma Township, Sandstone Township, Summit Township and seasonally Rives Township.

Partnerships With the Courts and Community

■ Mental Health Court

- Jail and court staff work together to identify participants.
- Participants diverted from jail environment into a system which permits access to needed services in the hopes of reducing returns to the court system

■ Inmate Programs

- Moral Recognizance Training
- AA/NA
- Mental Health services while incarcerated.
- Working with VA to assist incarcerated veterans

Partnership with the Courts



- **Court programs helping to reduce inmate population.**
 - **Mental Health Court**
 - **Drug Court**
 - **Community Service Program**
 - **Probation and Intensive Supervision**
 - **Delayed Sentencing**

2012 Focus: Engage the Public

- Educating the public on what services/programs we provide and how they can participate.
- Identify problem areas in the community and direct patrols.
- Create a conduit for the public and citizens to provide timely information.
- Encourage residents to become involved in their own community safety.
- Educate youth on dangerous driving and behaviors.

Improving Communication

- Integrated phone system
- Facebook
- Development of iPhone app
- **STOPPED Program**



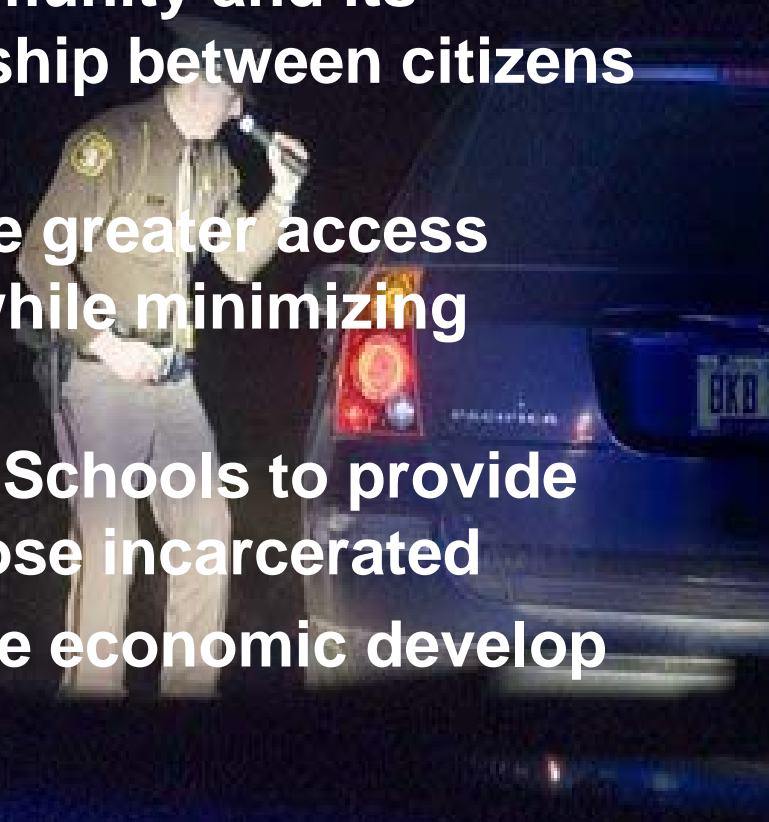
Challenges



- **Inmate population with health problems and addictions**
- **Female inmate population trending upward (high risk pregnancies not uncommon)**
- **Preparing for next generation 911 services**
- **Influx of drugs into the community**
- **Public perception of a safe community**
- **Move current cooperatives forward while exploring future opportunities.**

Opportunities

- **Continue working with the community and its leaders to enhance the relationship between citizens and public safety providers**
- **Using video visitation to provide greater access between inmates and families while minimizing movement of inmate population**
- **Partnering with Jackson Public Schools to provide educational opportunities to those incarcerated**
- **Provide a safe community where economic development has an opportunity to flourish.**



Questions?



Economic Development

2012 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.



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.



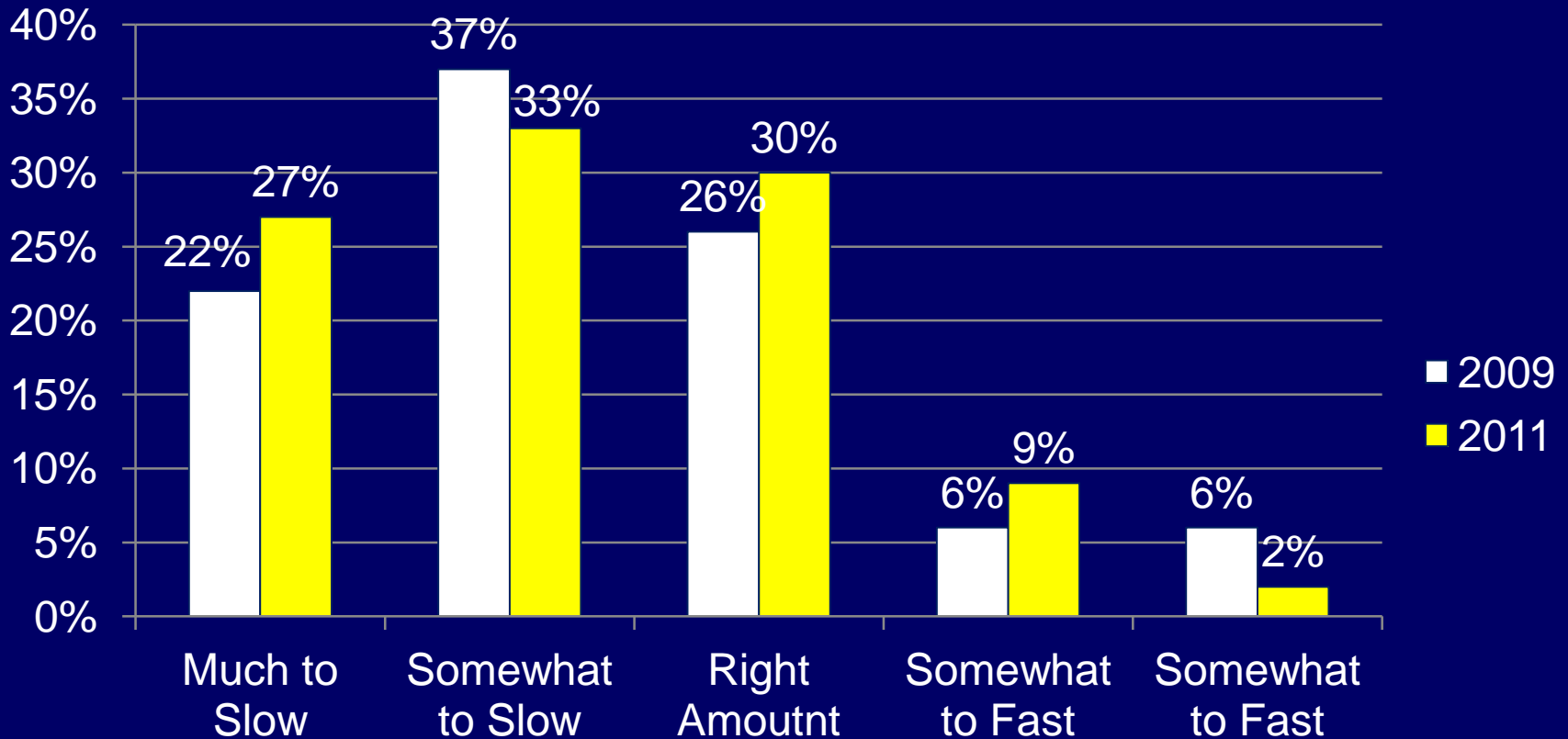
Economic Group Representation

- County Board of Commissioners
- Enterprise Group
- Region II
- MSU Extension
- Townships
- City of Jackson & Downtown Development Authority
- Citizens for Economic Growth
- Chamber of Commerce
- Jackson County Contractors Association
- Citizens
- Michigan Works
- Jackson County GIS and IT

Metrics



Perceptions of Retail Growth In Jackson County

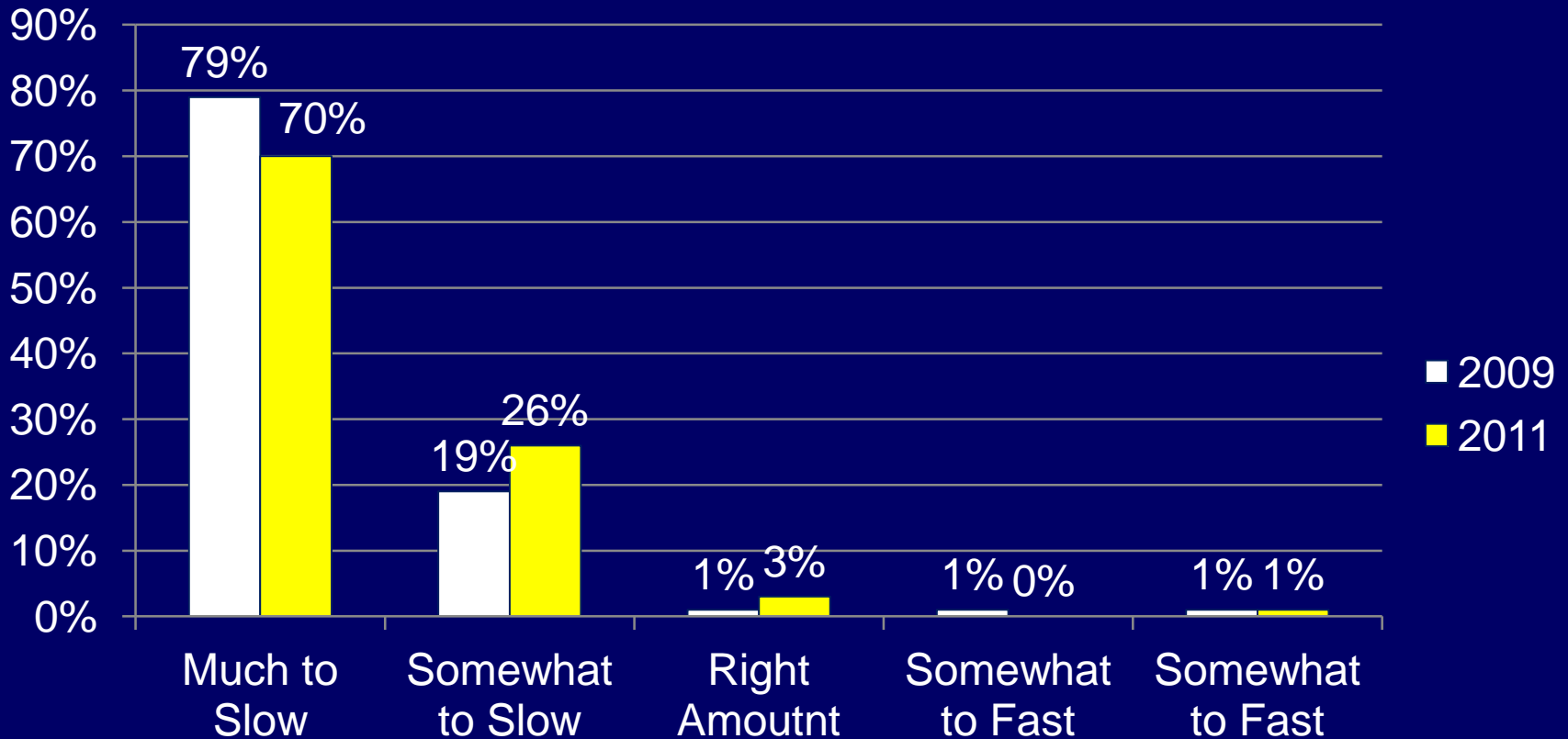


Source: National Citizen Survey

Metrics



Perceptions of Job Growth In Jackson County

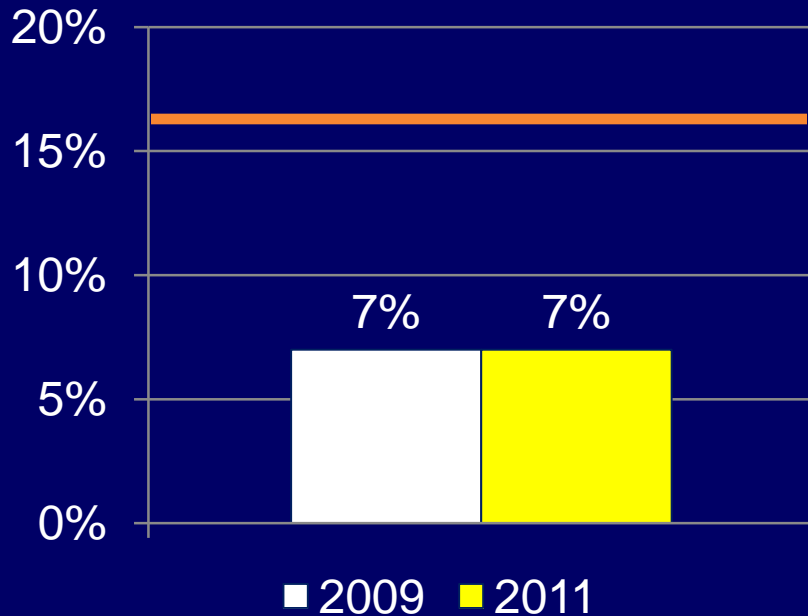


Source: National Citizen Survey

Metrics

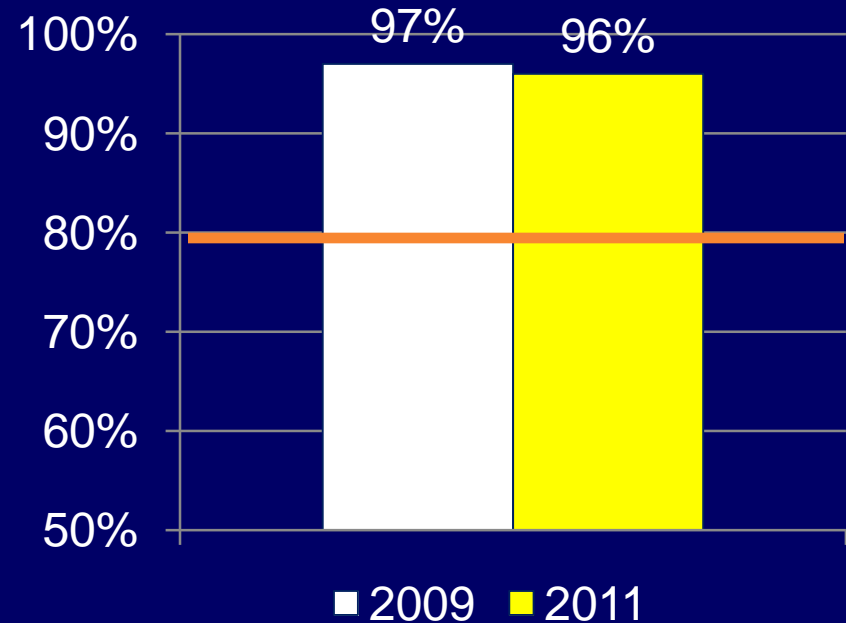


Citizens who say Employment Opportunities are Good or Excellent



Source: National Citizen Survey

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

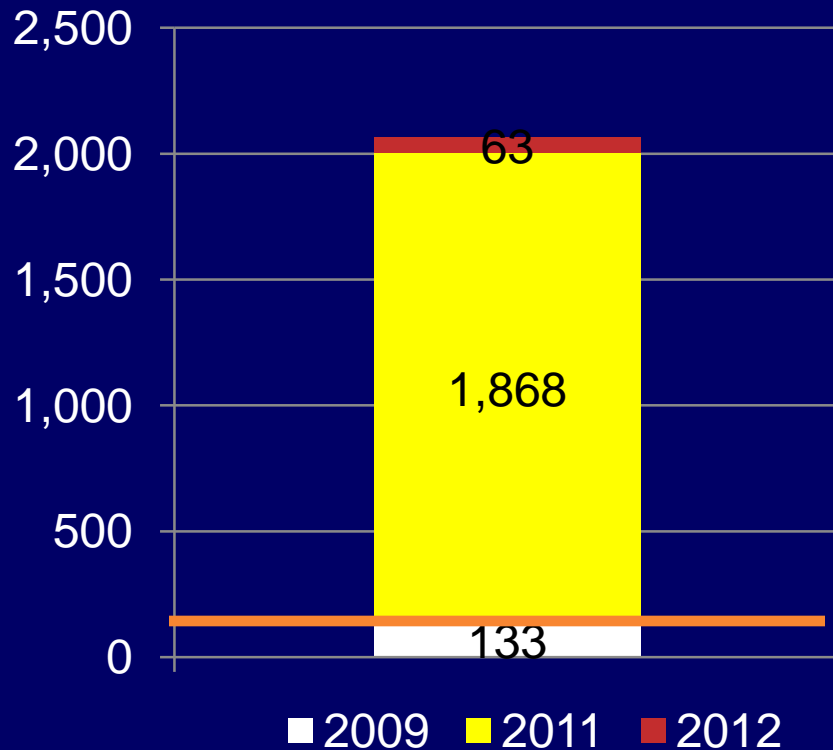


Source: National Citizen Survey

Metrics

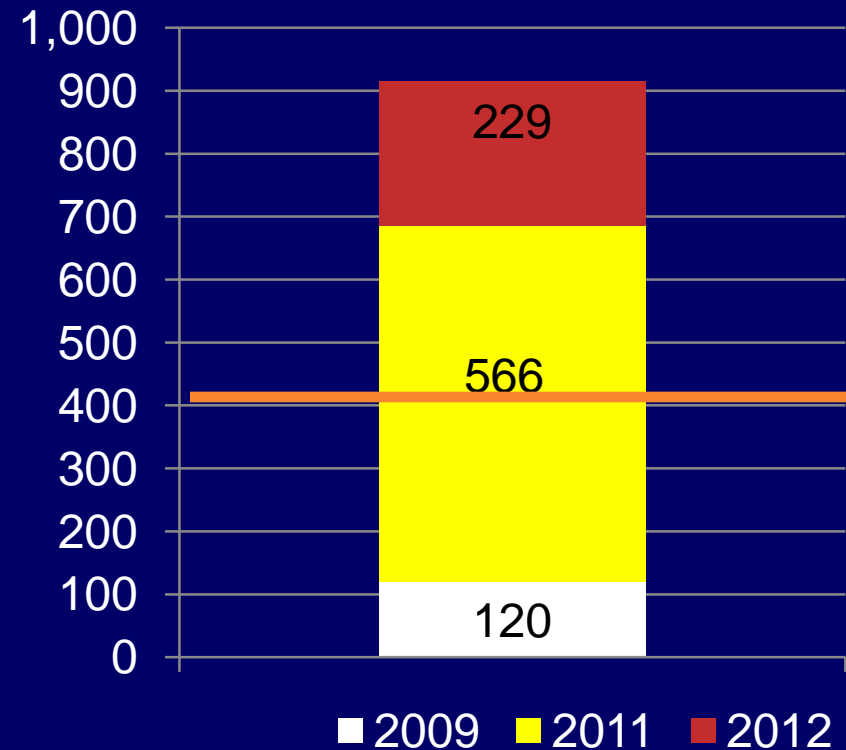


Number of Jobs Retained



Source: The Enterprise Group

Number of Jobs Expanded and Attracted



Source: The Enterprise Group

Programs - Internal



Airport

Office of the Sheriff

Parks General

Register of Deeds

Equalization

County Treasurer

Sparks Park

Cascades Falls

County Clerk

MSU Extension

Out- County Parks

Drain Commissioner

Delinquent Tax

Administration

Animal Shelter

Cascades Golf Course

Swains Lake County Park

Environmental Health

Pleasant Lake County Park

Cascades Short Course

Parks Police

Marine Law Enforcement

Programs - External



Appropriations – Enterprise Group
Appropriations – Region II Planning
Appropriations – Jackson Transit





Jackson County Economic Development Strategic Plan

Report and Recommendations of the Economic Development Committee

December 2009

Adopted by Jackson The County Commission (Date)

Prepared by: The Enterprise Group of Jackson



Strategic Plan Findings



- **Business Retention / Expansion**
 - **Utilities, Manufacturing, Retail, Educational Services and Health Administration**

- **Business Attraction**
 - **Target Markets identified as Life Sciences, Advanced Manufacturing, Travel and Leisure**

- **Build a “Culture of Education”**
 - **Higher graduation rate, improved test scores, business and educational liaison**

Strategic Plan Findings

(continued)



- **Improve Public Services**
 - **Airport, Community Development, Land Assembly, Parks and Recreation, Corridor Improvement, Infrastructure, workforce development, improved zoning and permitting**

- **Adjust to the Michigan Business Climate**

Successes



- **E – Commerce Website**
- **County Economic Strategic Plan**
- **Nearing a recommendation for improving/streamlining the permitting process**
- **Economic Strategic Planning Committee**

Challenges



- **Implementation of the Economic Strategic Plan (An action plan is needed)**
- **Identifying resources to implement the streamlined permitting**
- **Intergovernmental Cooperation – Maintaining Positive Political relationships**
- **Maintaining “economic committee” vibrancy**
- **Improving Economy**

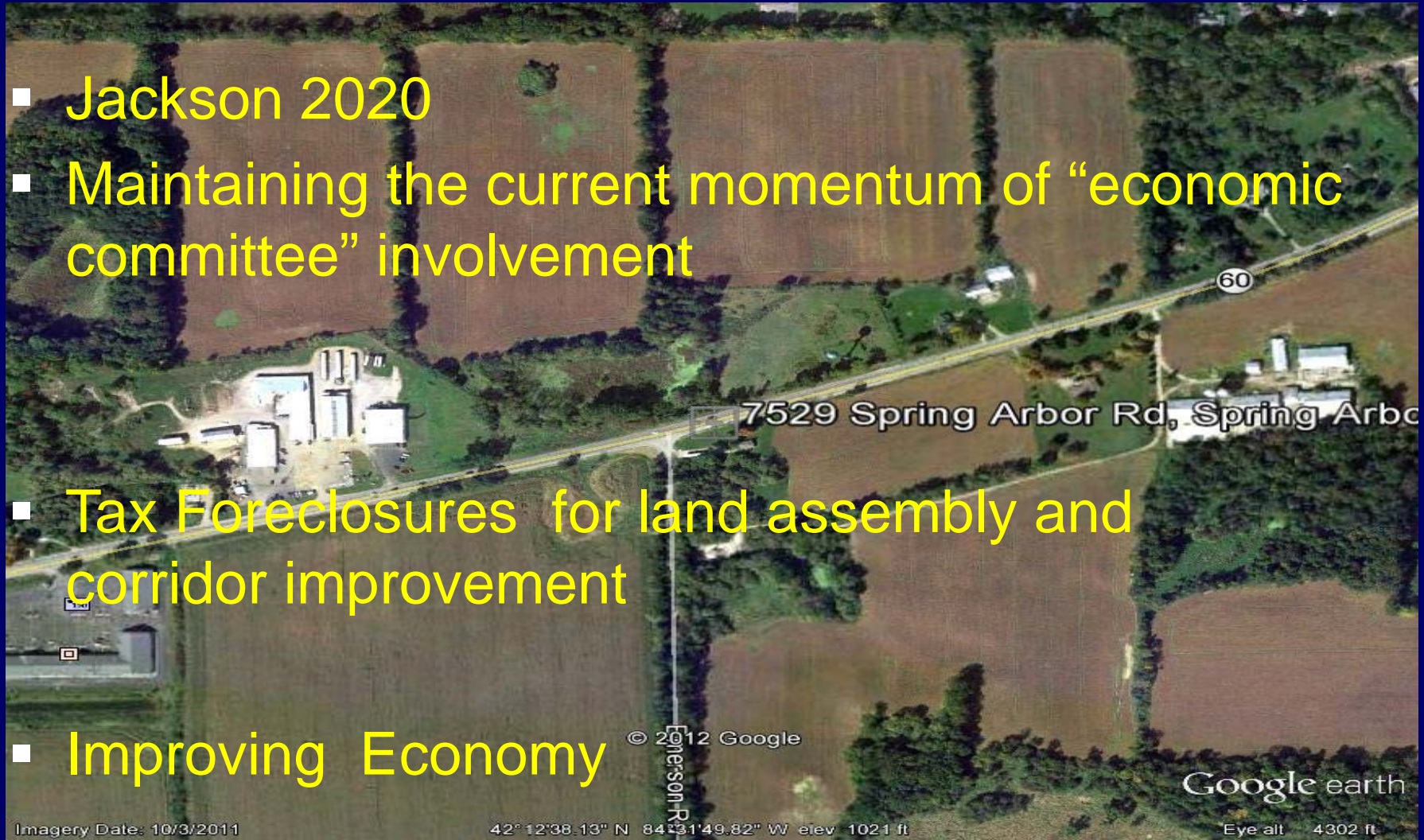
Opportunities



- Jackson 2020
- Maintaining the current momentum of “economic committee” involvement

- Tax Foreclosures for land assembly and corridor improvement

- Improving Economy



Discussion



Healthy Community

2012 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



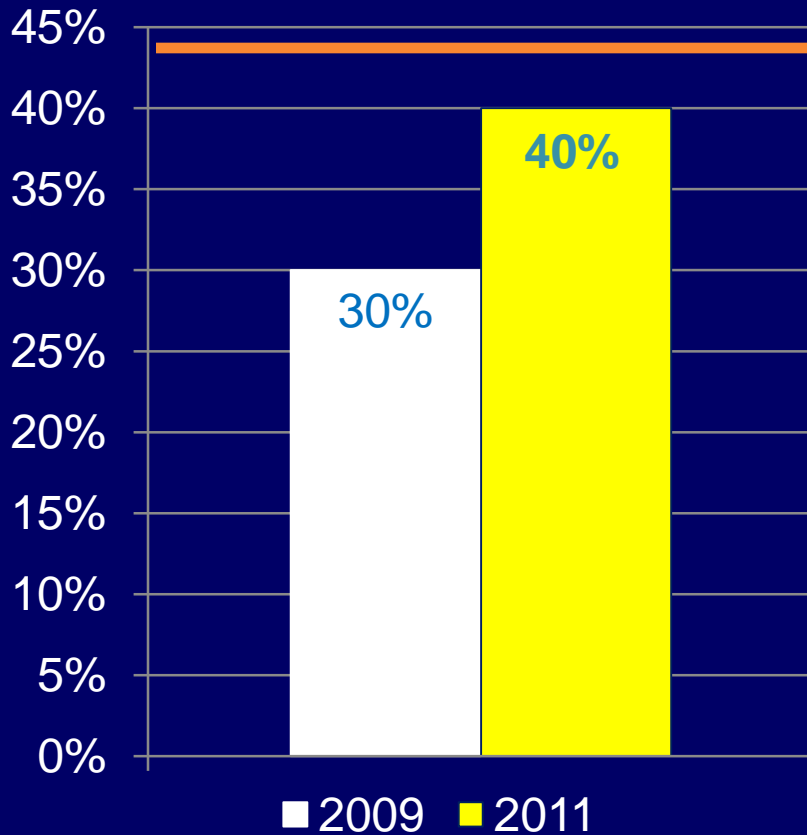
1. Improve the knowledge, attitudes and beliefs of residents related to emotional health, physical activity, nutrition, and smoke-free lifestyle
2. Reduce the obesity rate amongst Jackson County
3. Reduce exposure to cigarette smoke
4. Increase recognition of signs / symptoms of stress / depression and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

Metrics

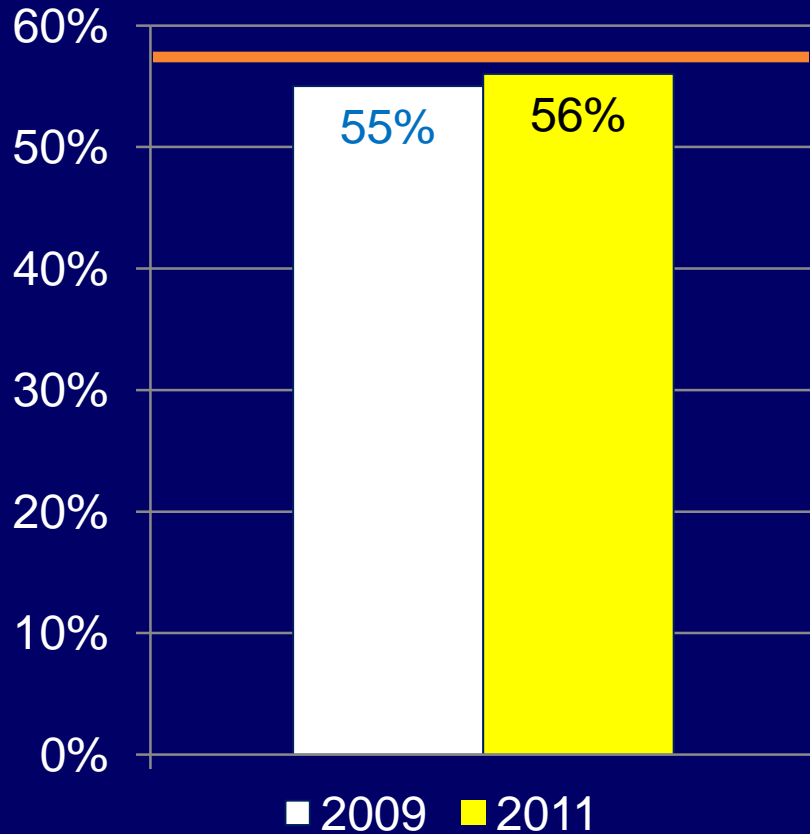


Percent rating availability of affordable quality health care in Jackson County excellent or good

2013 Target – 44%

Source: National Citizen Survey

Metrics

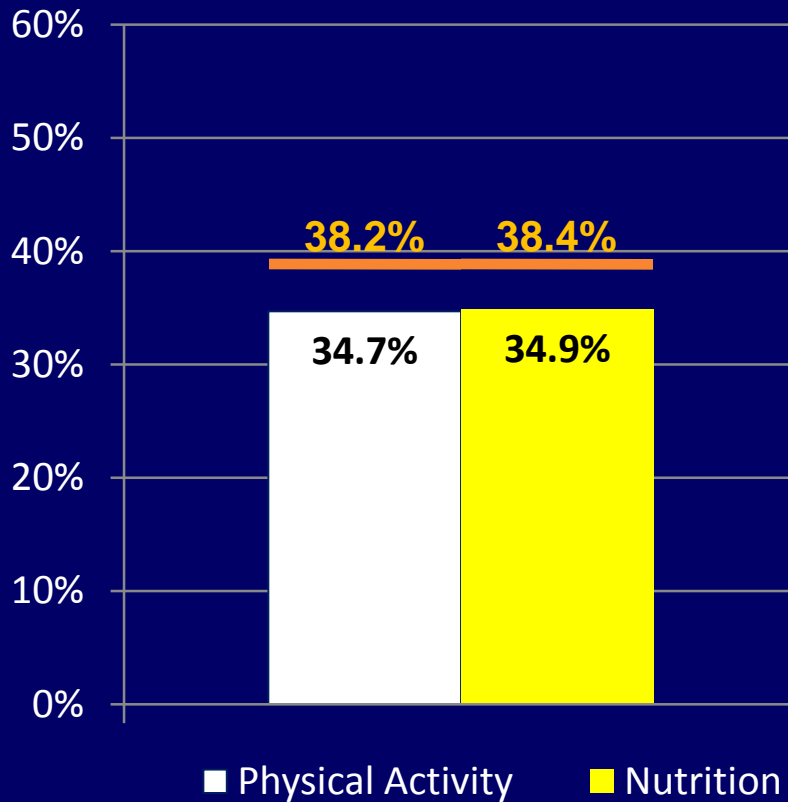


Percent rating
availability of paths and
walking trails excellent
or good

2013 Target – 58%

Source: National Citizen Survey

Goal 1- Metrics

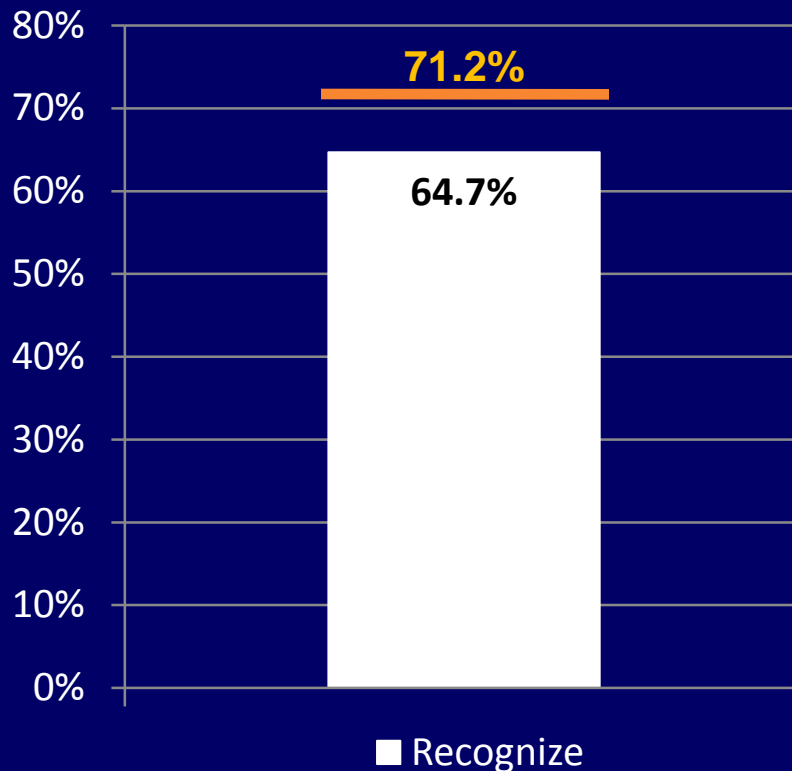


Source: Community Health Assessment (2011)

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

Target: Increase 10% of 2011 baseline

Goal 1- Metrics

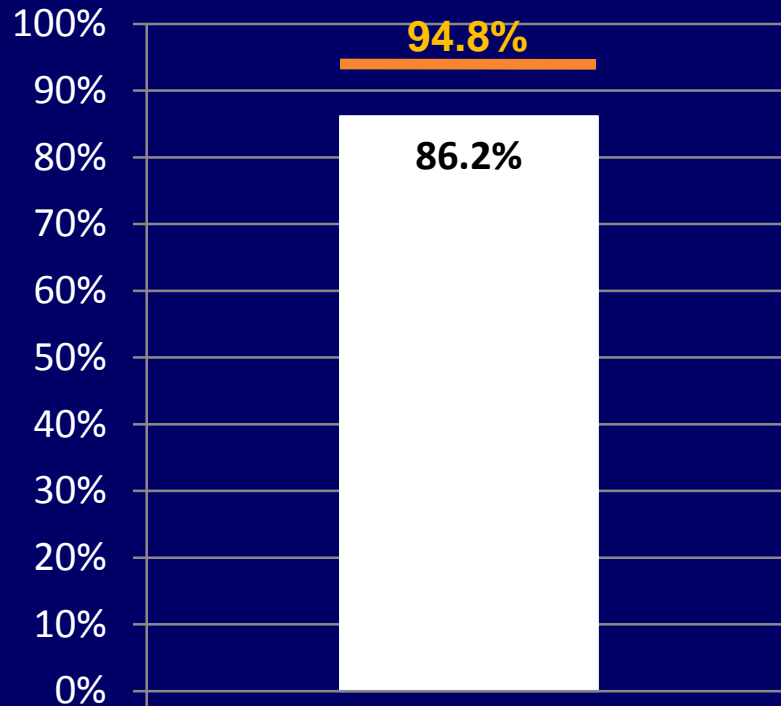


Source: Community Health Assessment (2011)

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

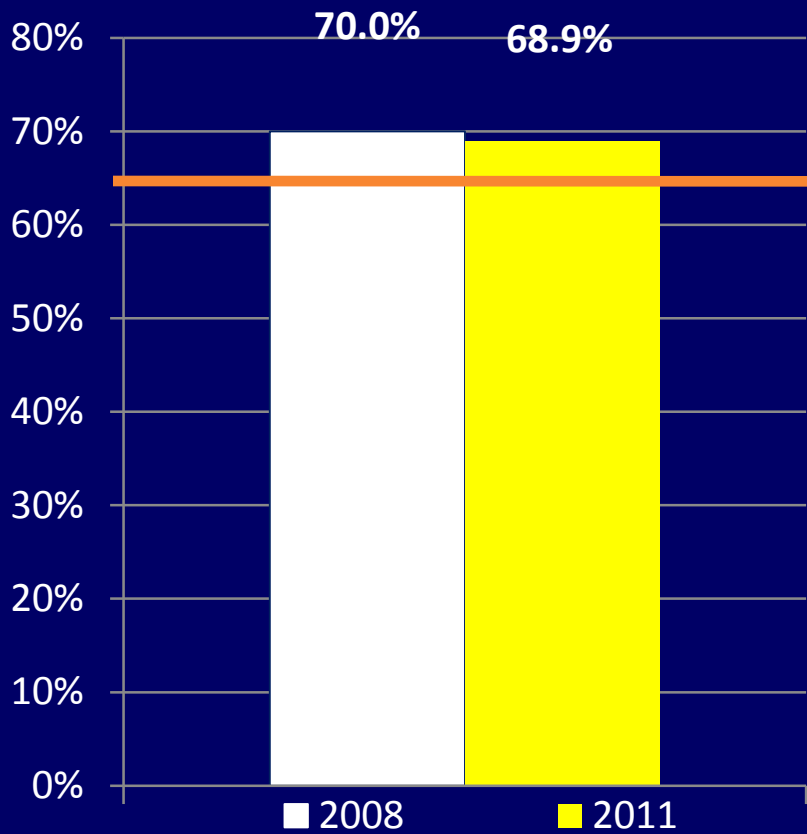


Source: Community Health Assessment (2011)

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)

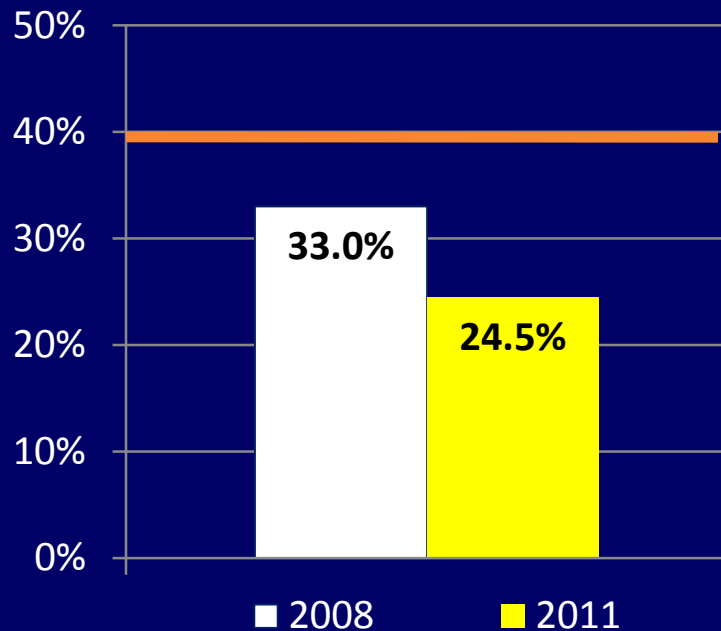
Percent who are overweight or obese

Target – 65.7% (State Rate)

Goal 2: Metrics



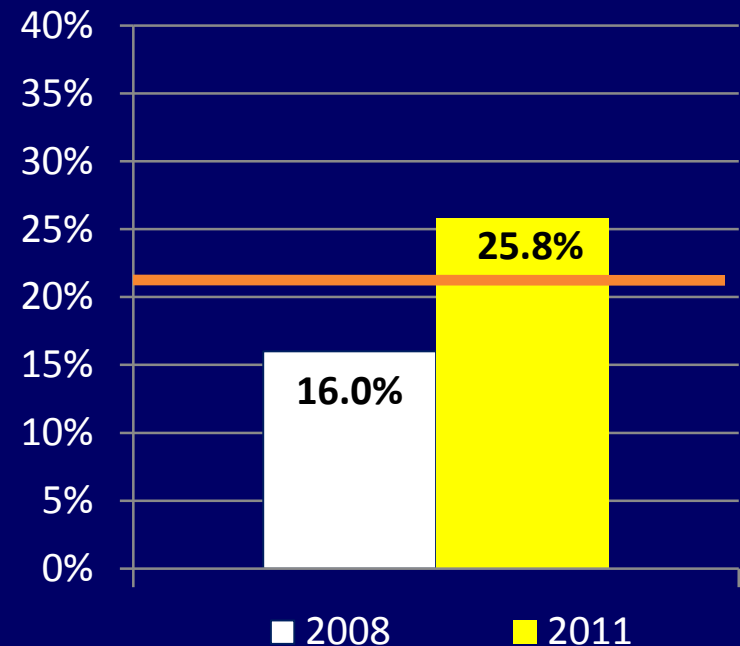
Percent of Adults Meeting Guidelines for Physical Activity



Source: Community Health Assessment (2011)

Target: Increase to 40%

Percent of Adults Meeting Guidelines for Fruits and Vegetables Consumption



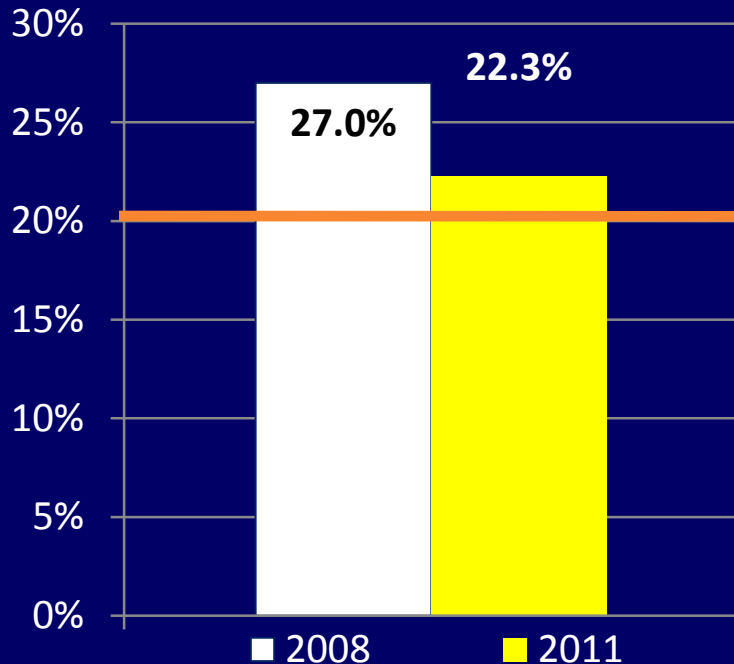
Source: Community Health Assessment (2011)

Target: Increase to 21%

Goal 3: Metrics



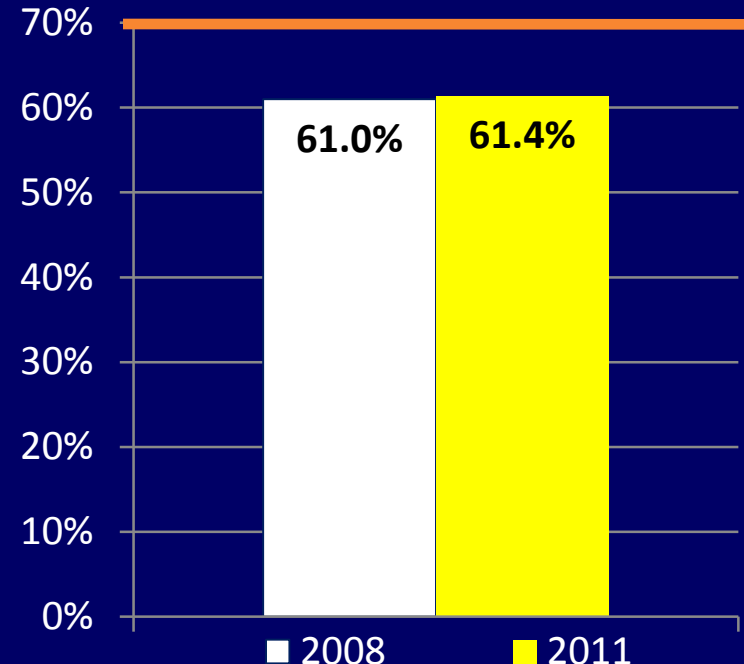
Percent of Population Smoking



Source: Community Health Assessment (2011)

Target – 20.5% (State Rate)

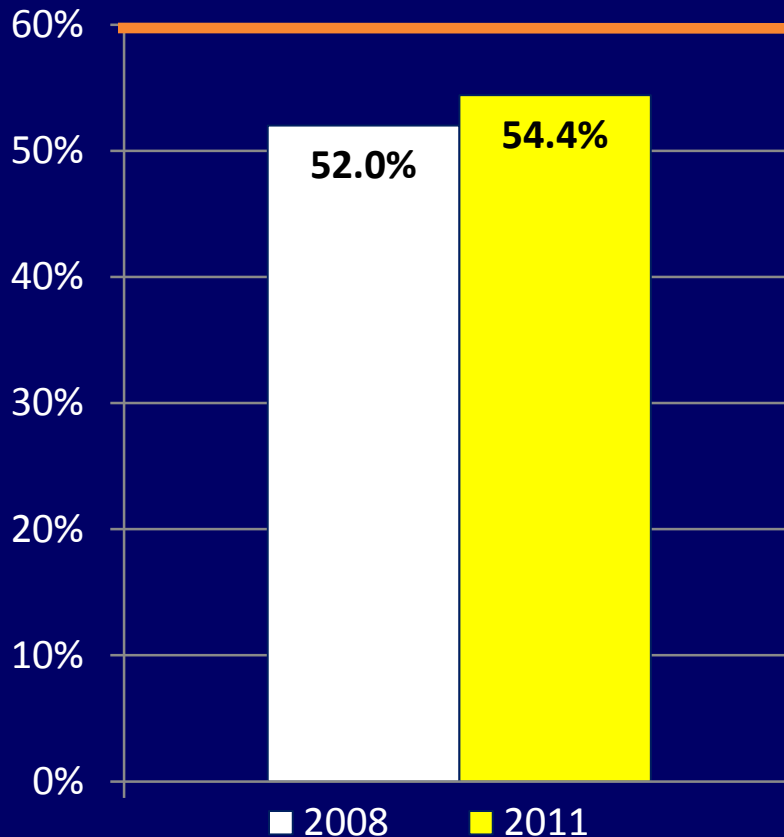
Percent of Provider Giving Smoking Cessation Advice



Source: Community Health Assessment (2011)

Target – Increase to 70%

Goal 4: Metrics

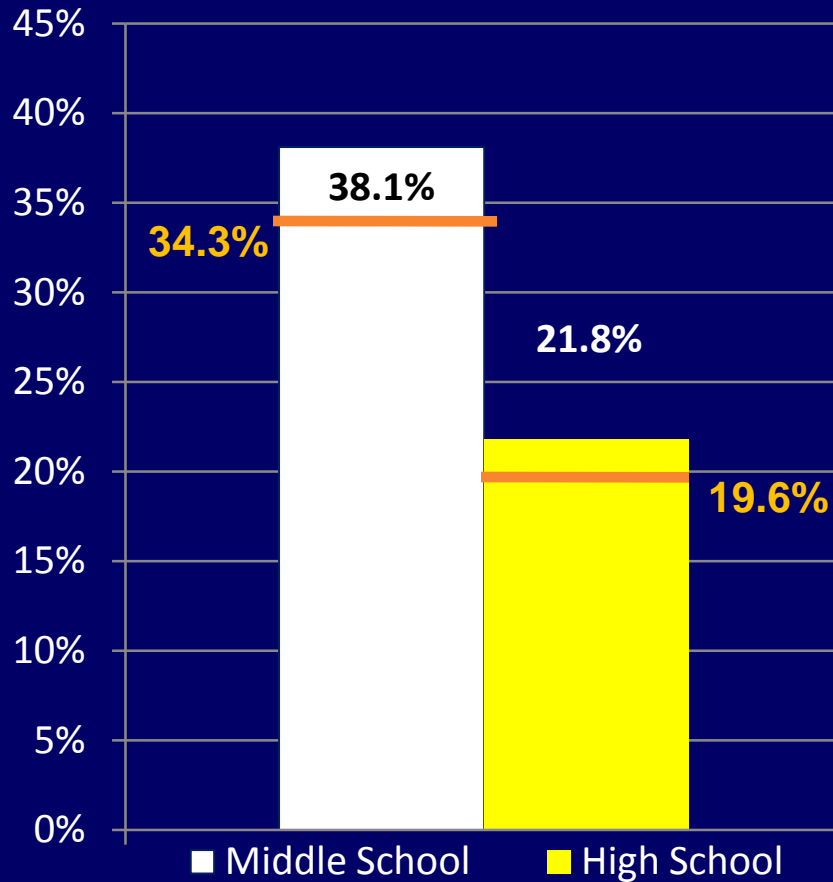


Source: Community Health Assessment (2011)

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

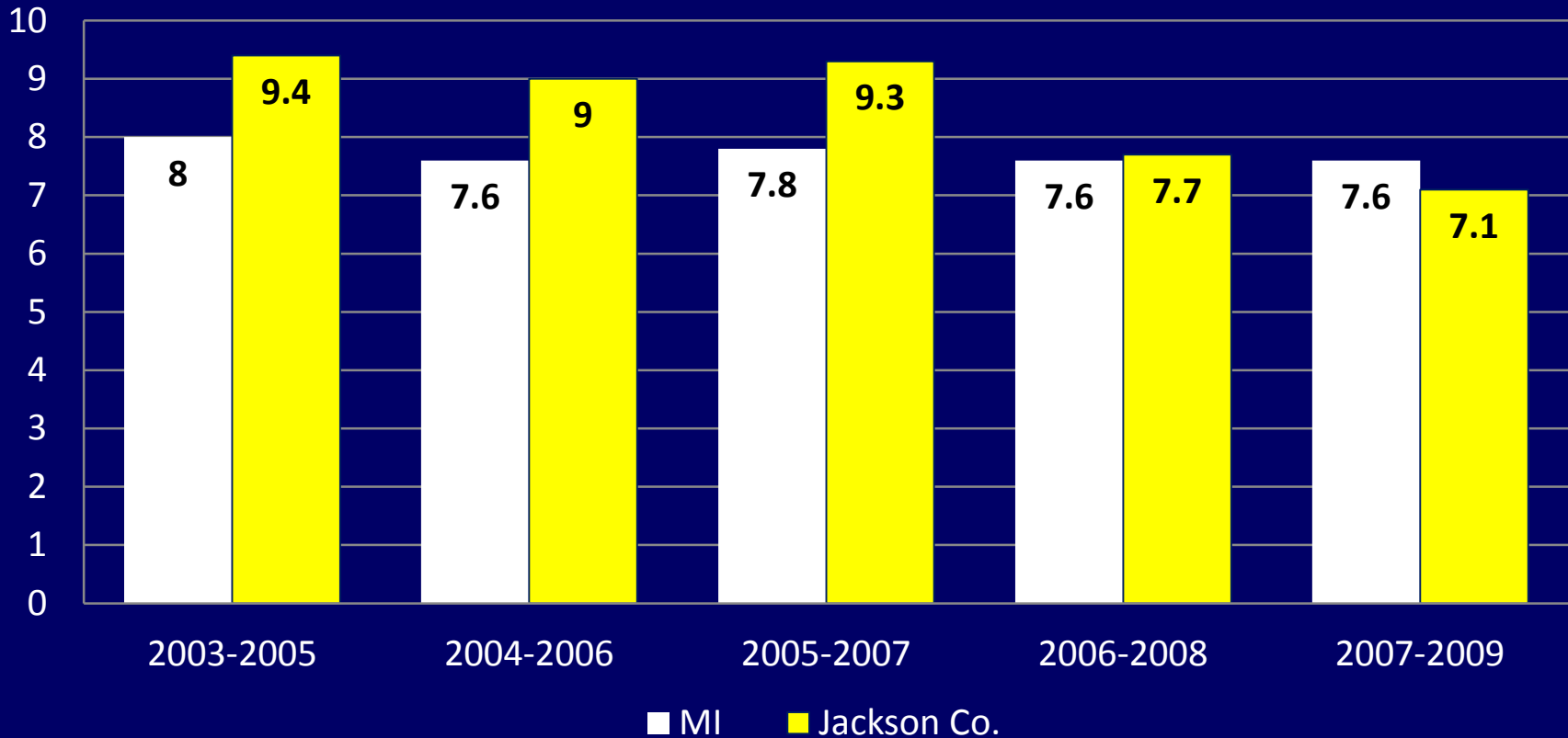
Students who have been bullied on school property in Jackson County

Target: Decrease by 10% of 2011 baseline

Goal 5: Metrics



Infant Mortality Rate per 1,000 live births

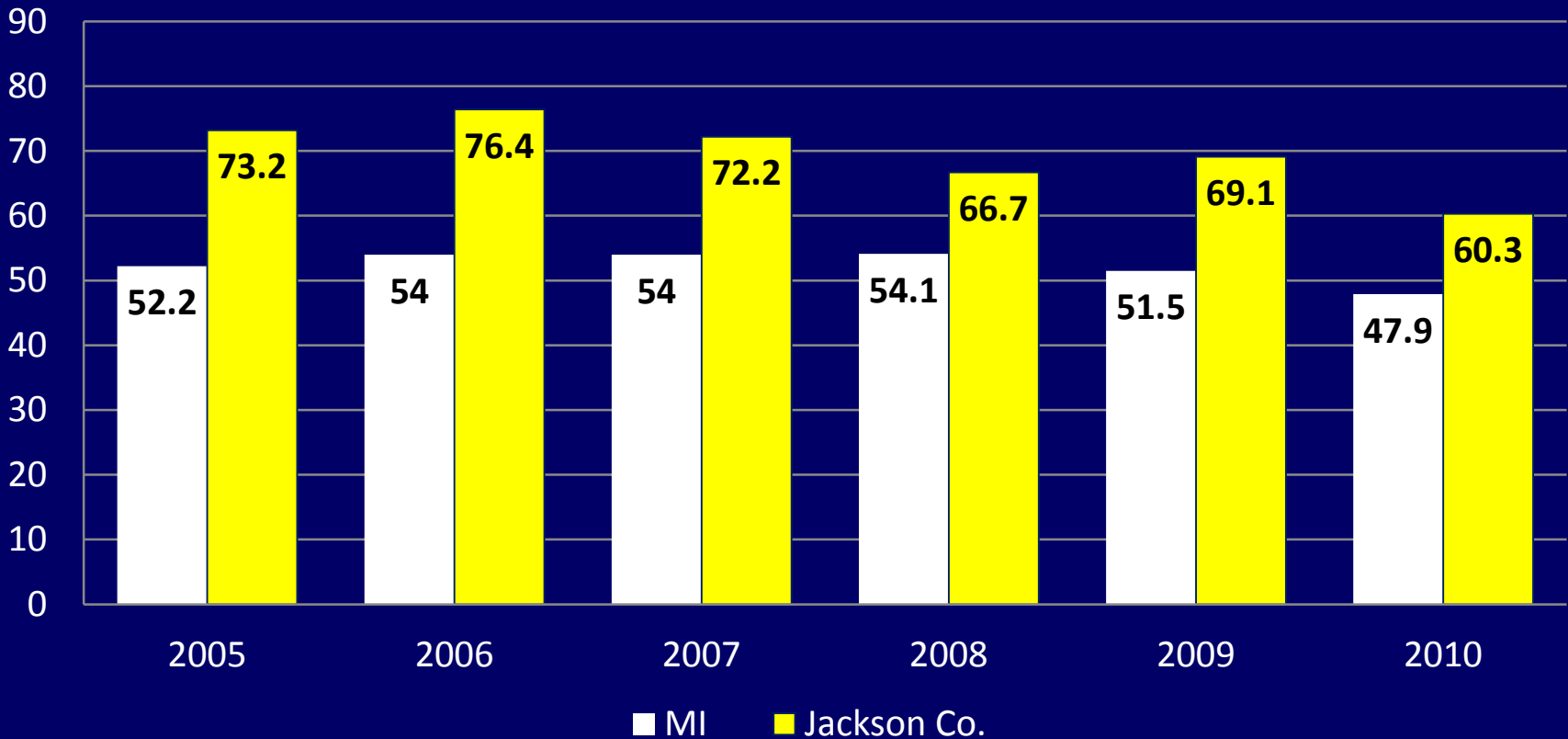


Source: Michigan Department of Community Health
3-year Moving Average

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>2007</u>	<u>2008</u>	<u>2009</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Diseases of the Heart	244.2	238.5	255.9	240.9	243.6	231.1
Cancer	220.2	224.1	223.4	199.2	201.5	202.4
Chronic Lower Respir. Disease	53.4	64.9	68.8	45.8	51.6	49.6
Stroke	47.2	49.9	47.6	46.0	46.5	44.3
Diabetes Mellitus	NA	29.3	26.9	NA	27.5	27.0
Suicide	13.5	14.4	18.1	11.1	11.7	11.7

Case rates per 100,000

Programs



- Health Administration – (includes chronic disease programming) M
- Communicable Disease - M
- Immunization – M
- Veteran’s Affairs – M
- Health Education – M
- AIDS Counseling and Testing – M
- Immunization Action Plan
- Environmental Health – M
- Sexually Transmitted Diseases – M
- In –Home Services

Programs



- Home Delivered Meals
- Infant Mortality and Prevention
- Hearing and Vision - M
- WIC Supplemental Food Program
- Senior Citizens Programs
- Teen Pregnancy Prevention
- MSU Extension
- Health Emergency Preparedness
- Maternal Infant Health Advocacy (program ended)
- Geriatric Mental Health

Programs



- Maternal Child Health
- Senior Center
- Congregate Meals
- Medicaid Outreach & Advocacy
- Sparks Park
- Cascades Falls
- Parks General
- Medical Examiner
- Animal Shelter
- Veterans Burial Claims – M

Programs



- Out-County Parks, Including Falling Water Trails
- Early On
- Lawnet Narcotics Grant
- Pleasant Lake County Park
- Swains Lake County Park
- Car Seat Program
- Tobacco Reduction Coalition / FDA Tob. Retailer Inspect.
- Drain Commissioner
- Appropriations – Substance Abuse
- Soil Erosion – M

Programs



- Appropriations - RSVP
- Parks Police
- Appropriations – Conservation
- Cascades Golf Course
- Cascades Short Course
- Appropriations – Food System

Challenges



- Funding for personnel/programs to achieve CAP objectives (.6 FTE designated to HIO/CAP)
- Resistance of committees, organizations, businesses, etc. to implement environmental / system changes to foster cultural changes (i.e. clean indoor air law, complete streets ordinance, healthy restaurant and fast food options, fresh fruits and vegetables at convenience stores)

Challenges



- Competing against mass media and special interest group funding
- Maintaining an on-going commitment level to the CAP and with all population demographics
- Hard to change the social norm
- Legislators making uninformed decisions

Opportunities



- HIO partnerships and the Step by Step online tool for team and individual wellness challenge (health information sharing, tracking, incentives)
- 2008 and 2011 CHA for baseline and comparative data
- Jackson County's and Michigan's dashboard for wellness - 4 (measures) by 4 (behaviors)
- HIO is a strong community platform for advocacy, resource sharing and leveraging funding for implementation of CAP

Opportunities



- Community Solutions Team on Health funding directly aligned with the HIO CAP.
- Jackson 2020 wellness vision supports HIO
- JCHD contract with Allegiance Health's Director of Community Health / HIO for medical direction
- JCHD new grant dollars current FY - \$230,000
- JCAP- targeting JPS 6th graders with abstinence education and youth development
- TOP- comprehensive sexual health programs for high risk students

Opportunities



- TPPI – Community Stakeholders group; Strategic Action Plan; Teen Advisory Council
- Prenatal Task Force Action Plan / Fetal Infant Mortality Review (FIMR) Team
- Healthy Store Conversion Grant - affordable healthy foods in underserved areas
- Healthy Meal Program – Healthy restaurant options endorsed by the HIO; public recognition
- Coordinated School Health Council Action Plan

Opportunities



- Project Access – Health care for uninsured adults who do not qualify for public assistance
- FDA Tobacco Retailer Inspection Program – enforcement of Tobacco Control Act specifically advertising and labeling to reduce youth access
- Jackson Co. Substance Abuse Prevention Coalition; Jackson Tobacco Reduction Coalition
- CDC Fellow – Potential grant to address integration of public health and primary care

Discussion / Resources



- Community Action Plan - MyHIO.org
- Step By Step - MyStepByStep.org
- Teen Pregnancy Prevention Strategic Action Plan www.tppi.jackson.org
- Jackson Tobacco Reduction Coalition; Jackson County Substance Abuse Prevention Coalition; Prenatal Task Force Action Plan www.co.jackson.mi.us/hd
- Vital Statistics – www.michigan.gov

Recreational & Cultural Opportunities

2012 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

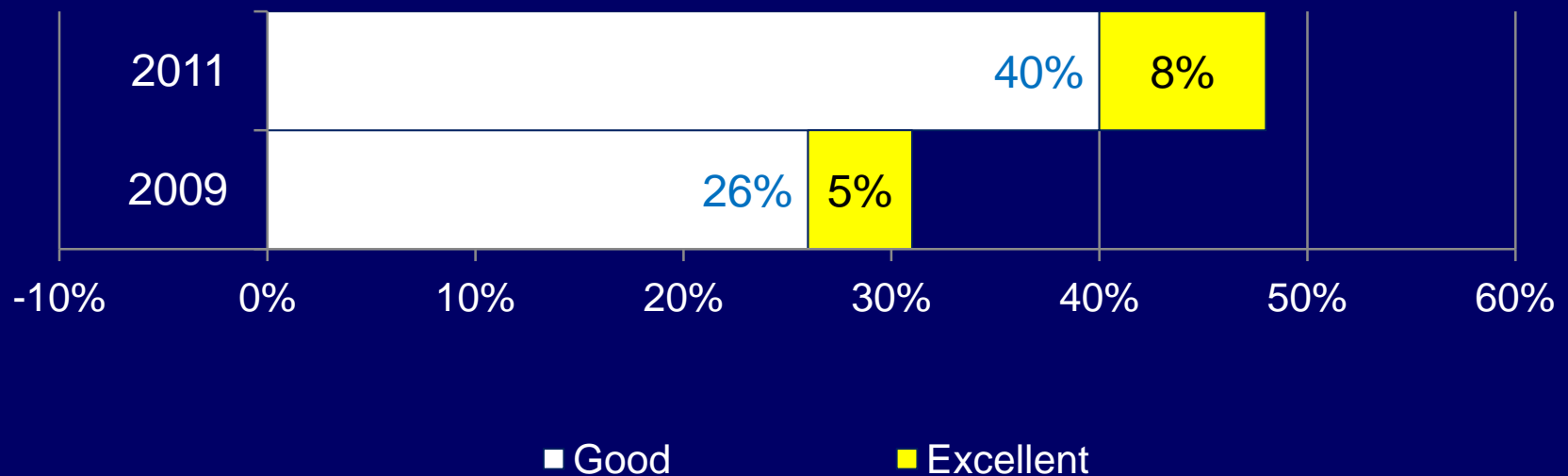


- Measure community perception of Jackson County
- Build on identified community strengths using a community coaching approach
- Launch community relationship renewal campaign

Metrics



Perceptions of the Availability of Historic Sites is Good or Excellent

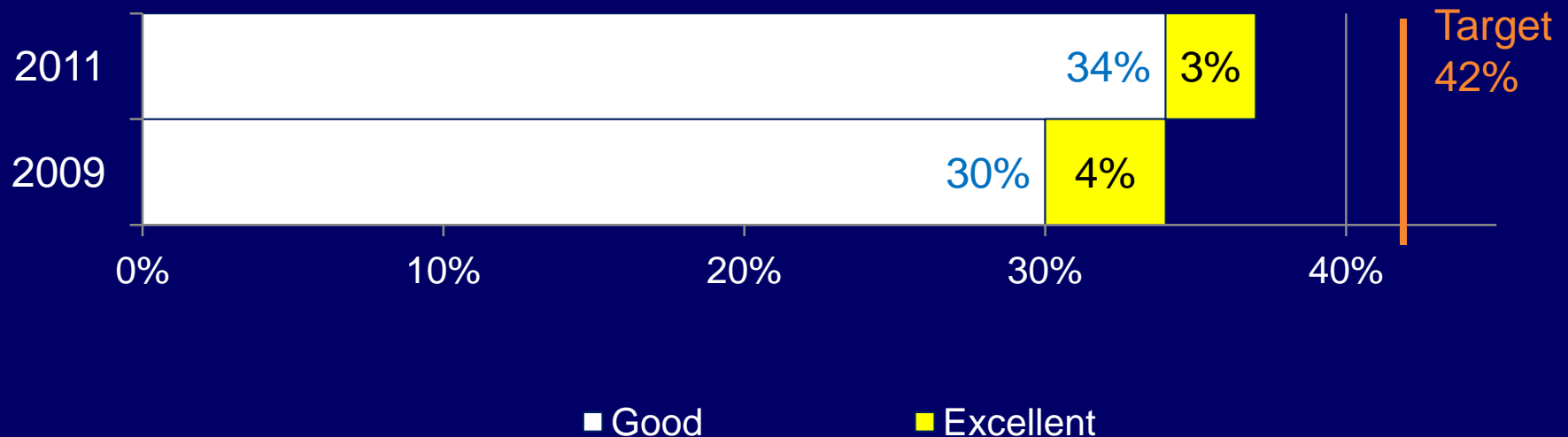


Source: National Citizen Survey

Metrics



Perceptions of Opportunities to Attend Cultural Activities as Good or Excellent

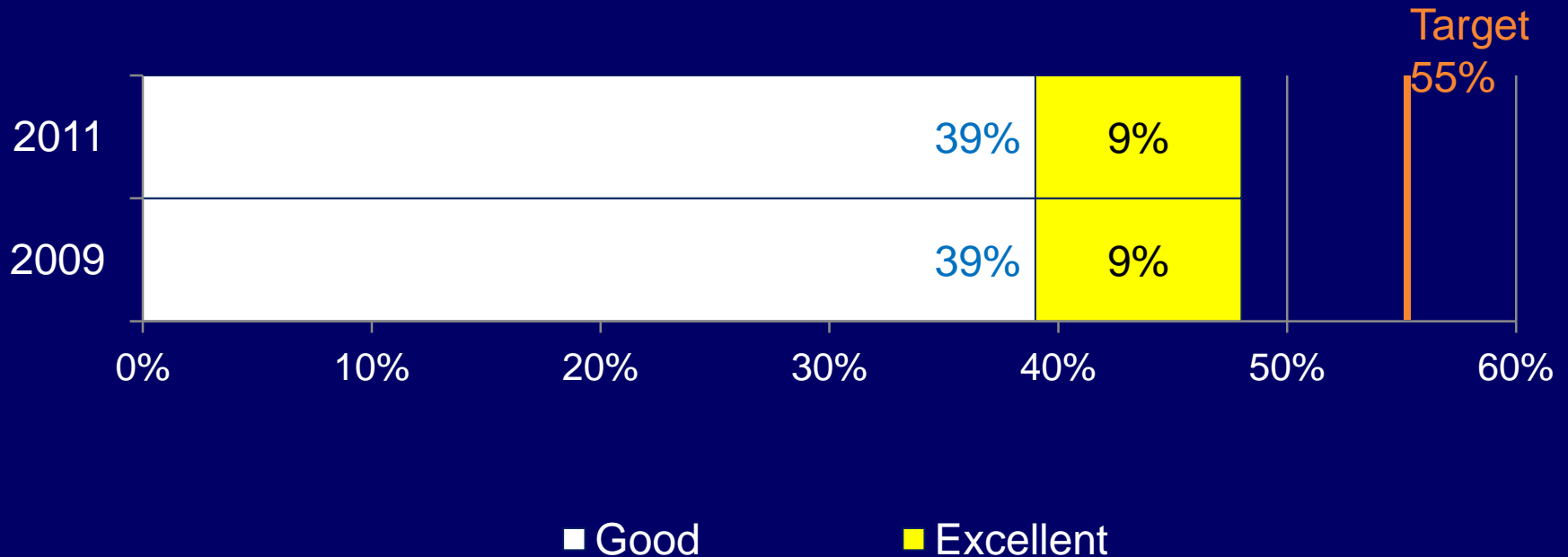


Source: National Citizen Survey

Metrics



Perceptions of Recreational Opportunities as Good or Excellent

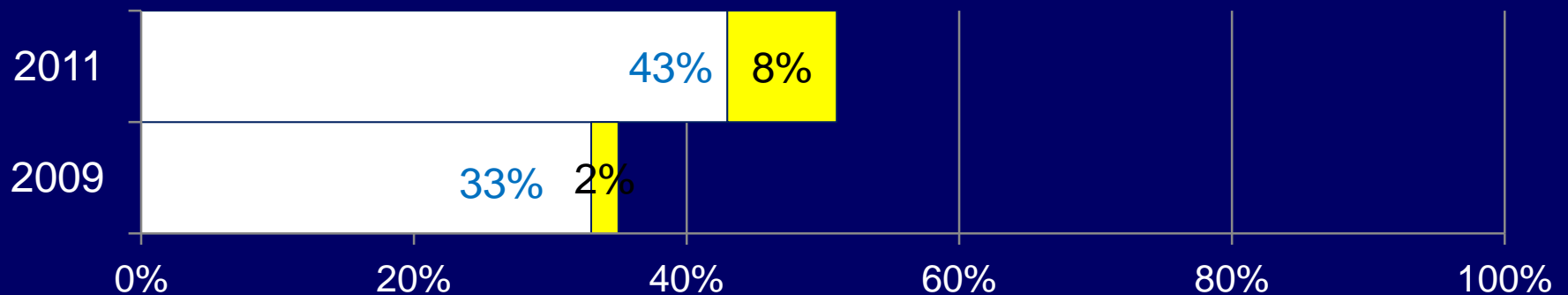


Source: National Citizen Survey

Metrics



Perception of Public Information Services as Excellent or Good

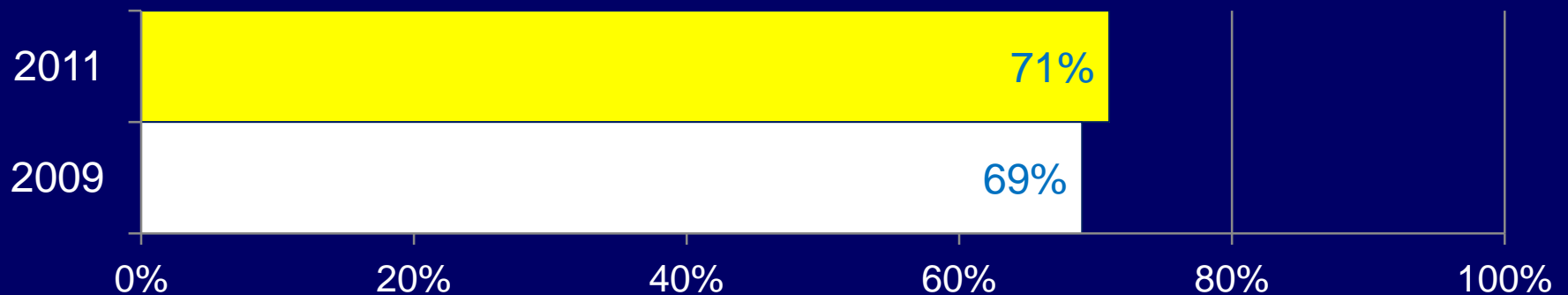


Source: National Citizen Survey

Metrics



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

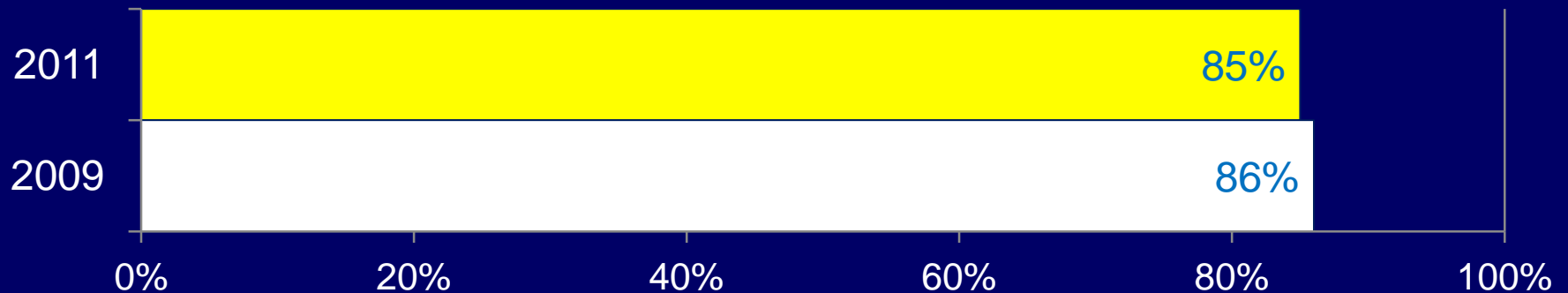


Source: National Citizen Survey

Metrics



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

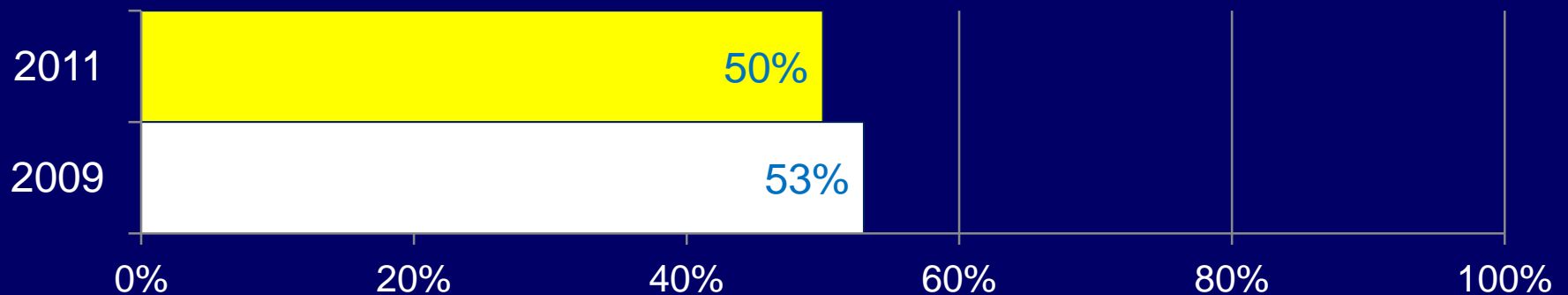


Source: National Citizen Survey

Metrics



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



Source: National Citizen Survey

Programs



- Fair
- Sparks Parks
- Cascades Falls
- Parks General
- Out-County Parks
- Congregate Meals
- Parks Police
- Cascades Golf Course
- Swains Lake County Park

Programs continued



- Pleasant Lake County Park
- Appropriations – Region II
- Cascades Short Course
- CVB and Chamber Collaboration

Successes



- Attendance for the Fair up 17%
- Attendance for the Civil War Muster up
- New Events for the Fairgrounds from 2011
- Sponsorships increase

Challenges



- Coordination of the whole recreational community:
 - Local colleges
 - Cultural & Arts Community
 - Fitness Council
 - Communication of all recreational communities

Opportunities



The Jackson 2020 Group has scheduled a meeting with the recreational community to begin the process of identifying and communicating with entities to engage them in a community calendar process.

Discussion



Education

2012 Board Retreat



Strategic Vision



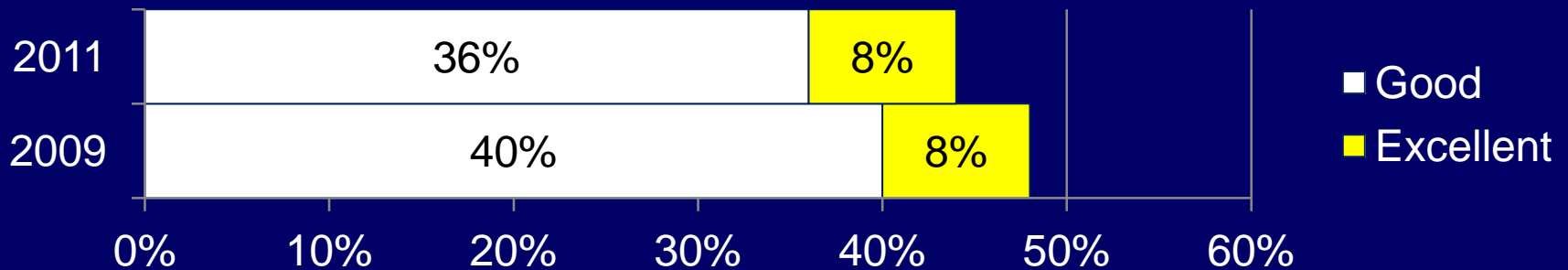
Build a “Culture of Education” through community collaboration

- 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

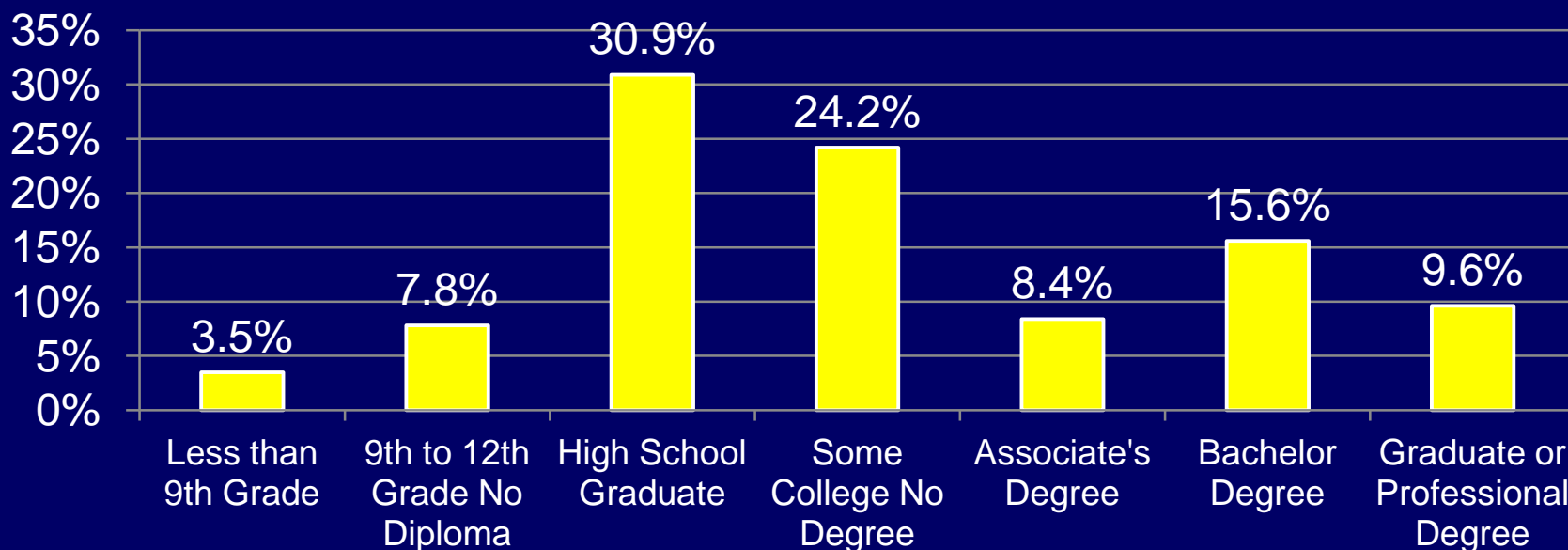


Goals



- Increase the number of Jackson County residents that have post secondary credentials to exceed national averages of 86%.

Educational Attainment



School Readiness Assessment



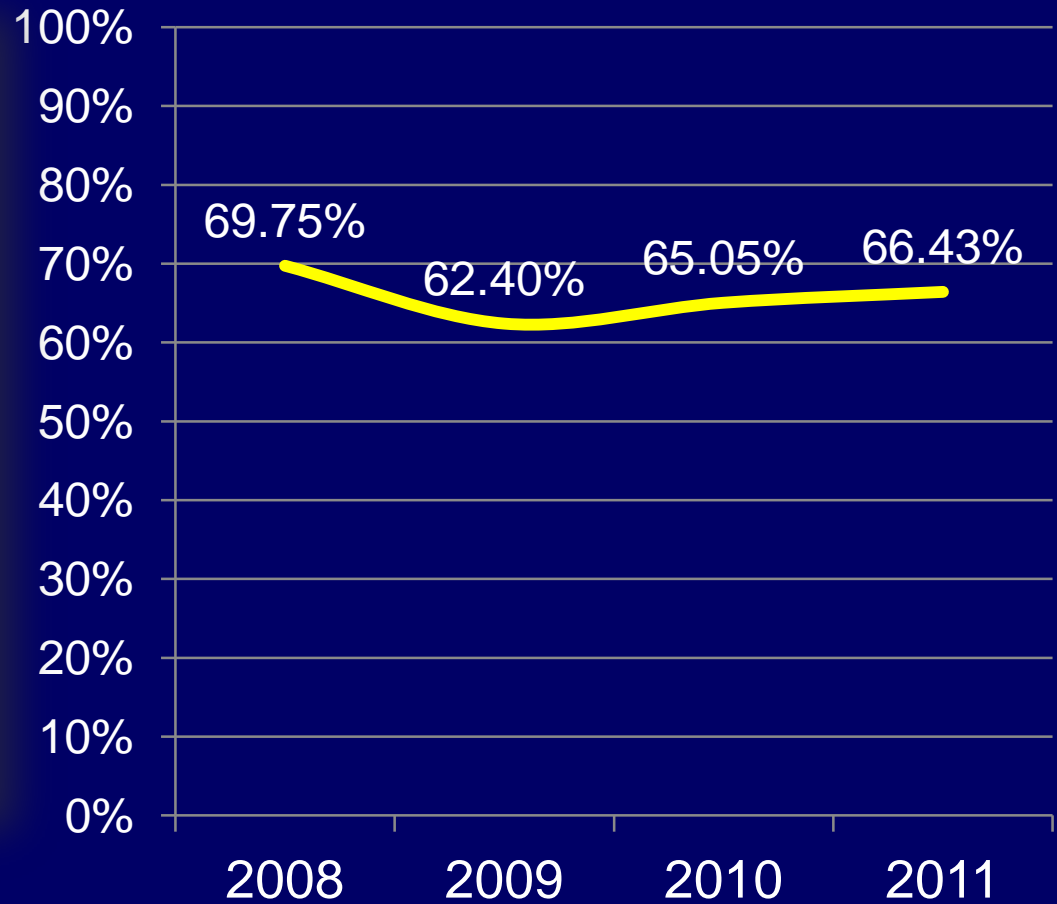
- Since 2008, the Jackson County Intermediate School District, in partnership with the Great Start Collaborative, launched a county-wide early literacy assessment to determine the level of foundational literacy skills for each incoming kindergarten student. Each year a team of trained assessors visits each public, private, parochial and charter school to conduct the Phonological Awareness Literacy Screening (PALS) with each new kindergarten student since 2008, 7,752 assessments have been completed.

2011 Board Retreat

Goals



Pals Assessment

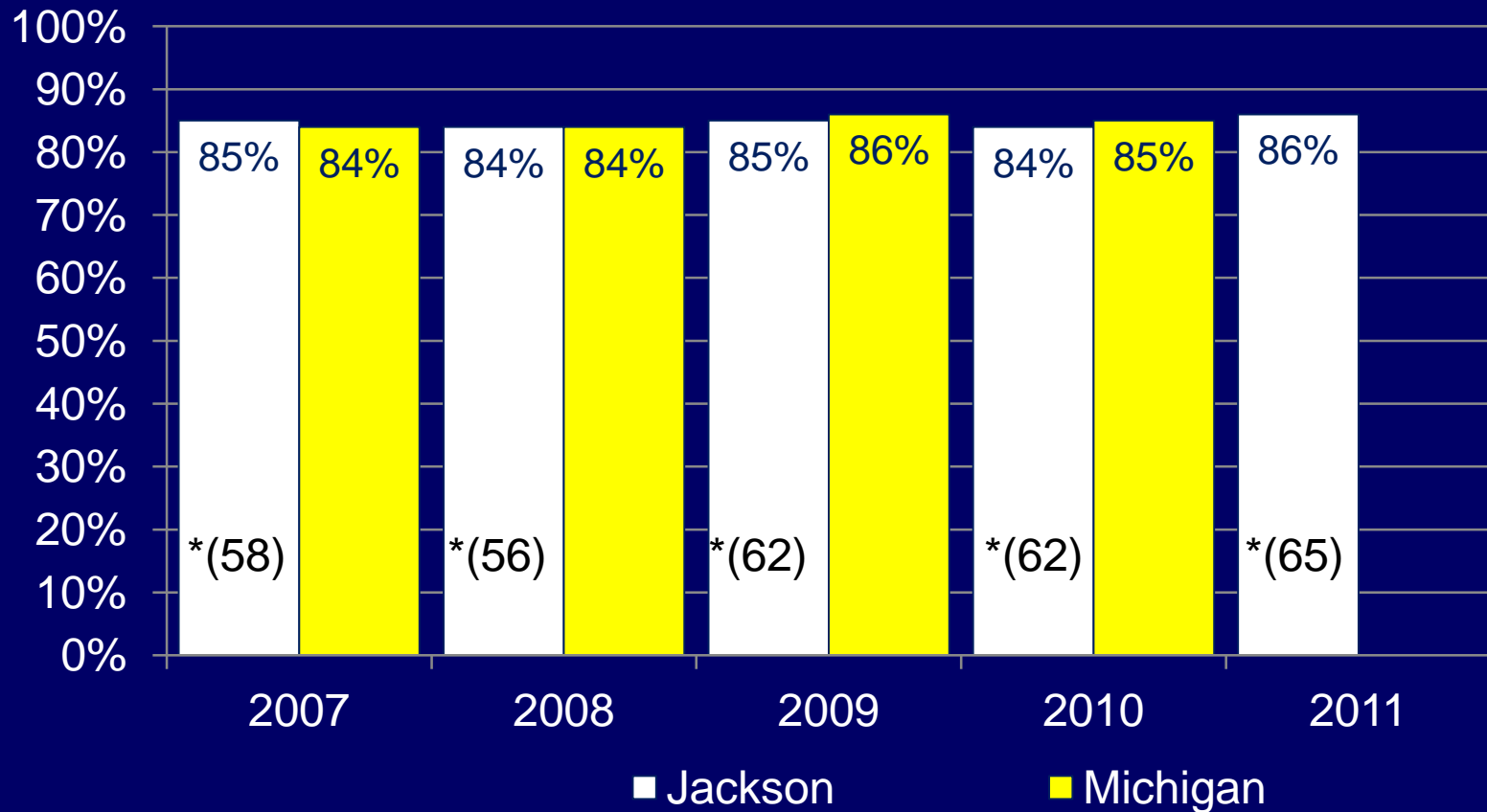


Goals



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.

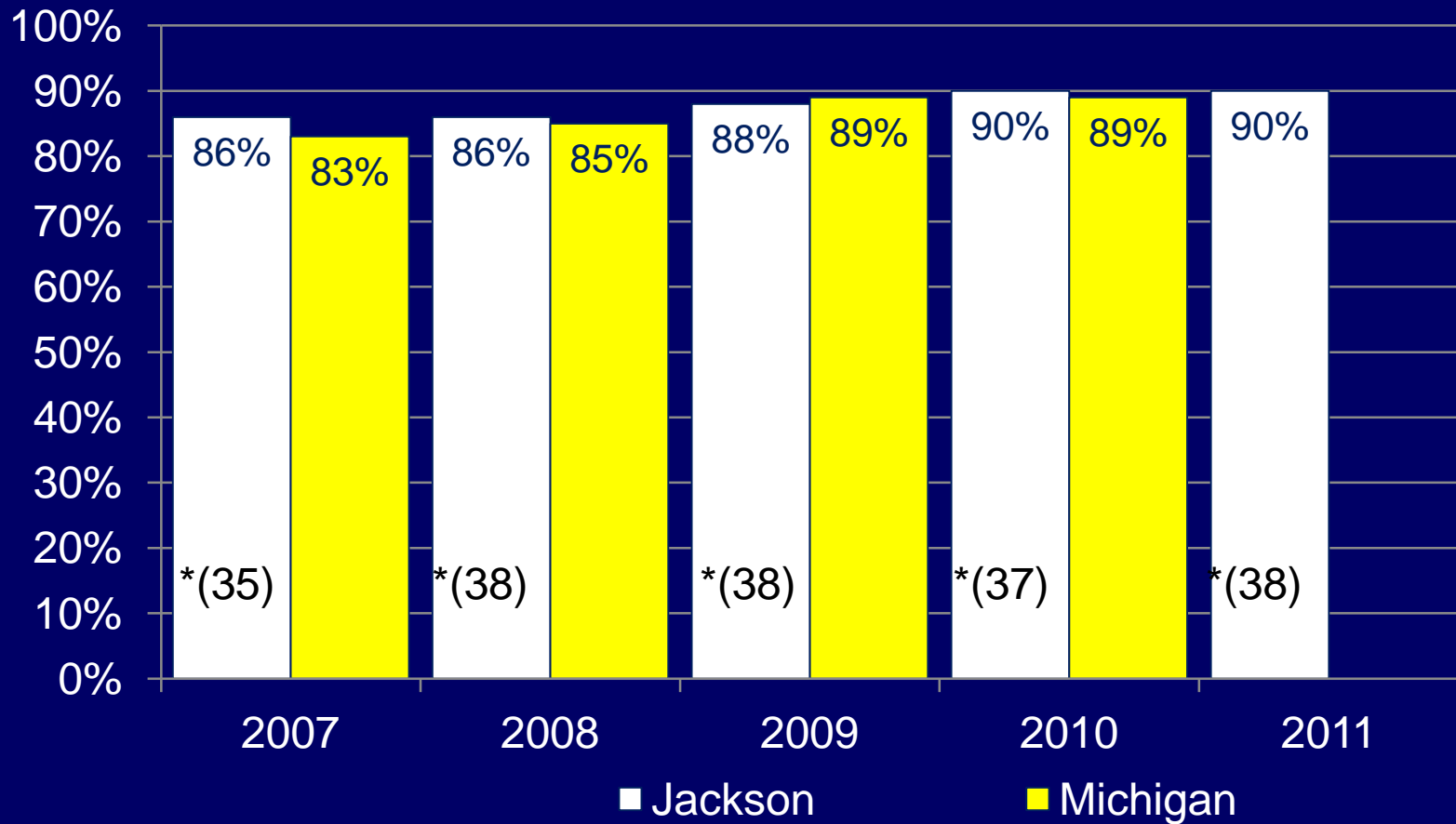
Elementary Reading Proficiency



Source: State of Michigan

* Numbers in parenthesis are new cut scores

Elementary Math Proficiency



Source: State of Michigan

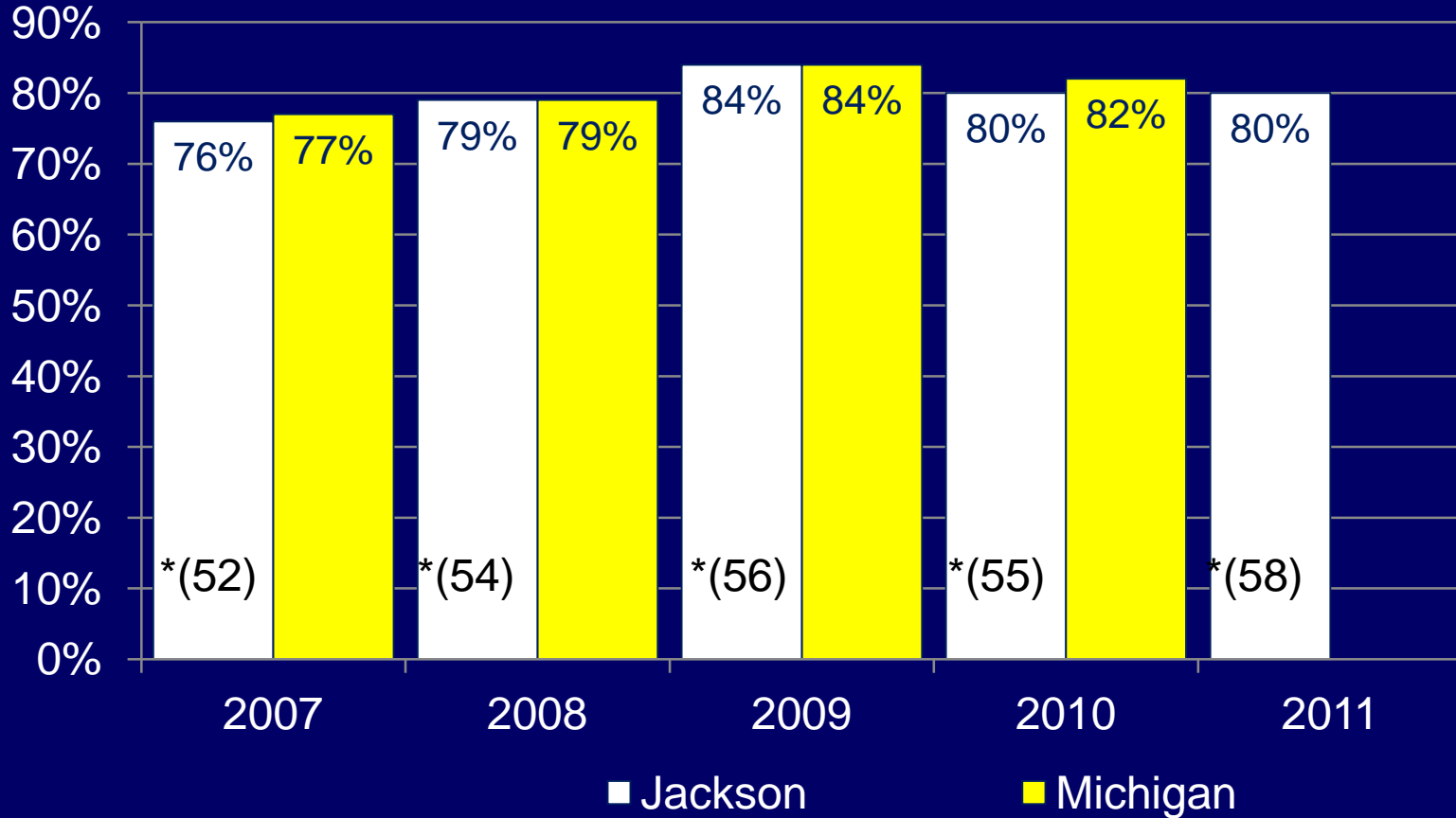
* Numbers in parenthesis are new cut scores

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.

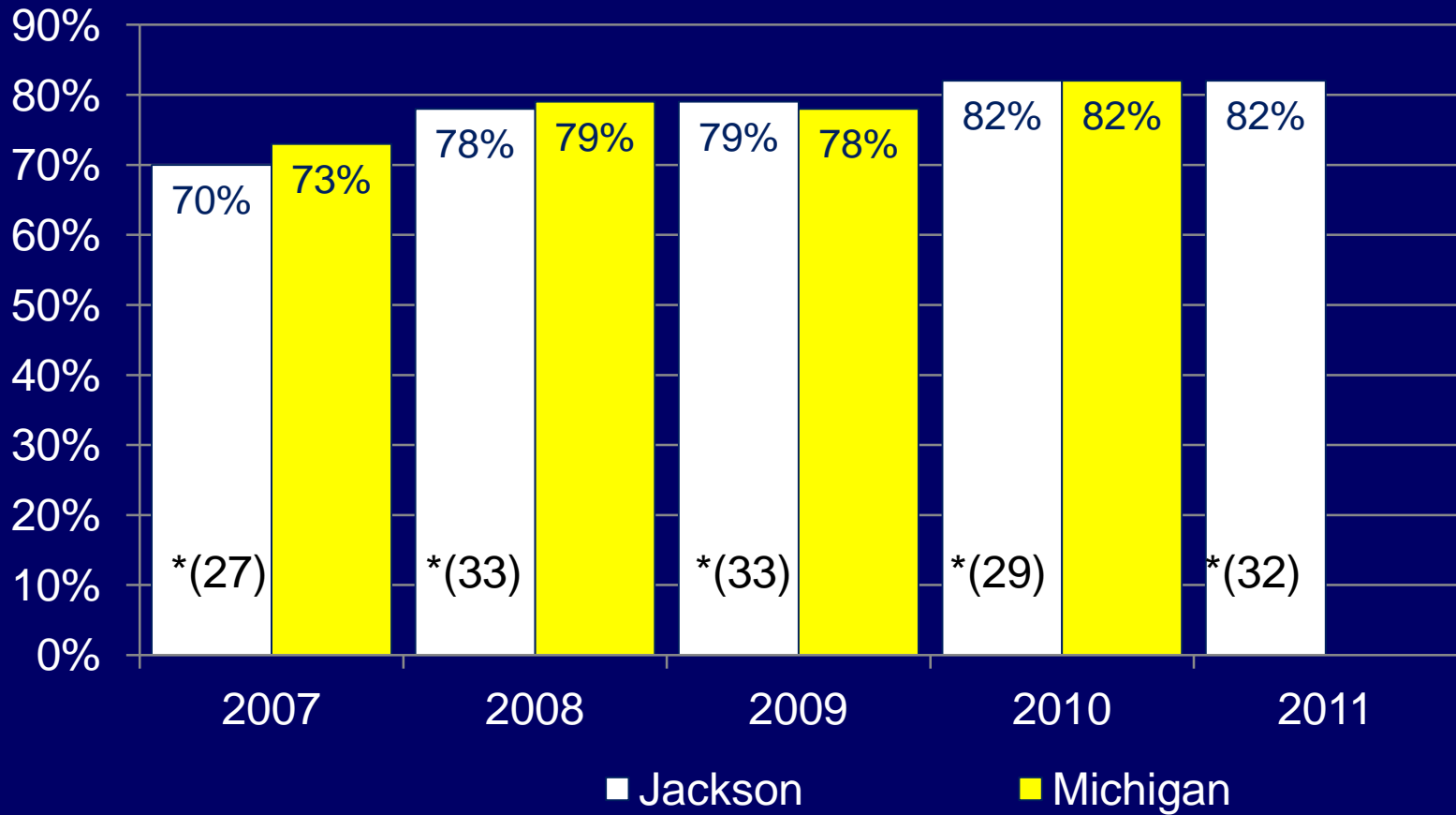
Middle School Reading Proficiency



Source: State of Michigan

* Numbers in parenthesis are new cut scores

Middle School Math Proficiency

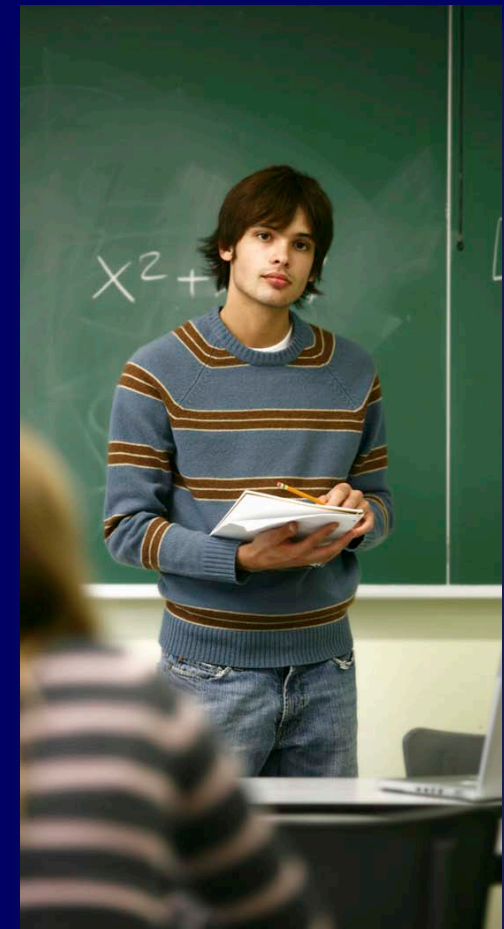


Source: State of Michigan

* Numbers in parenthesis are new cut scores

Goals

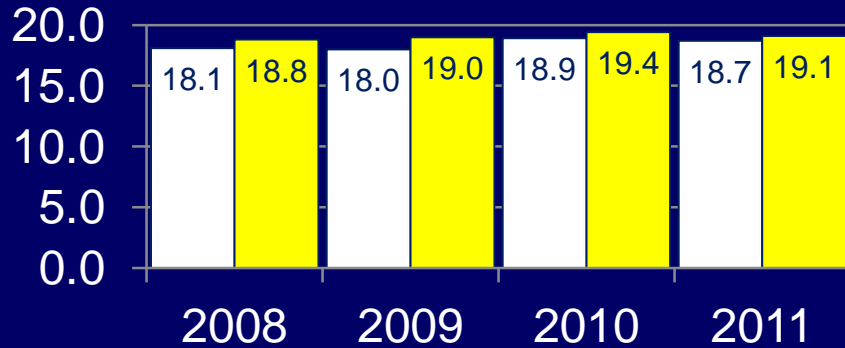
Jackson County High School students will be more academically ready for post secondary education and employment as evidenced by an increase in the average Jackson County score (range 1-36) on the ACT Mathematics, Reading, and Composite values and / or outperforming the state's average performance on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



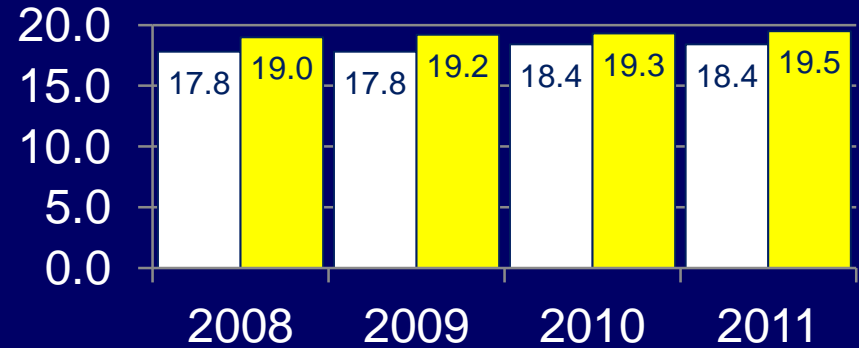
College Readiness



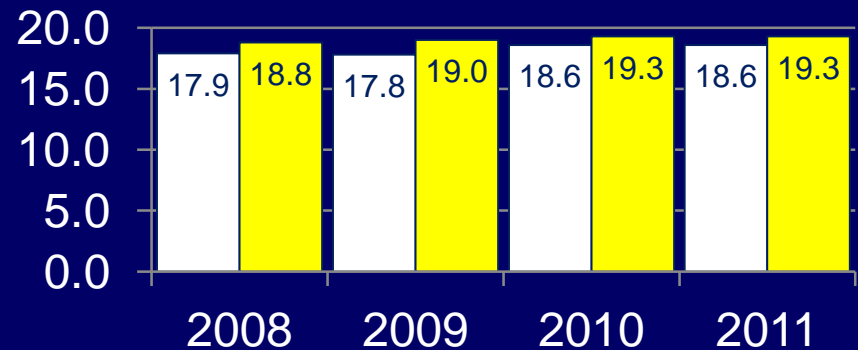
ACT Reading



ACT Math



ACT Composite

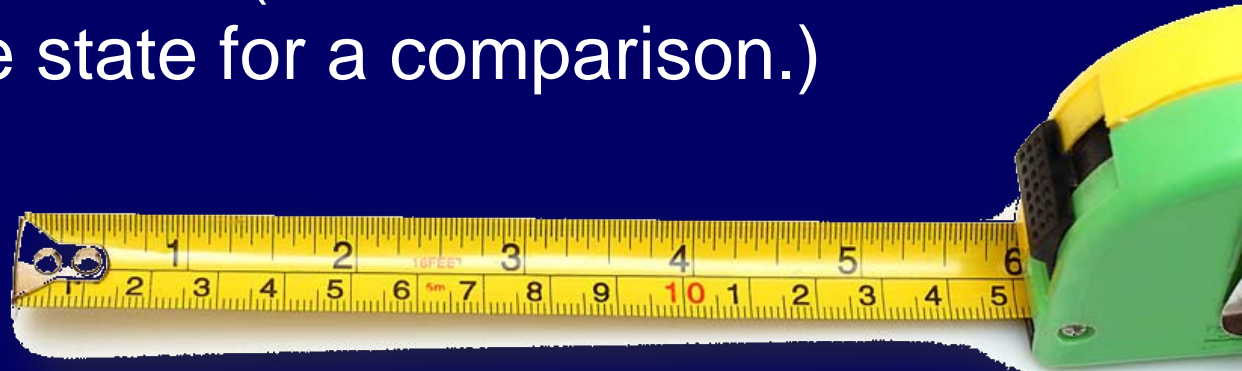


■ Jackson ■ Michigan

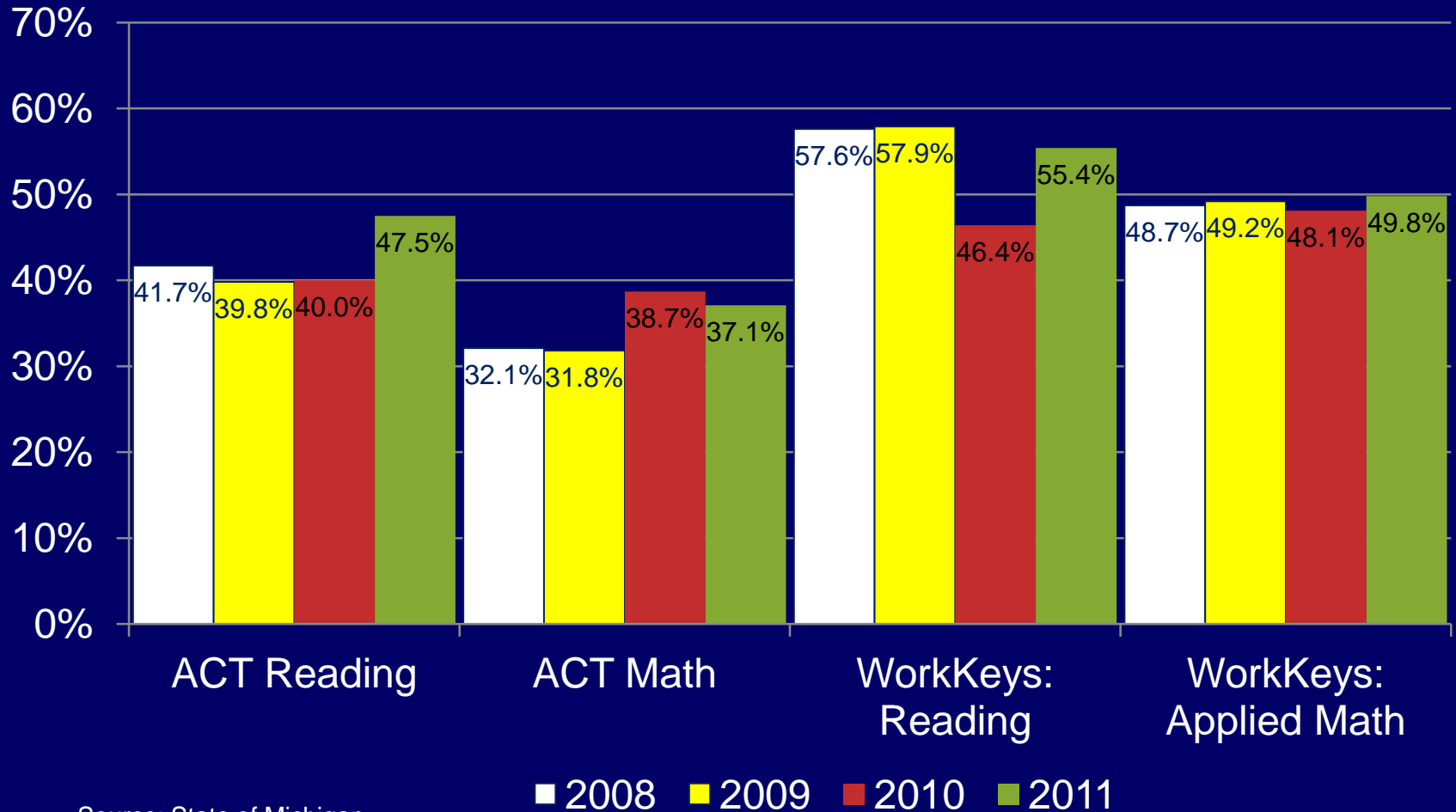
Goals



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

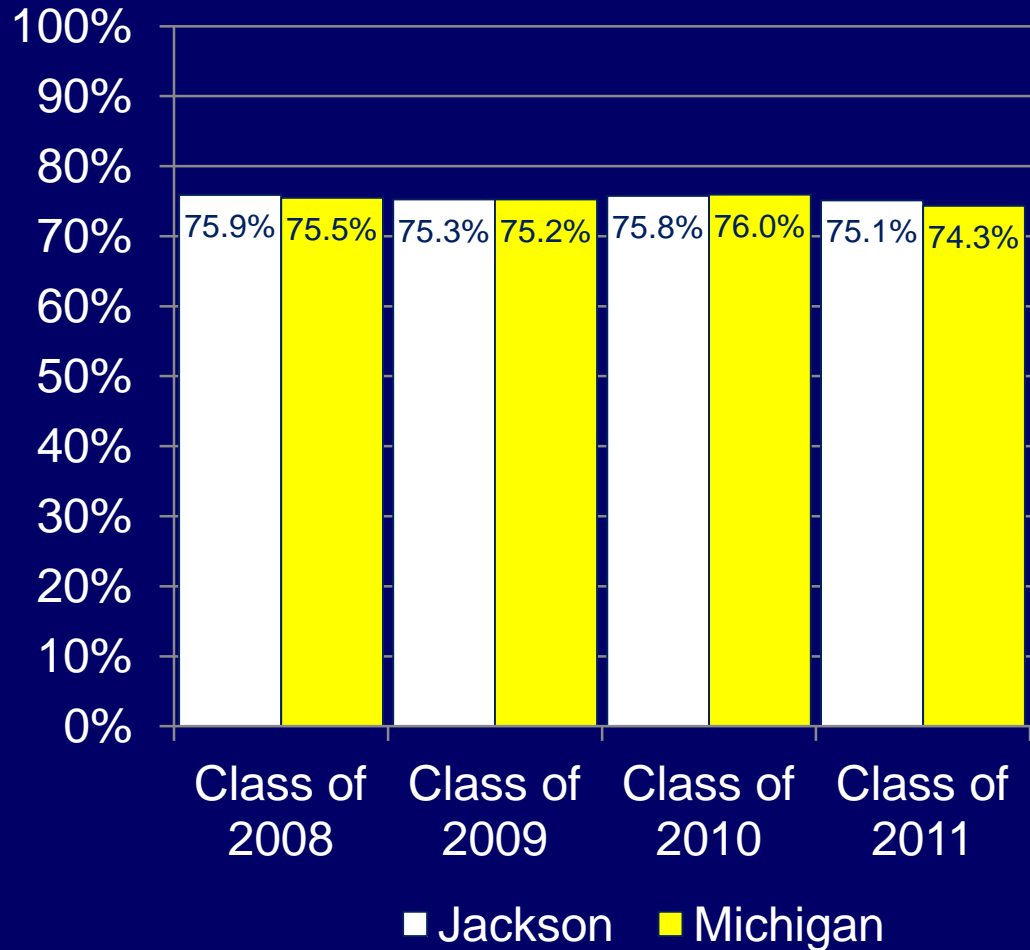


Source: State of Michigan

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.



Source: State of Michigan

Successes



Math Makes a Difference

Math Makes a Difference!

- Everyday Math Uses
- Help Students to Succeed
- Need Help With Math
- Get Involved

Math Makes A Difference!

how are YOU using Math?

You + Math = Success!

MATH ACTIVITIES

- **Fun Brain** - This site includes 17 original games based on soccer, car racing and much more
- **Cool Math** - Sharpen basic math skills, play games and explore new math concepts

PARENTS

- Make everyday math connections
- [Click Here](#) for additional worksheets and resources
- [Click here](#) for valuable information on math and higher earnings

STUDENTS

- **Skills Practice** - For Grades K-2
- **Enchanted Learning** - Counting, Multiplication, Charting and more
- **Khan Academy** - Watch, Practice, Learn almost anything for free.

COMMUNITY

- **Community Resources** lists a variety of tutoring options.
- A yearly **Math Summit** focuses on parental involvement, math support, transition to college and elementary math specialist



Successes

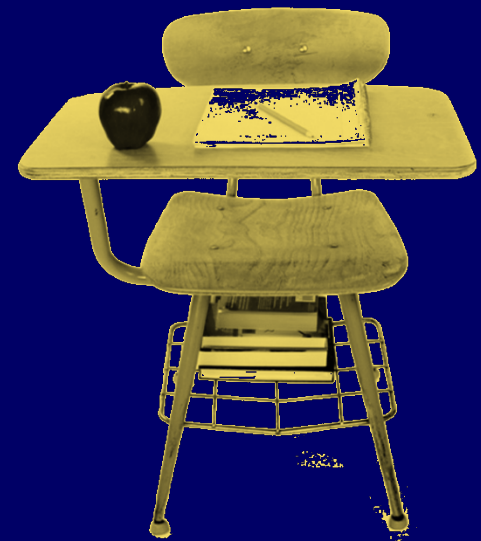


- Community discussion and awareness of importance of education
- Uniformity and alignment of the community around a common purpose
 - Agreement on five focus areas
- Support of all superintendents and districts
- Support of the non-profit and business community
- Greater efficiency in community groups addressing the same goal – unification of effort
- Engaged County Wide Library system responsive to the needs of its citizens.

Challenges



- Understanding and adapting to the core curriculum changes and associated data
- Current data is lagged
- Education is free and undervalued
- Lack of resources
 - Reduced and volatile State funding
 - Preschool resources
- Lack of parental involvement
- Poverty rates are increasing in the 0-18 ages



Opportunities



- Education steering team has broadened the base of support
- Jackson 2020 provides an opportunity to engage even more people in the discussion of diverse backgrounds
- Collaboration amongst school districts
- Collaboration with a very progressive Library

Discussion



Cooperation Between Governments

2012 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

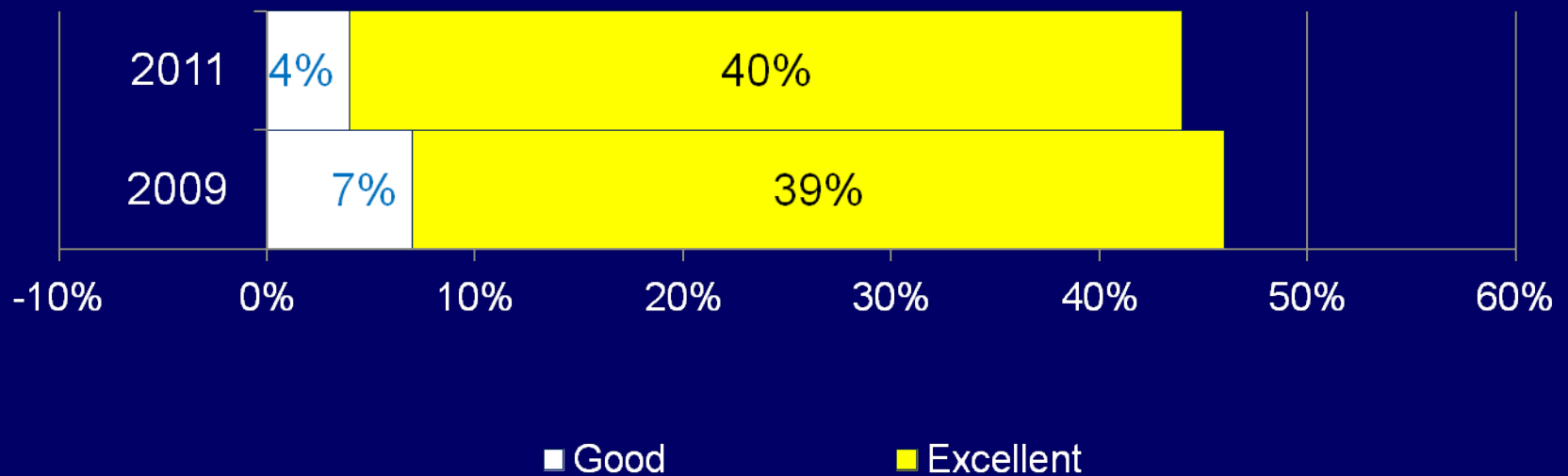


- Re-energize the Intergovernmental Committee
- Inventory Cooperative Arrangements
- Develop Communication tools to increase collaboration

Metrics



Citizens Rating the Quality of Services Provided by Jackson County

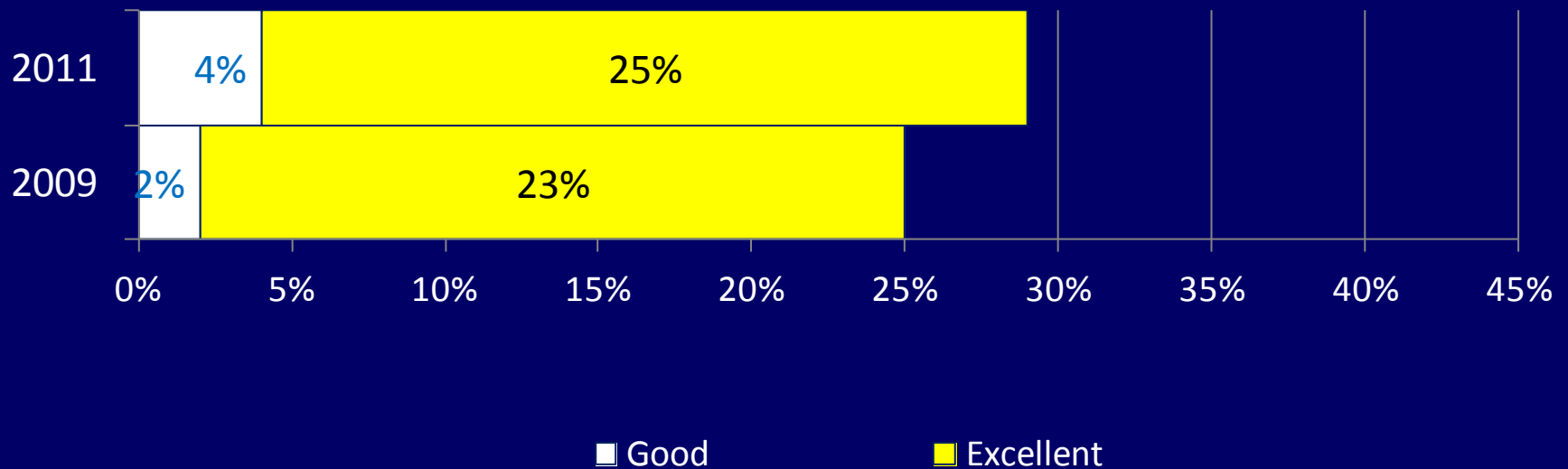


Source: National Citizen Survey

Metrics



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

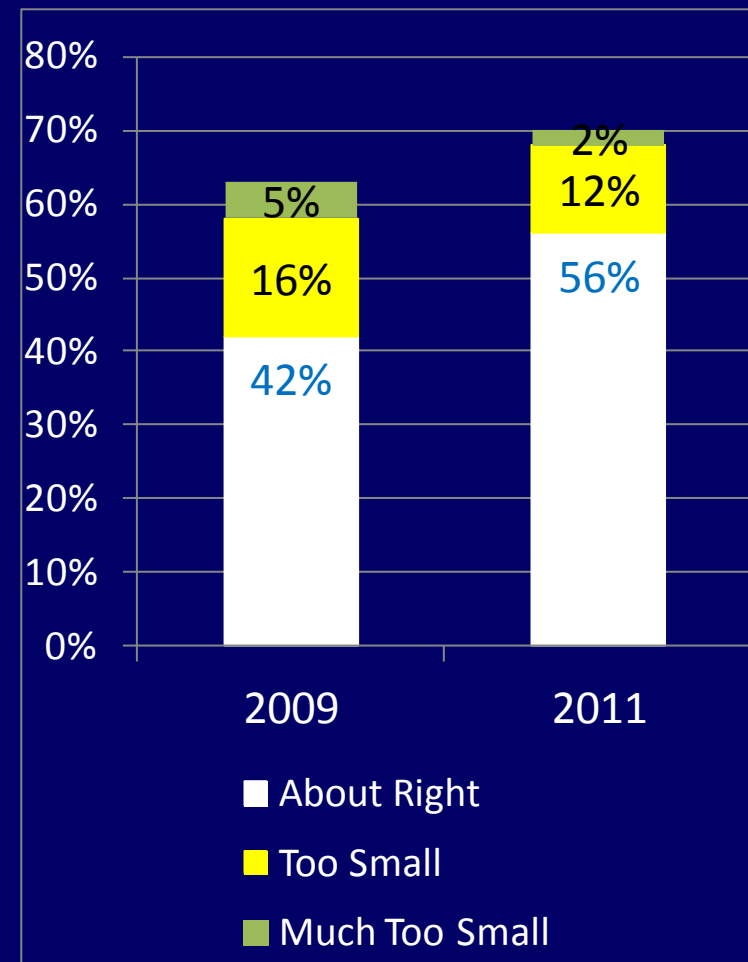


Source: National Citizen Survey

Metrics



What Do You Think of the Size of County Government?

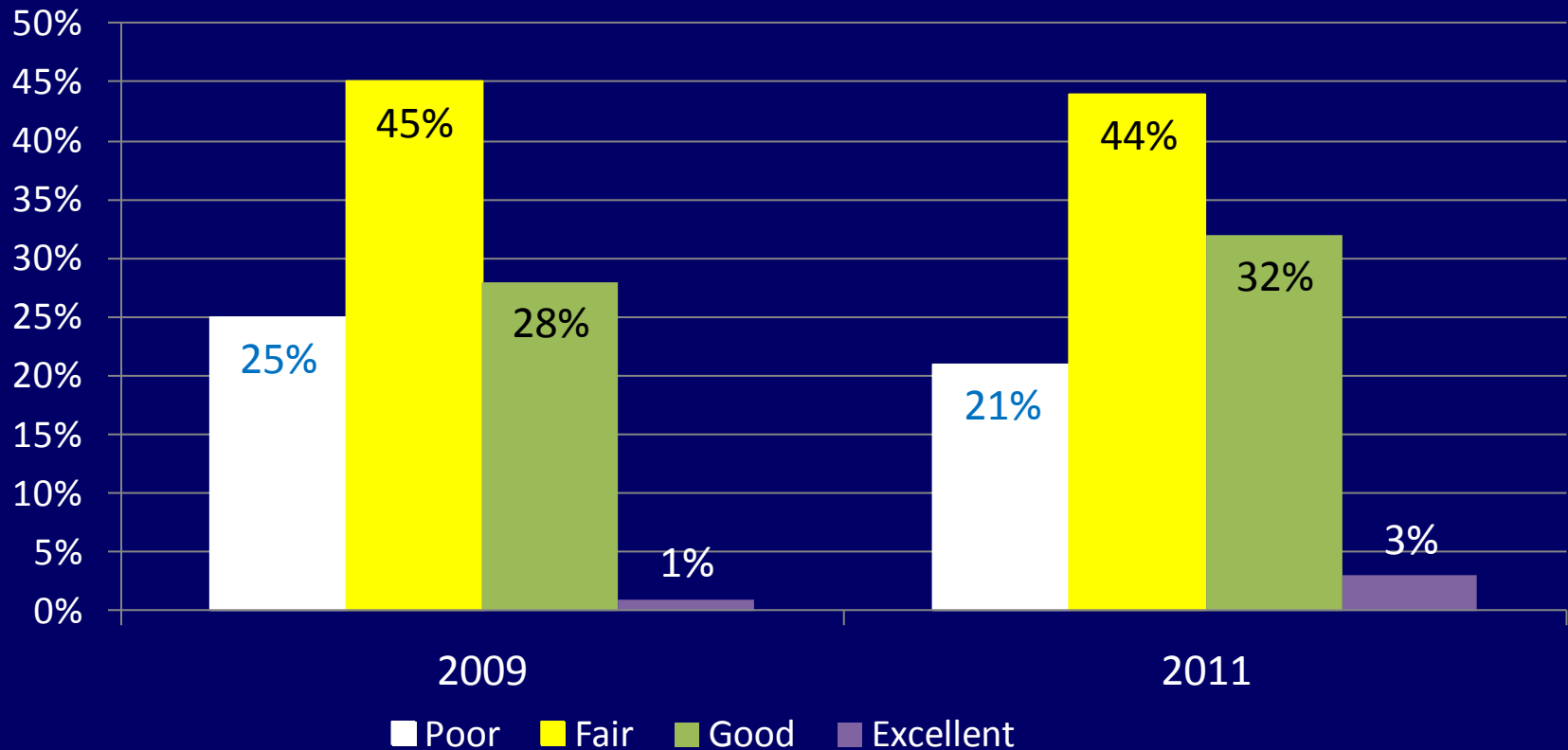


Source: National Citizen Survey

Metrics



Cooperation Between Jackson County Government and Other Units of Government



Source: National Citizen Survey

Programs



- Community Collaboration Luncheon was held August 11, 2011
- Two breakout sessions one for Collaboration Roadblocks and one for Collaboration Opportunities
- Attended by over 35 people from diverse areas of the community
- ISD
- Library
- City and Townships

Top Roadblocks to Collaboration



- Fear of losing
- Losing Jobs
- Losing Control
- Losing Autonomy
- Fear of Change
- Fear of the unknown



Top Roadblocks to Collaboration



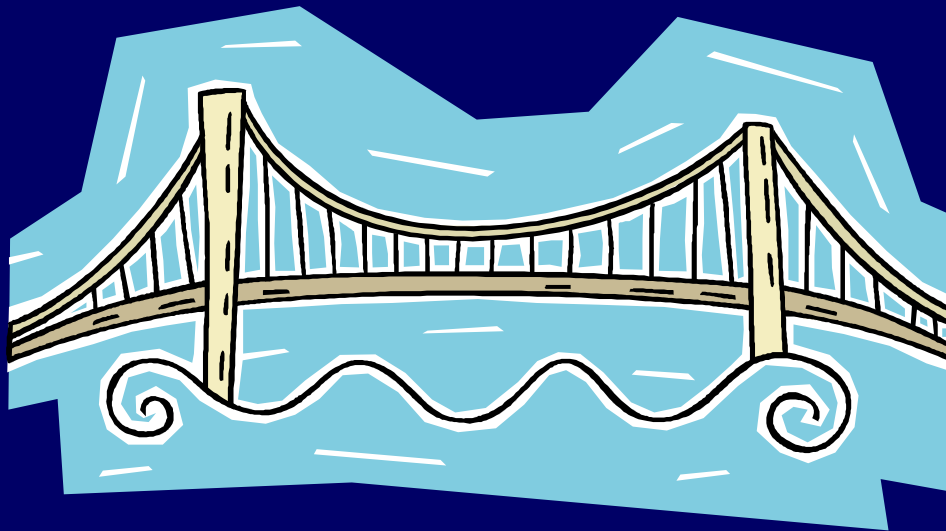
- Egos, Kingdoms, fiefdoms, turf.
- Being forced from the top down.



Top Roadblocks to Collaboration



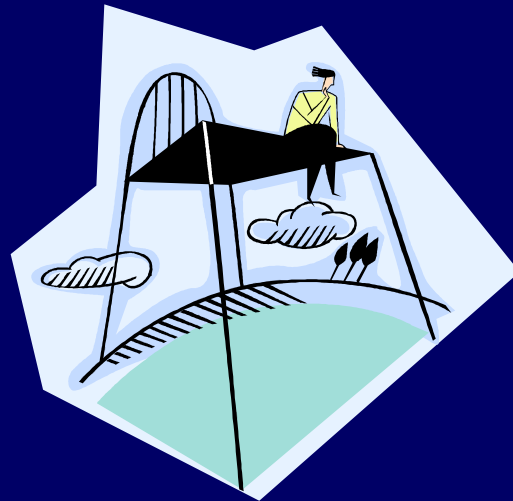
- Government resistance to restructure.



Top Roadblocks to Collaboration



- Communication, transparency, education.
- What does each unit do? Different expectations.



Top Roadblocks to Collaboration



- Disagreements
- Loss of constituent proximity



Top Suggestions for Collaborations



- Improve Communication:
- Create a Positive Government
- Support with websites
- Publish success stories
- Collaborate with cities, townships, counties, other counties, schools and libraries
- Form relationships and partnerships



Top Suggestions for Collaborations



- Share utilities:
- Water
- Sewage treatment
- Trash removal
- Leaf pickup etc.



Top Suggestions for Collaborations



- Consolidate government and schools



Top Suggestions for Collaborations



- Countywide assessing and permitting



Top Suggestions for Collaborations



- Countywide recreation program



Successes



- County computer resources and support are shared with:
 - Medical Care Facility
 - Road Commission
 - Land Bank Authority
 - Economic Development Group
- 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

Challenges



- There are several diverse organizations that contribute to inter-governmental collaboration
- By agreeing that this is an important external and political priority for the citizens of Jackson County great strides have been made in making government more effective and efficient through collaboration.
- This is not being delegated it is a concept and way of thinking that is being adopted by several leaders in Jackson

Opportunities



- Combine information technology services with other units of governments through service license agreements
- Cooperative purchasing agreements with the City and Townships
- Gov-QA website, a citizen support portal
- Create a clearing house of successful collaboration to show the citizens of Jackson how we work together
- Take part in Jackson 2020

Discussion



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



Improved Work Environment

2012 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



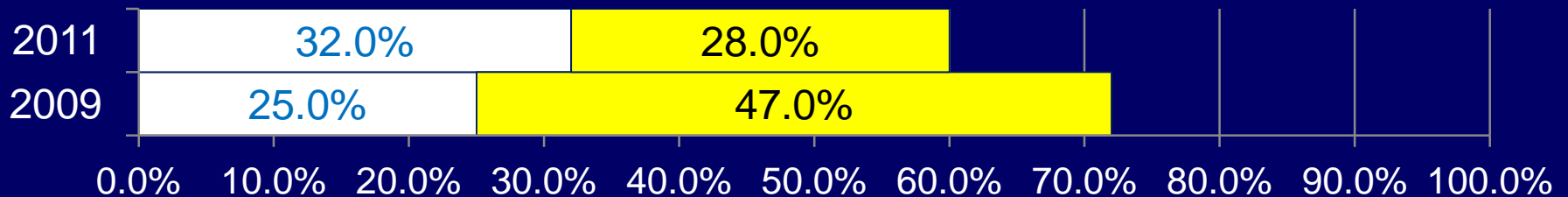
- Create a user-friendly environment for the public and employees
- Develop and enhance department heads and elected official's management abilities so they are leading by example to ensure accountability to the taxpayers of Jackson County
- Improve employee health through a wellness plan

Metrics

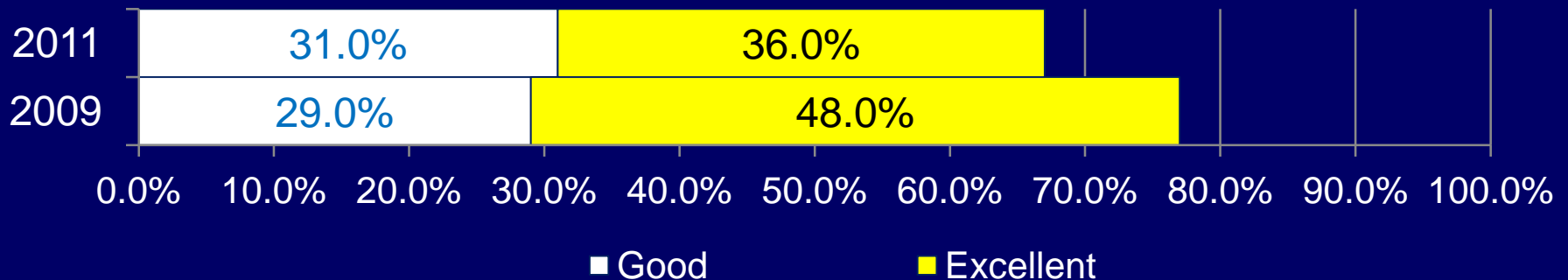
Rate your last experience with Jackson County:



Overall Impression



Courtesy



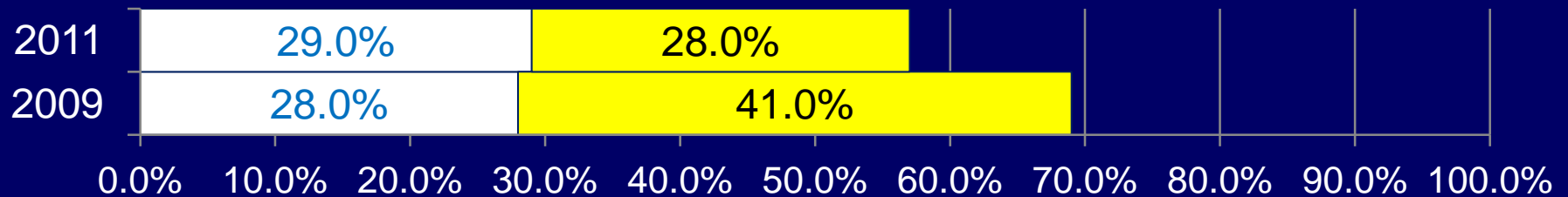
Source: National Citizen Survey

Metrics

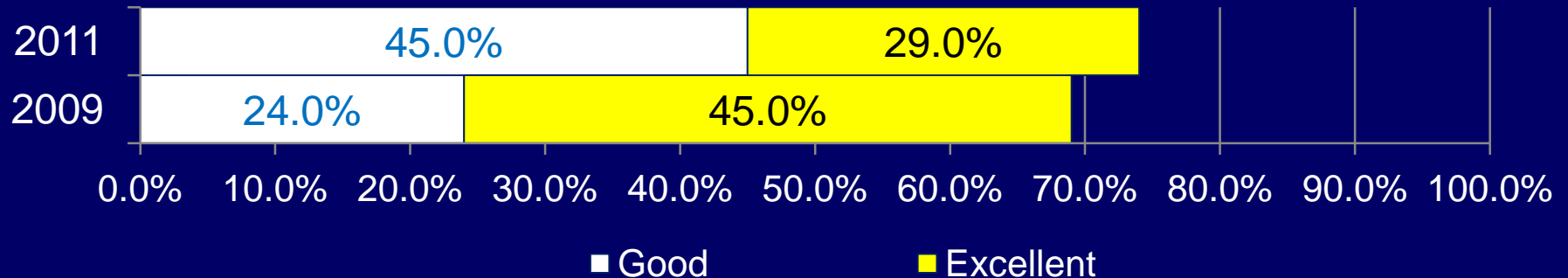


Rate your last experience with Jackson County:

Responsiveness



Knowledge



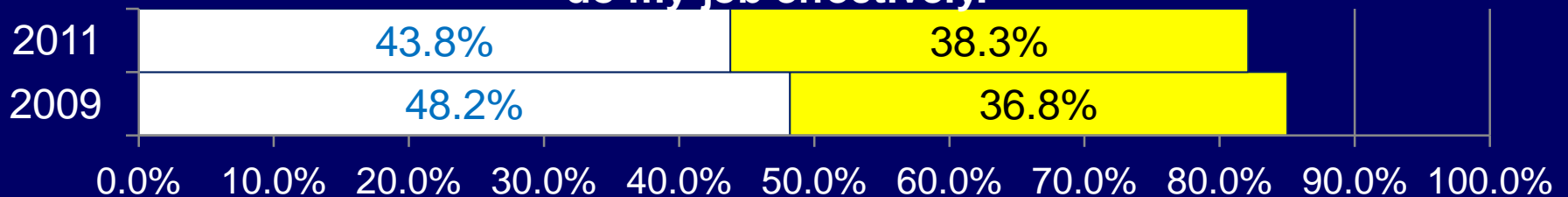
Source: National Citizen Survey

Metrics

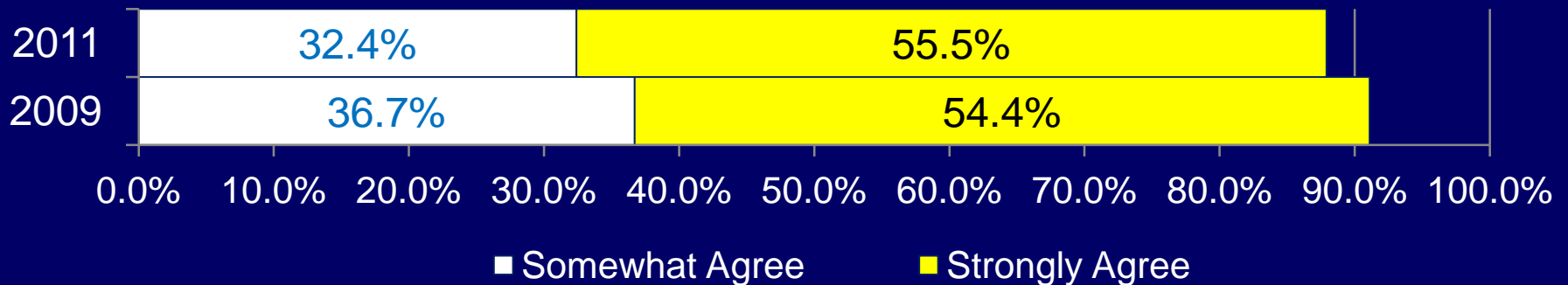
Employee Satisfaction:



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.



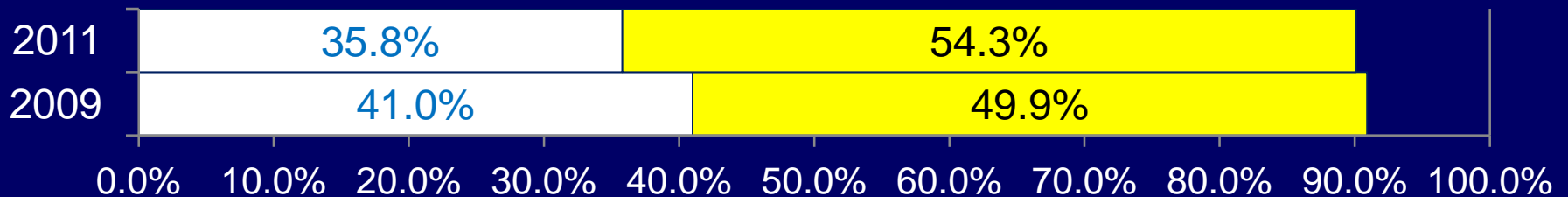
Source: National Citizen Survey

Metrics

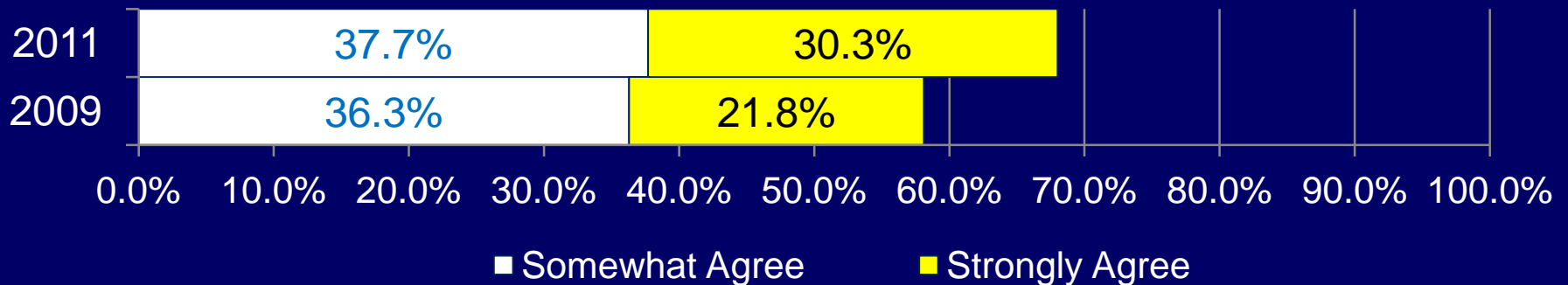
Employee Satisfaction:



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



Management's actions are consistent with their messages.



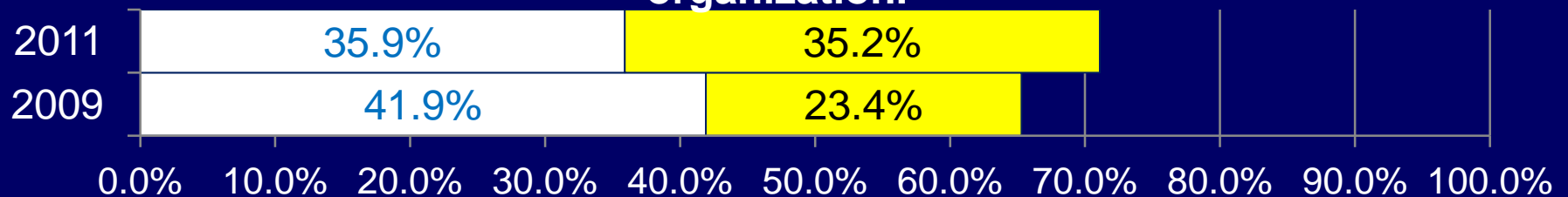
Source: National Citizen Survey

Metrics

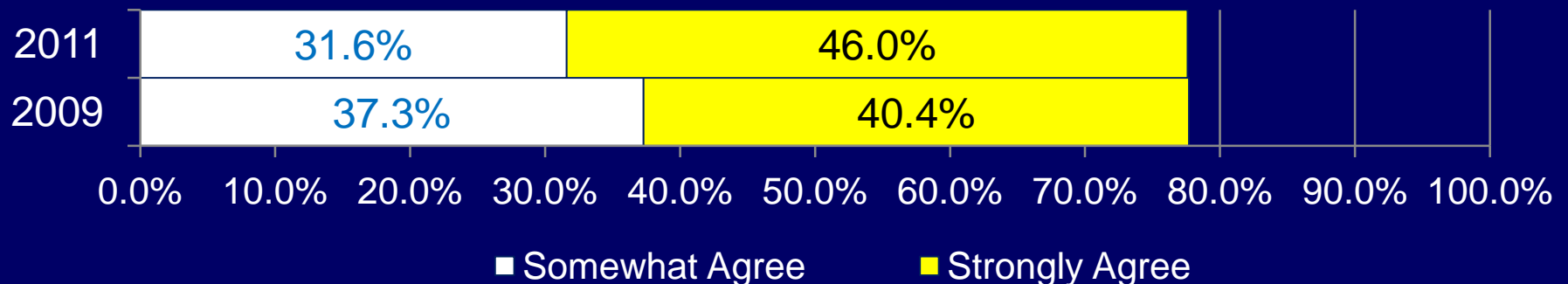
Employee Satisfaction:



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



The managers of my department use resources effectively.

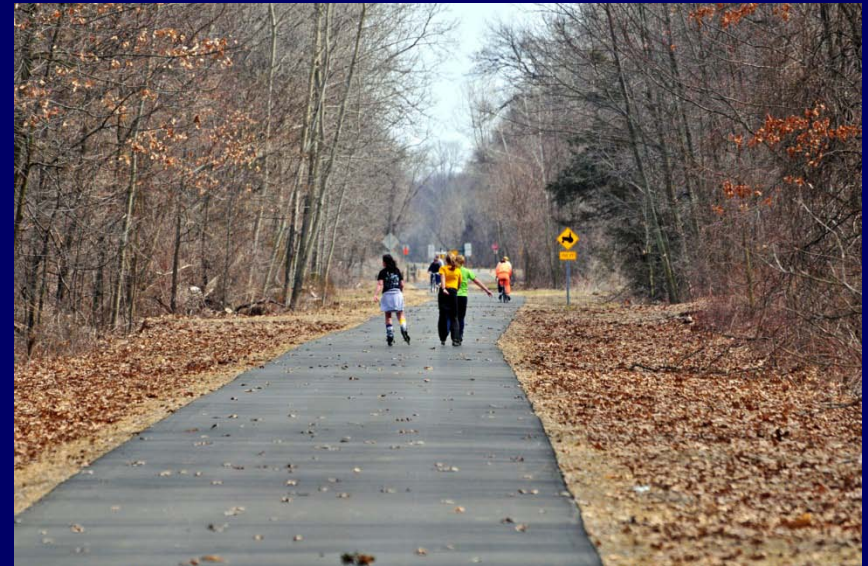


Source: National Citizen Survey

Successes



- Completion of the Second Employee Climate Survey
- Orientation Program (Mojo)
- Improved Software Training Offerings
- Staff Meeting Training



Successes



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



Successes



- Work Environment Teams
 - Timesheet Efficiency
 - Centralized Purchasing
 - Intra-Departmental Collaborations
 - Electrical Study
 - Advertising
 - Social Media

Challenges



- Organizational Culture
- Training Budgets
- Consistent, Focused Effort

Opportunities



- Culture Change

- Continued work with Leadership Team
 - Additional HPO Training
 - Process Improvement
 - Management Training

- Collaborative Efforts
 - Inter-Departmental
 - Other Organizations

Discussion



Session 1 Wrap Up



Recap

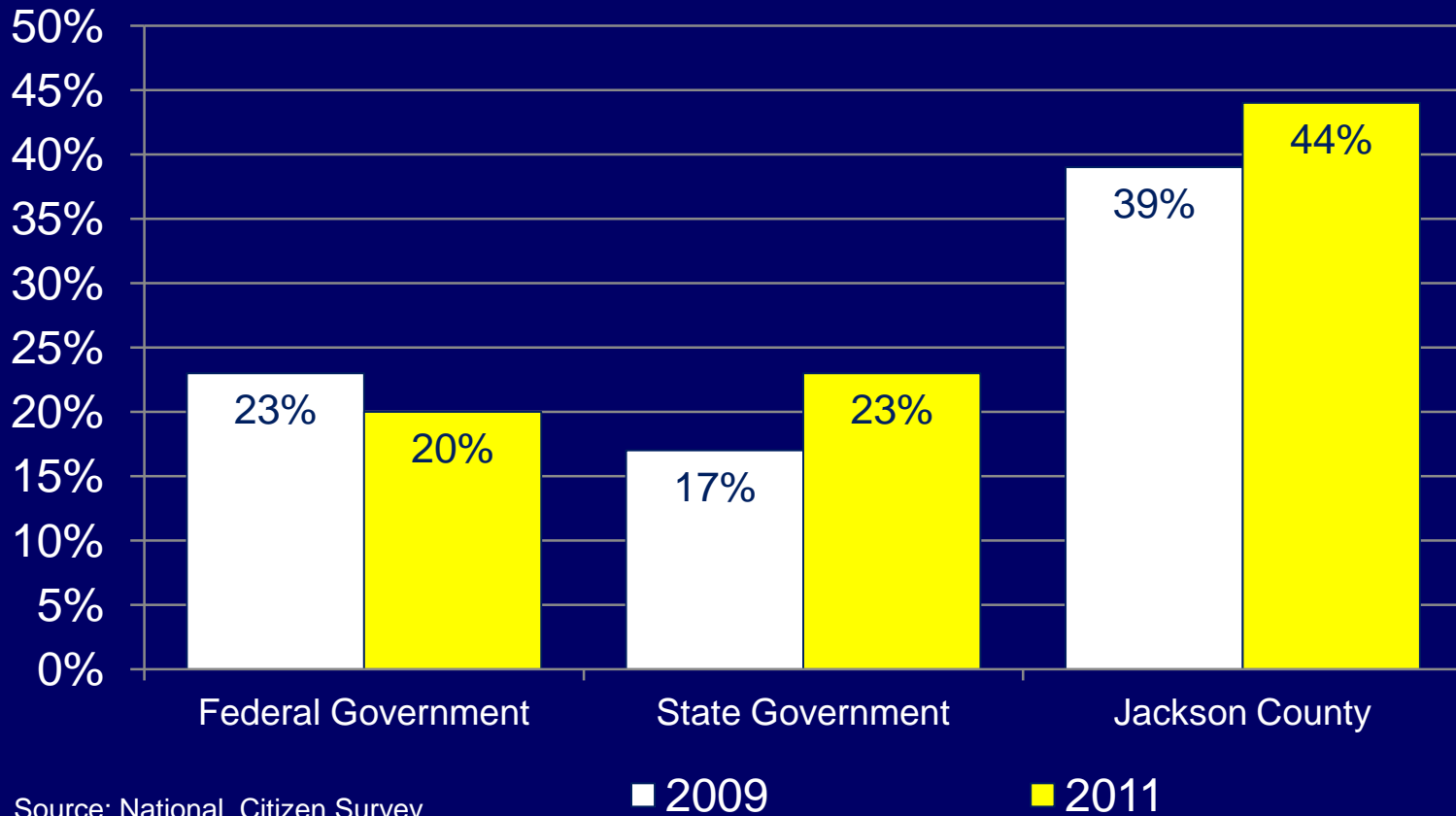


- A lot is happening – you have great support
- Tremendous staff support for the strategic priorities
- Tremendous community collaboration
 - We have great partners
- A lot of progress has been made
- The strategic teams are thinking forward

Confidence is Rising



Rating Quality of Services Good or Excellent



Source: National Citizen Survey

National Citizen Survey



How do we get the greatest return on investment from the National Citizen Survey Data?

Use it to get everyone on the same team.



“Coming together is a beginning. Keeping together is progress. Working together is success.”

“If everyone is moving forward together, then success takes care of itself”

Henry Ford

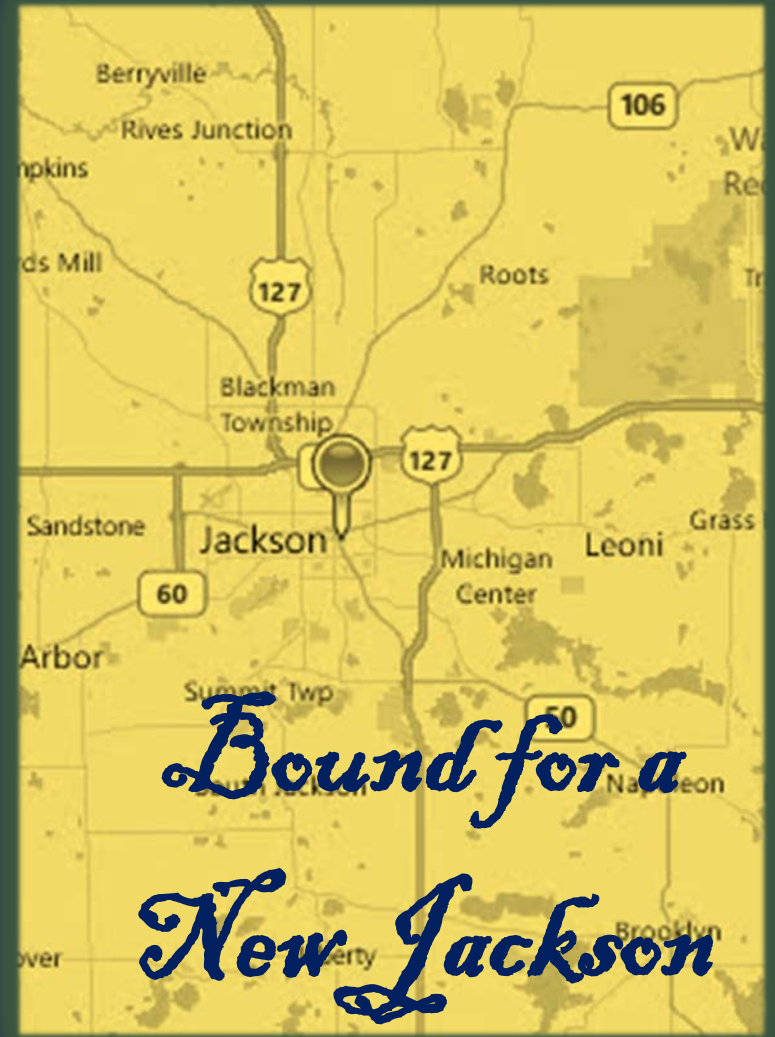
Strategic Plan Revision

2013

*What does your
picture of
Jackson's future
look like?*



*We must know
where we are to
embark on the
pursuit of where we
want to be.*



Diagnosing Tools



- Citizen Survey
- Performance Measurement
- Issue Analysis
- Public Engagement in Solution Development
- Influence

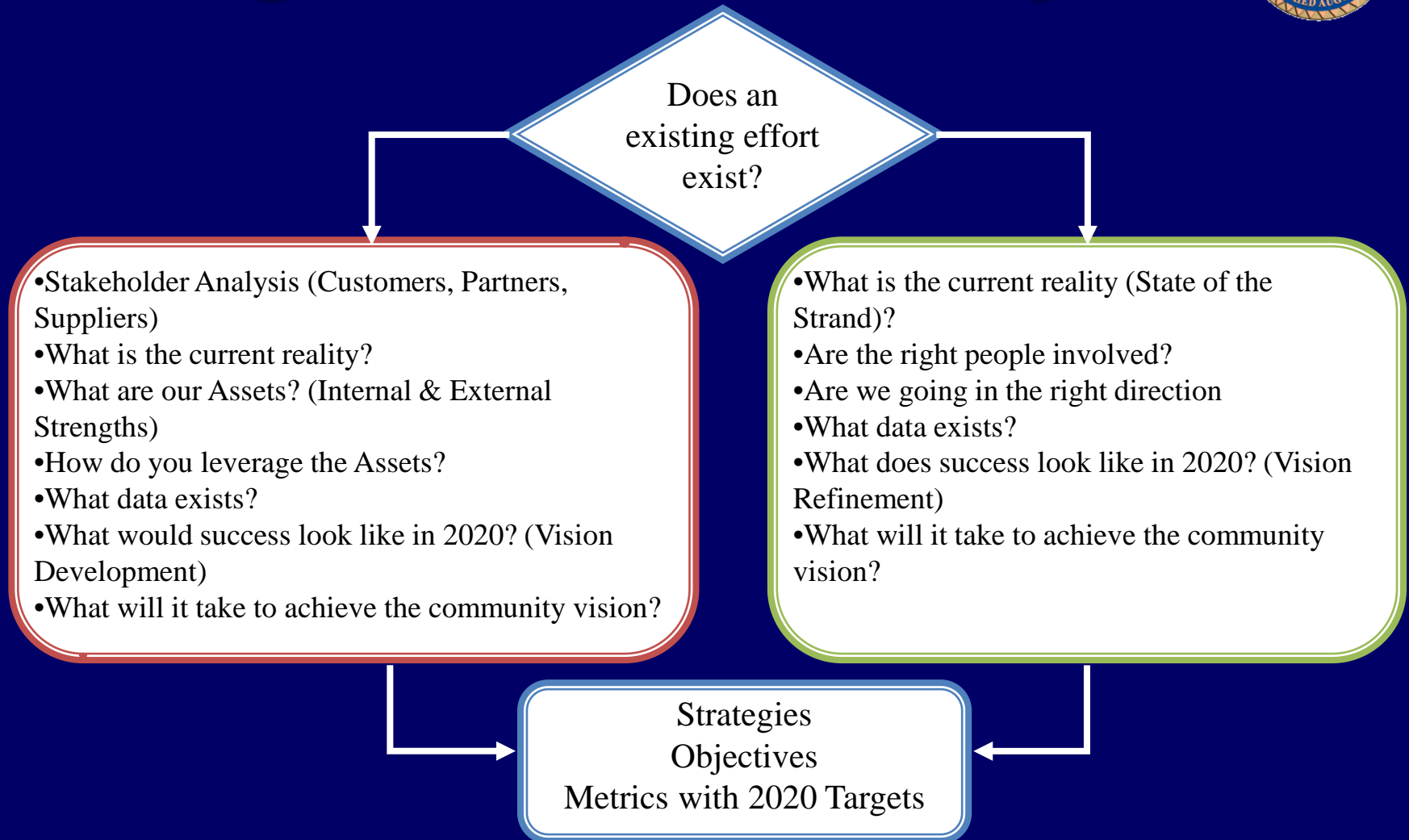


How does Jackson 2020 fit in?

Broaden the
base of
support
Greater
alignment



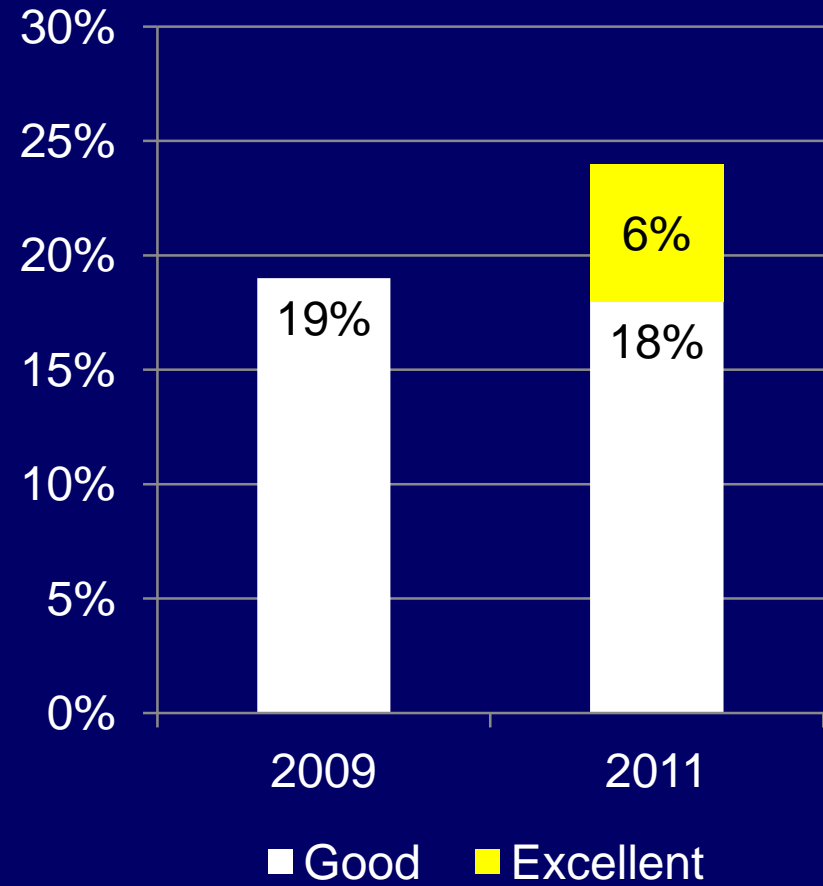
Strategic Plan Issue Analysis



Where are we going?

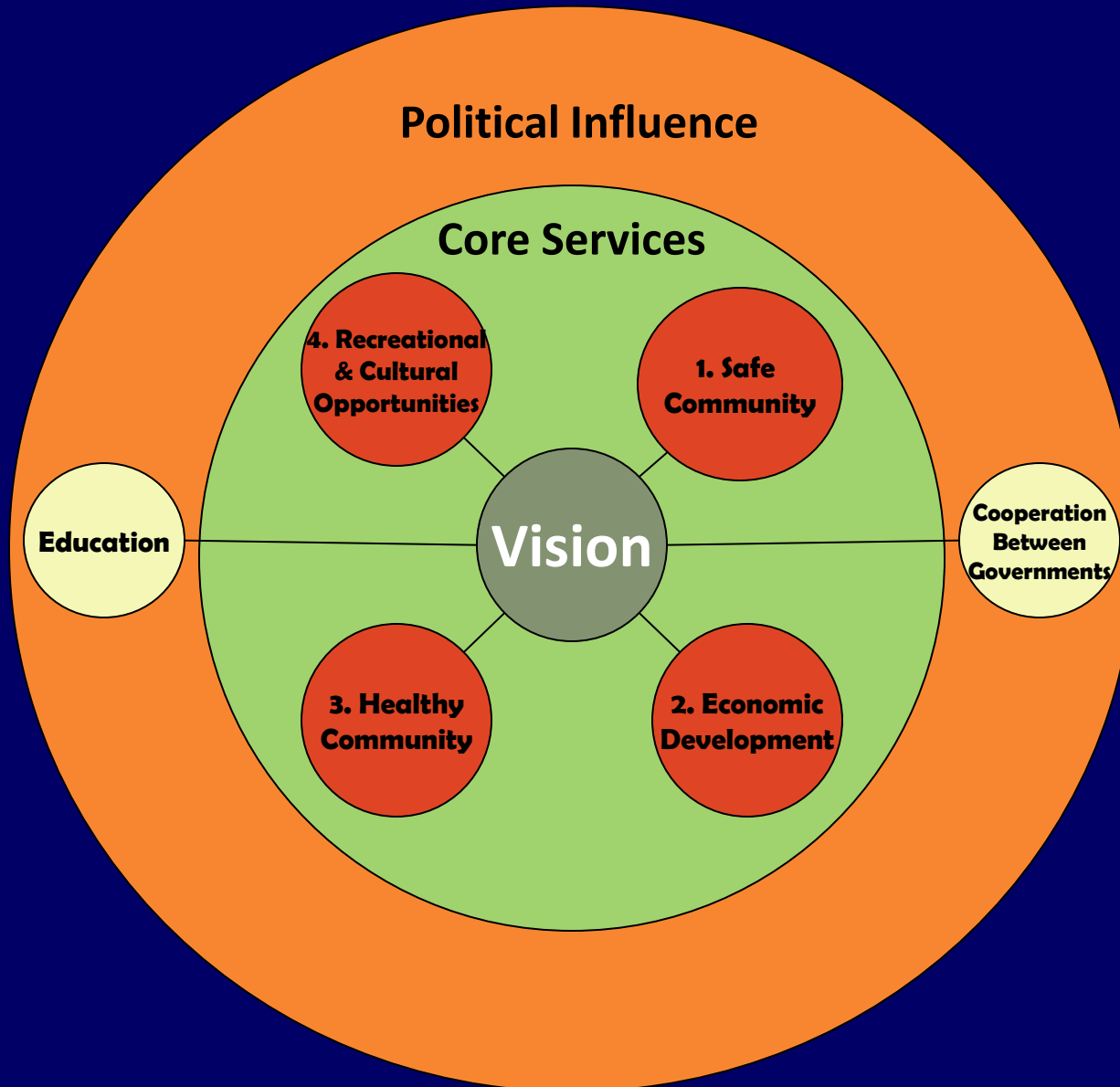


Rated the overall direction that Jackson County is taking Good or Excellent



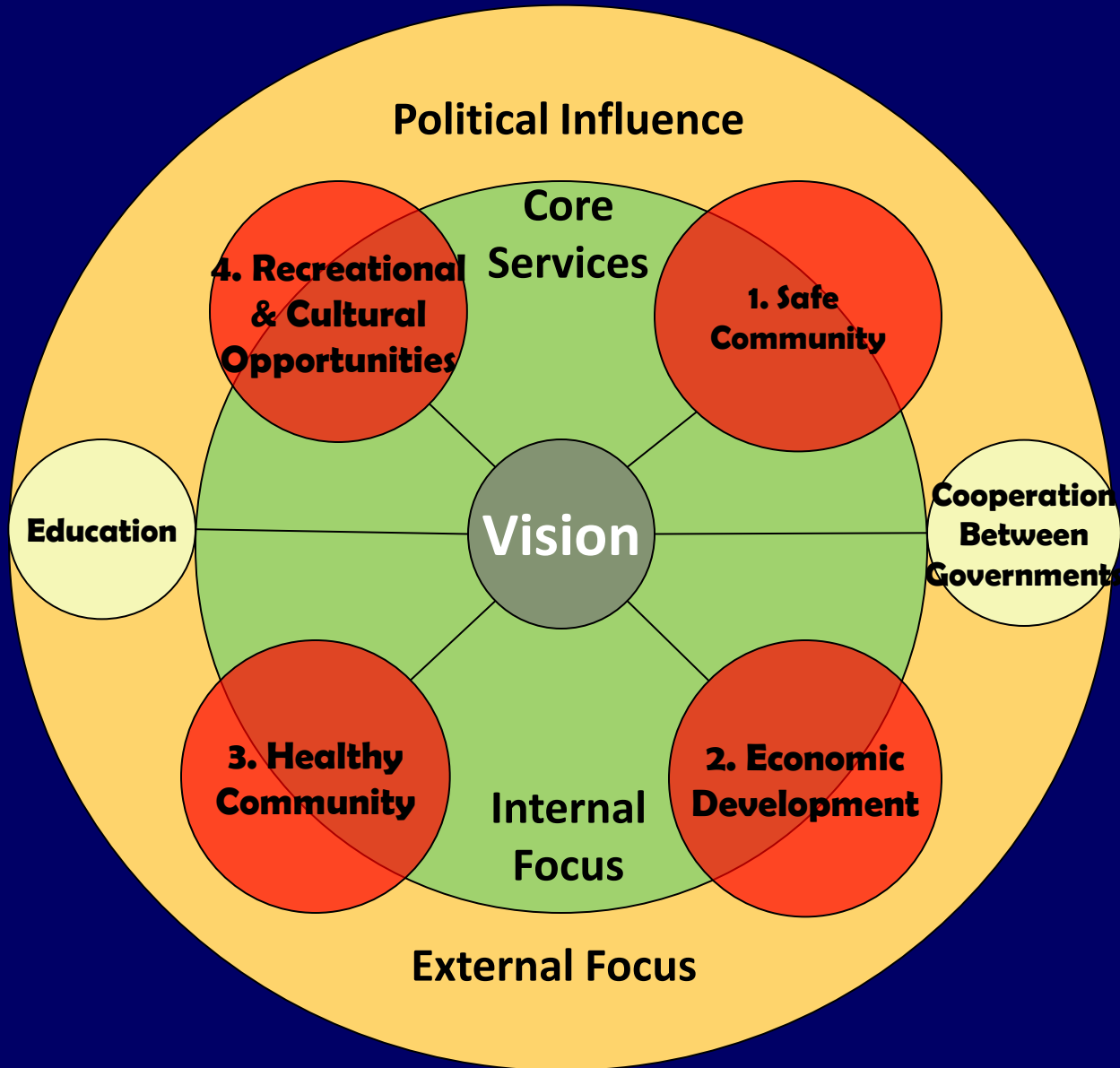
Source: National Citizen Survey

Jackson Board of Commissioners Strategic Priorities



- Core Values**
- Integrity
 - Leadership
 - Collaboration
 - Responsiveness
 - Accountability

Jackson Board of Commissioners Strategic Priorities



Core Values

Integrity

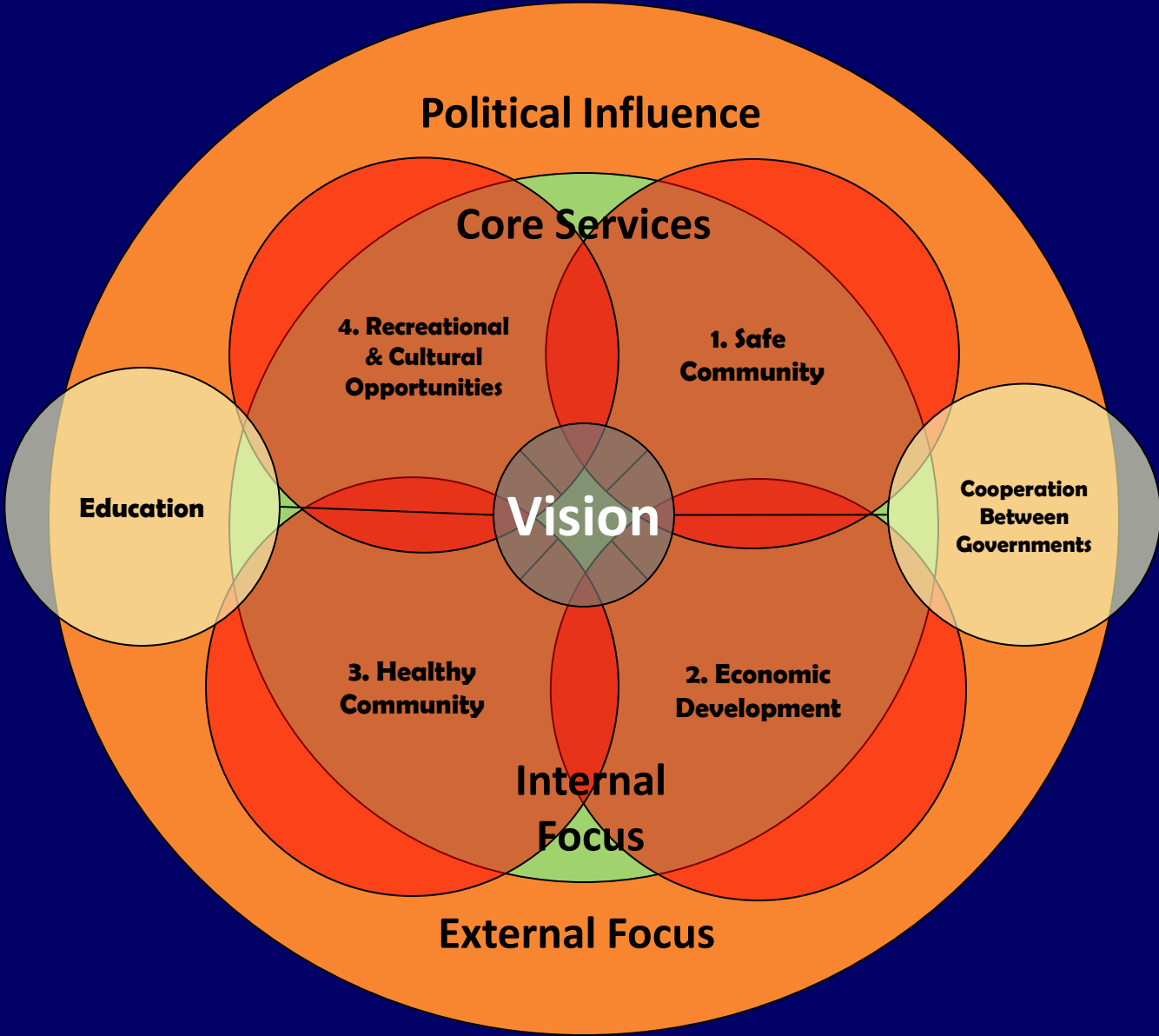
Leadership

Collaboration

Responsiveness

Accountability

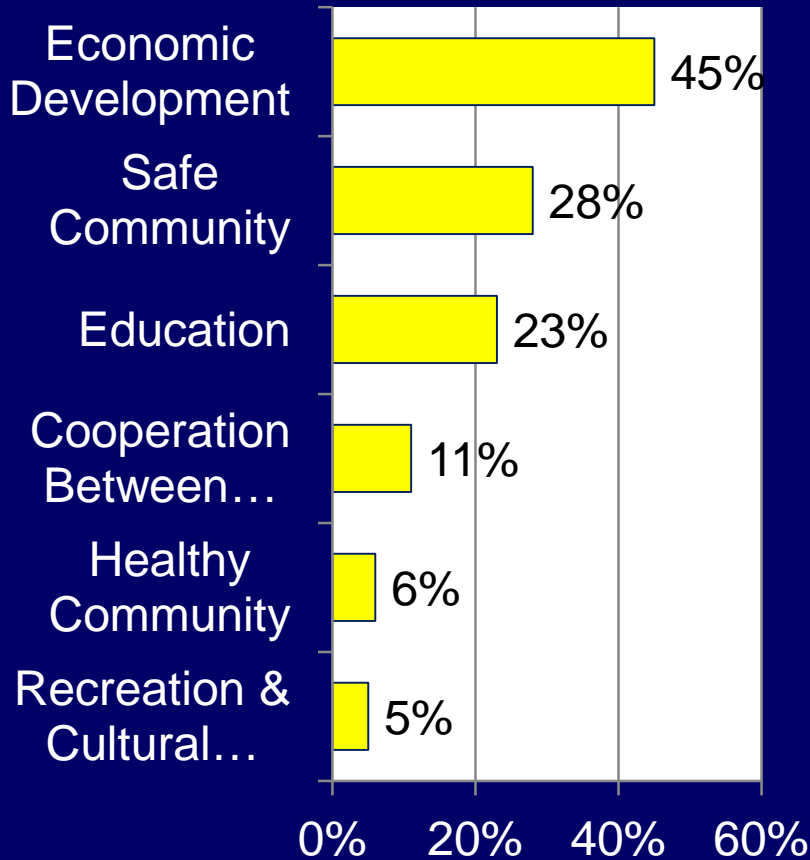
Jackson Board of Commissioners Strategic Priorities



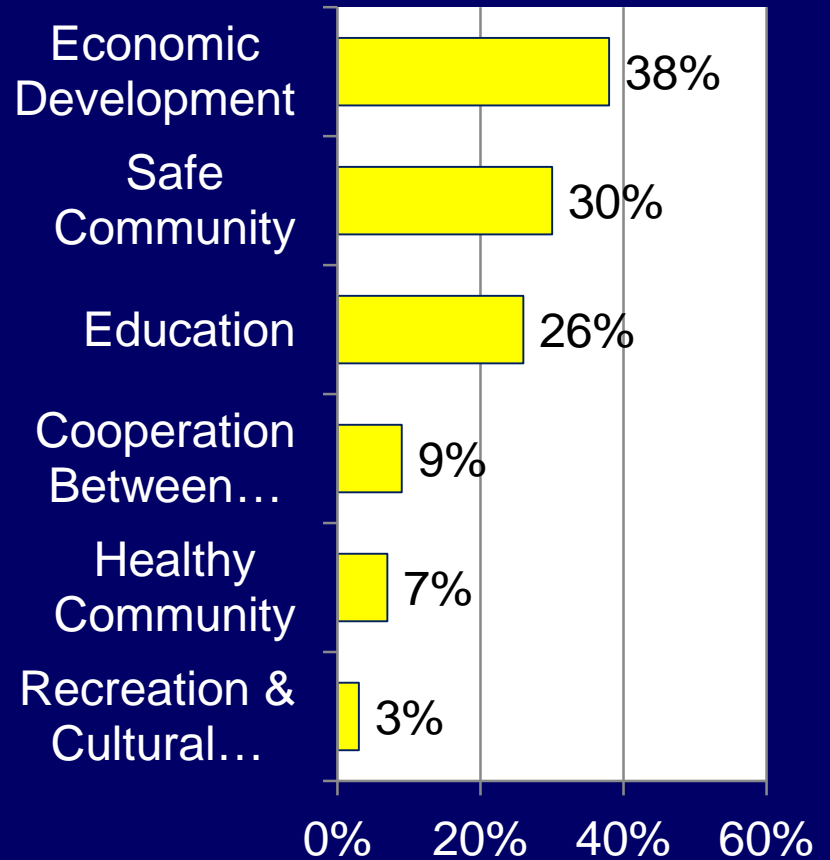
- Core Values**
- Integrity
 - Leadership
 - Collaboration
 - Responsiveness
 - Accountability

What's most important?

2009



2011



Source: National Citizen Survey

What's Next



Citizen Survey Release

Retreat Session 2

Revenue & Expenditure
Forecast - February
21st (following regular
Board meeting)

Budget Target and
Priorities Agreement

Discussion

