

# Strategic Plan Update

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**JACKSON COUNTY BOARD OF  
COMMISSIONERS 2011 BUDGET RETREAT**



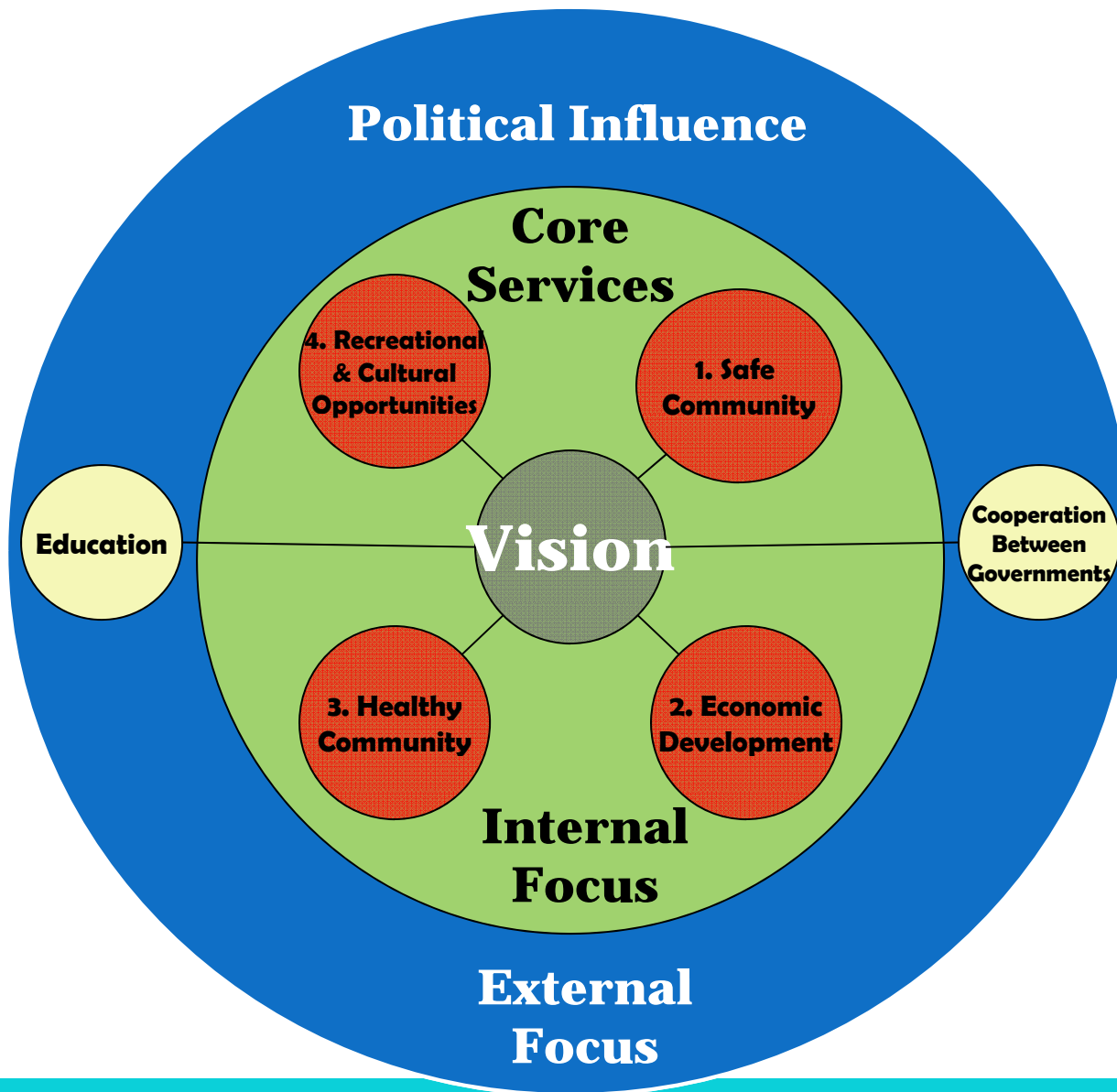
# Goals for Session II



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- Review strategic priorities
- Review progress made on strategies
- Agree on the outcomes we want to impact
- Reaffirm and/or revise the priorities
- Review budget preparation proposal from Session I
- Agree on a budget target

# Jackson Board of Commissioners Strategic Priorities



## Organizational Goals

Improved Work Environment

## Core Values

Integrity  
Leadership  
Collaboration  
Responsiveness  
Accountability

# Jackson County Mission



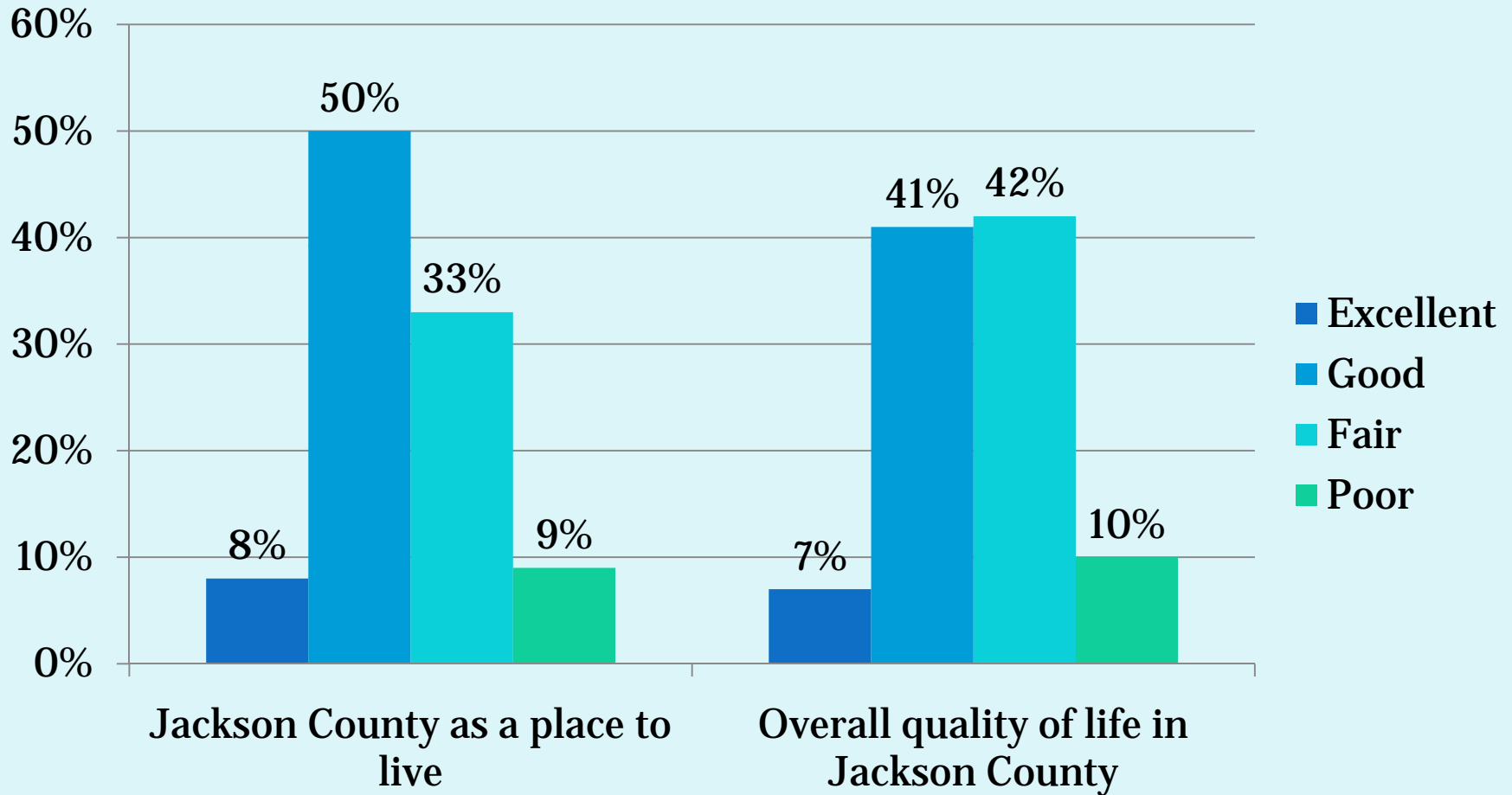
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**Jackson County Government in Cooperation with the community and local government units, strives through a planned process to deliver quality services that address public needs.**

# Overall Perception



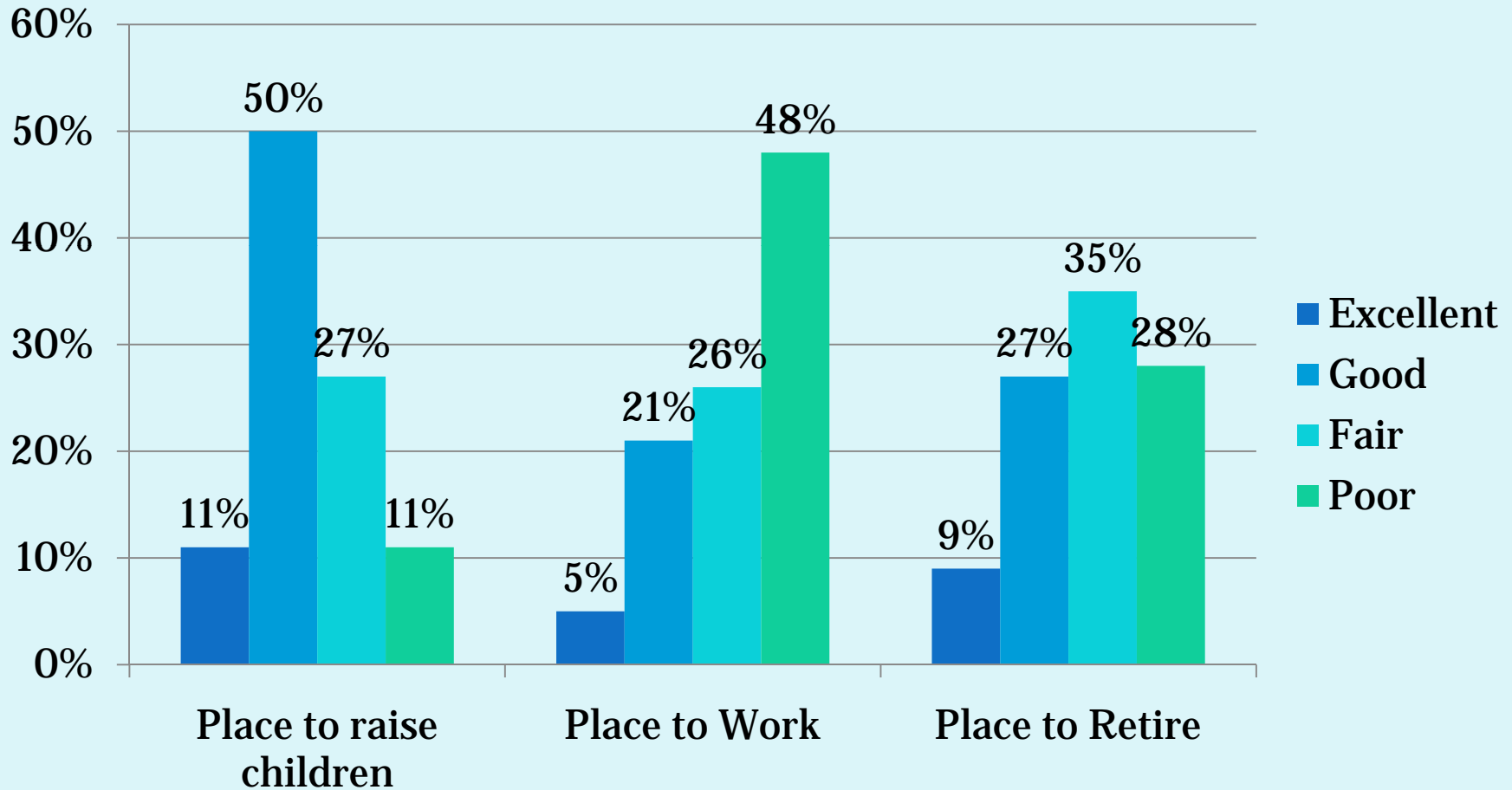
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# Rate Jackson County as a...



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# The Recipe



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## Jackson County Vision

### Internal Focus

1. Safe Community
2. Economic Development
3. Healthy Community
4. Recreational & Cultural Opportunities

### External Focus

- Education
- Cooperation Between Governments

### Internal Organization

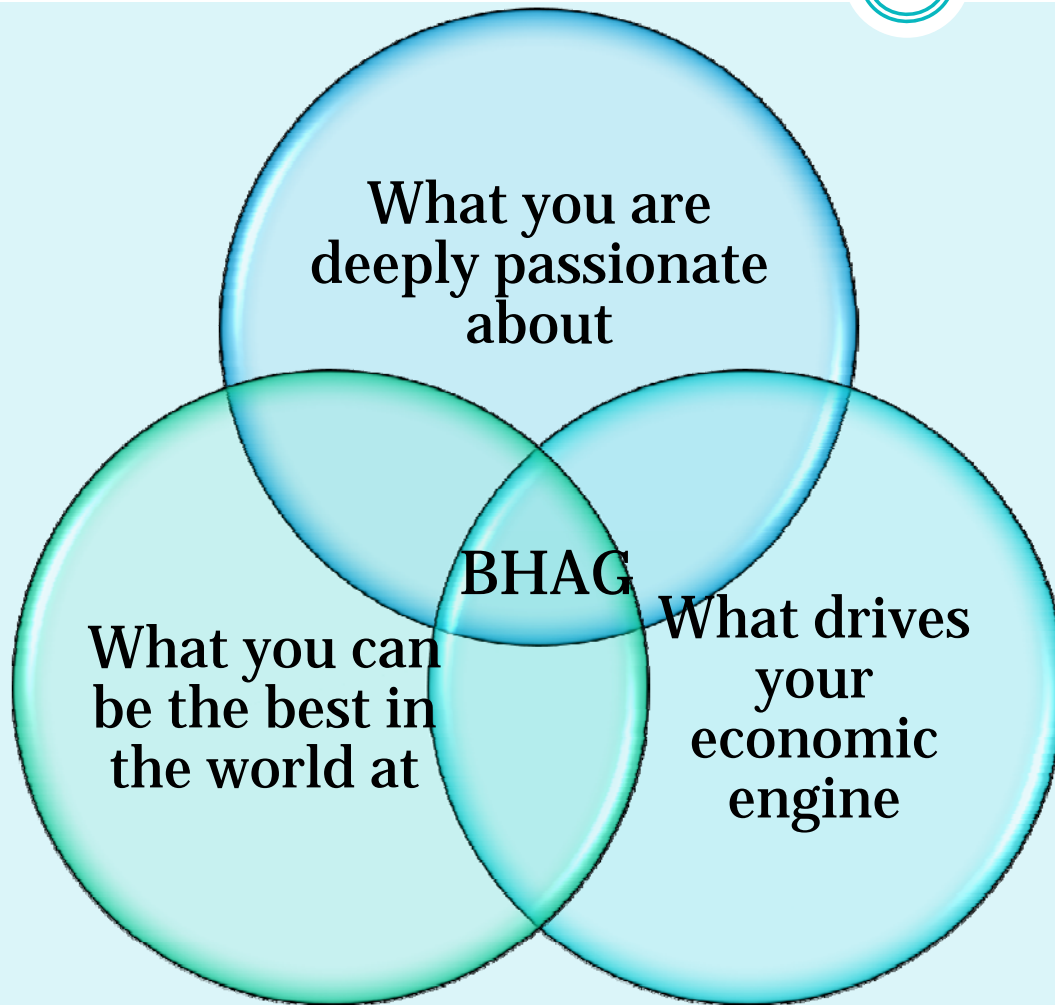
- Improved Work Environment



# Big Hairy Audacious Goal (BHAG)



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“A BHAG is a huge and daunting goal – like a big mountain to climb. A BHAG serves as a unifying focal point of effort, galvanizing people and creating team spirit as people strive toward a finish line.”

*Jim Collins, Good to Great*

Jim Collins, *Good to Great*, page 202-203

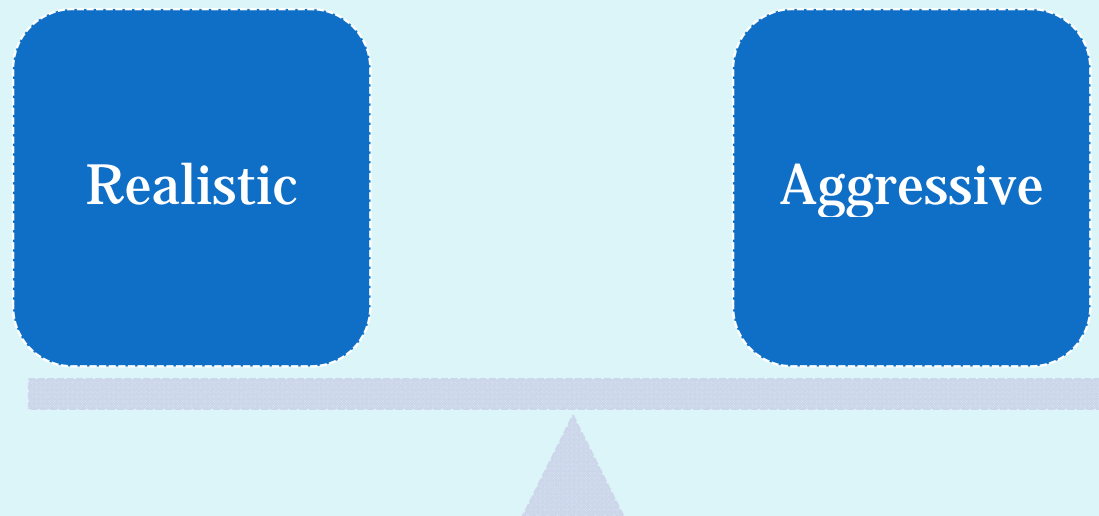
# Setting BHAG's – Outcome Budgeting



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Funding a program means buying an outcome.

You figure out the outcomes - let departments tell us how their programs can help us get there.



# Strategic Implementation Team (Formerly CQ1)

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- Tammy Bates
- Adam Brown
- Shelly Bullinger
- Karen Coffman, Treasurer
- Connie Frey
- Cliff Herl, Commissioner
- Dan Heyns, Sheriff
- Kent Maurer
- Brandon Ransom
- Jan Seitz
- Kristy Smith
- Randy Treacher
- Jim Videto, Commissioner

**Role:**

**Implementation of the  
Jackson County Strategic  
Plan**



# Safe Community Strategy

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**CORE SERVICE  
PRIORITY NUMBER 1**

# Safe Community Services



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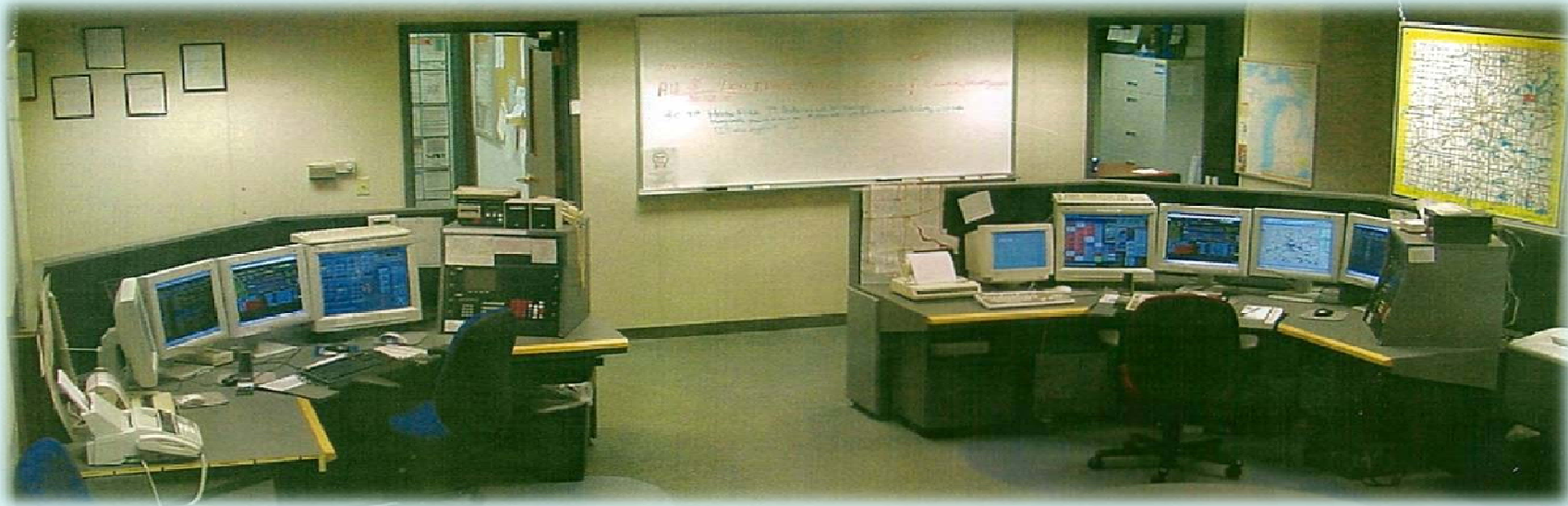
- Law Enforcement (Sheriff)
- Prosecution (County Prosecutor)
- Adjudication (District and Circuit Court, Clerk)
- Intervention and Mediation (Friend of the Court)
- Incarceration (County Jail and Youth Center)
- Probation (Courts)
- Education

# History



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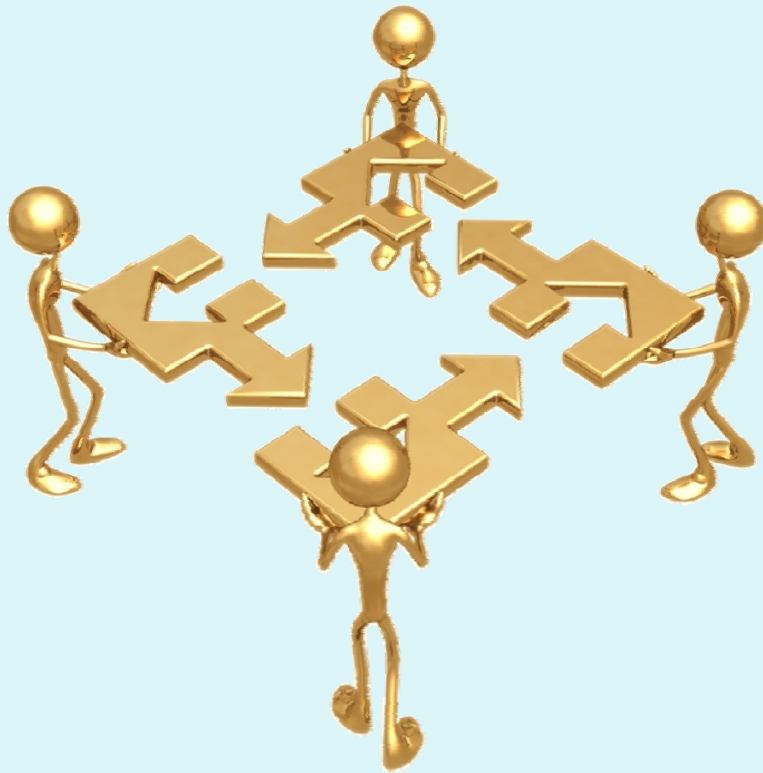
- Accounts for over half of county budget
- Added to Strategic Plan in 2009
- Used a facilitator to help refine vision



# Safe Community Facilitated Study



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- Conducted by the  
Fulcrum Group
- Citizen Focus Group
  - Multi-jurisdictional  
multi-discipline work  
group

# What does a safe community look/feel like?

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- Parents let their kids outside without fear
- No blight – lighted streets
- People feel protected
- Great business environment
- Community events with great participation
- People are out walking around
- Well-maintained neighborhoods
- Can see people involved – taking pride in the community – don't just turn a deaf ear or walk away
- Public safety resources are not strained
- People understand how to resolve conflicts in a peaceful way
- More calls to 211 vs. 911
- Safe schools – won't need liaison officers
- Neighborhoods are “neighboring”
- Corridors look maintained and safe
- They act on the community values

# Pressures on the Public Safety System



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# Safe Community Draft Vision



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*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.*

# Major Goal Areas



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## Communication and Education



## Prevention & Enforcement

## Community Empowerment



## Strategic Outcomes



<b>Metric</b>	<b>2009</b>	<b>2013 Target</b>
Percent of respondents who say they feel very or somewhat safe from violent crime...	50%	52%
Percent of respondents who say they feel very or somewhat safe in their neighborhood...	92%	93%
Percent of respondents who say they feel very or somewhat safe in neighborhood after dark.	74%	76%

# Economic Development

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## **CORE SERVICE PRIORITY NUMBER 2**

**Jackson County's diverse economic and innovative economic development efforts ensure continued growth and vibrancy within the local, state, and global marketplace.**

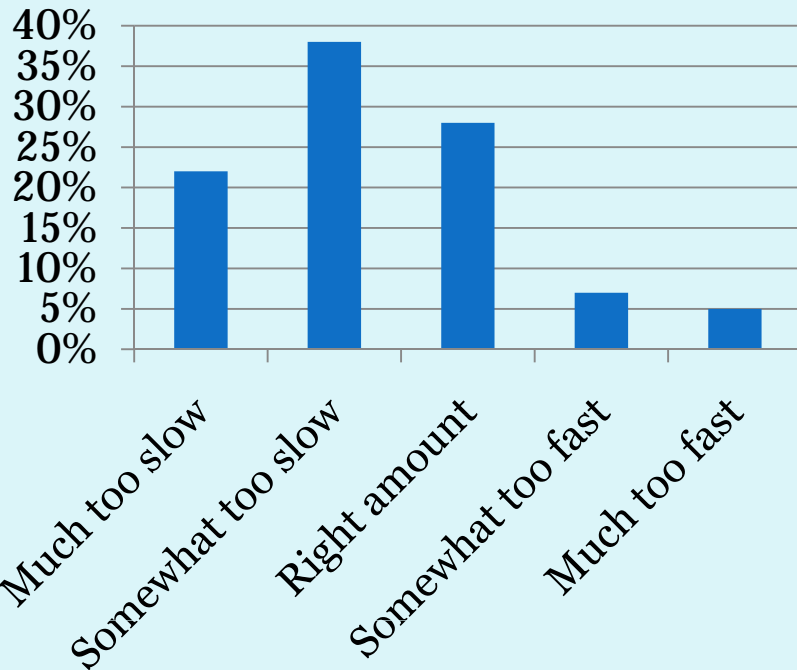
# ...continued growth



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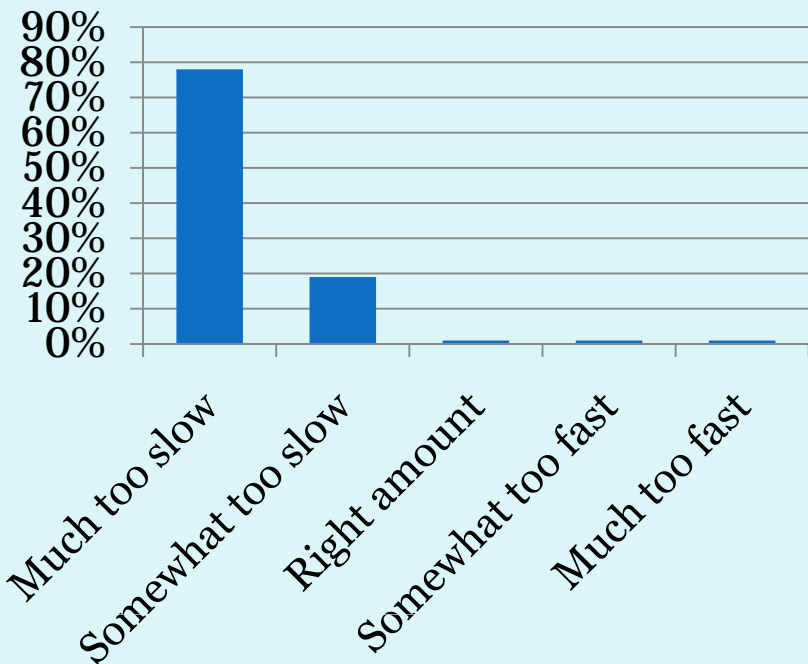
## Ratings of Retail and Job Growth

### Retail Growth



Source: National Citizen Survey

### Job Growth



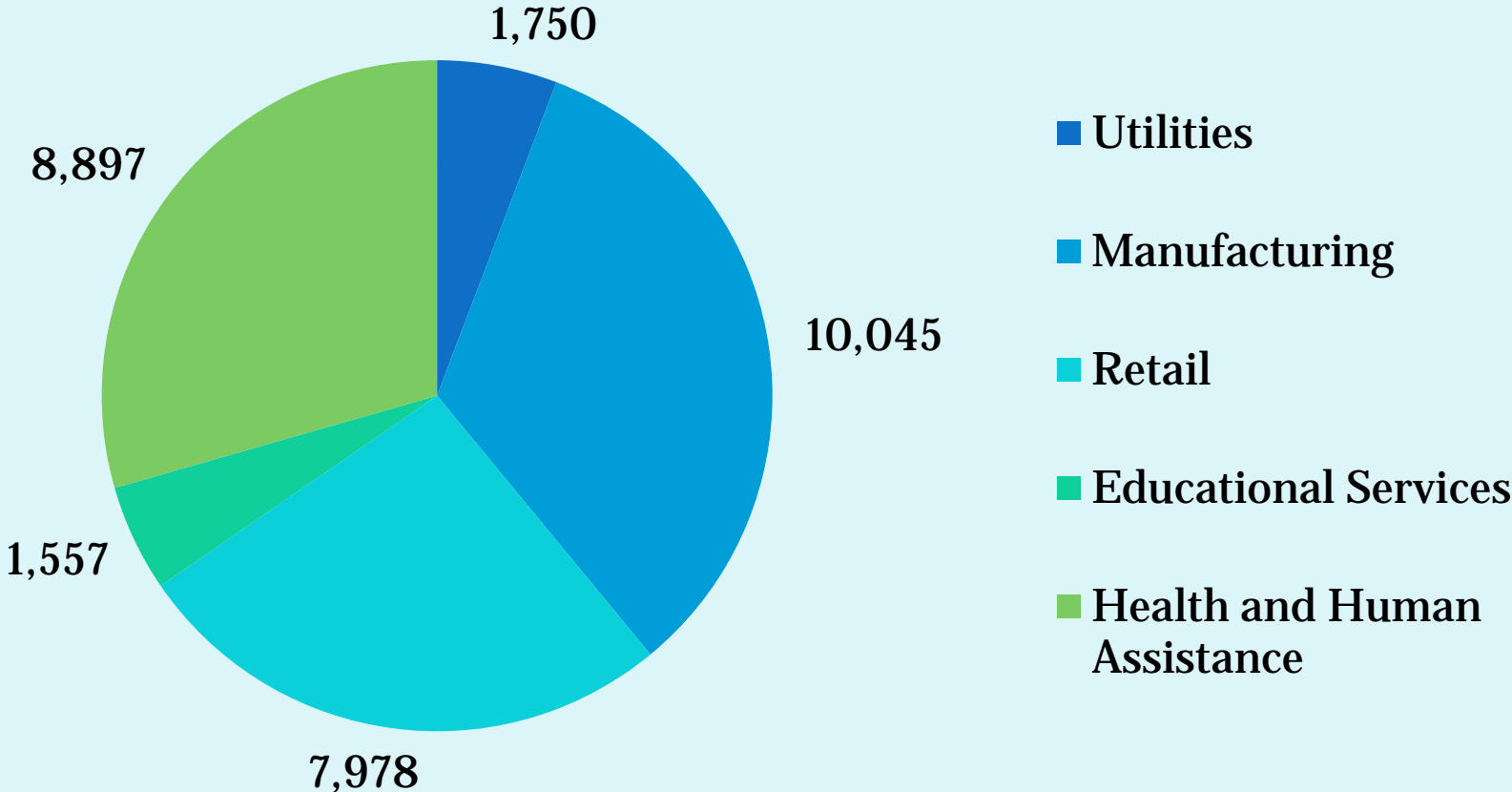
Source: National Citizen Survey

# ...diverse economic



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## Job Base



# Successes



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## Completion of Economic Development Strategic Plan

- Target Market Analysis
- Starting Point

### 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



# Progress Made – Economic Development

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<b>Major Strategy</b>	<b>Progress</b>
Facilitate a community economic strategic planning process with all key government, economic development, and private stakeholders to create an economic development plan for Jackson County.	Strategic Plan document completed and waiting final approval by the Board of Commissioners. If approved, committee will work to implement plan.
Create a streamlined mechanism for permits, requirements, and licenses to make it user-friendly to start and maintain businesses.	Current systems for permitting has been analyzed. Now in research phase for a “work flow” based software vendor.
Creation of e-commerce website.	Completed by the Enterprise Group.

# Strategic Outcomes (BHAG)



Metric	2009	2013 Target
Percent of respondents rating employment opportunities excellent or good.	7%	15%
Percent of respondents rating the speed of job growth in Jackson County somewhat too slow or much too slow.	97%	75%
Unemployment Rate	14.7%	12%
Percent of respondents rating shopping opportunities in Jackson County excellent or good.	45%	65%
Number of governmental entities sharing any permitting services	4	10
Capital investment into the community	\$13.7 m	\$10m
Number of Jobs retained	63	100

# Healthy Community

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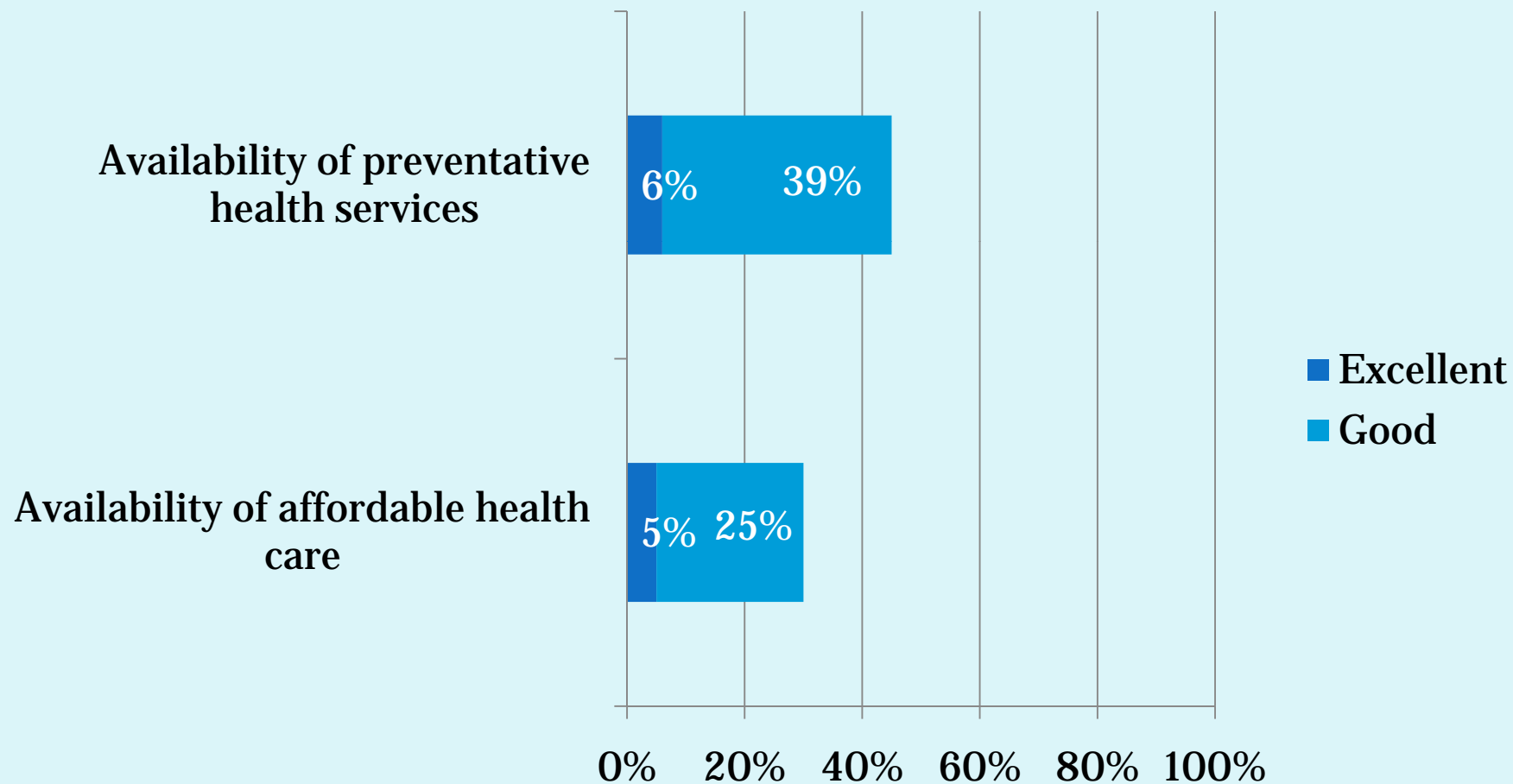
## **CORE SERVICE PRIORITY NUMBER 3**

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

# ...affordable & accessible healthcare



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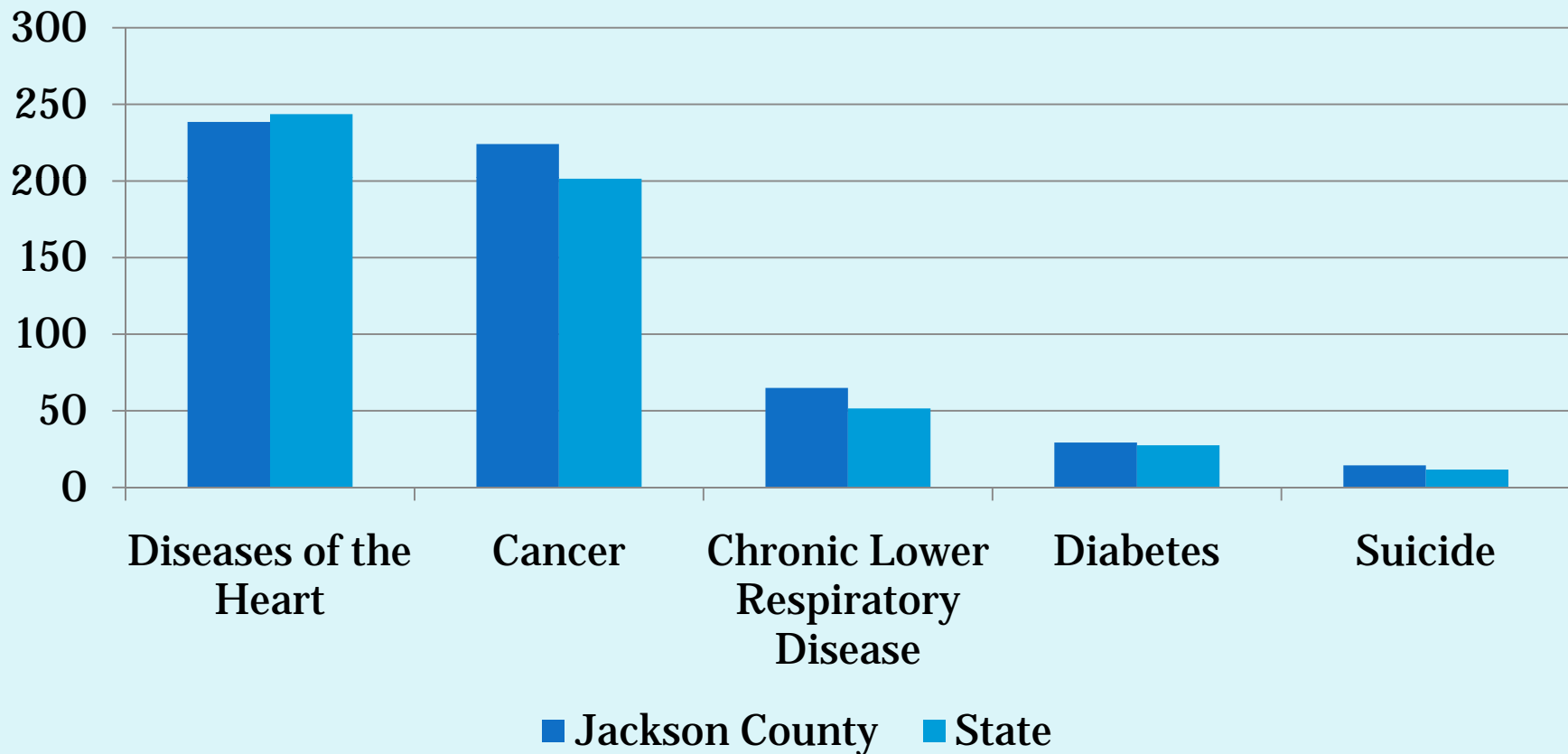
Source: National Citizen Survey

# ...commitment to wellness



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## Vital Statistics



# Progress Made – Healthy Community



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Major Strategy	Progress
<p>Facilitate a countywide taskforce to develop a long-term, comprehensive plan for improving the overall health of Jackson County residents.</p>	<ul style="list-style-type: none"><li>•Health Improvement Organization (HIO) council was developed, which includes over 30 organizations and 100 individuals.</li><li>•HIO Coordinating Council is in the final stages of completing a community action plan. Goals and strategies address 1) Physical Activity, 2) Nutrition, 3) Tobacco, and 4) Depression.</li><li>•Five ad-hoc groups meeting to establish timelines and resources needed.<ol style="list-style-type: none"><li>1. Reduce obesity rates</li><li>2. Increase awareness of healthy lifestyle</li><li>3. Reducing smoking and exposure to smoking</li><li>4. Increase capacity to address mental health</li><li>5. Support other community wide priorities</li></ol></li></ul>

## Strategic Outcomes (BHAG)



Metric	2008	2013 Target
Percent of respondents rating the availability of affordable quality health care in Jackson County excellent or good.	30%	33%
Percent of respondents rating the availability of paths and walking trails excellent or good.	55%	58%
Percent of respondents with positive perception of opportunities for healthy lifestyle with regard to physical activity in Jackson County.	84%	86%
Percent of respondents with positive perception of opportunities for healthy lifestyle with regard to fruits and vegetables in Jackson County.	82%	84%
Smoking rate	27%	24%
Percent of respondents who are overweight or obese.	70%	67%
Teenage Pregnancy Rate	66.7	64
Percent of Jackson County 7 <sup>th</sup> graders at or above the 85 <sup>th</sup> percentile in BMI.	33.8%	32%

# Recreational & Cultural Opportunities

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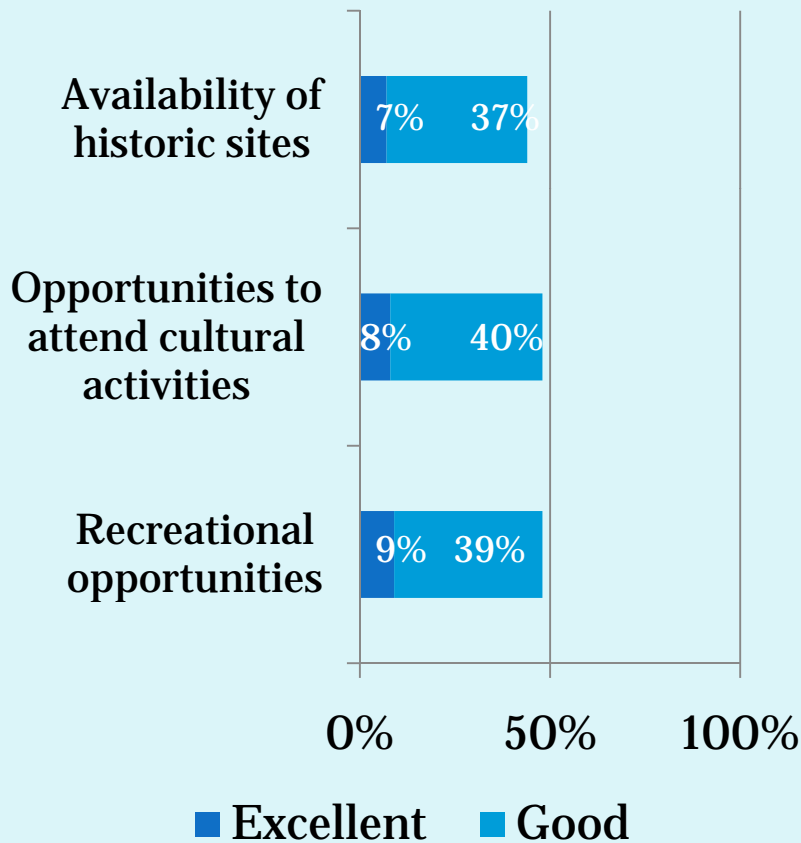
## **CORE SERVICE PRIORITY NUMBER 4**

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, work, and play.

# ...wealth of cultural & recreational opportunities

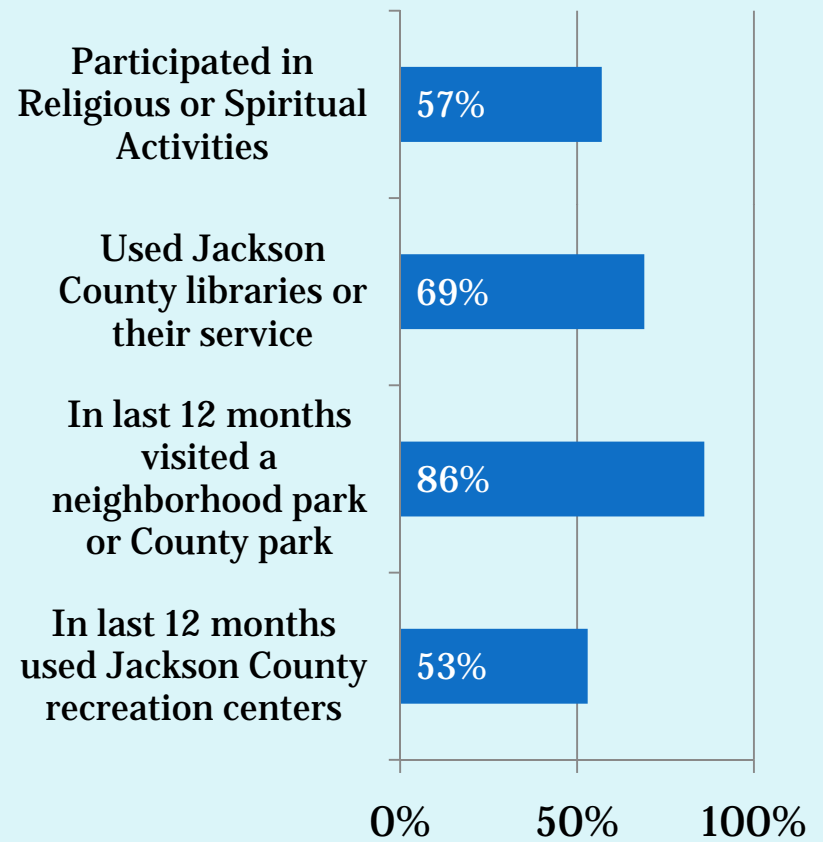
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## Perception



Source: National Citizen Survey

## Actual



Source: National Citizen Survey

# Successes



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## Community Calendar

Jackson County Chamber of Commerce and Convention & Visitors Bureau would like to be the keeper of the Community Calendar

- The County will need to improve it's coordination with the Chamber

Hot Air Jubilee July

Jackson County Chamber of Commerce and Convention & Visitors Bureau

Things to Do Visitor Info Contact Links

### Jackson Michigan Events

Each one of our event names is a link to more information. Simply click the event you're interested in to learn details on the event, pricing, and contact information.

Sort Calendar: All [Submit]

Keyword Search: [Search]

Date Search: FROM: [ ] TO: [ ] [Search]

#### February 2010

FEBRUARY 19 - APRIL 4

**ST. JOHNS LENTEN SOUP AND SALAD DINNERS**

ST. JOHN THE EVANGELIST PARISH, 711 N FRANCIS STREET, JACKSON

St. John the Evangelist Parish is sponsoring it's annual Lenten Soup and Salad dinners. Each week during [MORE](#)

# Progress Made

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<b>Major Strategy</b>	<b>Progress</b>
Measure the community's perception of Jackson County.	National Citizen Survey completed.
Build on identified community strengths using a community coaching approach.	Now that the National Citizen Survey is completed, the group can move forward with this strategy.
Launch a "community relationship renewal" campaign that highlights existing community merits and the value of making a contribution to the community.	Increased awareness of community activity/events/service availability via Chamber of Commerce electronic calendar & 211.

## Strategic Outcomes (BHAG)



<b>Metric</b>	<b>2009</b>	<b>2013 Target</b>
Percent of respondents rating the recreational opportunities in Jackson County excellent or good.	48%	55%
Percent of respondents rating opportunities to attend cultural activities in Jackson County excellent or good.	34%	43%
Percent of respondents who say they talk with their neighbors more than once a month.	66%	73%
Percent of respondents rating Public Information Services as excellent or good.	35%	42%
Percent of respondents rating Sense of Community as excellent or good.	36%	43%
Percent of respondents rating Jackson County as a Place to Retire as excellent or good.	36%	43%

# Improved Work Environment

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## **INTERNAL ORGANIZATION PRIORITY**

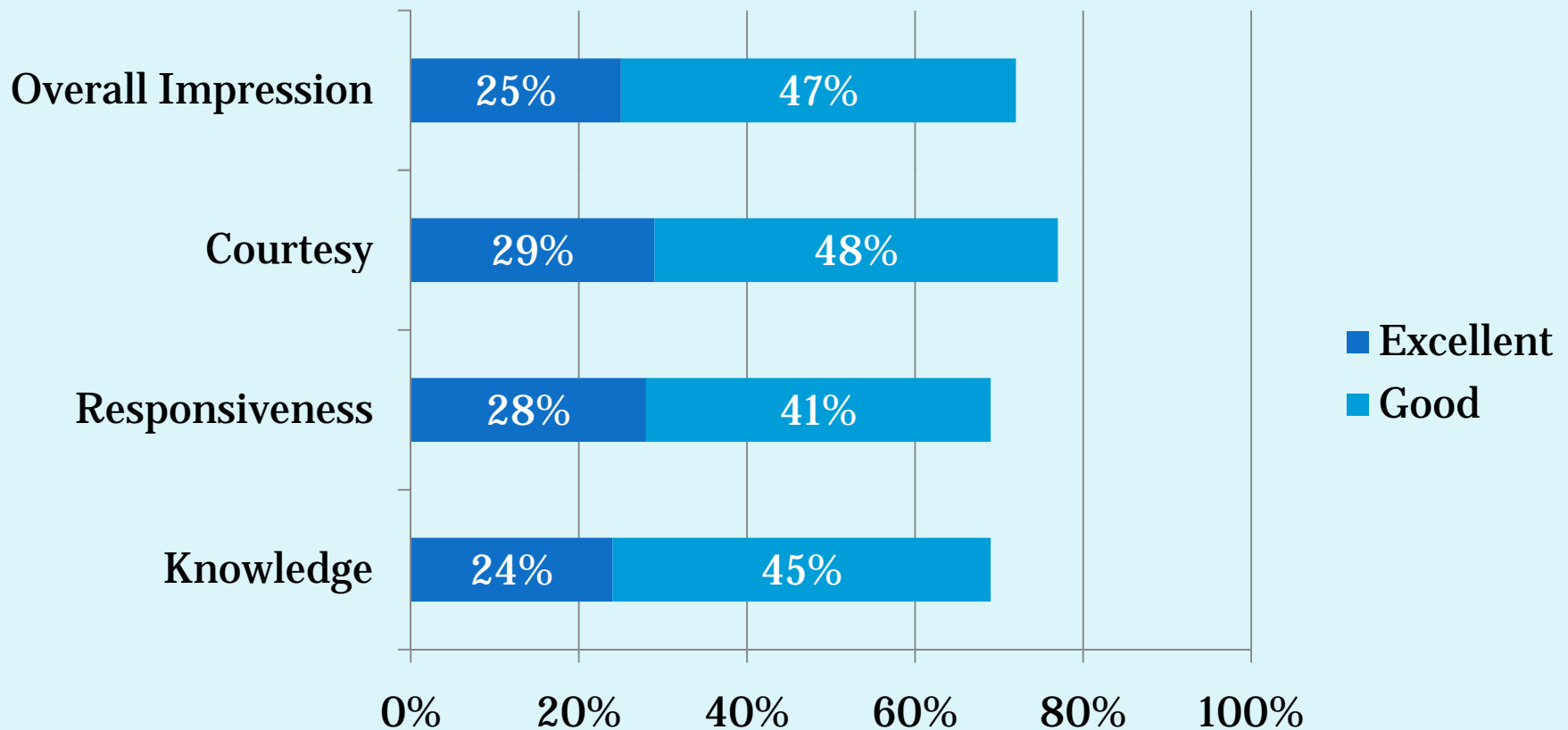
Jackson County employees are a cohesive and conscientious team of people empowered by committed, effective leadership to serve the public.

...conscientious team ... serving the public



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## Ratings of County Employees by Citizens



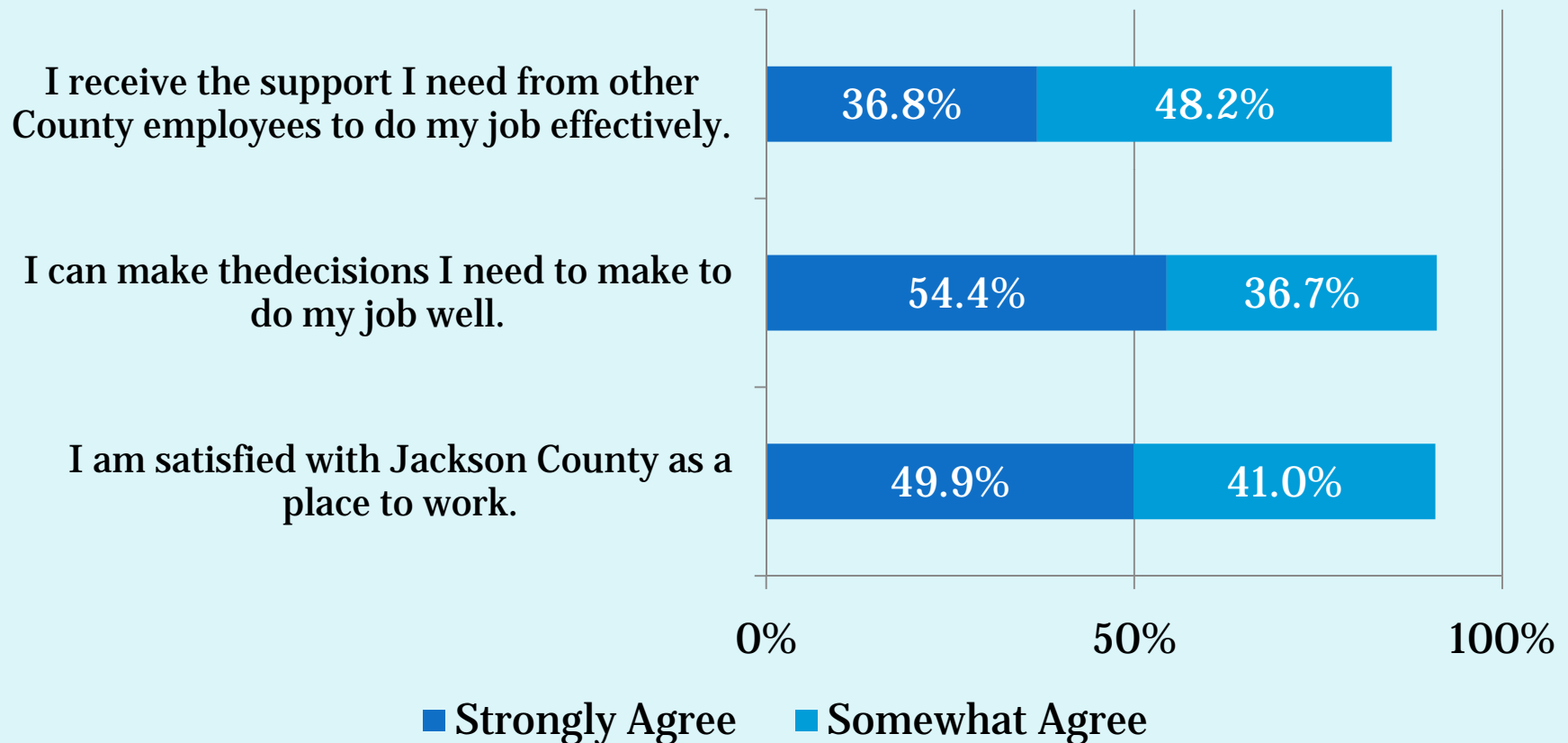
Source: 2009 National Citizen Survey

# Cohesive...Team...Empowered



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## Ratings of Satisfaction by County Employees

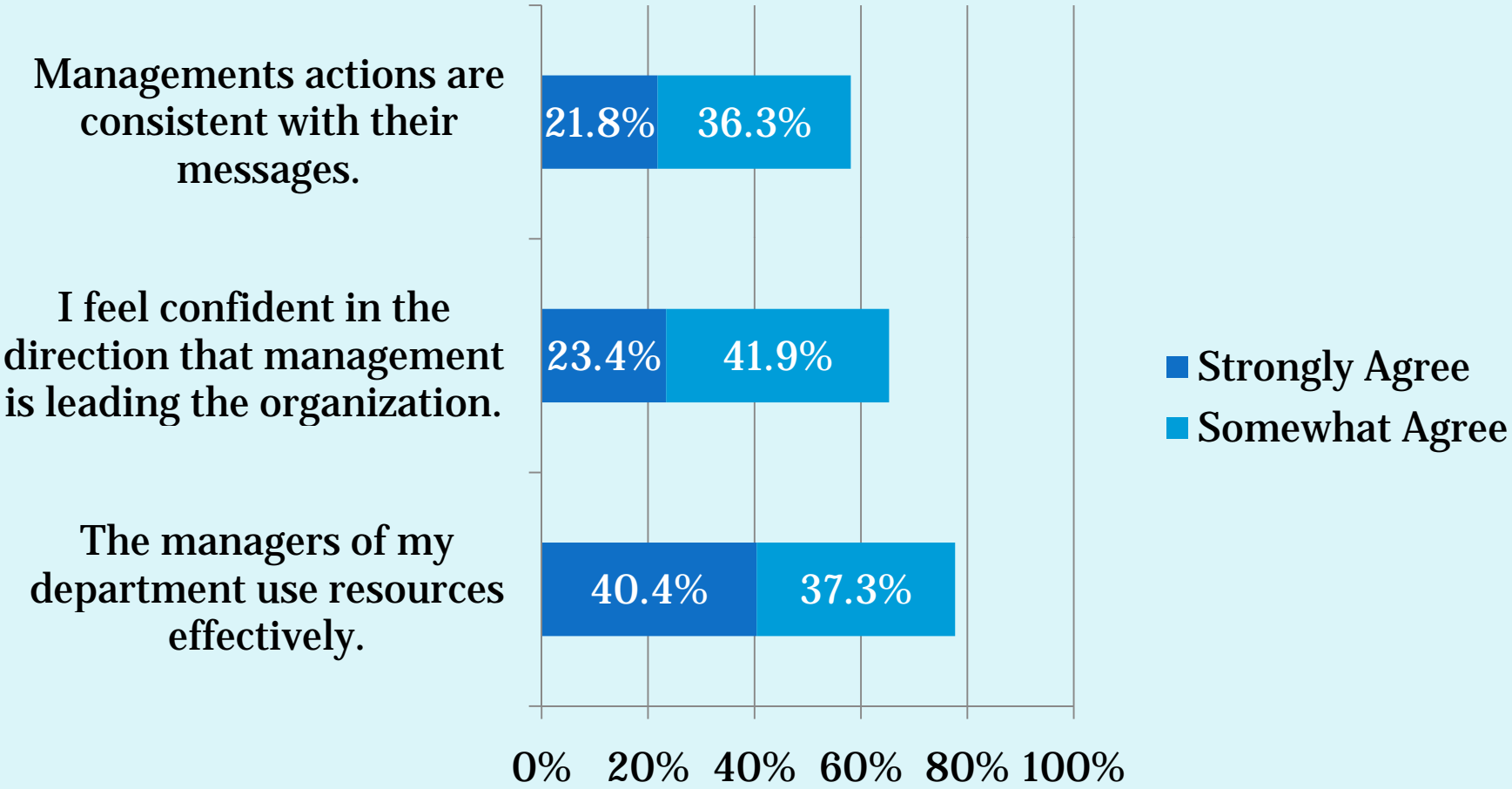


Source: 2009 Employee Survey

# ...Effective Leadership



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Source: 2009 Employee Survey

# Progress Made – Work Environment



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<b>Major Strategy</b>	<b>Progress</b>
<p>Create a user-friendly environment for the public.</p>	<p>Customer service floor in the tower building in progress. District court service efficiency renovations.</p>
<p>Develop and enhance department heads and elected official's management abilities to they are leading by example to ensure accountability to the taxpayers of Jackson County.</p>	<p>Three-day High Performance Organization (HPO) training in March will address management abilities.</p>
<p>Increase employee health by tying benefits to participation in wellness program.</p>	<p>Wellness program running successfully. Health cost inflation among county employees below market.</p>

## Strategic Outcomes (BHAG)

<b>Metric</b>	<b>2009</b>	<b>2013 Target</b>
Percent of respondents who rated their overall impression of county employees as excellent or good.	72%	75%
Percent of respondents who rated the responsiveness of county employees as excellent or good.	69%	73%
Percent of county employees who agreed that they received the support they need from other county employees to do their job effectively.	85%	88%
Percent of county employees who said they were satisfied with Jackson County as a place to work.	90.9%	93%
Percent of county employees who said they feel confident in the direction that management is leading the organization.	65.3%	70%

# Education

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## **EXTERNAL FOCUS STRATEGY**

Jackson County recognizes education fuels a thriving community and provides a progressive environment that promotes education at all levels to give residents a competitive advantage.

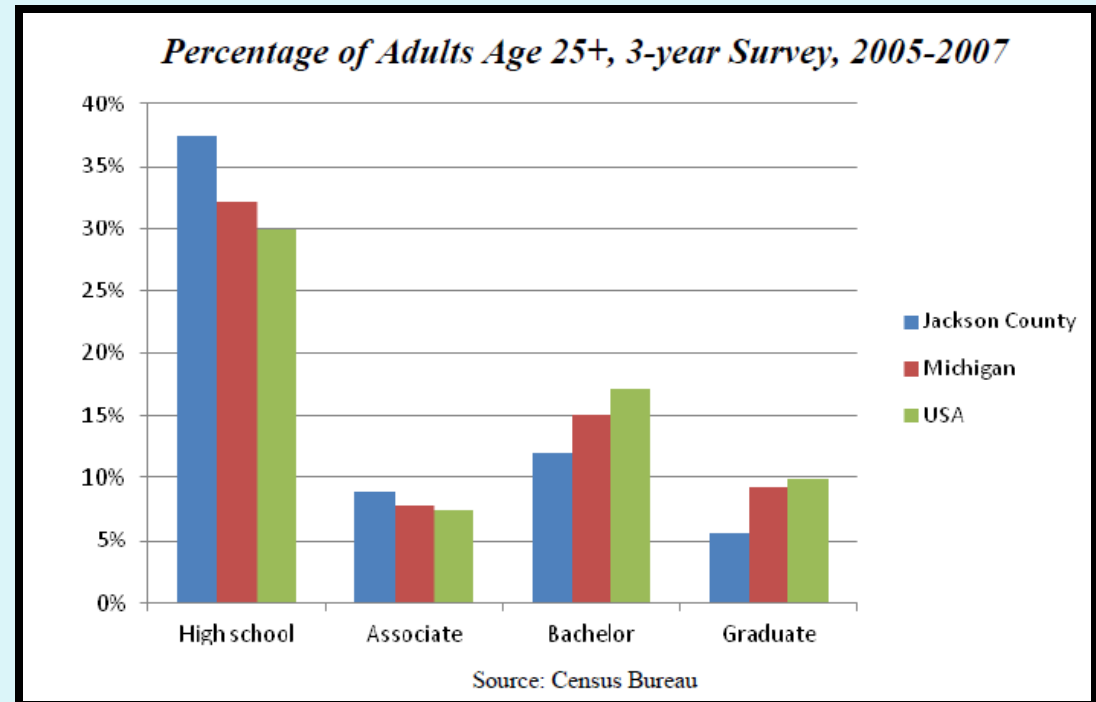
# Education



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*“The quality of the local workforce is the number one issue in economic development today. Without a proven pipeline to prepare its future workforce, a community will be at a distinct competitive disadvantage.”*

Economic Development Strategic Plan,  
page 40



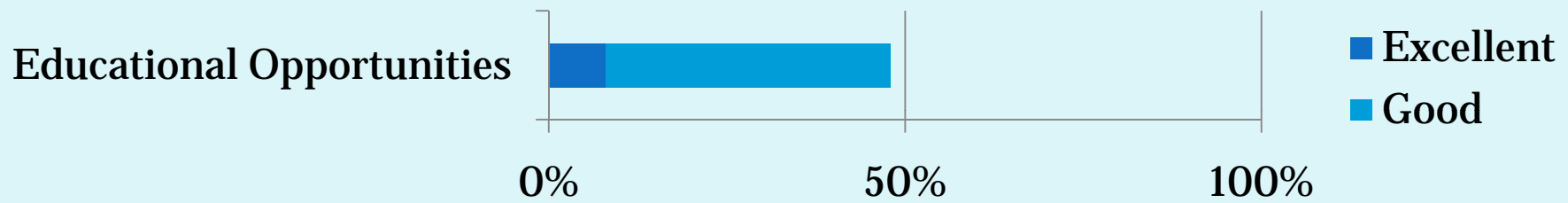
**Educational attainment needs improvement for Jackson County to be successful.**

# Educational Opportunity



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## Citizen Perception of Educational Opportunities

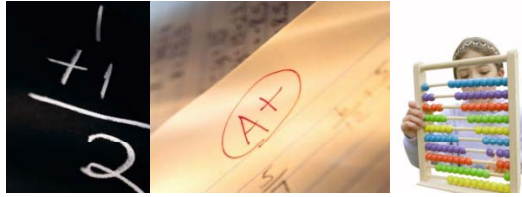


### Reality:

- 21 Institutes of Higher Education within 1 Hour of Jackson County
- Excellent opportunities right in Jackson County

*Despite Jackson County's close proximity to many colleges and universities, some of which are very large, the County's education attainment and per-capita income are below that of the State of Michigan and the nation.*

Jackson County Economic Development Strategic Plan



# Successes



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## Accomplishments

- Bringing together the key players
- Establishing a math agenda
- Math summit
- Math at the fair
- More to come

## Our Partners

- Intermediate School District (ISD)
- Jackson Community College
- Baker College
- Superintendents Association
- School Board Members
- County Commission
- County Staff
- MSU Extension

# Progress Made - Education



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<b>Major Strategy</b>	<b>Progress</b>
Encourage county employees and residents to participate in mentoring opportunities throughout the County.	No progress to date.
Participate in, and encourage, services and cooperation between educational systems.	School districts are moving on their own (e.g. bus service)
Bring together all stakeholders (i.e. South Central Works, JAMA, JCC, and others) to create a better understanding of what is needed to match education with employers needs.	Education team is functioning and meeting regularly. Good representation. The group has been able to rally around a common theme of improving math skills.

## Strategic Outcomes (BHAG)



Metric	2009	2013 Target
Percent difference between County and State elementary MEAP reading scores.		> 0%
Percent difference between County and State elementary MEAP math scores.		> 0%
Percent difference between County and State middle school MEAP reading scores.		> 0%
Percent difference between County and State middle school MEAP math scores.		
Percent of students scoring 4 or above on math work keys.		
Percent of students scoring 4 or above on reading work keys.		
Percent of students scoring above 19 on the ACT math.		
Percent of students scoring above 19 on reading.		
Percent difference between County and State graduation rate.		> 0%
Percent difference between County and National post-secondary credential.		National 86%

# Cooperation Between Governments

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## **EXTERNAL FOCUS STRATEGY**

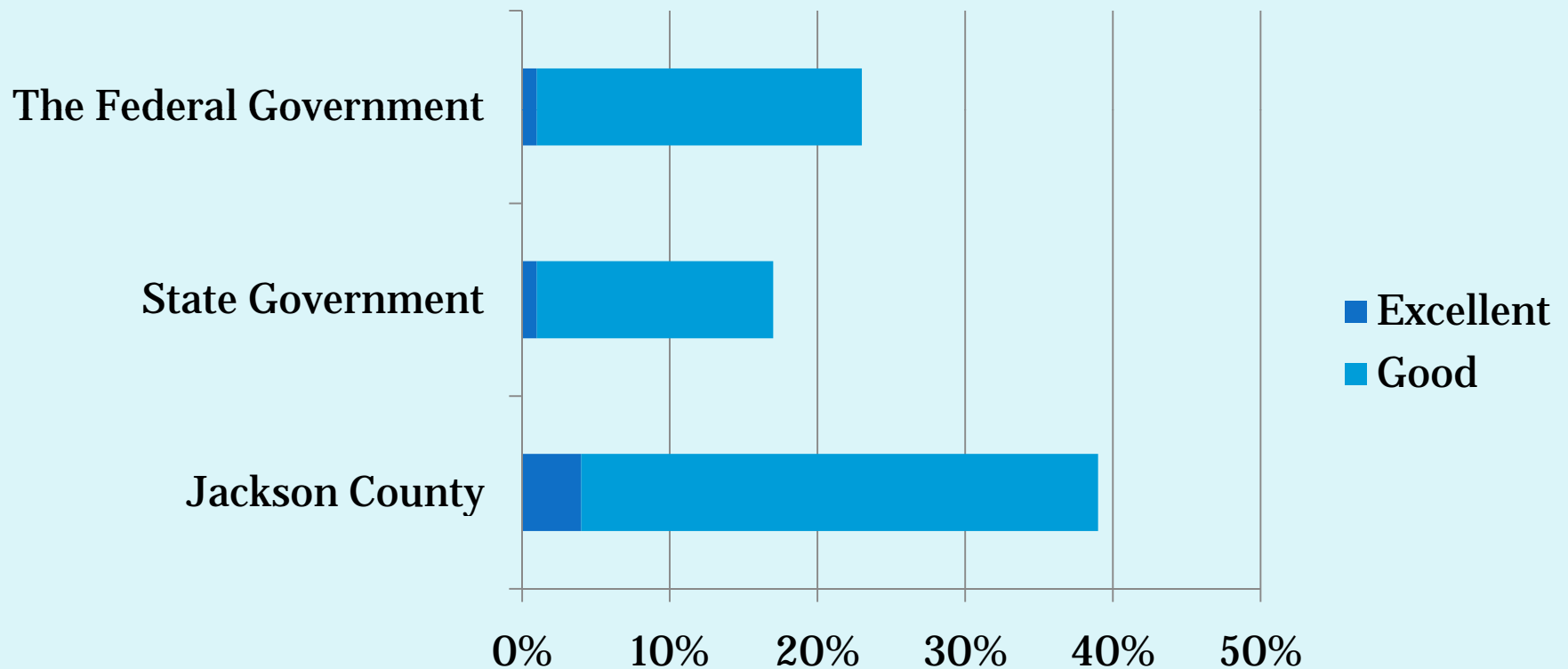
Jackson County provides effective and economical services for all citizens by working cooperatively and collaboratively with other units of government.

# ...effective services



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## Ratings of the quality of services provided by each of the following.

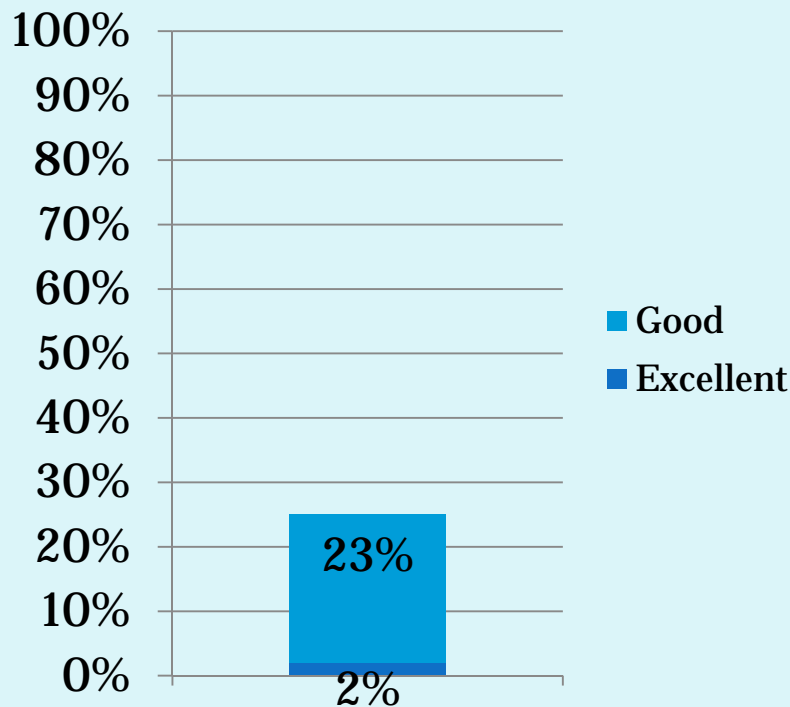


# ...economical services

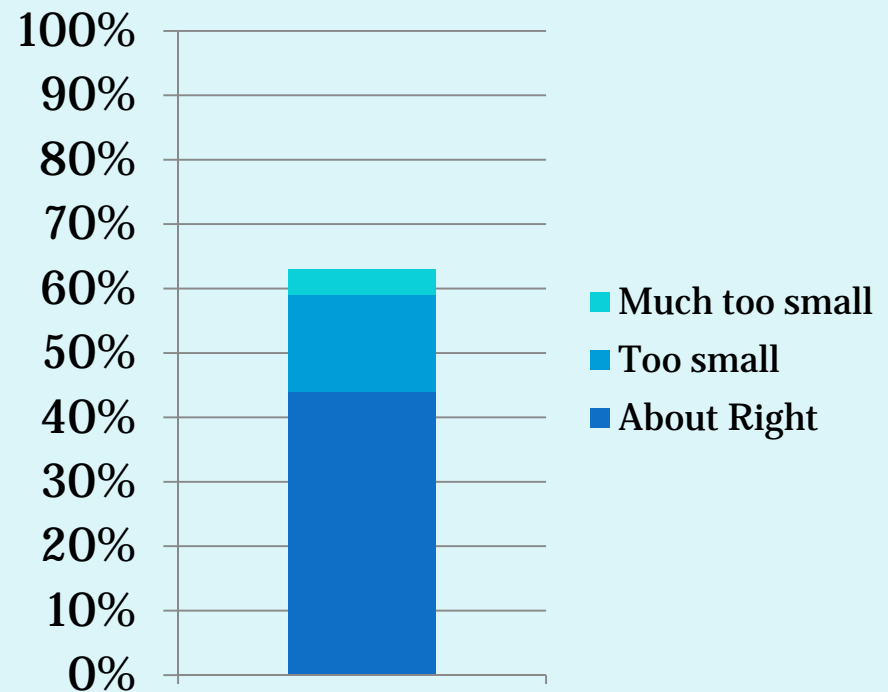


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## ...value of services for the taxes paid to Jackson County.



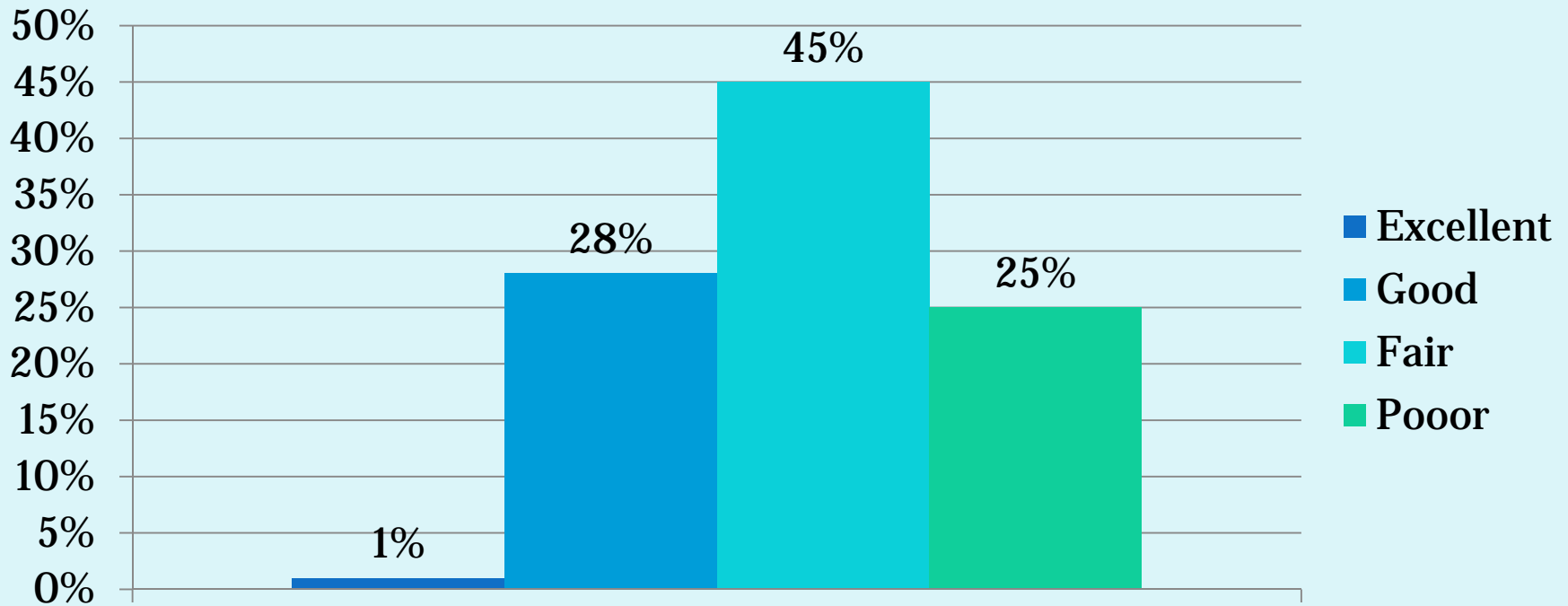
## ...what do you think of the size of the County Government?



# ...working cooperatively and collaboratively

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**Please rate the level of coordination between Jackson County and other units of government (e.g. federal, state, city, township, and village).**



# Success Stories – Cooperative Gov.



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Combined Information Technology Services with Road Commission and Medical Care Facility



Second floor co-location & one stop customer service floor



Cooperative Purchasing Agreements with municipal governments - Fuel Savings

Roll Out of Gov-QA



# Progress Made – Cooperative Governments

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<b>Major Strategy</b>	<b>Progress</b>
Re-energize the Intergovernmental Committee to focus on cooperation.	Committee formed and meetings held. Also worked though Supervisors meeting.
Conduct an inventory of existing intergovernmental cooperative arrangements.	Survey sent out and results received. Funding necessity in causing an increase in the interest in collaboration results.
Get input from constituents (e.g. businesses, citizens, community leaders, etc.) to identify where and how government can cooperate.	Cooperative purchasing agreement.
Develop communication tools to assist local units in the means necessary to collaborate and communicate.	Intergovernmental committee. GOVQA rolled out at County level. No takers at township level.

# Strategic Outcomes (BHAG)



Metric	2009	2013 Target
Percent of citizens who said the level of coordination between Jackson County and other units of government is excellent or good.	29%	35%
Percent of citizens who said the value of services for the for taxes paid to Jackson County is Excellent or Good.	25%	28%
Percent of citizens who said the size of county government is about right, too small, or much too small.	63%	66%

# Retreat Wrap-up

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# Priorities

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- Are these still the right ingredients?
- Is this still the right pecking order?

## Internal Focus

1. Safe Community
2. Economic Development
3. Healthy Community
4. Recreational & Cultural Opportunities

## External Focus

- Education
- Cooperation Between Governments

## Internal Organization

- Improved Work Environment

# Fiscal Guidance

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- Review of Fiscal Targets



# Option 1: No Revenue Sharing



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## **Assumption**

- No Revenue Sharing

## **Implications**

- Cut General Fund by \$1,500,000
- Use \$1,250,000 in Fund Balance
- Reduce Fund Balance



# Option 2: Revenue Sharing 50%



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## Assumption

- Revenue Sharing funded at 50% of proposed budget

## Implications

- Cut General Fund by \$300,000
- Use \$750,000 in Fund Balance/Stabilization
- Reduce Fund Balance



# Option 3: Full Revenue Sharing



60

## Assumption

- Receive Full Revenue Sharing in 2011

## Implications

- No expenditure cuts
- Balanced budget without use of Fund Balance
- Increase of Fund Balance by \$650,000



# Recommendation



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## Prepare an Option 2 Budget

- Assume 50% Revenue Sharing (\$1.7 Million)
  - Use \$750,000 of Fund Balance
  - Staff would have to come up with \$300,000.
- 
- **If Revenue Sharing Completely Cut**
    - Amend budget to cut another \$1.7 million
  - **If Revenue Sharing Fully Funded**
    - Fund strategic objectives up to \$1.7 million

# Five - Year Plan



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<b>Revenues</b>					
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
GF Revenue	\$38,542,128	\$37,942,128	\$37,542,128	\$37,142,128	\$37,142,128
Revenue Sharing	\$1,700,000	\$1,700,000	\$1,700,000	\$1,700,000	\$1,700,000
Fund Balance/Stablization	\$750,000	\$1,000,000	\$1,000,000	\$1,000,000	\$500,000
<b>Total</b>	<b>\$40,992,128</b>	<b>\$40,642,128</b>	<b>\$40,242,128</b>	<b>\$39,842,128</b>	<b>\$39,342,128</b>
<b>Expenditures</b>					
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Base	\$41,292,128	\$40,992,128	\$40,642,128	\$40,242,128	\$39,842,128
Cuts	(\$300,000)	(\$350,000)	(\$400,000)	(\$400,000)	(\$500,000)
<b>Total</b>	<b>\$40,992,128</b>	<b>\$40,642,128</b>	<b>\$40,242,128</b>	<b>\$39,842,128</b>	<b>\$39,342,128</b>

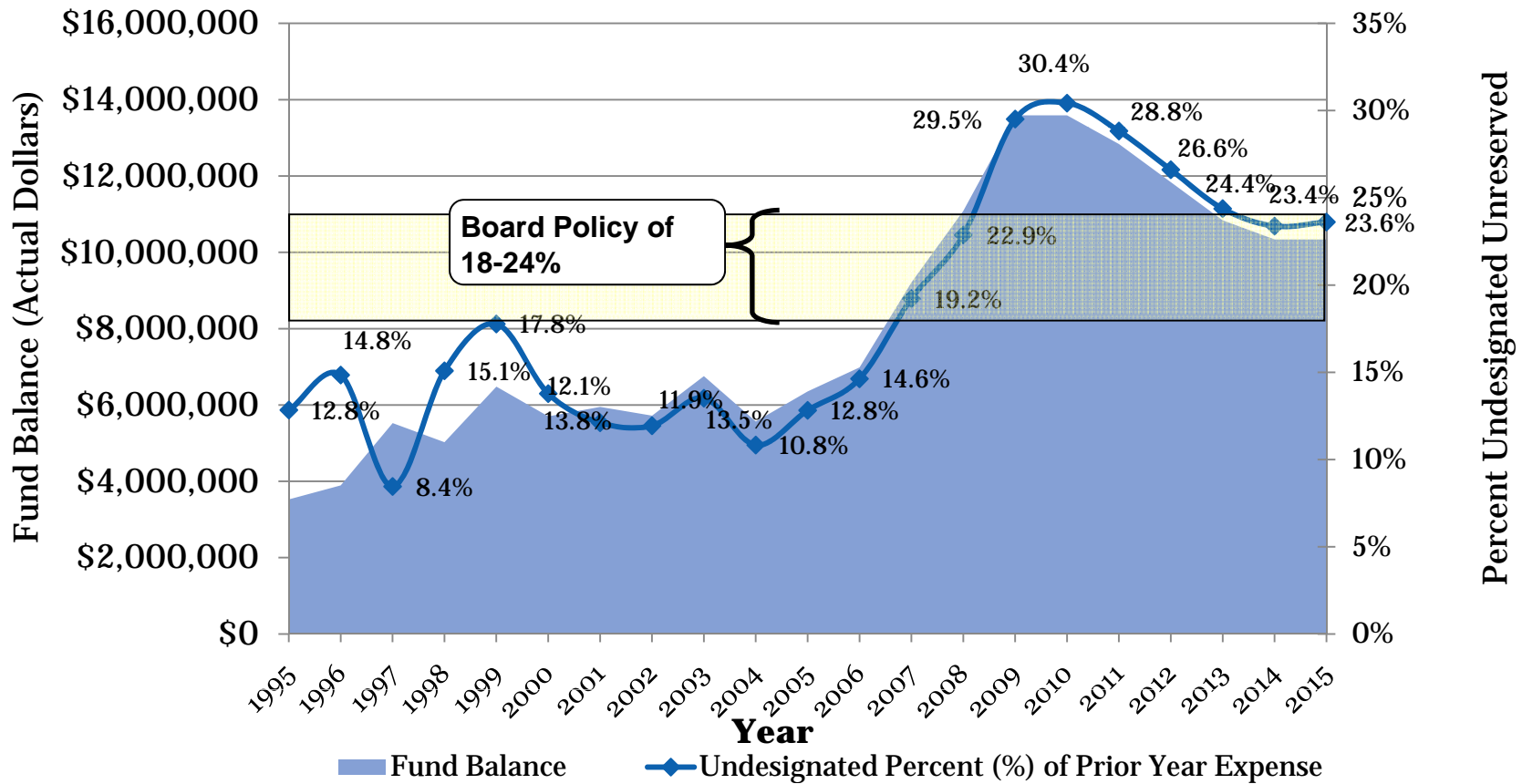
- Uses fund balance at responsible rate
- Pushes staff to become more efficient
- Spreads cuts over time
- Reasonable expectations of the State

# Fund Balance Impact



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## Projection



# What is the pleasure of the Board?



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- Option 1
- **Option 2**
- Option 3

# Strategic Opportunities



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## Based on Your Priorities

1. Road Patrol Deputy - \$400,000
2. Riverwalk Hotel Demolition Seed Money - \$200,000
3. Parks Capital Investment - \$100,000
4. Employee Compensation - \$200,000

## Your Direction

- Not currently funded in five year plan
- With your consent we will try to work these in to 2011 and in to the five year plan

# Discussion



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