

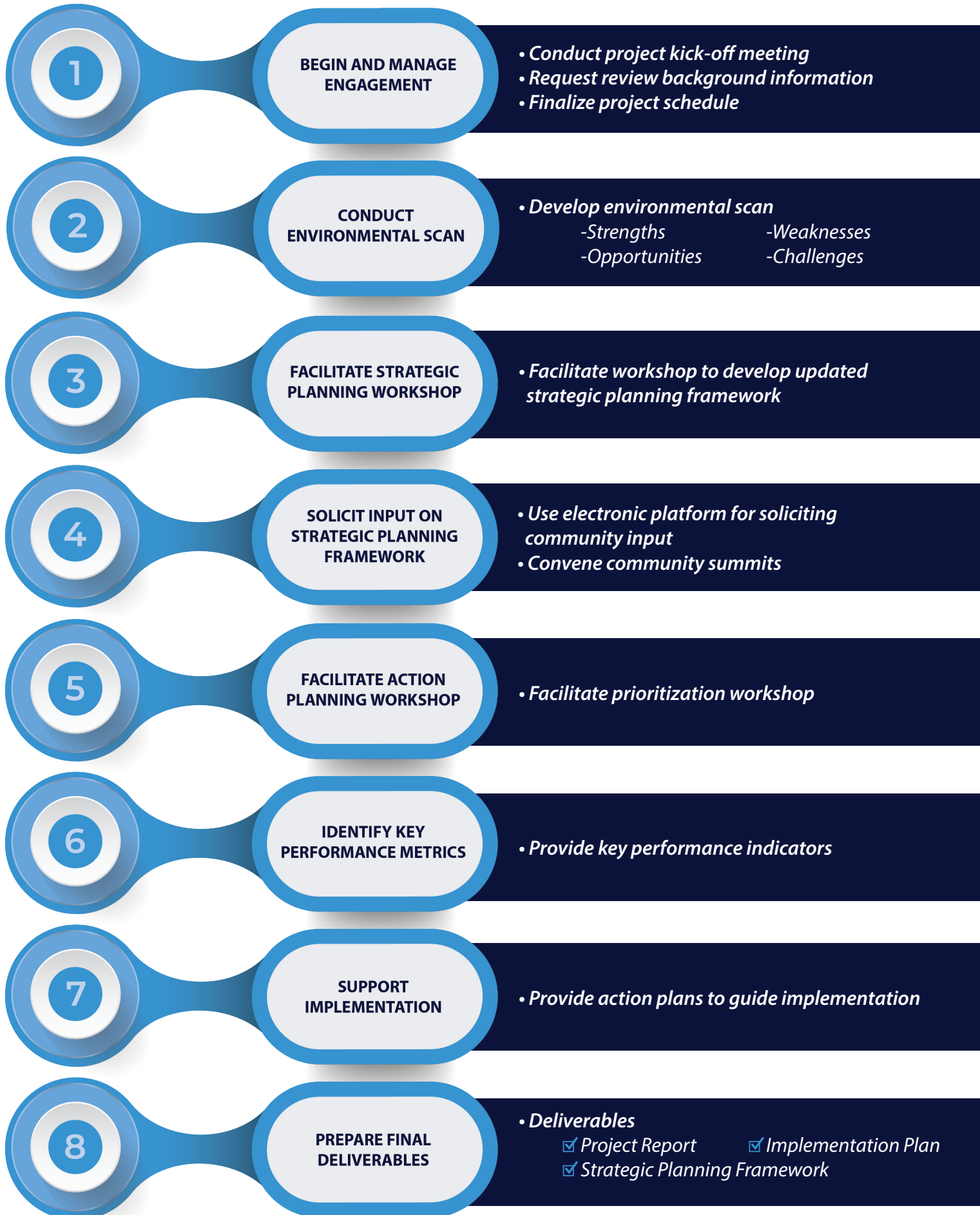


JACKSON COUNTY
Michigan



JACKSON COUNTY MICHIGAN Strategic Plan





Strategic Planning Process

Jackson County has a history of commitment to Strategic Planning. The County Commission adopted its first strategic plan in 2008. The first plan included seven goal areas, departmental work plans, and benchmarks for measuring success. Recognizing the organization's success, the County updated its plan in 2012, and ultimately adopted the Jackson 2020 Strategic Plan. Jackson 2020 identified eight focus areas (strands), as well as associated action steps and desired outcomes.

In 2018, the County engaged The Novak Consulting Group to facilitate the update of the strategic plan. The updated strategic plan is a continuation of the County's strategic planning efforts and commitment to success, and it will guide future policy initiatives and funding decisions

The strategic planning process involves articulating a clear vision for the community, establishing goals, identifying initiatives, and creating implementation plans that become the focus of activity and engagement long after the process has finished. The strategic planning process explores three specific questions:

- What do we know to be true? – Where are we today?
- What do we hope will be true in the future? – Where do we want to go?
- What must go well in order to make it so? – How do we get there?

In this way, a strategic plan serves as a roadmap to move a community toward its intended vision. To develop the County's updated strategic plan, community focus groups were held and an online engagement platform was used to gather feedback and comments from the public. Retreats were held with the County Commissioners and Department Leadership.

This document identifies Jackson County's Mission, six Key Performance Areas, and initiatives for the next several years.



ENVIRONMENTAL SCAN HIGHLIGHTS

Jackson County's population is stable.

The County grew by approximately 10,000 residents or 6%, between 1990 and 2000. Since then, the population has remained essentially unchanged; there were only approximately 200 more residents in 2017 (158,640) than there were in 2000 (158,422).

Jackson County is aging but still has a significant percentage of young residents.

The median age of Jackson County residents increased by approximately six years between 2000 and 2017, from 35.3 to 41.0. However, more than 30% of the population is under the age of 15.

The majority of adult Jackson County residents are high school graduates.

The highest degree attained by 59% of Jackson County residents over the age of 25 is a high school diploma. Another 10% have an associate degree, and 21% have a bachelor's degree or higher.

Jackson County's unemployment rate is declining.

In 2009, at the height of the recession, Jackson County had an unemployment rate of 13.6%, approximately four percentage points higher than the national average. However, unemployment has fallen every year since then. The average annual unemployment rate in 2017 was 4.7%, approximately equal to the national average.

Jackson County's median household income has declined.

Jackson County's median household income in the year 2000 was \$41,994, which equates to \$59,777 when adjusted for inflation. Median household income in 2017 was \$49,715, a decrease of approximately \$10,000 or 17%. The percentage of individuals below the poverty line also increased between 2000 and 2017; 12.4% of individuals were below the poverty line in 2000 versus 15.2% in 2017.

Jackson County's crime rate has increased.

The total number of reported crimes increased by 44% between 2008 and 2017. Reported incidents of property crime increased by 33% and reported incidents of violent crime increased by 103% over that period. The largest increase was in cases of larceny-theft; there were 149 more cases in 2017 than in 2008. The murder rate remains low, with no murders reported in 2017.

Jackson County's government is growing, largely due to State funding.

Jackson County added 51 full-time-equivalent positions between FY2015 and FY2019, a 9% increase. Revenues grew by 37%, and expenditures grew by 45% over that time, largely driven by the implementation of a State program providing funding for road repair. General Fund revenues and expenditures did not change meaningfully over the past five years.



MISSION

Jackson County government works with our community delivering services that improve quality of life.

VALUES



Quality

We strive for great work, to get it right the first time, and to constantly review the way we do business to produce quality services.



Teamwork

The interconnected society we live in requires us to work together to solve community problems.



Integrity

We must be open and honest with ourselves, each other, and our citizens. People with integrity do the right thing when no one's looking.



Efficiency

We can't waste time, money, ideas or talents. We have to do the most with the least to derive a good value for the Citizens' tax dollar.



Community

We're all in it together working to improve Jackson County, the place we live, work, play, and raise our children.



Accountability

The County will be held responsible to the public for resources entrusted to our care.



VISION

Responsible, innovative, transparent, and caring County government, equitably serving a safe, diverse, welcoming, and prosperous community.



KEY PERFORMANCE AREAS



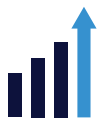
Healthy Community

Assuring equitable access to high-quality health, human, and social service supports in our community.



Transportation and Community Connectedness

Keeping our community safely in motion with a modern, appropriate, multi-modal, well-maintained transportation and infrastructure network.



Thriving Regional Economy

Jackson County has a skilled and educated workforce, is attractive to diverse industries, and helps businesses prosper.



Safe and Desirable

A safe community is a result of public safety professionals working in partnership with the people they serve. By working together with mutual respect, we make Jackson County a safe place to live, work, and play.



Trusted Government

Jackson County government respects personal liberties and is fiscally responsible with trusted, high-performing employees providing essential services with transparency, efficiency, and in collaboration with other units of government and stakeholders.



Quality of Life Essentials

Jackson County is a place where everyone has access to parks, waterways, recreation, and cultural opportunities, making us an attractive community for residents, visitors, and businesses.



Initiatives to Advance Success

Thriving Regional Economy

- Promote skilled trades at a younger age. Work with community partners to address long-term training and education needs; establish a workforce training program in order to maintain a skilled workforce.
- Communicate with Michigan State University regarding new medical complex.
- Maintain low taxes.

Safe and Desirable

- Retain experienced police officers.
- Establish regional public safety partnerships to share resources and information.

Trusted Government

- Improve communication.

Quality of Life Essentials

- Establish greater access to waterways and parks for recreational use.



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