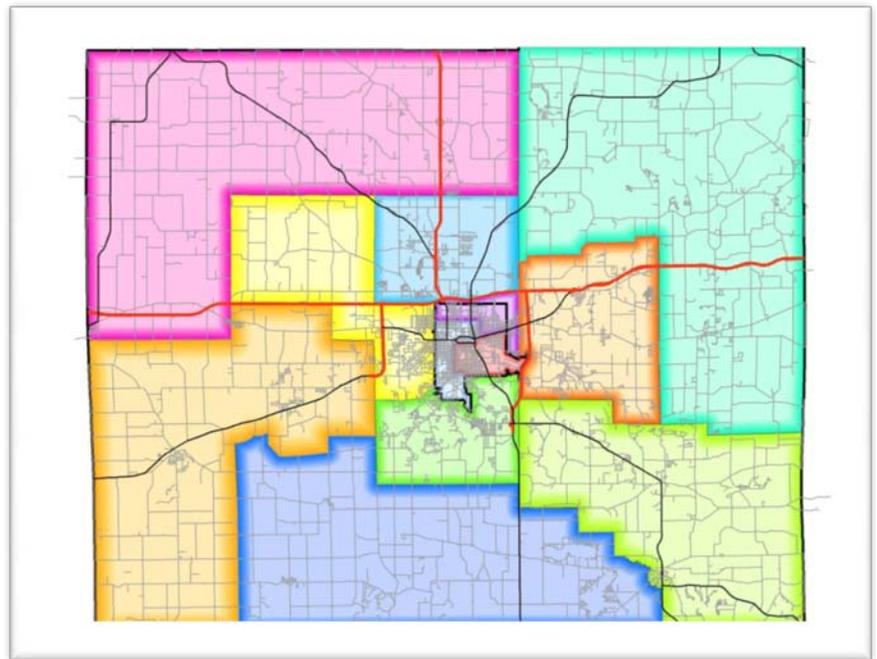


About Jackson County

With approximately 160,000 residents spread over more than 700 square miles, the people of Jackson County enjoy the association of a small town, but the amenities of a place much larger than it feels. Jackson County is located at the cross roads of State Highway 127 and Interstate 94 only half an hour from Lansing, Ann Arbor, and Battle Creek and just over an hour from Detroit.

Residents and visitors enjoy thousands of acres of open space, 188 lakes, over 500 holes of golf, a county airport, and many other amenities. The county hosts many special events including the Rose Festival, Hot Air Jubilee, Race Week, Shakespeare Festival, Civil War Muster, and the NASCAR and Nextel Cup Series.

Within the county are 19 townships, 7 villages, and the City of Jackson. The County is home to Spring Arbor University, Jackson Community College, and a branch of Baker College.



Jackson County, Michigan

The Jackson County Government provides a wide range of services, which includes law enforcement, a court system, health department, services for the aging, veteran's services, and much more. The County is governed by a board of twelve county commissioners. Six other elected officials preside over specific services including the Sheriff, Prosecuting Attorney, County Clerk, Register of Deeds, Drain Commissioner, and County Treasurer. Both the Circuit and District Court are presided over by a Chief Judge. Four other judges are elected in the Circuit Court and 3 more elected judges serve in the District Court.

Jackson County's Mission, Vision, and Values are as follows:

MISSION STATEMENT:

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.

VISION STATEMENT:

Jackson County government shall strive to assure the provision of those services its constituents cannot provide themselves, to protect the public health, safety, welfare and environment for all without discrimination, efficiently and economically, to encourage economic development and to promote education in a safe and secure environment, with the end goal of creating the healthiest and most prosperous community in the nation.

CORE VALUES:

INTEGRITY

We will ensure public trust through honesty, fairness, consistency and follow-through.

LEADERSHIP

We are committed to actively guiding Jackson County toward a higher quality of life.

COLLABORATION

We are dedicated to building partnership and sharing knowledge and resources.

RESPONSIVENESS

We will deliver customer-focused service that is accessible, user-friendly, respectful and efficient.

ACCOUNTABILITY

We will prudently manage County resources.

Jackson County Strategic Plan

The Jackson County Board of Commissioners began the strategic planning process in 2007. In 2008 the Board of Commissioners officially adopted a strategic plan that included 7 goal areas. The goals of the inaugural strategic plan were as follows:

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

Economic Development – Jackson County's diverse economy and innovative economic development efforts ensure continued growth and vibrancy within the local, regional, state, and global marketplace.

Education – 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.

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

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

Quality of Life – 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.

In formally adopting the Jackson County Strategic Plan, the Board of Commissioners and Administration created work teams to progress the goals and objectives of each strategic area. Those groups continue to make progress towards accomplishing the mission of the County Board of Commissioners.

In 2009 the Board of Commissioners took an additional step forward by integrating the strategic priorities into the budget. The 2010 budget process began with a Board retreat where commissioners reviewed their strategic priorities. County programs were aligned with the existing goal areas and commissioners were shown how their strategic priorities would be used to make decisions for the 2010 budget.

The Board of Commissioners made multiple revisions and enhancements to the strategic plan as a result of the board retreat which will improve administrations' ability to use the strategic plan as a budget guiding instrument.

A significant addition to the strategic plan was the addition of a Safe Community goal. Commissioners recognized that over half of the County's expenditures were devoted to

Introduction

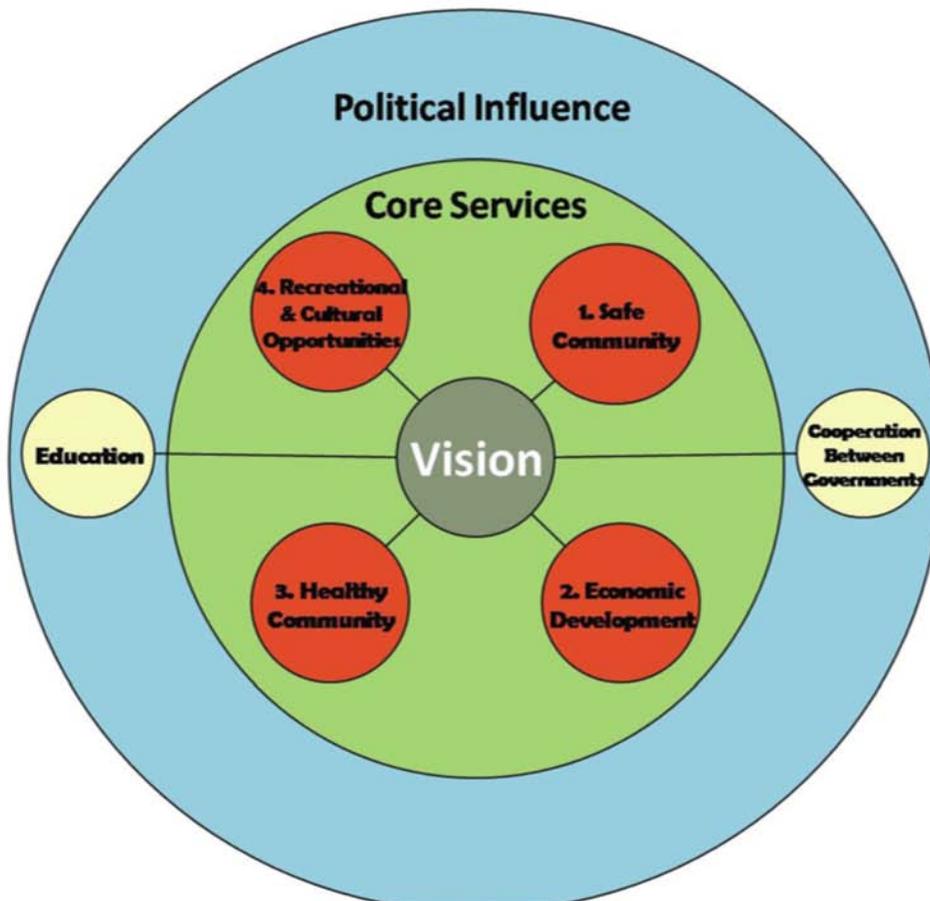
public safety related services such as the Sheriff's Department and the court system. If the strategic plan is to be used as a budget guiding tool it must provide guidance as to the Board's goals with respect to having a safe community.

At its board retreat, Commissioners officially adopted Safe Community as an additional goal. County officials have engaged citizens in a collaborative effort to finalize the strategies and objectives within the Safe Community Goal.

An additional amendment to the plan was to rename the Quality of Life strategic area to Recreational & Cultural Opportunities. As it was discussed, Quality of Life is the overarching goal of the entire strategic plan. The vision statement is more accurately labeled by the term Recreational & Cultural Opportunities. This new nomenclature also provides administration a clearer understanding of the Boards intention of this strategic area towards the budgeting process.

The last significant change towards using the strategic plan as a budget guiding

Jackson Board of Commissioners Strategic Priorities



Organizational Goals

Improved Work Environment

Core Values

Integrity
Leadership
Collaboration
Responsiveness
Accountability

document was to differentiate the strategic goals between internal and external focused goals. Internally focused goals will be used to determine how county programs are funded. Externally focused goals explain where the Board of Commissioners chooses to exert their political influence towards improving quality of life and government services outside the context of county government.

Through the retreat process the Board accepted four goals to describe their core services as can be seen in the chart on the previous page. These goals describe services provided to customers of the county. Not only did they identify these four goals as describing the focus of their core services, but they prioritized them as follows:

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

Education and Cooperation Between Governments were endorsed as the external

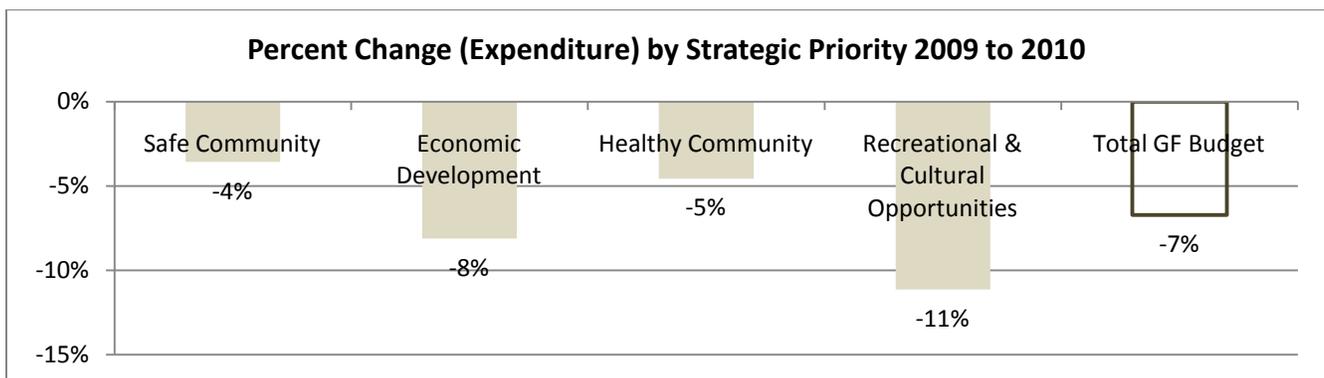
focus of the Board of Commissioners. Improved Work Environment was endorsed as an organizational goal in addition to the Board's internal and external focus.

Future Strategic Planning in Jackson County

The 2010 budget was the first attempt at using the board's strategic plan to influence a fiscal plan. As seen by the chart at the bottom of the page, the 2010 Budget predominately reflects the Board's prioritization of their strategic plan goals.

To continue budget integration of the strategic plan the county administrator will review the strategic priorities with the Board of Commissioners at the outset of the budget process. Commissioners will have the opportunity to amend, reprioritize, respond to changing economics, or endorse the current strategic direction of the organization before the budget process is commenced.

The County Quality One group, formed to implement the Board's strategic plan will be developing measurable outcome goals in the coming year to establish five-year targets.





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