



## Government Effectiveness and Efficiencies

### Issue Analysis

#### **Historical Efforts**

The 2007 Jackson County Strategic Plan included a strand aimed at improving Cooperation Between Governments in the Jackson community. A loosely knit team was formed to address the goals outlined in the Plan and to implement the strategies with each respective goal. The 2007 vision was:

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

Strategies Developed to Support the 2007 Vision Included:

**Strategy I: Re-energize the Intergovernmental Committee to focus on cooperation.**

**Strategy II: Conduct an inventory of existing intergovernmental cooperative arrangements.**

**Strategy III: Get input from constituents (e.g. businesses, citizens, community leaders, etc.) to identify where and how government can cooperate.**

**Strategy IV: Develop communication tools to assist local units in the means necessary to collaborate and communicate.**

One of the accomplishments recognized during this process is Jackson County's participation in the biannual National Citizen Survey in 2009 and 2011. The Survey contains questions that directly address the perception of collaboration and citizen satisfaction. The survey results can be viewed on the Jackson County website.

#### **Stakeholder Analysis**

The Jackson 2020 "Government Effectiveness and Efficiencies" (GEE) Strand has been working to identify the stakeholders associated with the GEE group. The statement "Quality of Service" and "Value of Service" is often associated with strands that address issues such as collabora-



tions. Consequently, the stakeholders that enter the conversation are wide-ranging and may include (but are not limited to) the following:

- Jackson Residents
- Transportation
- State, City, Townships and Villages
- Colleges and School Districts
- Libraries
- Business and Industry



## **Community Assets**

The Jackson County has identified several opportunities to share resources with other agencies.

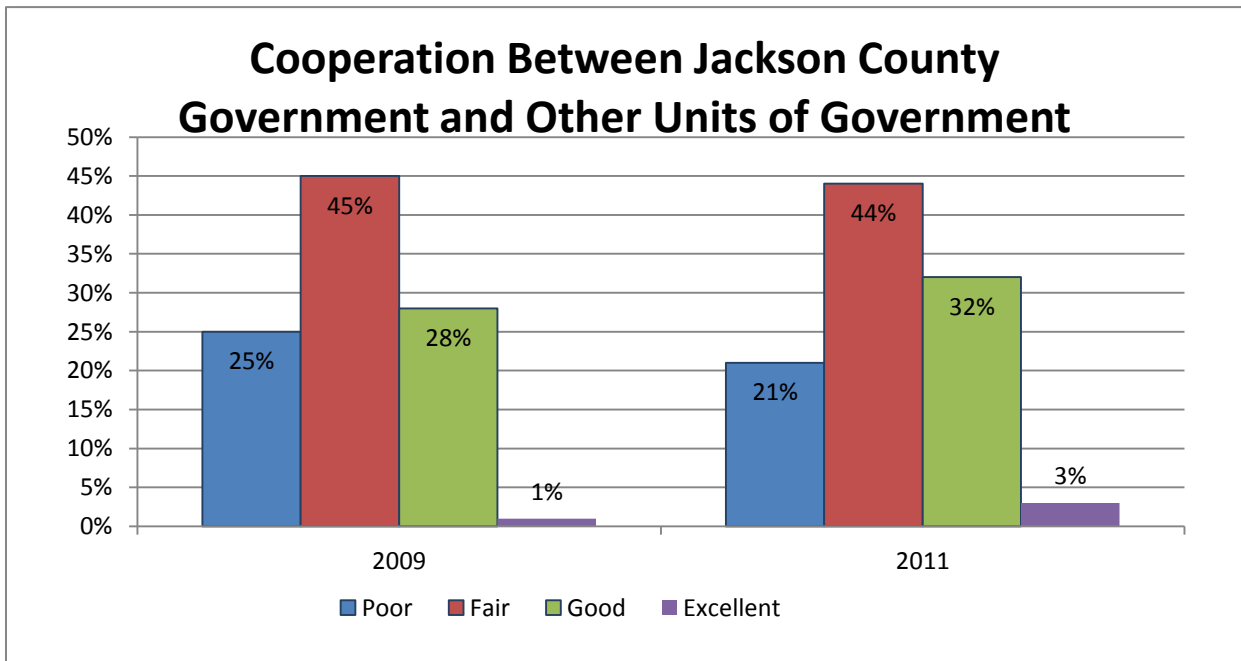
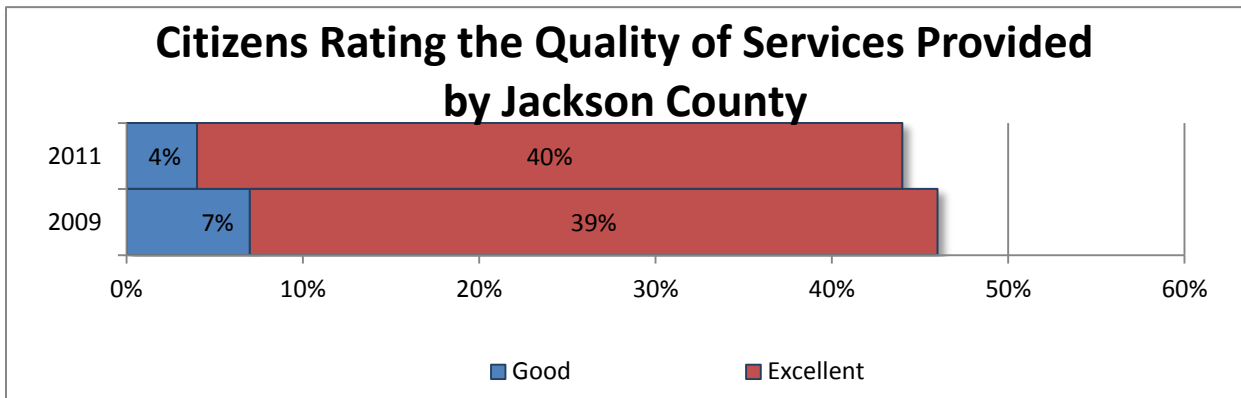
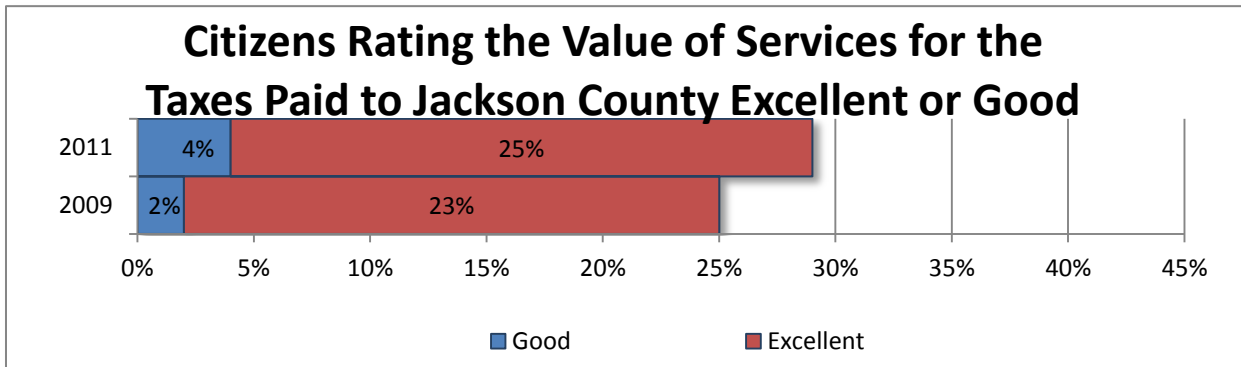
1. Shared Human Resources between City and County
2. Combined information technology services with other units of government through service license agreements
  - a. SLA with Jackson County Medical Care Facility
  - b. SLA with Jackson County Road Commission
  - c. SLA with Land Bank Authority
3. City of Jackson combined the Police records system with the Sheriff records system and added Mobile reporting to City Police vehicles
4. Cooperative purchasing agreements with City, Townships and Villages
5. Gov-QA website
6. Addition of Online Permit Information

## **Current Reality**

Jackson 2020's GEE Strand has been diligently working to identify measurable goals and objectives that can be accomplished through the hard work and dedication of workgroups. These workgroups will be comprised of diverse members of the community. Members will represent a myriad of interests ranging from individuals to highly organized institutions and everything between.

As mentioned above, Jackson County participated in the National Citizen Survey in 2009 and 2011 and is scheduled to take part in 2013 as well. There are several questions in the Survey that address citizen values. Key indicators such as "Value of Services for the Taxes Paid", "Quality of Services Provided" and "Cooperation Between Jackson County and other Units of Government" are three iterations of the National Citizen Survey that have provided us with some excellent base line data.

As can be seen from the following graphs perception of Value of Services for the Taxes Paid, Quality of Services Provided and Cooperation Between Jackson County and other Units of Government have significant ratings in the fair to excellent categories.





Improvement can be observed from 2009 to 2011 in the “Value of Services for Taxes paid” chart. There is a 4% increase in the good and excellent combined categories. In the “Cooperation Between Jackson County Government and Other Local Units of Government” there was a 6% increase in the good and excellent combined categories.

The “Citizen Rating for the Quality of Services Provided” declined by 2% but increased in the excellent category by 1%. Due to the economic conditions of 2011 we look forward to the 2013 survey and a rise in our community perception.

### **Future Considerations**

Jackson 2020 is a collaborative community effort whose aim is to “transform Jackson County into one of the nation’s most desirable places to live, work, and play for people of all ages, backgrounds, and cultures”. The Jackson 2020 effort is comprised of eight (8) strands focused on topics such as health, economic development, and community safety.

## ***New Vision Statement for GEE***

*Provide the citizens of Jackson County efficient and effective services by working cooperatively and collaboratively with other units of government and stakeholders*

The GEE vision, goals, and strategies are very broad and certainly reach beyond the traditional direct oversight of the County’s governance structure.

### **Proposed Draft Goals for the GEE Strand**

#### **▶ *Leadership Development***

- ▶ *Start a Youth Program and target 100 youth*
- ▶ *Network all Segments of the Community and target 100 adults*
  - ▶ *Include Leadership Academy*
- ▶ *Provide Train the Trainer for 25 people*

#### **▶ *Form a New Committee***

- ▶ *Continuously increase membership*

#### **▶ *Customer Satisfaction of Services (Improved services)***



- ▶ *2013 Citizen Survey, additional surveys as needed*
- ▶ ***Inventory Cooperative Arrangements***
  - ▶ *Survey current sharing*
  - ▶ *Count sharing projects and market on website*
- ▶ ***Develop Communication tools to increase collaboration opportunities***
  - ▶ *Use media to engage parties*
  - ▶ *Promote and publish sharing*
- ▶ ***Explore Consolidation (Government, Schools etc.)***
  - ▶ *Study current service delivery and pick 5 to study*
  - ▶ *Identify alternatives (10)*
  - ▶ *Perform cost benefit analysis*
  - ▶ *Involve stakeholders in all steps*
  - ▶ *Rollout the cost saving efficiencies*
- ▶ ***Improve Affordable Transportation***
  - ▶ *Involve stakeholders and perform analysis*
- ▶ ***Streamline Permitting, Zoning and Assessing***
  - ▶ *Economic Development is pursuing*
- ▶ ***Capitalize on Technology and allow Integration of Services and Functions***
  - ▶ *Form partnerships that allow technology integration*
  - ▶ *Research Countywide WIFI*



- ▶ *Involve stakeholders and perform analysis*
- ▶ **Website Improvements**
  - ▶ *Goal is to increase page count*
- ▶ **GIS Layers**
  - ▶ *Goal is to increase layers by 15%*
- ▶ **Streamline Billing**
  - ▶ *Less steps*
  - ▶ *provide 24/7 availability*
  - ▶ *increase opportunities by 15%*
- ▶ **Teach Financial Methods including ROI**
  - ▶ *Develop a Process Blueprint*
- ▶ **Achieve Buy-In from Stakeholder Groups**
  - ▶ *Identify Stakeholder buy-in*
    - ▶ *Hold a luncheon and brainstorming session*
    - ▶ *Goal 100 to attend*
  - ▶ *Identify needs*
    - ▶ *Goal 400 needs*
  - ▶ *Identify commitment*
    - ▶ *Through SLA's, Coops and sharing*
    - ▶ *Goal 75 Commitments*
- ▶ **Calculate Return On Investment including soft costs and make sure stakeholders expectations are met**



- ▶ *In the Process Blueprint include financial best practices to determine ROI including soft costs*
- ▶ *Provide training opportunities*

<b>Strand:</b> Government Effectiveness and Efficiencies							
<b>Goal:</b> Improve Communication							
Measurements of Success for the Goal							
Goal (Long Version): Better serve the public and other agencies through information sharing.							
Strategy							
Activities	Resources Needed (e.g. Cost, Equip- ment)	Timeline		Person/Entity Responsible & Involved	Measurable Outcome/ Evidence of Success		
		Start Date	End Date		Description	Present	Target
Evaluate current sharing	Survey	continuous		GEE Team	Count number of sharing projects	10	50% increase
Use media and engage parties	Financial com- mitment	2013	2016	Everyone	Promote and publish sharing	0	25% increase
Do a cost/benefit analysis of savings	Time commitment	2013	2014	GEE Team	Determine sharing sav- ings both soft costs and dollars	0	Monitor 5 major pro- grams
Develop a blueprint	Time commitment	2013	2014	GEE Team	Create a process and promote the method	0	Created



<b>Strand:</b> Government Effectiveness and Efficiencies							
<b>Goal:</b> Promote Community							
Measurements of Success for the Goal							
Goal (Long Version): Promote the assets of community, economic impact and increase quality of life							
Strategy							
Activities	Resources Needed (e.g. Cost, Equip- ment)	Timeline		Person/Entity Responsible & Involved	Measurable Outcome/ Evidence of Success		
		Start Date	End Date		Description	Present	Target
Promote Parks		Continuous		Parks and Rec			
“Best Kept Secret”				Econ Dev.			
BLOG				Econ Dev.			
Success stories				Econ Dev.			

<b>Strand:</b> Government Effectiveness and Efficiencies							
<b>Goal:</b> Explore Consolidation(Government, Schools, transportation, busing, sewers, parks and tax and fee collection)							
Measurements of Success for the Goal							
Goal (Long Version): Make it a priority to eliminate redundancy.							
Strategy							
Activities	Resources Needed (e.g. Cost, Equip- ment)	Timeline		Person/Entity Responsible & Involved	Measurable Outcome/ Evidence of Success		
		Start Date	End Date		Description	Present	Target
Study current service delivery	GEE Team	2013	2014	Team	Pick 5 to study	0	5
Identify Alternatives	GEE Team	2014	2016	Team	Identify 10 alternatives	0	10
Cost benefit Analysis	GEE Team	2014	2016	Team	Perform cost analysis	0	10
Involve Stakeholders in all steps. Rollout the cost saving efficiencies	GEE Team	2013	2017	Team	Promote and involve stakeholders in each step	0	5

<b>Strand:</b> Government Effectiveness and Efficiencies							
<b>Goal:</b> State of the Art Technology and Technology sharing							
Measurements of Success for the Goal							
Goal (Long Version): Create a countywide WIFI, improve websites, add GIS layers and streamline billing.							
Strategy							
Activities	Resources Needed (e.g. Cost, Equip- ment)	Timeline		Person/Entity Responsible & Involved	Measurable Outcome/ Evidence of Success		
		Start Date	End Date		Description	Present	Target
Research Countywide WIFI	Research	2013	2016	GEE Team	Pro or nay proposal	0	
Website improvements	County	Continuous		IT	More pages	6,500	8,000
GIS layers	County	Continuous		GIS	More Layers	Baseline	15% increase
Steamline Billing	Services commit- tee	Continuous		Services Commit- tee	Less Steps 24/7 availabil- ity	Baseline	15% increase

<b>Strand:</b> Government Effectiveness and Efficiencies							
<b>Goal:</b> Leadership Development							
Measurements of Success for the Goal							
Goal (Long Version): A leadership development program.							
Strategy							
Activities	Resources Needed (e.g. Cost, Equip- ment)	Timeline		Person/Entity Responsible & Involved	Measurable Outcome/ Evidence of Success		
		Start Date	End Date		Description	Present	Target
Start with a youth program	Decision makers and employees	ongoing		Facilitator or (MSU)	Youth Training	0	100 youth
Network all segments of the com- munity	Training program	2013	2015	Facilitator or (MSU)	Hold training sessions	0	100 adult
Involve the community	Created a pro- gram	2013	2015	Facilitator or (MSU)	Train the trainer and promote	0	25

<b>Strand:</b> Government Effectiveness and Efficiencies							
<b>Goal:</b> Improve availability of recreational programs and arts and cultural opportunities.							
Measurements of Success for the Goal							
Goal (Long Version): Increase number of opportunities and attendance from outlying areas.							
Strategy							
Activities	Resources Needed (e.g. Cost, Equip- ment)	Timeline		Person/Entity Responsible & Involved	Measurable Outcome/ Evidence of Success		
		Start Date	End Date		Description	Present	Target
Invite Townships	Gee Team	Ongoing		GEE Team	Increase township and shareholder support	0	20%

<b>Strand:</b> Government Effectiveness and Efficiencies							
<b>Goal:</b> Identify stakeholder buy-in.							
Measurements of Success for the Goal							
Goal (Long Version): Identify groups that are interested in buy-in.							
Strategy							
Activities	Resources Needed (e.g. Cost, Equip- ment)	Timeline		Person/Entity Responsible & Involved	Measurable Outcome/ Evidence of Success		
		Start Date	End Date		Description	Present	Target
Stakeholder meeting	Luncheon-\$800.00	2013	2013	GEE Team	Hold a luncheon and brainstorming session	0	100 at- tend
Identify needs	ASK	2013	2013	GEE Team	brainstorming session	0 ideas	400 needs
Identify commitment	ASK	2013	2013	GEE Team	SLA's, Coops, sharing	0	75 commit

<b>Strand:</b> Government Effectiveness and Efficiencies							
<b>Goal:</b> Capitalize on technology to allow integration.							
Measurements of Success for the Goal							
Goal (Long Version): Form partnerships that allow technology integration.							
Strategy							
Activities	Resources Needed (e.g. Cost, Equip- ment)	Timeline		Person/Entity Responsible & Involved	Measurable Outcome/ Evidence of Success		
		Start Date	End Date		Description	Present	Target
Research possibilities							
Identify stakeholders							
Cost analysis							