

CHAIRPERSON  
THOMAS MORGAN

TASK FORCE MEMBERS  
MYLES JOHNSON  
MONICA SCHAFER  
IRENE CAHILL  
RANDY MAIVILLE

**INGHAM COUNTY 2023 STRATEGIC PLANNING TASK FORCE**

*P.O. Box 319, Mason, Michigan 48854 Telephone (517) 676-7206 Fax (517) 676-7306*

THE STRATEGIC PLANNING TASK FORCE WILL MEET ON THURSDAY, MAY 18, 2023 AT 2:00 P.M., IN CONFERENCE ROOM D&E, HUMAN SERVICES BUILDING, 5303 S. CEDAR, LANSING AND VIRTUALLY AT:

<https://ingham.zoom.us/j/83192279243?pwd=cXJBR2srMmNKYnowYWxHSWZxVFJUdz09>

Call to Order

Approval of April 20, 2023 Draft Minutes

Additions to the Agenda

Limited Public Comment

1. Finish SWOT Analysis
2. Refresh Core Values and Verify, Revise (if necessary) Mission and Vision and Sketch Out Potential Strategic Areas of Focus
3. Additional July Meeting (*Discussion*)

Announcements

Public Comment

Adjournment

*The next meeting is June 15, 2023 at 11:00 a.m.*

## ***2023 Strategic Planning Task Force***

*P.O. Box 319, Mason, Michigan 48854 Telephone (517) 676-7206 FAX (517) 676-7306*

### **DRAFT MINUTES**

**April 20, 2023**

Members Present: Commissioner Morgan, Commissioner Schafer

Members Absent: Commissioner Johnson (virtual), Commissioner Cahill (virtual), Commissioner Maiville

Others Present: Deputy Controller Jared Cypher, Assistant to Controller Rachel Prettenhofer, Budget Analyst Jill Bauer, Commissioner Pawar (virtual), Community Health Centers Director Anne Barna, Medical Health Office Shoyinka, Kulik Strategic Advisors Representative Marco Alcor, Kulik Strategic Advisors Representative Tracy Kulik, Mejorando Group Representative Patrick Ibarra (virtual)

Call to Order: The 2023 Strategic Planning Task Force meeting was called to order by Commissioner Morgan at 11:01 a.m., Thursday, April 20, 2023 at 5303 Cedar Street, Lansing, Michigan Human Services Building Conference Room A and virtually via Zoom.

**Additions to the Agenda:** None.

**Limited Public Comment:** None.

#### **1. Ingham County Strategic Plan Kick-Off**

Mr. Ibarra began by providing an overview and stated that he allotting himself about 2 hours max. and at least 1 hour for Kulik Strategic Advisors.

Discussion.

Commissioner Morgan stated that he wants staff to be leading in the discussion and process to make sure they feel open and comfortable talking about what they encounter daily.

Mr. Ibarra stated that he will explore that. He then asked the taskforce what benefits of the Ingham County government are. He asked whether or not Ingham County is output or outcome based.

Mr. Cypher explained that that answer is a mixed bag. The job of the County is to make sure that residents are benefitting from its services and with as few bureaucratic barriers as possible.

Commissioner Cahill stated that she thinks Ingham County is ready to go for emergency services, and it is not reactionary. She further stated that a lot of what the County does is impressive and the citizens are very engaged as well.

Commissioner Schafer stated that one of biggest takeaways is that citizens in outlying areas don't feel heard in citizen engagement. Engagement throughout the entire county is important, not just major in cities.

Commissioner Morgan stated that we have a very diverse county with a very diverse set of people and divergent cultures, so it is a challenge to engage everyone.

Commissioner Schafer stated that sometimes diversity makes a little bit of a divide. It's about bringing the whole county together, not just sections.

Discussion.

Dr. Shoyinka said that it sounds like what we're looking for is the context of equity: making sure everyone gets what they need.

Commissioner Cahill stated that Ingham County is a connection of small towns all together and that it is really the same thing. She further stated that she is looking forward to upgrades to the conference rooms and getting more people engaged with committee and Board meetings

Mr. Ibarra explained that government is finding that there is a blend between one size fits all and customization. He further explained that government tends to struggle with a generalized approach and customized approach at the same time.

Commissioner Morgan stated that we have a fiduciary responsibility to use tax dollars as effectively as possible.

Commissioner Schafer asked how we connect the people. She stated that Commissioner Cahill has a point but when everyone is condensed, they have all of those resources. The outskirts need easier access to these resources, such as CATA.

Mr. Ibarra continued with his presentation and stated that today is 3<sup>rd</sup> item on his process list where we are reviewing input and will do a SWOT analysis. He further stated that he has homework for the Committee for the May 18 meeting. He stated that the committee should review the County's core values and revise the Mission and Vision and sketch out areas of focus and possible goals. He explained that he is trying to make meetings as efficient as possible, so there will be some work in between meetings. After May 18, there will be more homework and it is possible we may need a July meeting.

Mr. Ibarra continued on to say that the strategic plan is a priority setting process and is used to guide decision making. The County's most precious resource is time not money and some items in the Strategic Plan are enhancements, not improvements. He asked how we communicate the adopted Strategic Plan to employees once it is adopted. He explained that not everything in the Strategic Plan is quantitatively measured, it may instead be qualitative. We need to consider the opportunities going forward. He further explained that we can be pushed and pulled in different directions and strategic planning can help the Board of Commissioners be very intentional about what it will and will not do. He stated that the vision is poetry, the mission is plumbing.

Commissioner Morgan left the meeting at 11:30 a.m.

Mr. Ibarra stated that he would go through the Strategic Plan process page with the Task Force. He explained that when we think about cooking, adding more ingredients doesn't always make for a better meal, it is instead about discerning the right ingredients.

Commissioner Morgan returned to the meeting at 11:32 a.m.

Mr. Ibarra stated that more is not always better and he encourages the Task Force to think critically and problem-solve. The Strategic Plan is less a puzzle and more like Legos. He further stated that the Strategic Plan is not a substitute for a budget and asked what people see as the biggest challenges, what they would like to see/what are their goals/objectives for the County. He stated that with his individual interviews, he got a good sample of elected and appointed officials. Main concerns were economic/fiscal/money concerns for the County future, the pace, etc. He explained that today younger people see work as a life-work balance not a work-life balance and so we should try to circle back around to the delivery of services. He stated that people in government love change and that Environmental Sustainability and DEI are becoming a part of government initiatives. He asked what the County is still doing that should be considered in this regard. He further asked what the Task Forces sees as the headwinds. He also asked what some of the trends we need to be aware of are in the County.

Commissioner Schafer stated that we should consider recycling and where we are going with it and further stated that taxes are at all-time highs for property taxes in Ingham County.

Commissioner Morgan stated that the University of Michigan is set to takeover the hospital, which will bring a lot of money, jobs, and brainpower in relation to it to the County. He asked if we can provide the support and resources needed for this move.

Ms. Barna stated that it is also important to understand that any gains we have made over the years have not necessarily been shared with all demographics.

Dr. Shoyinka stated that if we have more talent coming in, it could widen the demographic gap even more.

Mr. Cypher stated that the trouble for ourselves is attracting attention to County jobs. He stated that we may see ourselves struggling to fill vacancies with talent.

Commissioner Schafer stated that the challenge when talking with people about coming to the area, the concern is that Ingham has the highest millage rates. Different areas around Ingham County have lower millage rates and that we have to be aware of the millage rates that fall into the County. She further stated that we need to ask why the private sector not filling the housing void in Ingham County. She asked if it is due to too much regulation and asked if we need to look at other issues or ways to entice the private sector into Ingham County. She stated that we need a roundtable to find out why they are not bringing in services and further stated that the private sector should be able to do it.

Discussion.

Mr. Cypher stated that property taxes are really the only option for our revenue adjustment streams.

Commissioner Morgan explained that everything we do is very constrained by state law and regulation and everything we do is outlined pretty clearly.

Mr. Ibarra explained that there are a lot of moving parts and trying to reconcile them is always difficult. He stated that there is no shortage of demand and that we may not always be in the driver seat. Public Health, for example, is being redefined, and some would say that public safety is a part of public health as well as mental health, well-being, behavioral health, etc.

Commissioner Morgan stated that there would be 5 minute break for the Task Force at 12:02 p.m.

The Task Force returned and Commissioner Morgan called the meeting to order at 12:07 p.m.

Mr. Ibarra stated that the Task Force should go over the criteria for a SWOT analysis and think about the County as an organization and service provider. He further stated that we should capitalize on the County's strengths and what they are.

Commissioner Morgan stated that the Ingham County community has solid foundations, especially with MSU, Lansing being State Seat, etc. and that we have stability as far as

large businesses go, so we also have housing, services, and income as well as structural advantages. He further stated that we don't run the risk of becoming a crater community.

Ms. Bauer stated that the Ingham County Parks & Trails are also available for very fun and inexpensive activities. It is very beneficial to the County.

Mr. Cypher stated that the Ingham County government itself is financially healthy.

Commissioner Schafer stated that Ingham County is a healthy and diverse work force, especially if we were to capitalize on MSU and other schools and universities in the area. She further stated that we have an opportunity to capitalize on skilled trades if we work with those schools and universities.

Commissioner Morgan stated that we have a good government, good cultural diversity. The County is fairly stable and is in-line with mainstream culture as well, but we do not politically argue at meetings along party lines.

Ms. Barna stated that the County has also gained a lot of support over the years.

Commissioner Pawar stated that some strengths of the County are that the community members seek education and leadership looks for diversity. She further stated that a strong point is that we are a fact-based County.

Mr. Ibarra stated that it is also important to look at some of the weaknesses/areas for improvement but not just in the County itself, but also in consideration of the fact that a lot of governments have issues with apathy.

Ms. Bauer stated that one weakness for the County is communication, both internally and externally. She explained that we don't share strategic planning initiatives, etc. and that we have so many new people that no one really realizes our vision.

Mr. Cypher stated that he is a believer in mission and vision statements. He stated that all of the Department Heads, Elected Officials, and Commissioners should know the County mission statement.

Dr. Shoyinka stated that at orientation the vision and mission should be elaborated on more on a county level, not just with Human Resources.

Commissioner Schafer stated that as a new commissioner, the Health Department had invited her to come meet with them, but most of that with other department had to be set up on her own. She further stated that it would probably be better when new commissioners come to the County to have meetings setup with the different departments, maybe we even need an orientation week. She further stated that when we

look at trust issues with the community, one of the things that we need to build on is the very diverse background of the County. She explained that in her district there was a lot of conflict with too much regulation versus other counties during COVID-19 and it broke down a lot of trust within the community and the County government. She stated that we need to break down barriers a little more to build the trust back.

Commissioner Cahill stated that she thinks communication is important and that all levels should be aware of it. She further stated that she is not sure “trust” is the right word,, but perhaps “awareness” for sure. She stated that she thinks the County is quite good with overall services and that the only thing she would like is to see more kiosks etc. for questions and information. She stated that rules are made to be broken, but regulation helps.

Commissioner Pawar stated that a weakness is effective communication to members of the community.

Ms. Barna stated that the level of bureaucracy needed to make things happen in the County is a weakness. She explained that the level of time staff spends on a contract, resolutions, etc. is very onerous but often needs to be done “quickly”.

Commissioner Schafer stated that there are also other areas to look at for the County in opportunities, broadband, and infrastructure.

Mr. Ibarra stated that he will send out his notes and have everyone respond with their input. He will then put it all together and send out the final document. He stated that everyone should also consider their homework for the next meeting.

Commissioner Morgan stated that if anyone shares thoughts and ideas with Mr. Ibarra, they should use the County email so that it is on public record.

## **2. Review of Spending Plan**

Ms. Barna stated that during the presentation, the Task Force should keep in mind that some of the trauma that public health professionals experience is pretty overwhelming. There is lots of turn over and emergence of new talent.

Dr. Shoyinka stated that the goal of the Health Department Strategic Plan is to move on from our COVID-19 experience. She explained that the pandemic exacerbated prior issues and even though the Health Department has regulations, they were not able to keep up on them during the pandemic and are now trying to get back to it. She further stated that the world as we know it not the same and public health itself is being reimaged. No matter how good things look to day, we can always have another health threat, and if we

have another similar pandemic to COVID-19, most of her Health Department staff will leave. She told the Task Force that she would love input from them.

Ms. Kulik thanked the Task Force for allowing her to sit through the Strategic Plan for County. She stated that the Health Department has almost same timeline as the County and that it is very helpful. She further stated that we have a very progressive Health Department that is very data-driven and acts on that data. She stated that the Ingham County Health Department is acclaimed by the State and others.

Ms. Kulik began the presentation.

Ms. Barna listed the different divisions of the Health Department for reference.

Ms. Kulik stated that we are unique to have the Community Health Centers that we do (i.e. a direct services arm) and that we are coveted in this regard. In 2010, when the Affordable Care Act passed, it really shifted things and gave an opportunity for health departments to have grab federal accreditation, but that it closed now.

Ms. Kulik resumed presentation.

Dr. Shoyinka stated that some of the things we want to build are the healing process and what to do to move forward. She explained that partnerships are a concern and that she wants to utilize those. A community partnership is a big piece of the Health Department Strategic Plan goal.

Ms. Kulik resumed the presentation.

Dr. Shoyinka explained that during pandemic employment levels were better, which shows the Health Workers' commitment. It was after the pandemic that there was a sort exodus. She further explained that prior to pandemic, the public health workforce was significantly reduced nationwide about ten years ago and it never recovered from that, so with the mass exodus of healthcare workers from the industry after the pandemic, they had an even smaller pool.

Ms. Kulik stated that public health nationally has been chronically underfunded and when COVID-19 hit, there was a tidal wave of money, from the Federal branch in particular, and now that funding has been taken away at end pf pandemic.

Dr. Shoyinka stated that the influx of funding didn't really help either because it had a specific timeline in which it had to be spent.



Ms. Kulik explained that the Ingham County Health Department has a very broad spectrum of services, even compared to larger departments. The Ingham County Health Department is a provider of last resort and first resort in many of its divisions.

Commissioner Morgan stated that we need to educate the community at large that the Health Department is for everyone, not just certain people.

Dr. Shoyinka stated that one thing the pandemic did do was make people aware of what the Ingham County Health Department does. One thing we need to do better, however, is communicate better that it is not just for the poor and data-driven initiatives.

Ms. Kulik stated that we should think about how the Health Department work with restaurants in the future so that we could work collaboratively to address the next health crisis or pandemic. She explained that, eventually, the restaurants figured it out, but in future the Health Department could help and work with them.

Commissioner Morgan stated that the outcome was determined by culture and because the restaurants deemed it a risk factor they were willing to take.

Dr. Shoyinka stated that one goal of the Ingham County Health Department is to find a better balance.

Ms. Barna stated that the next pathogen could be different.

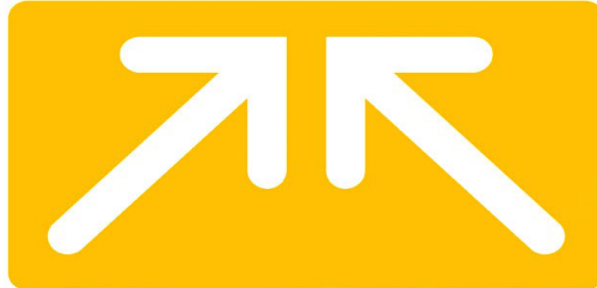
Discussion.

Commissioner Schafer stated that first and foremost is that the support for the Health Department is unwavering and they are at 100% He further stated that if anything, what people have learned from COVID-19 is self-responsibility but also that they need to know the pros and cons. A lot of the strife was that people felt they didn't have the ability to be self-responsible. She further stated that she volunteered/was hired to help anyone who was dealing with a loved one passing away and allowing them to see them, but that was her risk. She stated that there had been mandates in the hospital in different settings and those who chose not to follow, left the workforce. She further explained that we also had big businesses that emerged as well. She stated that people have to have the ability to take on their own risk.

**Announcements:** None.

**Public Comment:** None.

The April 20, 2023 Strategic Planning Task Force meeting adjourned at 1:02 p.m.



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# ***PROJECT TASK FORCE STRATEGIC PLANNING SECOND MEETING***

Facilitated by  
**PATRICK IBARRA**

**May 18, 2023**

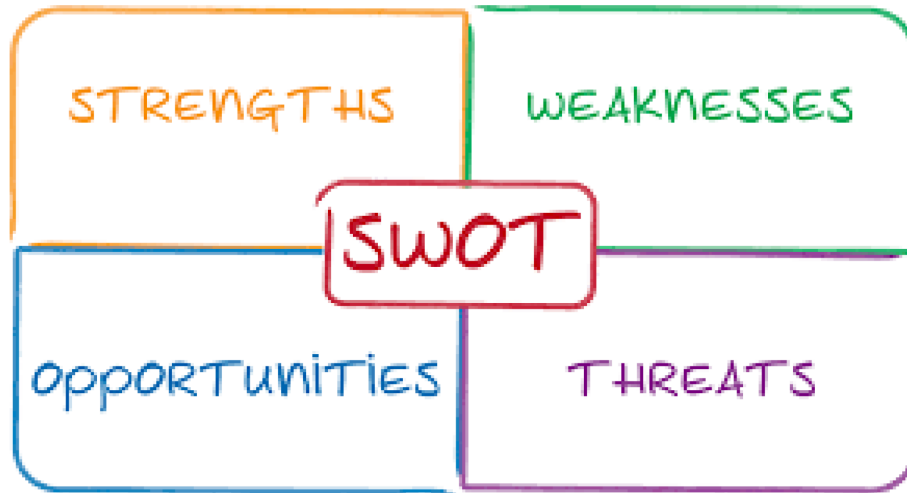
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925.518.0187 P > 7409 North 84<sup>th</sup> Avenue > Glendale, Arizona 85305 > [www.gettingbetterallthetime.com](http://www.gettingbetterallthetime.com)

## PROJECT SCHEDULE

Project Phase	Activity
1. Engage	<ul style="list-style-type: none"> <li>Finalized Project Schedule.</li> </ul>
2. Enlist	<ul style="list-style-type: none"> <li><b>March and April– Gathered input via interviews with Board of Commissioners, directly elected officials and senior staff members.</b></li> </ul>
3. Examine	<ul style="list-style-type: none"> <li><b>Task Force met on Thursday, April 20<sup>th</sup> to:</b> <ul style="list-style-type: none"> <li><b>a) Reviewed input gathered from interviews and completed Environmental Scan and SWOT Analysis.</b></li> </ul> </li> </ul> <p>A written Summary of the April 20 meeting was captured and provided to all Board Commissioners.</p>
4. Explore	<ul style="list-style-type: none"> <li><b>Task Force will meet on Thursday, May 18<sup>th</sup> to:</b> <ul style="list-style-type: none"> <li><b>a) Finish SWOT Analysis</b></li> <li><b>b) Refresh Core Values and Verify, revise, if necessary, Mission and Vision and sketch out potential Strategic Areas of Focus</b></li> </ul> </li> </ul> <p>A written Summary will be captured and provided to all Board Commissioners.</p>
4. Explore (contd.)	<ul style="list-style-type: none"> <li><b>Task Force will meet on Thursday, June 15<sup>th</sup> to:</b> <ul style="list-style-type: none"> <li><b>a) Review Draft Strategic Areas of Focus and Goals (this Draft will be prepared by County staff and reviewed with Task Force Chair prior to this meeting)</b></li> </ul> </li> </ul> <p>A written Summary will be captured and provided to all Board Commissioners.</p> <p><b><i>*Consider adding a meeting in July.</i></b></p>
5. Execute	TBD - Board of Commissioners adopt the Strategic Plan and implementation ensues.

## SWOT ANALYSIS



Evaluating the County's general strengths and weaknesses, this will include assessments of:

- a) County's Financial health
- b) Physical and social infrastructure
- c) Quality of services and programs
- d) Reputation (i.e., brand) of both the organization and its services and programs
- e) Community demographics
- f) Community partners (i.e., businesses, education providers, non-profit organizations, etc.)
- g) Quality of Life dimensions (i.e., entertainment, culture, sports, etc.)

## Strengths

- Very solid foundation is in place. In particular, Lansing as seat of government, the presence of MSU and the stability of large employers which creates demand for housing and services via income earned by their employees.
- Range of parks and trails that offer inexpensive opportunities for fun.
- County government is financially healthy.
- A number of opportunities for persons interested to learn skilled trades.
- Pretty good culture of good government – stable and fairly mainstream reflective of County residents.
- A solid ranking about health equity.

## Weaknesses

- Public outreach/engagement:
  - While the County appears quite good at communicating to residents about events and things similar, there appears to be a trust gap by certain members of the public about the role of the County.
  - Opportunities exist to expand communication platforms to inform and increase access for members of the public including possibly installing kiosks at various County facilities.
  - Various issues surfaced during the pandemic about the County's role in setting and enforcing various regulations. Demographics among County residents are quite broad along with expectations and opinions about the role of the County.
- Aspects of the existing Strategic Plan:
  - Communication is lacking to inform County workforce members about the content of the Strategic Plan, as well as members of the public.

- Mission and Vision statements should be memorable and woven into the organization. Moreover, all levels of County staff should be aware of the Plan's components including the Mission, Vision, and Values.
- Orientation/on-boarding of newly elected officials with respect to becoming acquainted with all County departments and operations.
- The level of in-house County bureaucracy to accomplish certain tasks such as purchasing/procurement seems excessive and ripe for improvements.
- Technology within County offices and operations.
- Private business:
  - Often hear from various business owners a desire for improved County resources as a means to improve their operation.
  - Difficulty in finding a qualified workforce.

Unfortunately, there was insufficient time to address Opportunities and Threats during this initial meeting.

## **Opportunities**

## **Threats**



# VALUES

The inherent values of the county and the organization will provide the foundation on which the strategic plan is constructed. They are the basis for all decisions and actions. Most likely, Task Force members are not aware of its inherent or collective values. Not all members will have the same core values, either. One person may have a strong sense that those in need should be cared for by the community at any cost, while others may believe strongly that programs should be reduced to ensure that no new taxes are needed.

The focus is to craft a set of collective values and standards of behavior which will affect the manner in which programs are defined and resources allocated.

## Current Values:

*Quality resident services*  
*Accountability and fiscal responsibility*  
*Diversity/equity and inclusion*  
*Honesty/integrity and ethics*  
*Creativity and innovation*

## Sample Values from strategic plans of other counties:

### Jackson County, Michigan (pop. 160,050)

## 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.



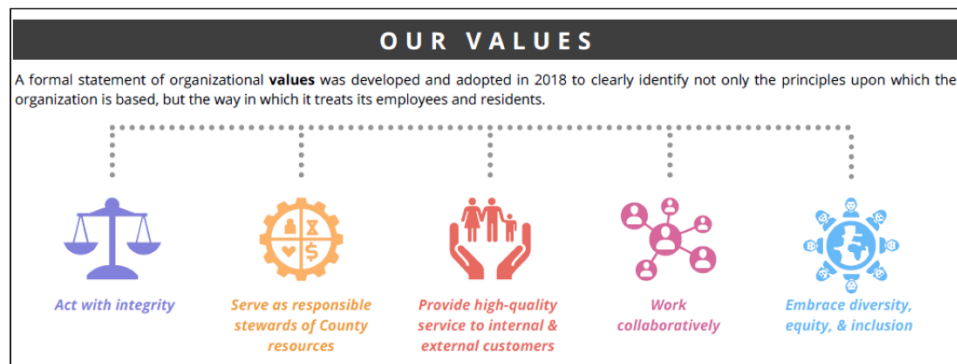
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**Pierce County, Washington: (pop. 925,078)**

- Integrity – Be honest and ethical in all actions.
- Partnership – Collaborate to achieve common goals.
- Respect – Listen carefully, include others, and value their experience.
- Innovation – Seek new solutions and pursue ongoing improvements.
- Accountability – Embrace transparency and measurement to drive results.

**Jefferson County, Colorado (pop. 579,581)**

- Responsiveness
- Integrity
- Collaboration
- Diversity and Inclusion
- Accountability

**Kent County, Michigan (pop. 658,046)****Potential modifications to Values:**

# VISION STATEMENT

Vision statements reflect the collective understanding of the ideal situation. They may reflect a certain standard of living, the pleasantness of the environment, or the general vibrancy of the community. In strategic plans, the vision statement typically represents a view of the ideal community toward which the group is working.

The vision is a description of Ingham County's "desired future". In other words, where do the stakeholders believe the county will be in five years? The emphasis is on the future as it describes the organization as the stakeholders would like it to become – in the future.

It's important to note that the vision statement isn't a description of detailed action steps. In fact, it won't describe action at all, but rather describe a statement of condition. It will describe success in the future. The means to that end will come in the form of goals, objectives, and action plans which occur later in the planning process.

## Benefits of Visioning

The process and outcomes of visioning may seem vague and superfluous. The long-term benefits are substantial, however. Visioning:

- Provides continuity and avoids the stutter effect of planning fits and starts.
- Identifies direction and purpose.
- Alerts stakeholders to needed change.
- Promotes interest and commitment.
- Promotes laser-like focus.
- Encourages openness to unique and creative solutions.
- Encourages and builds confidence.
- Builds loyalty through involvement (ownership)
- Results in efficiency and productivity

The entire strategic plan starts with and must consistently relate to the vision statement. The ideal view of Bartlesville sets the tone for the process and plan. Important to recognize is that because the vision reflects an ideal, it is unlikely that it will ever be fully and achieved. The best vision statements are broad without being so broad as to be common and are expressive of the ideal without being inane.

**Current Vision**

*Ingham County is a welcoming, inclusive, peaceful, engaged, healthy, and just community for all residents.*

**Sample Vision Statements from strategic plans of other counties:****Jefferson County, Colorado**

To be a county government that provides equitable, innovative, efficient and quality service for a thriving and safe community.

**Pierce County, Washington**

A place people are proud to call home.

**Jackson County, Michigan**

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

**Kent County, Michigan**

Kent County is where individuals and families choose to live, work, and play because we are a forward looking, intentional, and inclusive community that serves as the economic engine of West Michigan.

**Possible modifications to Vision:**

# MISSION STATEMENT

The mission statement identifies the role of the County in pursuing the vision. The intent here is to verify the accuracy of the existing mission statement and make changes where needed.

## Current Mission Statement:

*Ingham County will identify and provide high quality, easily accessible services that its residents value. These services will be delivered by an ethical, well-trained workforce comprised of public servants in the most effective, collaborative way possible.*

Based on the values clarification and vision creation that occurred in the previous steps, the intent here is to verify the accuracy of the existing mission statement and make changes where needed. Other questions which will be answered that will help modify the existing mission statement are:

- What are the needs and wants of citizens?
- How does the County go about in fulfilling the wants and needs?

The mission statement identifies the County government's role in pursuing the vision. The mission statement shall be crafted so it's clear, credible and understandable, flexible but focused, and brief.

## Four Key Questions to be answered by a Mission Statement:

1. What does the County organization do; that is, what customer needs or wants does it meet?
2. Who is the organization in business to serve?
3. How do we go about fulfilling these wants and needs?
4. Why does the organization exist?

Based on our experience, there is a "process" benefit to hashing over the mission statement. During discussion and debate, members are introduced to nuances of the organization's mission and changes in the environment, while other members refresh their understanding of both. As a result, the group will have confidence that the mission statement which emerges (whether it is a new statement or a rededication to the old mission statement) is genuinely an articulation of commonly held ideas.

The typical mission statement for a local government is concise and, as is the case with the vision statement, the mission tends to highlight themes common to most communities. Consider for **example**, the following mission statements:



**Jackson County, Michigan**

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

**Jefferson County, Colorado**

Jefferson County is dedicated to promoting safety, health, and well-being for all members of our community and to ensuring the responsible stewardship of its resources.

**Kent County, Michigan**

Through responsible budgeting and thoughtful planning, Kent County government is committed to providing resources and services that promote a high quality of life for the entire community.

**Pierce County, Washington**

Build strong communities.

**Possible modification to Mission**

## KEY RESULT AREAS/ STRATEGIC ISSUE AREAS

Key Result Areas or Strategic Issue Areas are broad areas in which the County is expected to deliver results. Each is accompanied by goals and objectives and typically are not changed very often.

### Current Strategic Issue Areas

*Service to Residents*  
*Communication*  
*Facilities and Infrastructure*  
*Information Technology*  
*Management, Finance and Governance*  
*Human Resources and Staffing*

Samples from strategic plans in other counties:

### Kent County, Michigan

#### Economic Prosperity

We will focus on sound fiscal management and policies to support the economic prosperity of the County as well as the West Michigan region.

#### High Quality of Life

We will foster a high quality of life that promotes safe and healthy communities, strategic growth, and world-class outdoor resources.

#### Excellence in Service Delivery

We will adopt innovative ways to deliver services that maximize efficiency and provide an exceptional experience to those we serve.

#### Effective Communications

We will be transparent and clear in the communications and decisions of the County.

#### Inclusive Participation

We will provide innovative and inclusive ways to engage residents and involve them in County government.



**McHenry County, Illinois**

- Leadership and Governance
- Organizational Advancement
- Environmental Sustainability
- Economic and Workforce Development
- Health and Social Services
- Quality Infrastructure

**Jackson County, Michigan**

## 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.



**Jefferson County, Colorado**

	<p><b>Create Safe, Healthy and Thriving Communities</b> Jefferson County communities are diverse and active, with access to multi-faceted services – people experience a high quality of life, are safe in their neighborhoods and are connected to a variety of amenities.</p>
	<p><b>Enhance Inclusive Community Engagement</b> Jefferson County recognizes, supports, and enhances diversity in all forms, and intentionally seeks inclusive approaches to ensure equitable access and engaged communities around issues that matter to them.</p>
	<p><b>Ensure Responsible Growth and Development</b> Jefferson County supports balanced growth that enhances quality of life and diverse employment opportunities, is affordable for those who live, work, and play in the county, and aligns with the long-range community planning efforts.</p>
	<p><b>Protect Natural Resources and Our Environment</b> Jefferson County promotes environmental stewardship and open spaces by working to ensure access and responsible use, mitigating natural hazards and preserving resources for future generations.</p>
	<p><b>Strengthen Public Facilities and Infrastructure</b> Jefferson County is continuously focused on enhancing infrastructure resiliency, creating versatile spaces and amenities for residents and visitors to enjoy and ensuring ease of movement within the county.</p>
	<p><b>Operate as an Employer of Choice</b> Jefferson County government is invested in attracting, developing, and retaining a highly motivated, engaged, skilled, and service focused workforce that reflects the county's commitment to diversity, equity and inclusion.</p>
	<p><b>Provide Innovative, Equitable and Effective Services</b> Jefferson County government incorporates new approaches and best practices to continuously improve responsive communication and service delivery.</p>

## POSSIBLE STRATEGIC INITIATIVES AREAS

## NEXT STEPS...