

Community Strategic Planning

Adam J. Brown
Deputy County Administrator
Jackson County, Michigan



Who am I?

- Learn how Jackson came together to create, not a County Strategic Plan, but a Community Strategic Plan – Jackson 2020.
- See how it started, our process, and the challenges we faced and continue to face.
- My hope is that you can learn something from our success and avoid some of our pitfalls.

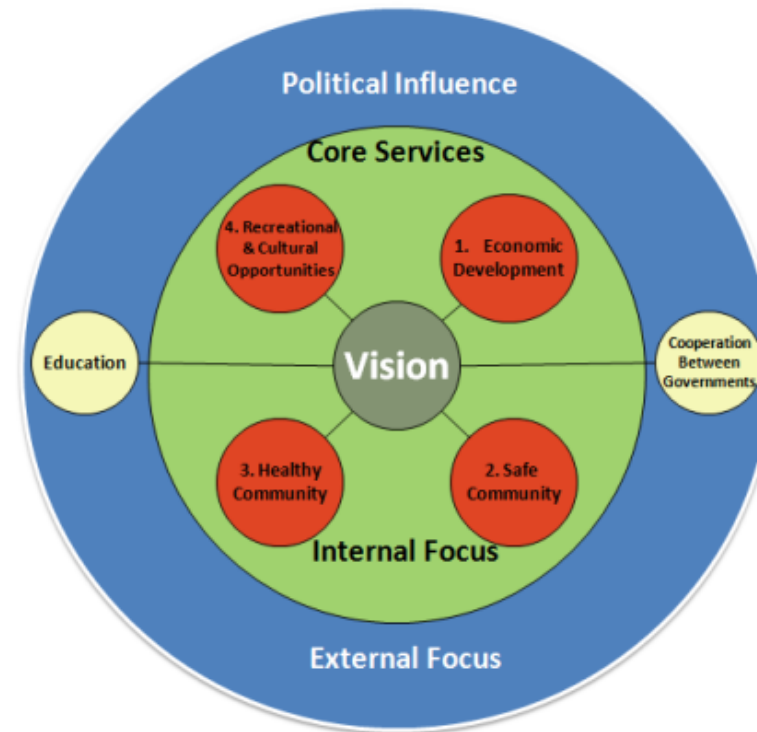
JACKSON 2020



Our Story

- Jackson County adopted its first strategic plan in 2008.
- The plan was to expire and be reviewed and re-adopted in 2013.

Jackson Board of Commissioners Strategic Priorities



Organizational Goals

Improved Work Environment

Core Values

Integrity
Leadership
Collaboration
Responsiveness
Accountability

“It all started with a problem with meetings.”

- Many different groups working to address the same issues in various forums, with mixed results.
- The leaders of those organizations ran into each other at multiple meetings trying to address the same issues.



“So we called a meeting!”

Who was there?

- Community College President
- Baker College President
- ISD President
- Foundation CEO
- Director of Jackson Promise
- United Way CEO
- Interim County Administrator
- Allegiance Hospital: Health Improvement Organization
- Director of District Library



We agreed

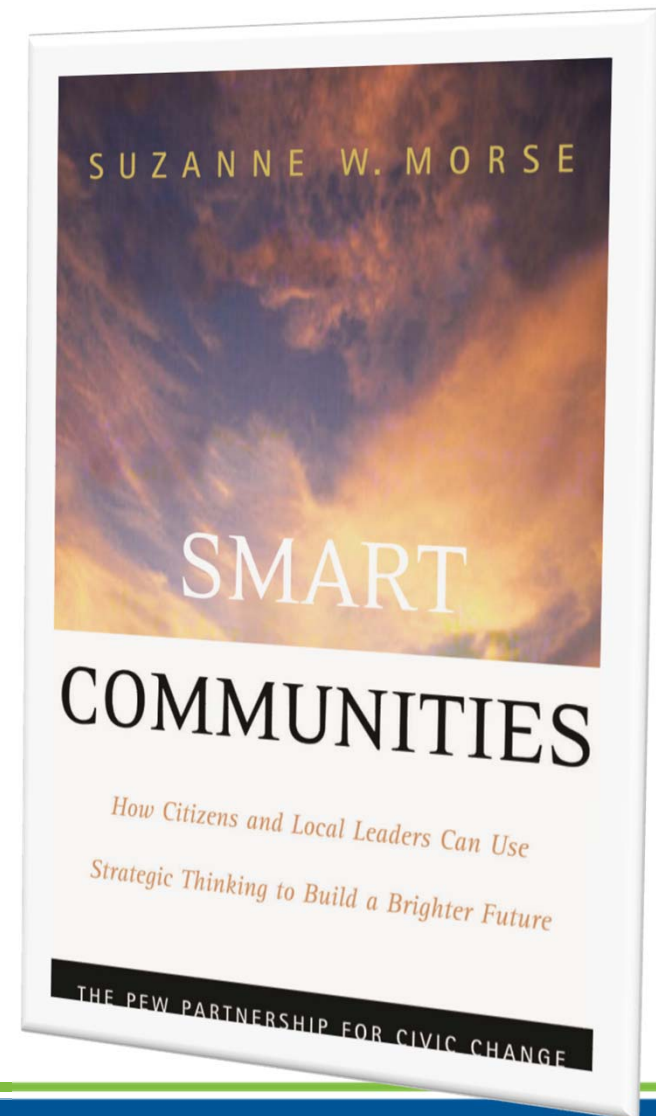
- Too many families were living in poverty and strife.
- Too many kids were not entering college or even finishing high school.
- Our safe quiet streets are not as safe and not as quiet.



We read a book

Smart Communities: How Local Leaders Can Use Strategic Thinking to Build a Brighter Future

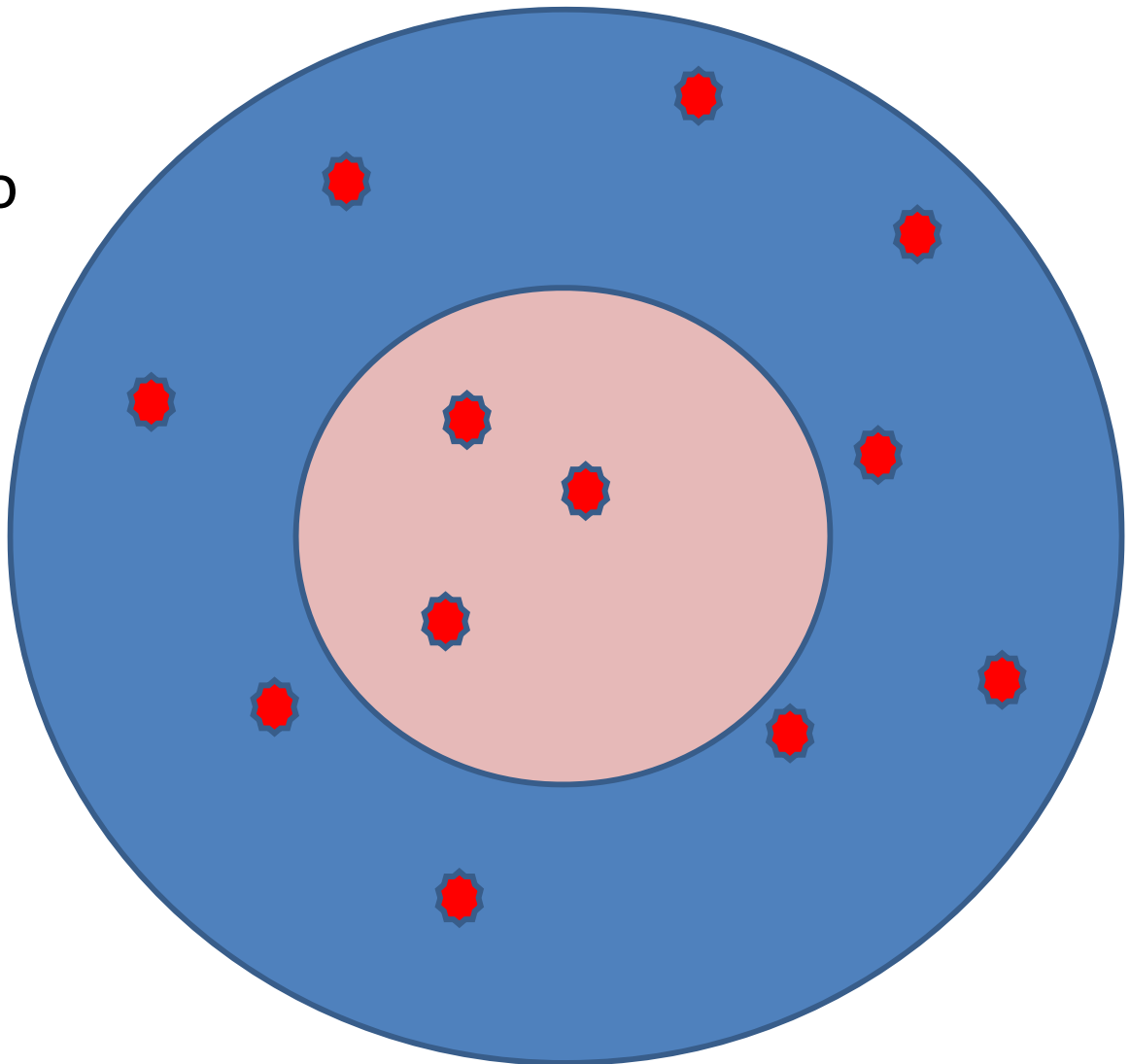
- We invited Suzanne Morse to come speak to us and opened it up to the entire community



Points of Control/
Change Levers needed to
be successful

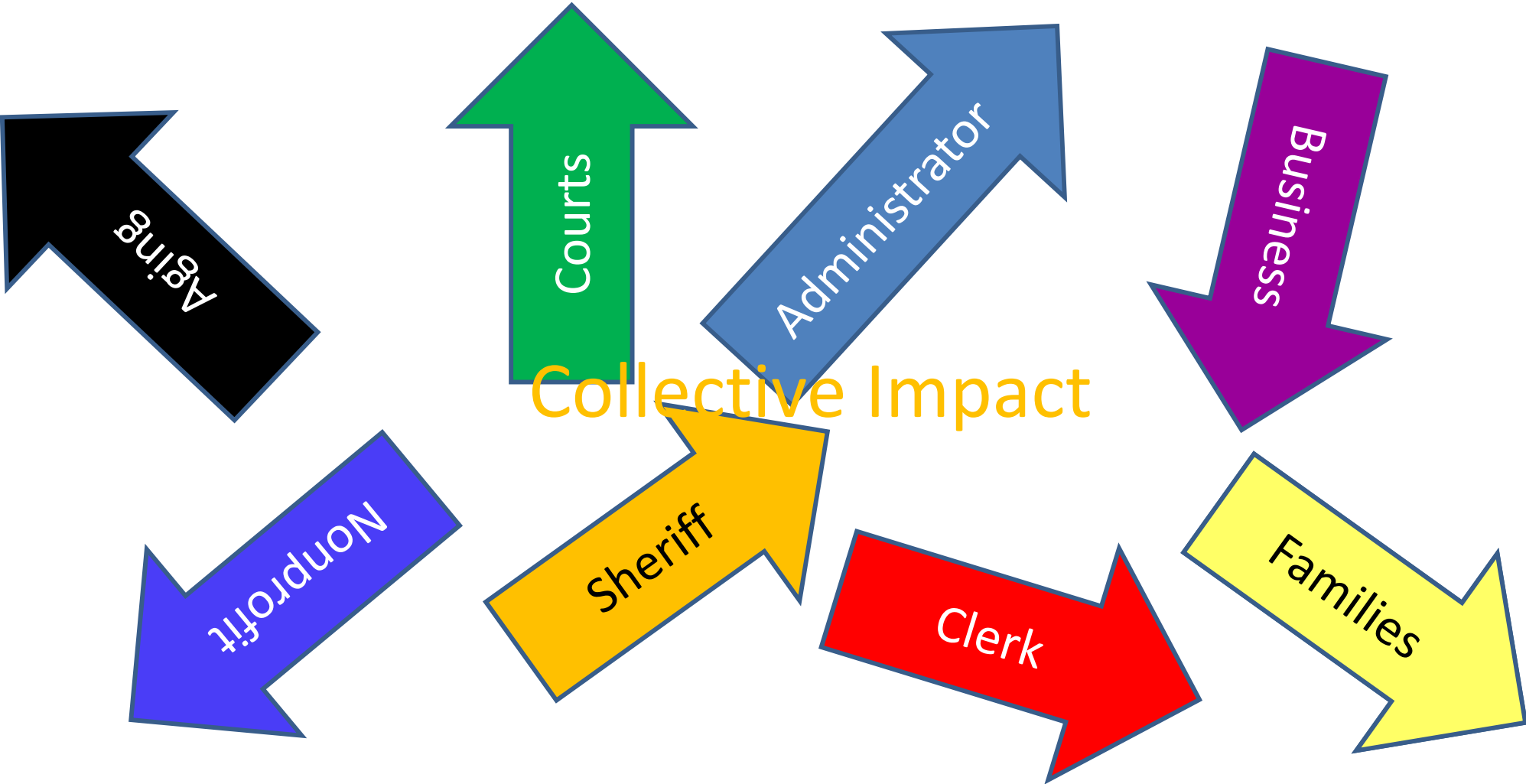
Within your control
Circle of Control

Outside your control
Circle of Influence



Change Levers

Individual Action versus Collective Action





Road Map



towards
a unified community
plan

Models of Facilitation

System change approaches and models



The **ABLE Change Framework** is a systems change approach that is designed to be dynamic and adaptive to local conditions and problems, providing stakeholders with the flexibility they need to effectively address targeted population-level problems.

[Learn more about ABLe Change >](#)

MICHIGAN STATE UNIVERSITY | Department of Psychology
[System exCha](#)
Psychology Bu
Phone: (866) :

ABLE Change – Michigan State University

Collective Impact – Stanford University

What is Collective Impact?

Collective Impact is the commitment of a group of actors from different sectors to a common agenda for solving a complex social problem.

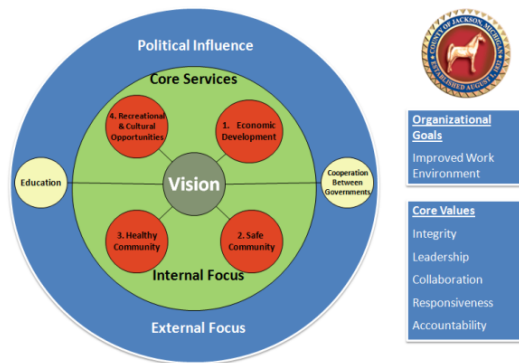
Stand on Others Shoulders

“If I have seen further it is by standing on the shoulders of giants.”

Sir Isaac Newton

Take advantage of existing efforts.

Jackson Board of Commissioners Strategic Priorities



4 comments **What do you want Jackson to look like? Jackson 2020 hopes to make it happen, Amy Schultz column**

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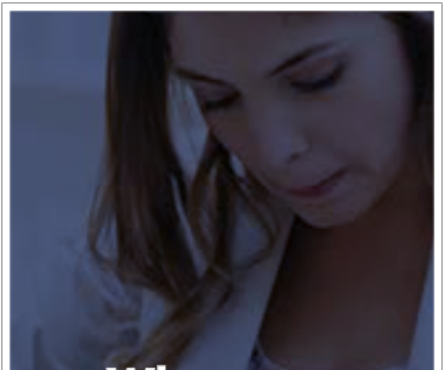
By Jackson Citizen Patriot staff on March 13, 2012 at 2:00 PM [Print](#)

By Amy Schultz
 Guest columnist



Dr. Amy Schultz

What do you want Jackson to look like in 10 years?
 If you haven't spent much time thinking about this lately, now is a great time to start. For the past several months, our local Jackson 2020 initiative has been working to engage community members in

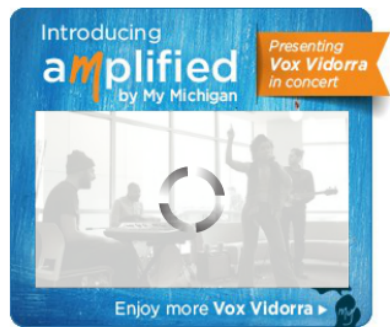


comments **Jackson 2020 group plans community update, looking for concerned citizens to be part of groups**

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By Lisa Satayut | Lsatayut@mlive.com on February 04, 2013 at 5:30 PM, updated February 04, 2013 at 5:33 PM [Print](#)

JACKSON, MI – A group of community leaders who are committed to transforming Jackson into one of the most desirable places to live, work and play by the year 2020 will be updating community members on their progress. Jackson 2020 group plans community update, looking for
 "We set our sights on what we want Jackson to be in 2020," United Way of Jackson County president and CEO Ken Toll said.

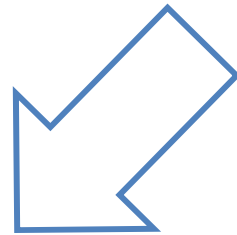


Prom in pictures

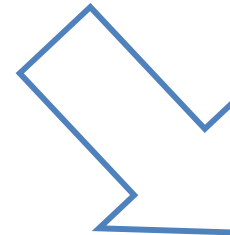
Media

Does An Effort Exist?

Yes



No



There is a community group, with broad representation, working towards or already with an action plan. Members of that team are willing to join efforts with Jackson 2020.

Process 1

No organized community effort exists; however, there are multiple stakeholders willing to participate in the Jackson 2020 effort to work towards a collaborative plan.

Process 2

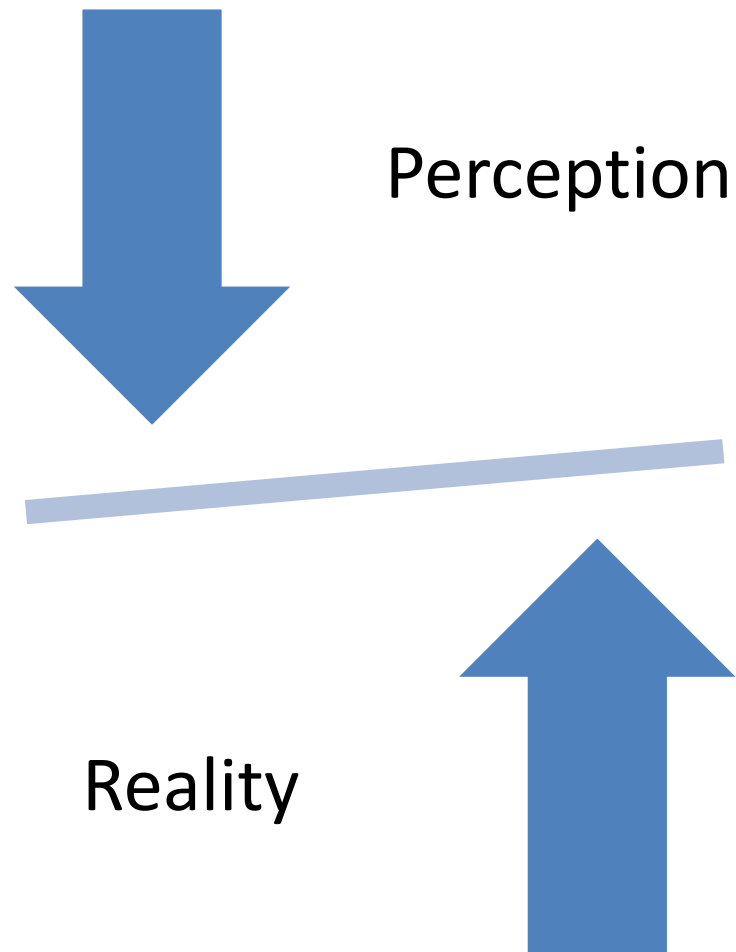
Process 1 – Existing Effort

- What is the current reality? (data supported)
- Review December Jackson 2020 conversations
- Are the right people involved?
- Are we going in the right direction? Are we leveraging our assets?
- What data exists?
- What does success look like in 2020? (Vision Refinement)
- What will it take to achieve the community vision?

Process 2 – No Existing Effort

- Stakeholder Analysis (Who are our Customers, Partners, Suppliers)
- Review December Jackson 2020 conversations
- What is the current reality? (data supported)
- What are our assets? (Internal & External Strengths)
- How do you leverage those assets?
- What would success look like in 2020? (Vision Development)
- What will it take to achieve the community vision?

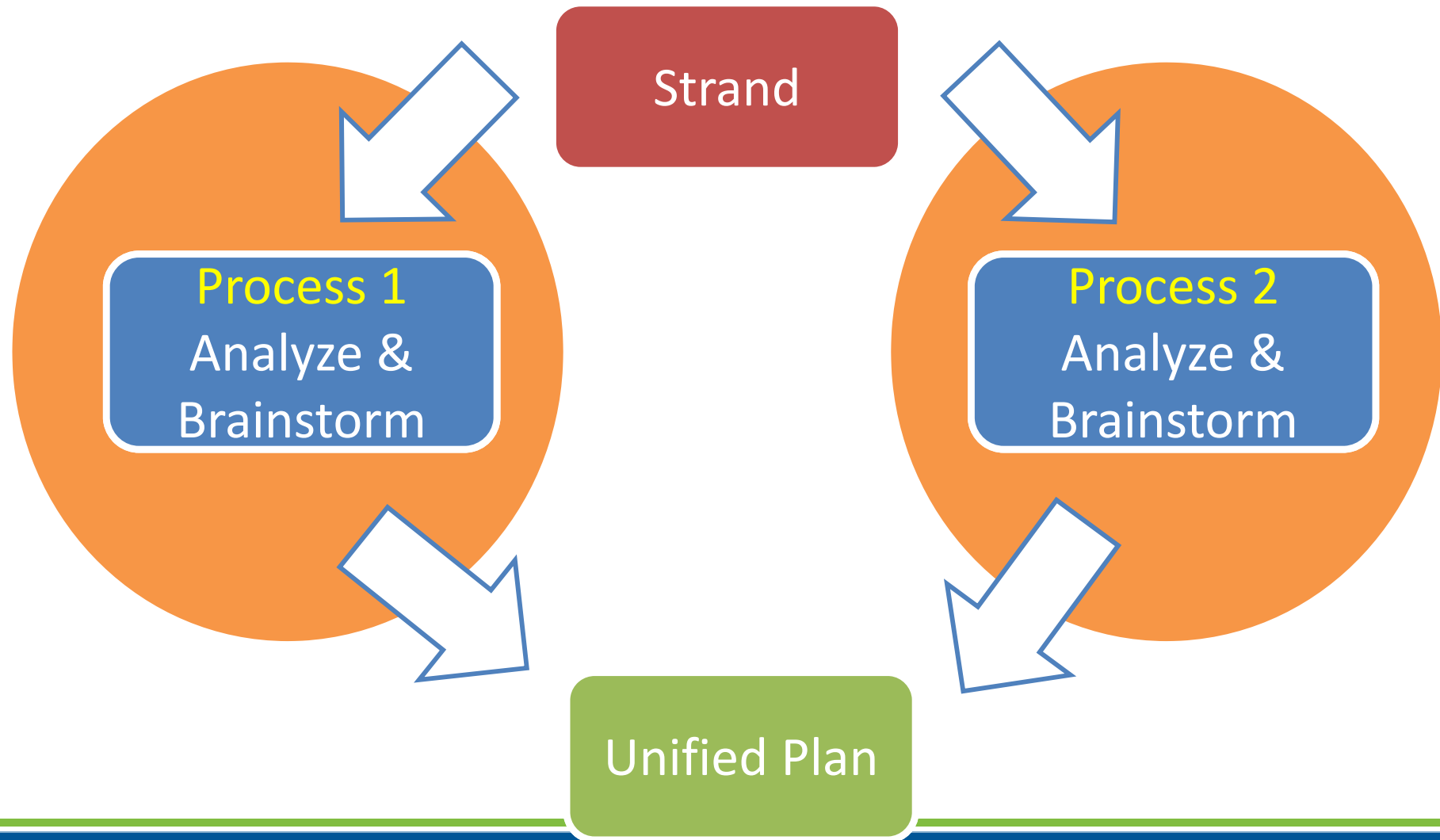
Strand Analysis Guidelines



In your analysis:

- Non-emotional data driven assessment
- Balance perception with reality - both are important
- Document everything

Divergent to Convergent Thinking



After you have worked through the questions...

- Create a clear vision statement about your strand for the year 2020.
- Outline what strategies must happen to achieve the vision.
- Break the strategies down to action steps.
- Create performance measures with targets for 2020 that show success for that strand.

Timeline – Make a Timeline



Kickoff

- Explanation of Process
- Access to Tools



Team Strand Analysis Process

- Work Through Issue Analysis Template
- Complete Action Plan Template



Return and Report

- Present Issue Analysis to Jackson 2020 on June 14, 2012
- Present Action Plans on September 13, 2012

Report Out

Issue Analysis Template & Action Plan



Jackson | 2020

Strand:							
Goal:							
Measurements of Success for the Goal							
Goal: (Example: Technology Integration in Teaching and Learning)							
Strategy							
Activities	Resources Needed (e.g. Cost, Equipment)	Timeline		Person/Entity Responsible & Involved	Measurable Outcome/ Evidence of Success		
		Start Date	End Date		Description	Present	Target

3 | Strand Name



Jackson | 2020

Enter Strand

Issue Analysis Template

Existing Efforts

[What community based efforts currently exist? Are those community based efforts willing to partner with Jackson 2020? If yes, how will the strand integrate in to the existing effort?]

Stakeholder Analysis (Where no community-based effort exists)

[Who are the stakeholders (list all)? What are their interests? Are all of those interests represented?]

Current Reality

[What data do exists to show community perception and community reality? What does the data show? Are perceptions in line with reality? Use visual representation of data where possible (i.e. charts & graphs).]

Asset Based Community Development

[In relation to this strand, what assets exist in our community? What differentiates us or makes us unique or special? How can we leverage those assets? Where current efforts exist, ask the question, are we leveraging our assets?]

Vision

[As it relates to this strand, describe what success looks like in our community. (Where current efforts exist, review the previous visions and talk about what fine tuning is needed.)]

1 | Strand Name

County Strategic Plan one in the same with Jackson 2020 Strategic Plan

Approved by the Jackson County Board of Commissioners

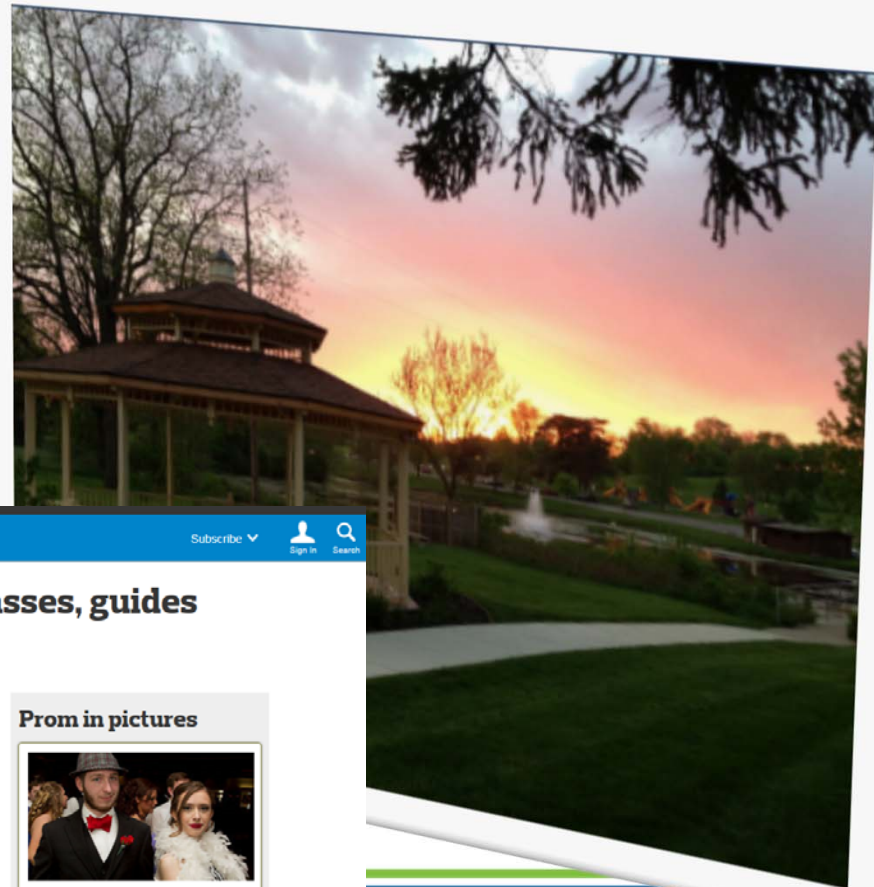
On August 20, 2013

County Commissioners

James E. Shotwell, Jr., Chairman
Philip S. Duckham III, Vice-Chairman
Julie Alexander
David K. Elwell
Sarah Lightner
David F. Lutchka
Gail W. Mahoney
John Polaczyk
Carl Rice, Jr.

Jackson County Strategic Plan

2014-2020



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2 Jackson County's strategic plan passes, guides budget for next five years

By Lisa Satayut | l.satayut@mlive.com
Follow on Twitter
on August 26, 2013 at 12:30 PM, updated August 26, 2013 at 12:32 PM

JACKSON, MI – After **two public hearings**, the Jackson County Board of Commissioners approved the county's strategic plan which is considered the "backbone" of the county.

The **2014-2020 plan** guides the budgeting and management process of the county for the next five years, Jackson County Deputy Administrator Adam Brown said.

"It's basically a short-term guide for the services provided in the next five years," he said.



Prom in pictures



View photos and videos galore from Michigan proms

Individual Plans for each Strategy



Economic Development

Vision

Our vision is to attract new business and expand existing business by retraining the workforce in in-demand fields and offering these businesses incentives to come and stay in Jackson by implementing the Jackson County Economic Development Plan recommendations.

Action Steps

1. Select an Economic Development Coordinating Council.
2. Continue business retention/expansion effort focused on existing base industries: utilities, manufacturing, retail and education.
3. Creation of easily accessible, timely, accurate, relevant data to assist business attraction efforts.
4. Collaborate with community and the business sector to create a "Culture of Education" that provides an educated and skilled workforce, meeting the needs of the business community.
5. Increase certification and graduation, employment, and median household income.
6. Regular meetings of respective sub-committees plus analysis of improvements to infrastructure.

Measurements of Success

- Increase the number of residents who have a positive perception of retail growth
- Increase the number of residents who have a positive perception of job growth
- Increase the number of residents who say employment opportunities are good or excellent
- Decrease the number of residents who say speed of job growth is somewhat too slow or much to slow
- Retention of existing jobs
- Attraction of new business
- Expansion of existing business through capital investment or additional jobs
- Certification and graduation rates
- Increase employment rate
- Increase median household income



Healthy Community

Vision

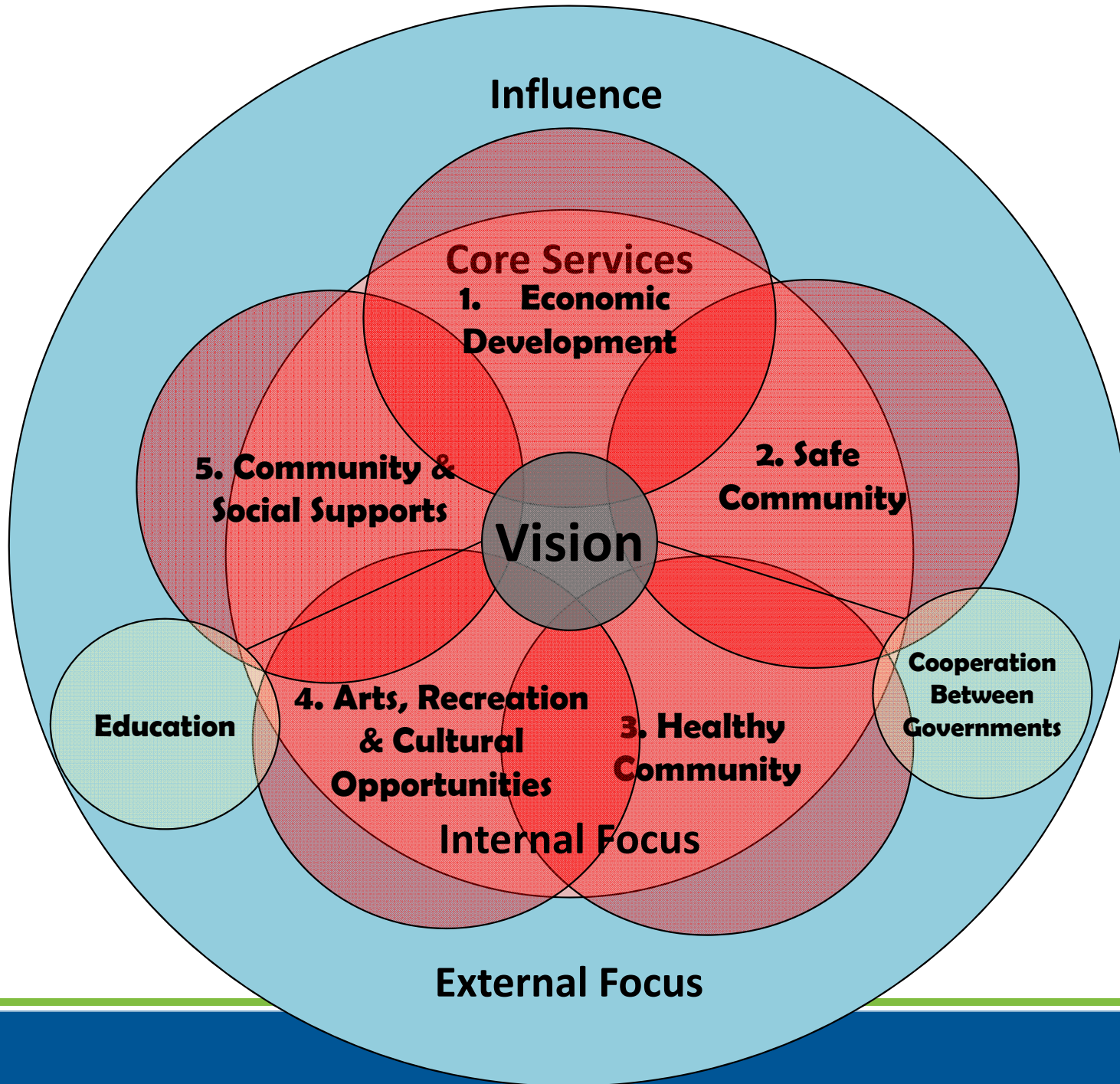
To create a culture of continuous health improvement in our community.

Jackson County has adopted, as its own, the Health Improvement Organization's (HIO) plan, which is a collaboration of individuals, businesses and the health system committed to community wellness.

Action Steps

1. Improve the knowledge, attitudes, and behaviors of residents of Jackson County related to behavioral health, physical activity, nutrition, and smoke-free lifestyles.
 - Promote the step-by-step social marketing campaign/community challenge
 - Identify volunteer opportunities with the Health Improvement Organization (HIO)
 - Publish HIO 'small step' recommendations/pledges for employers, schools, restaurants, and recognize organizations that take steps
 - Create adopt system to label healthier low cost options in a positive way
 - Develop/promote tolls that catalog or highlight local healthy events/activities
 - Train key community members/partners on healthy messages & resources
 - Promote healthy lifestyle support and self-management programs
2. Reduce the obesity rate amongst Jackson County residents to be at or lower than the national average.
 - Adopt Michigan Nutrition Standards for offerings outside of school food program by school districts
 - Expand offerings of fresh produce through food pantries
 - Integrate nutrition education into community and school-based athletic programs and activities, including races, after school programs, and camps.
 - Expand school activities such as gardening
 - Build provider competency to address nutrition/weight issues including training such as motivational interviewing
 - Expand local farmer's market sales through increasing capacity and accessibility, including mobile market strategies, onsite markets at access points

Jackson Board of Commissioners Strategic Priorities



Organizational Goals

Improved Work Environment

Organizational Values

Quality

Integrity

Community

Teamwork

Efficiency

Accountability

JACKSON 2020 ORGANIZATION CHART



Asset Map
Jackson 2020

JACKSON2020
STEERING COMMITTEE

Mind Mixer
Jackson 2020

Education
CRADLE 2 CAREER (C2C)
JCF

Health
Health Improvement Organization
HIO

Community Social & Supports
Human Services Coordinating Alliance

Arts, Cultural & Recreation
Jackson Chamber Of Commerce/ Experience
Jackson (JCVB)

Economic Workforce & Development
Enterprise Group

Community Safety
Jackson County

Government Effectiveness & Efficiencies
Jackson County

Big Idea
Jackson 2020

Energizing Education
Pilot at JPS Frost Elementary

Paint The Town
Young Professionals Group

www.createjackson2020.com

We are Jackson County, Michigan



Jackson 2020 is collaboratively transforming Jackson County into one of the nation's most desirable places to live, work and play for people of all ages, backgrounds and cultures.



Key Strategies

- 1) Invest Right the First time
- 2) Working Together
- 3) Building on Community Strengths
- 4) Practicing Democracy
- 5) Preserving the Past
- 6) Growing Leaders
- 7) Inventing a Brighter Future



Publications

[Smart Communities & Jackson: A Call to Action](#)

[I'm a Community Builder](#)



Guiding Principles

- Empower Citizens
- Encourage Collaboration
- Have Accountability
- Be Transparent
- Leverage Resources
- Facilitate a Common Vision
- Fully Embrace Our Community

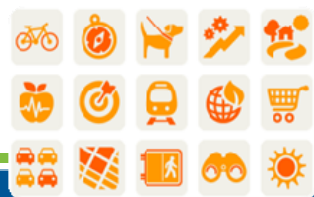
Data Resources

National Citizen Survey



Jackson County Government
Digital Dashboard

Community Health Assessment



MindMixer

Create Your
Own

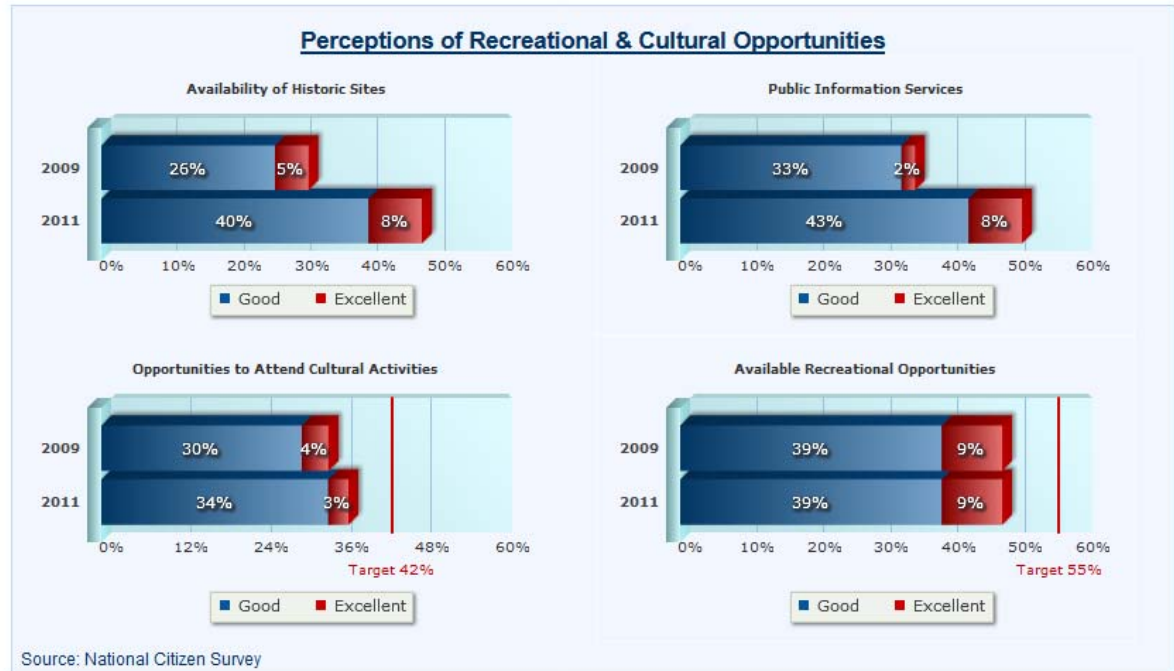
ICMA



Jackson County Government Digital Dashboard

- Jackson County Strategic Priorities**
- Safe Community
 - Economic Development
 - Healthy Community
 - Recreational & Cultural Opportunities**
 - Perceptions of Opportunities
 - Rating The Opportunities
 - Education
 - Cooperation Between Governments
 - Improved Work Environment

Recreational & Cultural Opportunities Vision Jackson County 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.



- Recreational & Cultural Opportunities Goals:** Recreational & Cultural Opportunities goals include:
1. Measure community perception of Jackson County
 2. Build on identified community strengths using a community coaching approach
 3. Launch community relationship renewal campaign

Successes

Home About HIO Step by Step Provider Resources Workplace Resources Community Resources Collaboratives Contact

HEALTH
IMPROVEMENT ORGANIZATION
FOUNDED BY ALLEGIANCE HEALTH

We envision a culture of continuous health improvement in our community.

Rethinking Health for Our Community

The Health Improvement Organization, founded by [Allegiance Health](#), is a collaborative of community stakeholders committed to improving the health status of the community through an integrated health improvement infrastructure that addresses Jackson's priority health issues.

This site serves as an access point for information about the HIO, and resources for agencies and community members to get involved with the HIO's [action plan](#).

Explore Our Site

- [About HIO](#) – HIO Structure, Community Health Assessment, Action Plan, and Partners
- [Step by Step](#) – Health information and tools for individuals
- [Provider Resources](#) – Tools and trainings for healthcare providers
- [Workplace Resources](#) – Tools and materials for workplaces
- [Community Resources](#) – Health promotion programs for churches, schools, retailers, and individuals
- [Collaboratives](#) – Health improvement initiatives supported by the HIO or our partner organizations

Popular HIO Resources

- [Coordinating Council](#)
- [Community Health Assessment](#)
- [Community Action Plan](#)
- [Our Partners](#)
- [Allegiance Prevention & Community Health](#)

Step by Step website Community Health Assessment Community Action Plan

A Healthier JACKSON starts with YOU

02:15 HD

tepbystep.org/

Allegiance HEALTH AWARE AARP Connections for Cardiovascular Health Center for Family Health

CA Jackson community foundation For good. For ever. Jackson County Health Department JTRC

Select a School... Sign In Register

Jackson County Cradle to Career

Connecting Education and Employment

Home About Goals C2C News Action Teams Contact




Learn More

C2C News

Get Involved



C2C Announcements

LUNCH TIME CAREER EXPLORATION

Career Exploration Lunches are happening now at Western! They are coming to Michigan Center in April and Vandercook Lake in May. [Click here](#) for more information.

"Taking a collective impact approach has captured the imagination of people who want to bring about positive change in their communities. It resonates deeply with them."

Looking to learn more about Collective Impact and the importance of community involvement? Check out this great article, titled ["Putting Community in Collective Impact"](#)

Welcome to the Jackson County Cradle to Career Network!

We're changing our students' futures through education!

In Jackson County, we know that the key to a successful career starts with a great education—but quality learning takes more than what goes on inside of a school building, it takes all of us getting involved to help our students grow, learn, and succeed. As a community filled with incredible resources, **TOGETHER** we can help all students of

That's why businesses, agencies h... Career. In v... goals and n... connection... employer... strong educ...



Menu Michigan LIVE Michigan Subscribe Sign In Search

Back to basics: Cradle 2 Career tackling Jackson County's reading problem

comments

Menu Set Weather Michigan LIVE Michigan Subscribe Sign In Search

0 comments **10 things to know about Jackson County's Cradle 2 Career network**

Find Services, Systems and Assets in Jackson County



Arts, Culture, Sports, & Entertainment



Economic Development Systems



Community, Social, and Special Needs Systems



Education and Training Systems



Government Systems



Healthcare Systems



Suggest Changes

The Jackson Asset Map identifies Jackson County services, systems and assets with detailed statistics and economic information.

The Community Asset Map provides a gateway for Jackson County to better serve business development, current agencies, business entities as well as its consumers. A consortium of seven community service areas supported by all major agencies and business sectors are accessible through standard and custom searches on the web. The searches provide information for new and existing businesses' as well as new and existing families in Jackson County to guide them to resources where they can find help and get involved in the community. [Click here](#) to see example filtering that service both new and existing businesses and new and existing consumers.

<http://jxnassetmap.wpengine.com/>

5 comments

Jackson streets are filled with color after beautification project through Jackson 2020



By Lauryn Schroeder | lschroed@mlive.com
Follow on Twitter
on June 06, 2012 at 8:30 PM

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JACKSON, MI – The streets of downtown Jackson are more colorful than usual, after a group of Jackson residents decided to spice up the streets with sidewalk chalk Saturday.

As part of the Jackson 2020 initiative, an organization developed to strategically move Jackson toward a brighter future, the Paint the Town "strand" focuses on "quick wins," said its leader, Michelle Lake.



Lauryn Schroeder | Jackson Citizen Patriot

The Paint the Town group colored the streets of downtown Jackson with sidewalk chalk on Saturday, to advertise the new Jackson 2020 website where suggestions can be posted of how to improve the local

Introducing **amplified** by My Michigan

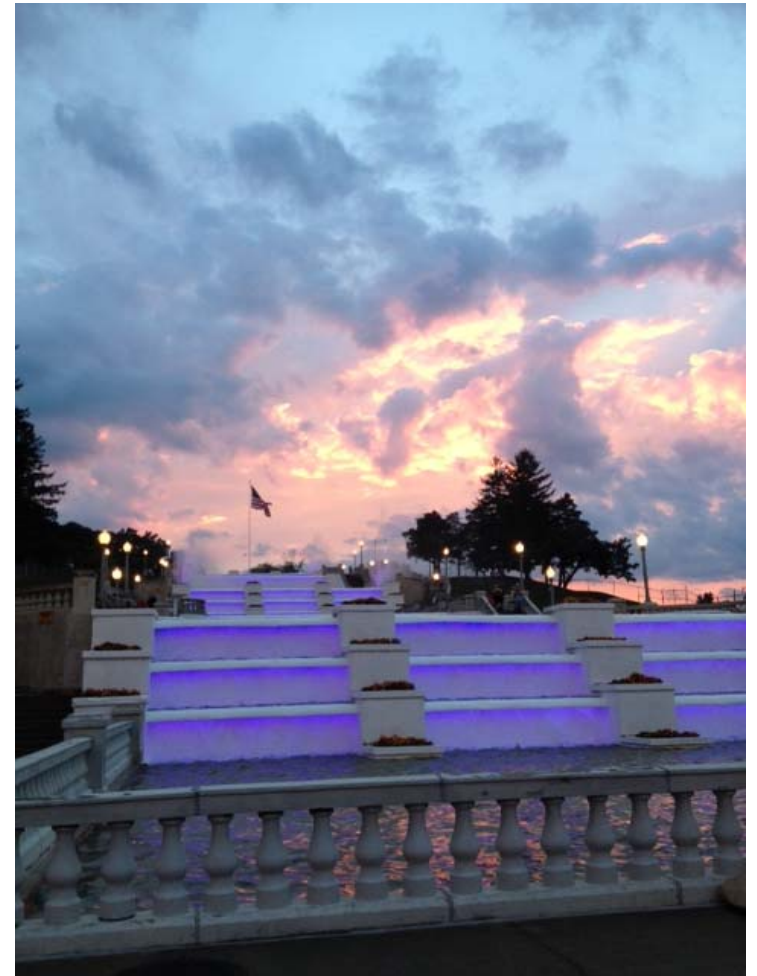
Presenting **Vox Vidorra** in concert

Enjoy more Vox Vidorra

Prom in pictures

Where are we now?

- Trying to figure out our role in supporting individual groups.
- Trying to hold each other accountable without any real authority.



Lessons Learned

- Need a Road Map
 - A systematic approach to identifying an issue and developing action steps
- You need a backbone organization for each strategy.
- The people who plan and the people who implement are not always the same
 - Generational components
- Re-align your role as the work progresses.



http://www.elocallink.tv/clients3/mi/jacksoncounty2014/tourplay.php?movie=mija14_collabrev1_iwd&spon=collabor

Questions/Comments?

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www.createjackson2020.com





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