

Jackson County Strategic Plan 2014-2020





Approved by the Jackson County Board of Commissioners

On August 20, 2013

County Commissioners

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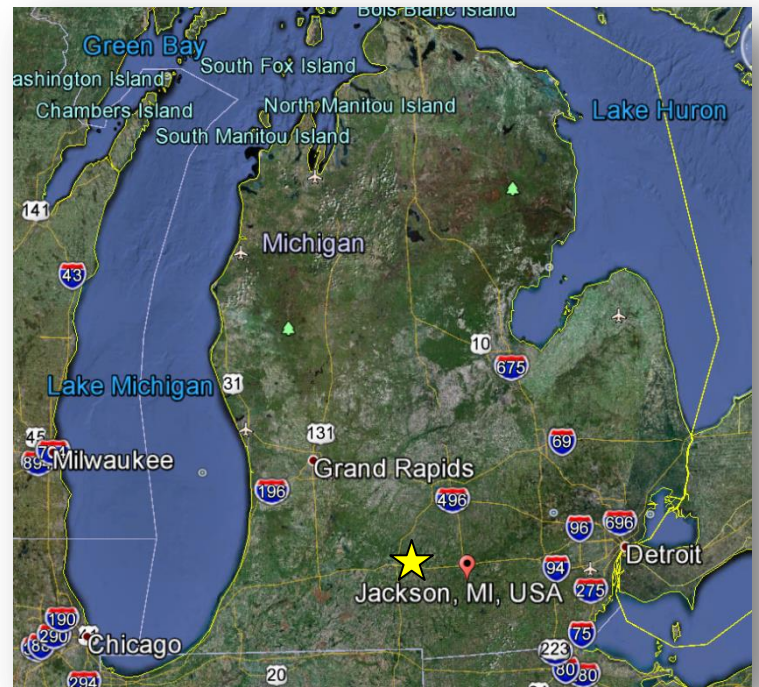


About Jackson County

The 2010 Census counted 160,248 residents in Jackson County 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 Sprint Cup Series.

Within the county are 19 townships, 7 villages, and the City of Jackson. The County is home to Spring Arbor University, Jackson 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 nine 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.



Creating the Jackson 2020 Strategic Plan

The Jackson County Board of Commissioners began the strategic planning process in 2007, adopting its first strategic plan in 2008. The plan evolved into 7 goal areas, which include: Economic Development, Safe Community, Healthy Community, Recreation & Cultural Opportunities, Education, Intergovernmental Cooperation, and Improved Work Environment. In addition to approving work plans, the Board of Commissioners established benchmark goals for achieving success. Many of those goals have been reached and much success was born out of the 2008-2013 Strategic Plan.

The County planned to re-evaluate its 2008-2013 Strategic Plan beginning in the year 2012. At the same time, a group of leaders from local institutions calling themselves Jackson 2020 formed with the interest of developing a community plan. With a shared interest, the County joined with Jackson 2020 with the hope of engaging the community around shared interests to create the next strategic plan. Jackson 2020 uses a collective impact model to address community issues.



The focus areas (strands) for Jackson 2020 were nearly identical to the County’s existing strategic plan goals with the addition of one more goal. The strands to be analyzed were:

- ✓ Economic Development..... Included in Existing Plan
- ✓ Safe Community..... Included in Existing Plan
- ✓ Healthy Community Included in Existing Plan
- ✓ Arts, Recreation, & Cultural Opportunities Included in Existing Plan
- ✓ Education Included in Existing Plan
- ✓ Government Efficiency and Effectiveness Included in Existing Plan
- ✓ Community & Social Supports Not Included in Existing Plan

Jackson County also continued the internal organization strategic goal of having an improved work environment.



The combined Jackson 2020 and Jackson County effort kicked off in September of 2011 with an invitation to all community members and organizations. Meetings were held quarterly to ensure accountability throughout the process. Between 100 and 150 citizens and partners participated in each of these quarterly meetings. An analysis of the issue was conducted first and then followed by action planning. Teams worked on each one of these strands throughout 2012 culminating in a presentation of the action plans to the entire Jackson 2020 group in January of 2013 and a presentation to the County Board of Commissioners in February of 2013.

In March of 2013 the Board approved all of the Jackson 2020 strands for inclusion in the County Strategic Plan. The Jackson County Board of Commissioners entertained public comment on the strategic plan issue analysis and plan drafts during June and July of 2013. The Strategic Plan is scheduled for adoption in August of 2013. The strands shown in the graphic below are in order of priority.



The following pages contain a brief outline of the vision, action steps, and desired outcomes for Jackson County’s 2014-2020 Strategic Plan.



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



Safe Community

Vision

Jackson County is a partnership of self-sustaining people with shared values where residents peacefully coexist and participate in all aspects of life. Citizens know how to access a wide variety of services when needed. Jackson is a safe community where public safety presence is felt but not needed – a great place to live, work, and play.

Action Steps

1. Communication & Education
 - Close the gap between the perceived level of safety and the actual safety
2. Prevention & Enforcement
3. Community Empowerment

Measurements of Success

- Increase the number of residents who feel very or somewhat safe from violent crime.
- Increase the number of residents who feel very or somewhat safe from property crimes
- Increase the number of residents who feel very or somewhat safe in their neighborhood during the day
- Increase the number of residents who feel very or somewhat safe in their neighborhood after dark
- Increase rating of good or excellent of sheriff services
- Increase rating of good or excellent of crime prevention services
- Increase rating of good or excellent of traffic enforcement on county roads and highways
- Increase rating of good or excellent of municipal court services
 - Increase rating of good or excellent of emergency preparedness



Healthy Community

Vision

***T**o 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



- Expand healthy corner store conversations for more Women, Infants, and Children (WIC) approved vendors in low access areas
 - Expansion of safe routes to schools and walking school buses
 - Advocate for favorable non-motorized transportation plans and policies
 - Advocate for the implementation of policies to open school athletic facilities to the public after hours
 - Build, strengthen and maintain social networks that provide supportive relationships for physical activity behavior change
 - Develop tools to promote local physical activity events/activities to target populations
 - Support worksites in implementing physical activity friendly policies and practices
3. Reduce smoking rate and secondhand smoke exposure in Jackson County.
- Advocate for adoption and enforcement of Level-4 Tobacco Free School policies
 - Support implementation of Most Teens Don't Campaign
 - Provide tools and competency training to support consistent screening and effective referrals for patients and families in need of services for prevention/lifestyle management
 - Advocate for smoke-free policies in parks and housing units and other establishments not regulated
 - Build local capacity for teen-specific tobacco interventions, develop referral systems for use in school settings, integrate school based treatment protocols and advocate for all school districts to adopt standard policies
 - Educate tobacco vendors on laws and consequences and monitor ongoing compliance
 - Advocate for the implementation of Michigan Model curriculum on tobacco prevention into existing lesson plans
 - Raise awareness of harmful effects of secondhand smoke
4. Improve the behavioral health and emotional wellness of Jackson County residents.
- Build community capacity to provide resources and referrals for behavioral health needs
 - Fully implement Dr. Marcia McEvoy's best practice bullying prevention model and Michigan Model Social and Emotional Health units in grades K-12 in all Jackson County Schools
 - Develop and implement test process for adolescent screening & referral for trauma/chronic stress in targeted settings
 - Build systems to support social and emotional health screening and referrals by primary care providers, including pediatricians
 - Work with employers to promote emotionally healthy worksite practices & policies



- Support integration of behavioral health social norming messages & promotion of community resources into media campaigns
- 5. Enhance collaborative action planning, resource alignment, and linkages among clinical and social systems to achieve collective population health impact.
 - Establish a baseline of existing collaboratives and their level of collective impact
 - Create an integrated network of health and human service-related community partners that allows for rapid dissemination and uptake of emerging evidence-based best practice
 - Build local leadership capacity to assist community agencies and partnerships in implementation of data-driven, collaborative community wide strategic planning
 - Develop a process to identify and monitor which funding agencies have Collective Impact criteria built into their grant making process
 - Create a sustainable structure to provide ongoing community education to build a common language and knowledge base around best practice social service delivery
 - Develop community resources to share information and experiences about evidence-based work in the social service sector
 - Build a closed-loop referral process model connecting clinical patients to social services
 - Implement an integrated network of clinical community services for a specific community health/social issue

Measurements of Success

- Percent of adults overweight or obese
- Percent of adults who meet recommendations for physical activity
- Percent of adults who meet recommendations for fruit and vegetable intake
- Percent of adults who are current smokers
- Percent of adults who would definitely seek help for a mental health problem



Arts, Recreation, & Cultural Opportunities

Vision

Develop Jackson County as the crossroads of Michigan for Arts, Recreation, and Culture through collaboration among providing organizations for the benefit of residents, businesses, and visitors.

Action Steps

1. **Events and Institutions** – Increase awareness, alignment, and access to events and institutions in the Jackson community.
 - Inventory festivals and special events
 - Increase cooperation and collaboration among existing organizations
2. **Art and Artists** – Increase awareness, alignment, and access to art and artists in the Jackson community.
 - Continue to develop public art
 - Annual Art Events (new or grow existing)
 - Performing Arts
3. **Parks, Recreation and Trails** – Increase awareness, alignment, and access to Parks, Recreation, and Trails in the Jackson Community.
 - Continue to improve the non-motorized system in the Jackson community
 - Continue to update existing and develop new parks facilities
4. **Community Engagement** – Increase awareness, alignment, and access to Arts, Culture, and Recreation in the Jackson Community through successful community engagement (marketing) techniques.
 - Facilitate the implementation of the Greater Jackson Community Cultural Plan
 - Market Experience Jackson's community calendar

Measurements of Success

- Increase the percent of residents who perceive the availability of opportunities to attend cultural activities as good or excellent
- Increase the percent of residents who perceive the availability of historic sites as good or excellent



- Increase the percent of residents who perceive the availability of recreational opportunities as good or excellent
- Increase the percent of residents who used the Jackson County Libraries or their services at least once in the last 12 months
- Increase the percent of residents who say they visited a neighborhood or county park in the last 12 months
- Increase the percent of residents who say they used a county recreation center at least once in the last 12 months



Community & Social Supports

Vision

To ensure a system of support for members of our community and to serve as a leader to the human services community and as the “one roof”, in an effort to coordinate and facilitate sufficient delivery and improve access to services within a person centered framework.

Action Steps

1. Improve collaboration and coordination amongst community support organizations
2. Increase non-profit knowledge of possible resources
 - Improve use and review of community needs assessments, service use, and data collection activities through the Human Services Coordinating Alliance (HSCA) including and starting 2-1-1 data
 - Increase use of 2-1-1 Email blasts among agencies and organizations
 - Develop map and contact information for collaborative efforts in Jackson County and house on 2-1-1 website
 - Develop a plan for live monthly community educational forums to increase knowledge of resources available through 2-1-1
3. Determine and utilize a method for matching organizational capacities with community needs
 - Map community resources and identify gaps
 - Utilize community survey process to identify priority needs and resources from customer perspective
 - Develop process for community needs assessment and identification of gaps from human service point of view
4. Improving alignment, involvement and support for Jackson collaboration groups in the Human Services Coordinating Alliance
 - Develop system for collaboration groups to update HSCA on activities and goals
 - Recruit key stakeholders from collaborative groups for participation in HSCA
 - Identify funding mechanisms or resources for coordinator hours to support HSCA and collaborative activities
5. Utilize data to inform revision of strategies



Measurements of Success

- Increase membership in the Human Services Coordinating Alliance (HSCA) by 30% and active participation by 50%
- Local collaborative/coalitions will be represented by a liaison providing quarterly updates on activities, achievements and progress in meeting community need for their area of service by September 2013
- Improve the ability to meet top 3 unmet needs as identified through community needs assessments and 2-1-1 baseline annual data by 10% in each area



Government Efficiency & Effectiveness

Vision

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

Action Steps

1. Improve Communication
 - Evaluate current information sharing challenges
 - Use media
 - Develop communication plan
2. Promote Community
 - Promote community assets
 - Increase quality of life
3. Explore consolidation and collaboration of shared services
 - Study current service delivery
 - Identify opportunities
 - Perform cost/benefit analysis
 - Eliminate redundancies
 - Roll out cost saving efficiencies
4. State of the art technology and technology sharing –
 - Research a countywide Wi-Fi
 - Improve websites
 - Add GIS layers and streamline billing
5. Leadership Development
 - Develop a youth leadership program
 - Network all segments of the community
6. Improve availability of recreational programs and arts and cultural opportunities –
 - Increase number of opportunities and attendance from outlying areas
7. Identify Stakeholder Buy-in
 - Identify groups that are interested in buy-in
8. Capitalize on technology to allow integration
 - Form partnerships that allow technology integration



Measurements of Success

- Increase the percent of residents who rate the value of services for the taxes paid to Jackson County good or excellent.
- Increase the percent of residents who rate the quality of services provide by Jackson County good or excellent.
- Increase the percent of residents who rate the cooperation between Jackson County Government and Other Units of government as good or excellent.



Education

Vision

The vision of the Jackson County Cradle to Career (C2C) is to be a unifying force to ensure that all children in the county will be ready for school successes, ready for post-secondary success, ready for career success, and ready for the world.

Jackson County has adopted, as its own, the Jackson County Cradle to Career (C2C) plan, which is a collaboration of individuals committed to building community-wide support for fundamental change in how, and how well, we educate our children now and in future generations.

Action Steps

1. Parent/Guardian Engagement
 - Increase the percentage of parent/guardians who utilize a student information system tool to monitor student progress and success
 - Increase the percentage of Jackson County parents graduating students who complete a Free Application for Student Aid (FAFSA)
2. Kindergarten Readiness
 - Increase the percentage of entering kindergarten students who meet or exceed the benchmark on the county-wide school readiness assessment Peer Assisted Learning Strategies (PALS)
3. Curriculum Alignment
 - Create and support a response to intervention system for students who don't meet the benchmarks: readiness for kindergarten using the PALS assessment, reading at grade level by 4th grade, performing proficiently on the state approved testing by 8th grade, meeting national standards on the ACT, meeting the national standards on Work Keys, and graduating from high school
 - Increase the percentage of 4th grade students reading at grade level
 - Increase the percentage of 8th grade students proficient in state approved testing, with a clear expectation of pursuing post-secondary education
 - Increase the percentage of accelerated programs for gifted and talented learners
 - Increase the percentage of participation in existing Advanced Placement and STEM classes



- Increase the percentage of Jackson County students that have met or exceeded national standards on ACT in all subjects
 - Increase the percentage of Jackson County students that have met or exceeded national standards on Work Keys in all subjects
 - Increase the percentage of Jackson County students who graduate from high school
 - Increase the percentage of Jackson County graduating students that enroll at a post-secondary education institution within 6 months of graduation
 - Increase the percentage of Jackson County graduating students who persist for a second year
 - Increase the percentage of Jackson County graduating students who complete a post-secondary credential within 6 years of high school graduation
 - Increase the percentage of Jackson County residents who have a post-secondary degree or valuable credential
4. Community Engagement
- Increase the percentage of Jackson County businesses and individuals who employ, intern, mentor and engage students along the educational pathway
5. Technology
- Increase the percentage of students who have access to 1 : 1 technology
 - Increase high speed internet infrastructure county wide

Measurements of Success

- All students will be at or above grade level in reading and math by the 4th grade
- 60% of Jackson County residents will have a post-secondary degree or valuable credential by 2025
- Improvement in elementary MEAP reading and math scores
- Percentage of accelerated programs for gifted and talented learners
- Percentage of students participating in STEM learning opportunities
- Percentage of Jackson County businesses and individuals that mentor/volunteer in elementary classrooms
- Percentage of students who have access to 1:1 technology
- Percentage of parents/guardians of parents/guardians who utilize a student information system tool to monitor student progress and successes



Improved Work Environment

Vision

Jackson County employees are an engaged self-motivated and collaborative team supported by committed, effective leadership to serve the public.

Action Steps

1. Employee Development and Growth – Assist County employees with their professional growth and development.
 - Increase opportunities for meaningful employee training
 - Improve the meaning that county employees derive from their work via positive feedback from supervisors
2. Management & Supervision Development – Increase the management and supervisory skills of county employees.
 - Provide opportunities for staff to be trained in High Performance Organizations (HPO) and provide continuing education on HPO
 - Improve management skills for department heads and supervisory staff
 - Provide meaningful feedback to employees through a continuous, comprehensive evaluation process
3. Process Improvement – Provide training in Continuous Process Improvement (CPI) and implement a process improvement model.
 - Provide training that will equip county employees to take part in process improvement
4. Organizational Culture – Improve the organizational culture of Jackson County.
 - Become a more team-oriented organization to maximize efficiency and productivity
 - Display trust of employees by allowing autonomy in their respective positions
5. Communication – Improve communication with all staff.

Measurements of Success

- Increase the number of employees exposed to the HPO philosophy by attending at least one workshop per year
- 80% of Department heads and supervisory staff attend at least one workshop per year
- Increase the number of annual employee performance reviews by 50%



- Increase the number of employees reporting that they received feedback from their supervisor
- Administrator/Controller's Office communicating with employees on a monthly basis
- Increase the percentage of employees who somewhat or strongly agree that they feel confident in the direction that management is leading the organization
- Increase the percentage of citizens who believe the overall direction of Jackson County is good or excellent