

# Kalamazoo County Government



## Strategic Plan 2010

**Vision, Goals, and Objectives**

*Adopted by the Kalamazoo County Board of Commissioners:*

*March 2, 2004*

<http://www.kalcounty.com/Board/stratplan.htm>

**Kalamazoo County Board of Commissioners  
Strategic Plan 2010**

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**Kalamazoo County Board of Commissioners**  
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**Resolution**

IN SUPPORT OF ADOPTION OF THE STRATEGIC PLAN

WHEREAS, the Kalamazoo County Board of Commissioners together with other elected and appointed County officials and leaders from our community created the *Strategic Plan 2010* as a framework for achieving the Kalamazoo County Government mission to provide responsive, innovative and cost effective services; and

WHEREAS, Kalamazoo County Government is not only a government organization but also a community partner and stakeholder; and

WHEREAS, the purpose of this strategic plan is to support the Board of Commissioners in making decisions that advance the ability of Kalamazoo County Government to provide services that contribute to, and enhance, the quality of life in this community.

THEREFORE BE IT RESOLVED that the Kalamazoo County Board of Commissioners adopt the Strategic Plan 2010 and direct County staff to implement its goals and objectives.

BE IT FURTHER RESOLVED that this plan will be reviewed regularly to ensure its goals and objectives meet the demands of the ever-changing environment in which Kalamazoo County Government operates.

STATE OF MICHIGAN        )  
  ) SS  
COUNTY OF KALAMAZOO )

I, Timothy A. Sow, County Clerk Register, do hereby certify that the foregoing is a true copy of a Resolution adopted by the Kalamazoo County Board of Commissioners at a regular session held on March 2, 2004.

Timothy A. Snow  
County Clerk/Register

# Kalamazoo County Board of Commissioners

## Strategic Plan 2010

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### Overview

Kalamazoo County Government is not new to strategic planning. The most recent strategic planning efforts occurred from 1999 through 2001. In 2002, the County temporarily suspended strategic planning during the search for a County Administrator and in light of the transition to a 17-member County Board.

Early in 2003, the Board of Commissioners convened six planning work groups based on the County's strategic themes identified during the 1999 – 2001 retreats:

- Community Safety/Justice
- Economic Development
- Human Resources and Staff Development
- Human Services / Health / Community Development
- Intergovernmental Cooperation/Community Collaboration
- Service Improvements/ Technology Initiatives

The purpose of these work groups was to bring together citizens, commissioners, elected officials, and staff to develop visions and goals for each area. These visions and goals will help us move toward our future – not only as a government organization but also as a community stakeholder who actively shapes the quality of life in Kalamazoo County.

This Kalamazoo County Government Strategic Plan 2010 is the fruit of their effort. This plan and the vision are important first steps in a long journey. Because the environment in which the County operates changes constantly, it is imperative to view this plan as a work in progress as we respond to, and anticipate, change.

Commissioners, administrators, and county staff will work together to implement these goals and objectives. In the end, we hope that the current and future boards will utilize this plan as a resource for policy and budget deliberations.

Deb Buchholtz-Hiemstra  
Chair, Board of Commissioners

Don Gilmer  
County Administrator

**Kalamazoo County Board of Commissioners**  
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**Vision Summary**

**Community  
Safety/Justice**

Kalamazoo County seeks to be the safest, most just and restorative community in the nation.

**Economic Development**

Kalamazoo County Government will be an active support mechanism for diversified economic growth, retention, and attraction.

**Human Resources and  
Staff Development**

Kalamazoo County Government will be recognized as an employer of choice in southwest Michigan.

**Human Services / Health  
/ Community  
Development**

County residents have access to collaborative transportation services so all members of the service area shall have access to programs.

The County provides quality early childhood education and life skills training for families, bringing the full resources of the community together.

Environmental Health programs are comprehensive in scope, providing high quality services with a regional emphasis fostering a capable coordinated response to emerging issues.

The County's public health system provides a comprehensive disease surveillance and control system with a full capacity to respond to all public health threats.

**Intergovernmental  
Cooperation/Community  
Collaboration**

Kalamazoo County will be a trusted, active agent building partnerships on county-wide and regional issues.

**Service Improvements/  
Technology Initiatives**

The community values Kalamazoo County Government for efficiently and effectively meeting needs and for providing convenient access to user-friendly services.

## **Outline of Next Steps in the Planning Process**

**Communicate the strategic plan.** Following Board adoption of the strategic plan, we will communicate the plan in its entirety to staff, other governmental units, the community, and the media.

**Develop key performance indicators.** A first critical step in the implementation of the strategic plan will be the development of key performance indicators (KPIs) for each vision, goal, and objective. Some goals and objectives will be ongoing; that is, a target dates cannot be established (as an example, see economic development goal #1) while others require the development of more specific action plans.

**Conduct departmental strategic planning.** As outlined in goal 1 of the service improvement and technology initiatives sector, departments that currently do not have strategic plans will be asked to develop those. Administration will offer facilitation resources to assist departments, and departments will be encouraged to utilize the Board-approved *Strategic Planning Guide*.

**Provide regular progress reports.** The goals and objectives will provide the framework for progress reports from administration to the Board and from the Board to the community. It is our goal to initially provide these progress reports on an annual basis.

**Review the plan.** The strategic plan is not cast in stone but, instead, is a work in progress. The demands placed on Kalamazoo County Government and the environment in which we operate change continually. Therefore, we must take care to review and update the plan to reflect these changes and adjust or add goals and objectives as needed. We are planning to review the plan toward the end of the year in conjunction with the first progress report.

**Create an overarching vision.** Building upon the vision developed by the six strategic planning work groups, we will develop one overarching vision for Kalamazoo County Government. All staff will be invited to participate via forums held during office hours at various venues, such as the County Administration Building, Nazareth Complex, etc. We anticipate this visioning to take place in early 2005.

## **County Mission and Guiding Principles**

### **County Mission**

**The mission of Kalamazoo County Government is to provide responsive, innovative and cost effective services.**

### **Guiding Principles**

**To achieve our mission, Kalamazoo County government adheres to the following principles:**

- treat citizens with dignity, respect, honesty and fairness.
- foster an accessible and responsive process for citizen involvement.
- improve citizen understanding of the role and structure of county government.
- promote effective and responsive Board decision-making.
- encourage a spirit of teamwork.
- exercise the highest standards of financial stewardship and accountability, assuring financial integrity.
- respect the independence and interrelationships among all governmental units.
- seek opportunities to collaborate with other public and private institutions in Southwest Michigan.
- adopt a pro-active, innovative, nontraditional approach to program development and implementation.
- strengthen the diversity and improve the stability of the community economic base.

**Kalamazoo County Board of Commissioners  
Strategic Plan 2010**

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**Strategic Planning Contributors**

1. Mike Anderson County - Undersheriff
2. Nasim Ansari County - Commissioner
3. David Artley County – Finance, Director Resource Development
4. Jeff Balkema County - Commissioner
5. Rob Barnard County - Commissioner
6. Barry Lee Burnside Dispute Resolution Services
7. Peter Battani County – Deputy County Administrator
8. Karen Betley Senior Services, Inc, Associate Director
9. Grady Biby County – Commissioner
10. Jill Bland Southwest Michigan First, VP of Business Services
11. Tim Bourgeois Township of Kalamazoo Police Department, Chief
12. Bob Brink County – Commissioner
13. Deb Buchholtz-Hiemstra County – Commissioner, Chair
14. David Buskirk County- Commissioner
15. Kristi Carambula Kalamazoo RESA, Administrator, Early Childhood Programs
16. Paul Clements Western Michigan University, Professor, Political Science
17. Vanessa Coakley Head Start Policy Council, Chair
18. Jim Collins Supervisor, Climax Township
19. Don Cooney City of Kalamazoo, Commissioner
20. Joel Cooper Disability Resource Center, President & CEO
21. Peter Dams County – Director Organizational Development
22. Maturen David County – Commissioner
23. Daniel DeGraw City of Parchment, Mayor
24. Don Dewey County – Information Systems, Consultant
25. Laurie Doering County – Human Services, Care-a-van Transportation Coordinator
26. Tom Drabik County – Commissioner
27. Bill Dundon County – Finance Director
28. Randy Eberts W. E. Upjohn Institute for Employment Research, Executive Director
29. Jim Edwards Kalamazoo Probation Enhancement Program, Program Mgr
30. Roland Fancher County – Friend of the Court
31. Jeff Fink County – Office of the Prosecuting Attorney, Chief Assistant Prosecuting Attorney
32. Norm Frazier County – Human Resources, Assistant Director
33. Wes Freeland Kalamazoo Community Foundation
34. Krystal Garcez Student
35. Don Gilmer County – County Administrator
36. Stephen Gorsalitz County – Circuit Court, Family Division, Judge

**Kalamazoo County Board of Commissioners  
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**Strategic Planning Contributors – continued**

37.	James Graham	City of Portage, Mayor
38.	Jim Gregart	County – Prosecuting Attorney
39.	Ruth Gruizenga	County – Circuit Court, Administrator of Records Services / Chief Court Clerk
40.	Cathy Hart	Community Mental Health
41.	Jon Haskell	County – District Court Chief Probation Officer
42.	Dale Hein	County – Human Services, Deputy Director
43.	Donna Hephner	Department of Correction – Adult Probation, Supervisor
44.	Jeff Heppler	County – Commissioner
45.	Megan Holt	Student
46.	Dean Holub	County – Assistant Administrator for Economic & Community Development
47.	Joni Idzkowski	County – Human Services, Bureau Director, Personal Health Services
48.	Brian Johnson	County – Commissioner
49.	J. Richardson Johnson	County – Circuit Court, Chief Judge
50.	Janet Jones	League of Women Voters
51.	Robert Jones	City of Kalamazoo, Mayor
52.	Grace Anne Kalafut	County – Office of Community Corrections, Manager
53.	Mike Kenny	National Alliance for the Mentally Ill of Kalamazoo, President
54.	Rick Kinas	County – Assistant Administrator for Human Resources and Labor Relations
55.	Jerome Kohel	Kalamazoo Taxpayers Association
56.	Kathy Kothari	League of Women Voters
57.	Pat Krause	County – Human Services, Bureau Director, Environmental Health and Laboratory Services
58.	Rick Kupferschmidt	Legal Aid Services
59.	Peter Lenz	County – Human Services, Transportation Manager
60.	Ana Light	Hispanic American Council, Executive Director
61.	John Long, III	Kalamazoo Regional Chamber of Commerce, President and CEO
62.	Ty Madge	Goodwill Industries
63.	Dave Maturen	County – Commissioner
64.	Mike McCaw	Kalamazoo Department of Public Safety, Assistant Chief
65.	Dan McGlenn	County – Commissioner
66.	Robert Miller	Western Michigan University, Associate VP Community Outreach
67.	Carol Miller	
68.	Lynne Munson	Kalamazoo Public Schools, Early Childhood Educator
69.	Ann Nieuwenhuis	Michigan State University Extension, Director
70.	Don Nitz	County – Juvenile Home, Administrator
71.	Eva Ozier	County – Commissioner

# Kalamazoo County Board of Commissioners

## Strategic Plan 2010

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### Strategic Planning Contributors – continued

- |      |                     |  |
|------|---------------------|--|
| 72.  | Jeff Patton         | Kalamazoo County Community Mental Health, CEO  |
| 73.  | Kay Perry           | MI CURE (Citizens United For The Rehabilitation Of Errants)                              |
| 74.  | Kenn Potts          | County – Airport, Director   |
| 75.  | Steve Rickey        | Township of Kalamazoo Police Department  |
| 76.  | Emily Schreur       | Student  |
| 77.  | Connie Selles       | County – Human Services, Environmental Health Specialist                                 |
| 78.  | Danielle Sielatycki | Prevention Works   |
| 79.  | Mary Skinner        | County – Human Resources, Benefits Administrator   |
| 80.  | Doug Slade          | County – Circuit Court Administrator   |
| 81.  | Barbara Smyrnios    | County – Friend of the Court, Family Counseling Supervisor                               |
| 82.  | Beverly Solik       | County – Human Services, Bureau, Director, Community Health                              |
| 83.  | Chuck Spence        | Community Mental Health  |
| 84.  | Don Stevenson       | Village of Climax, President, and President, COG   |
| 85.  | Tom Tarleton        | Michigan Economic Development Corporation, Account Manager                               |
| 86.  | John Taylor         | County – Commissioner  |
| 87.  | Sherry Thomas-Cloud | Kalamazoo County Family Independent Agency, Director                                     |
| 88.  | Frank Thompson      | County – Commissioner  |
| 89.  | Lisa Thompson       | County – Information Systems, Administrator  |
| 90.  | Michelle Thorne     | County – Human Services, Program Supervisor  |
| 91.  | Richard Tooker      | County – Human Services, Chief Medical Officer and Medical Examiner                      |
| 92.  | Karen Ullrich       | County – Human Resources Specialist  |
| 93.  | Joe VanBruggen      | County – Commissioner  |
| 94.  | Jeff Vander Ark     | Kalamazoo Department of Public Safety; Kalamazoo Police Officer's Association, President |
| 95.  | Roger Vander Schie  | County – Human Services, Director  |
| 96.  | John VanDyke        | Oshtemo Township, Supervisor   |
| 97.  | Rev. Milton Wells   | Open Door Ministries   |
| 98.  | Vincent Westra      | County – District Court, Judge   |
| 99.  | Tammy Woodhams      | County - Kalamazoo Criminal Justice Council, Executive Director                          |
| 100. | Nancy Woods         | Kalamazoo Valley Community College, VP for Extended Learning                             |
| 101. | Thell Woods         | Citizen  |
| 102. | Barb Young          | County – Human Services, Bureau Director, Human Development                              |
| 103. | John Zull           | County – Commissioner  |

**Kalamazoo County Board of Commissioners  
Strategic Plan 2010**

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**Community Safety/Justice**

**Participants**

**County Commissioners**

Jeff Balkema  
Rob Barnard  
Bob Brink (Chair)  
Deb Buchholtz-Hiemstra  
Dan McGlinn  
Frank Thompson  
Jeff Heppler  
Brian Johnson  
Joe VanBruggen  
John Zull

**County Staff**

Anderson, Mike  
Artley, David  
Battani, Peter  
Dams, Peter  
Fink, Jeff  
Gilmer, Don  
Gregart, Jim  
Haskell, Jon

Holub, Dean  
Judge Gorsalitz  
Judge Johnson  
Judge Westra  
Kalafut, Grace Anne  
Nitz, Don  
Slade, Doug  
Vander Schie, Roger  
Woodhams, Tammy

**Community Stakeholders**

Bourgeois, Tim  
Burnside, Barry Lee  
Carambula, Kristi  
Clements, Paul  
Collins, Jim  
Cooney, Don  
Edwards, Jim  
Garcez, Krystal  
Graham, James  
Hart, Cathy

Hephner, Donna  
Holt, Megan  
Jones, Janet  
Kenny, Mike  
Kohel, Jerome  
Kothari, Kathy  
Kupferschmidt, Rick  
Light, Ana  
Madge, Ty  
McCaw, Mike  
Miller, Carol  
Perry, Kay  
Rickey, Steve  
Schreur, Emily  
Sielatycki, Danielle  
Spence, Chuck  
Vander Ark, Jeff  
VanDyke, John  
Wells, Milton Rev.  
Woods, Nancy  
Woods, Thell

**Vision**

**Kalamazoo County seeks to be the safest, most just and restorative community in the nation.**

Success indicators (draft):

- “Safe:” Reduction in crime (UCR), citizen perception of community safety and quality of life, comparative crime indices (e.g., Relocation Crime Lab Index).
- “Just” The right people are charged with and convicted of the right crime(s), reversals upon appeal, citizen perception of just treatment and outcomes.

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- “Restorative” – *victims*: Satisfied with outcome of adjudication and/or mediation, reduced fear of offender hurting them again, received agreed upon restitution.
- “Restorative” – *community*: Service hours.
- “Restorative” – *offender*: Restitution paid, rehabilitation and program completion, maintains job, re-offense rates, other.

### Goals

1. Provide state-of-the-art justice facilities that incorporate adequate space and programs for restorative activities and that are located in close proximity to one another in order to enhance economic and operational efficiencies.
  - a. Provide juvenile and justice facilities with adequate staffing and programming
  - b. Provide long-term funding to build and sustain Objective #1.
2. Promote community-wide collaborations, research, education and continuous discussions to assure ongoing private and inter-governmental participation, cooperation, partnering and input.
  - a. Create and maintain dialogue with external stakeholders on community-wide community safety/justice issues.
  - b. Enhance communication at all levels and across all departments within County government on important community safety/justice issues.
3. Provide adequate resources to criminal justice agencies (e.g., Sheriff, Prosecutor, Courts and Corrections) to insure public safety, detection of crime, apprehension of offenders, diversion as appropriate to restorative programming, speedy adjudication of cases, the imposition of appropriate sanctions for convicted criminals and just restoration for the victims of crime.
  - a. 2004 renewal of the Law Enforcement millage passed.
  - b. Establish offender diversion programs that meet the needs of the victims and help offenders take responsibility for victim reparation and address the harms they have caused.
  - c. Develop and communicate benchmarks and baselines for community safety and justice.
  - d. Kalamazoo Justice Integrated Information Management System (K-JIIMS) fully integrated.
4. Actively support a system and community effort designed to minimize future crime and reduce recidivism by providing public safety information, education, early intervention, appropriate punishment, meaningful deterrence, rehabilitation, comprehensive substance abuse and mental health care, and transitional reintegration programs.
  - a. Identify and offer assistance to at-risk children.

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- b. Support and promote restorative community projects, such as “Better Tomorrows” (former “Building Restorative Communities”) and RETURN (“Reentry of Ex-offenders Through Unique Resource Networking”).
  
- 5. Support the adoption of local, state, and federal public policies, that promote community-wide and cost effective provision of timely, safe, just, equitable and restorative community safety and justice programs and services.
  - a. No objectives at this time.

**Kalamazoo County Board of Commissioners  
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**Economic Development**

**Participants**

**County Commissioners**

Nasim Ansari  
Grady Biby  
Deb Buchholtz-Hiemstra  
Tom Drabik (Chair)  
Dave Maturen  
Joe VanBruggen

Gilmer, Don  
Holub, Dean

**Presenters**

Jill Bland, Southwest Michigan First.  
Randy Eberts, W. E. Upjohn Institute for Employment Research  
John Long, Kalamazoo County Chamber of Commerce

Bob Miller, Western Michigan University.

Kenn Potts, Kalamazoo/Battle Creek International Airport

Tom Tarleton, Michigan Economic Development Corporation (MEDC)

Wes Freeland, Kalamazoo Community Foundation

**County Staff**

Battani, Peter  
Dams, Peter

**Vision**

**Kalamazoo County Government will be an active support mechanism for diversified economic growth, retention, and attraction.**

Success indicators:

- Financial and non-financial support provided annually to local jurisdictions and to local economic development entities
- Jobs attracted, retained, lost; change in payroll
- Infrastructure improvements due to County grants or loans
- Local and regional strategic planning efforts the County participates in
- Airport utilization

# Kalamazoo County Board of Commissioners

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### Goals

1. Increase direct economic development support to local jurisdictions and to local economic development entities through grants or loans.
  - The County Board establishes an economic development grant and loan program by January 2004.
  - Grantees and loan holders provide regular reports to the County Board that include the following information:
    - Jobs attracted, retained, lost; change in payroll.
    - Lead indicators that project economic growth (similar to CVB's tentative bed nights); include infrastructure improvements results due to County grants or loans.
2. Complement/supplement and support both public and private sector organizations through other means, including staff assistance, Economic Development Corporation, Brownfield Redevelopment Authority, Board of Public Works and other County entities.
3. Participate in and encourage regional economic development efforts.
  - Commissioners accompany MEDC and SWMF representatives on retention calls to businesses to be informed about the private sector's economic development needs.
  - Survey businesses on what's impeding ED in Kalamazoo County and how the public sector can improve the situation.
4. Maintain a first-class airport.
5. The Department of Planning & Community Development provides annual summary reports to the Board of Commissioners on economic development support activities and results.
  - Reports will include annual trend data on vision indicators.

**Kalamazoo County Board of Commissioners  
Strategic Plan 2010**

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**Human Resources and Staff Development**

**Participants**

**County Commissioners**

David Buskirk  
Bob Brink  
Dan McGlenn  
Brian Johnson  
John Taylor

**County Staff**

Battani, Peter  
Dams, Peter  
Dundon, Bill  
Frazier, Norm  
Kinas, Rick

Skinner, Mary  
Ullrich, Karen

**Vision**

**Kalamazoo County Government will be recognized as an employer of choice in southwest Michigan.**

<u>Success indicator</u>	<u>Possible data source</u>
Retention / turnover comparisons	HR, benchmarks
Workforce representative of community	Local data
Employee satisfaction	Staff surveys, benchmarks
Customer satisfaction with staff interactions and service	Customer surveys
First-choice applicants accept offer	Hiring data

**Goals and Objectives**

- 1. Take efforts to become and remain an employer of choice.**
  - a. Increase representation of minorities and women in management and professional positions to reflect County population.
  - b. The combined salary and benefit package is competitive.
  - c. Administration communicates with all staff on matters affecting employment and work place quality.

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- 2. Encourage and support ongoing professional development.**
- a. Optimize employee performance support.
    - i. Supervisors conduct quarterly brief performance reviews to enhance annual performance appraisals
    - ii. Annual performance appraisals include performance goals
    - iii. Managers and supervisors have full access to the Human Resources Information system by December 2004
  - b. Provide training and development opportunities to all staff.
    - i. Training is directly linked to documented training needs
    - ii. Utilize in-house resources to offer a wide variety of general skill training programs, such as time management, running meetings, facilitation, presentation skills, change management, and leadership
    - iii. Utilize external training channels, such as local staff development agencies, web seminars, and computer-based training.

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**Human Services, Health, and Community Development**

**Participants**

**County Commissioners**

Robert Barnard  
Jeff Balkema  
David Maturen  
Dan McGlenn  
Eva Ozier (Chair)  
John Taylor  
Frank Thompson

**County Staff**

Peter Dams  
Laurie Doering  
Dale Hein  
Joni Idzkowski  
Pat Krause  
Beverly Solik  
Michelle Thorne

Tammy Woodhams

**Presenters**

Karen Betley, Senior Services  
Kristi Carambula, Administrator, Early Childhood Programs  
Vanessa Coakley, Chair Head Start Policy Council  
Joel Cooper, President & CEO, Disability Resource Center of SW Michigan  
Pat Krause, Director, Environmental Health and Laboratory Services  
Peter Lenz, Manager, Care-A-Van  
Lynne Munson, KPS Early Childhood Educator

Beverly Solik, Director, Community Health Bureau  
Richard Tooker, Chief Medical Officer  
Barb Young, Head Start ,, Director Community Action Bureau

**Community Stakeholders**

Jeff Patton, CEO, Kalamazoo County Community Mental Health  
Sherry Thomas-Cloud, Director, Kalamazoo County Family Independent Agency

**Visions**

**County residents have access to collaborative transportation services so all members of the service area shall have access to programs.**

**The County provides quality early childhood education and life skills training for families, bringing the full resources of the community together.**

**Environmental Health programs are comprehensive in scope, providing high quality services with a regional emphasis fostering a capable coordinated response to emerging issues.**

**The County's public health system provides a comprehensive disease surveillance and control system with a full capacity to respond to all public health threats.**

Success indicators: T.b.d.

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**Goals**

<b>Population Mobility / Care-A-Van</b>	
<b>Vision</b>	County residents have access to collaborative transportation services so all members of the service area shall have access to programs.
<b>Goal</b>	Kalamazoo County Government will work to support safe, efficient public transportation for all citizens of Kalamazoo County.
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• The County will work with other governmental units to create a Public Transit Authority.</li> <li>• The County will work to assure that demand/response transportation is available to the County's at risk citizens.</li> </ul>

<b>Early Childhood Education</b>	
<b>Vision</b>	The County provides quality early childhood education and life skills training for families, bringing the full resources of the community together.
<b>Goal</b>	Kalamazoo County Government will work to support early childhood education for at-risk children.
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• The County will promote collaboration with other early childhood education providers in planning and service delivery.</li> <li>• The County will work to create stable and safe Head Start classroom facilities.</li> <li>• The County embraces and values Head Start as a major poverty reduction strategy.</li> </ul>

<b>Environmental Health</b>	
<b>Vision</b>	Environmental Health programs are comprehensive in scope, providing high quality services with a regional emphasis fostering a capable coordinated response to emerging issues.
<b>Goal</b>	Kalamazoo County Government will assure that Environmental Health programs are capable of responding to current and emerging issues.
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• The County Board will adopt a policy for establishment of fee levels.</li> <li>• The County will support efforts to promote regional partnerships.</li> </ul>

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**Goals – Continued**

<b>Public Health Infrastructure/ Emerging Disease/ Emergency Preparedness</b>	
<b>Vision</b>	The County's public health system provides a comprehensive disease surveillance and control system with a full capacity to respond to all public health threats.
<b>Goal</b>	Kalamazoo County Government will support the enhancement of public health services.
<b>Objectives</b>	<ul style="list-style-type: none"><li>• The County will promote local and regional partnerships to enhance the disease surveillance system.</li><li>• The County will support achievement of Healthy People 2010 objectives through coordination in the planning and delivery of public health services.</li><li>• The County will support enhanced technological systems with in public health to achieve critical functions.</li></ul>

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**Intergovernmental Cooperation and Community  
Collaboration**

**Participants**

**County Commissioners**

Nasim Ansari,  
Grady Biby  
Bob Brink  
Jeff Heppler  
David Maturen  
Dan McGlinn (Board Liaison)  
Frank Thompson  
Joe VanBruggen  
John Zull (Chair)

**County Staff**

Peter Battani (Staff Liaison)  
Peter Dams  
Don Gilmer

**Presenters**

Daniel DeGraw, Mayor, City  
of Parchment  
Wes Freeland, Kalamazoo  
Community Foundation  
James Graham, Mayor, City  
of Portage

Robert Jones, Mayor, City of  
Kalamazoo

John Long, President,  
Kalamazoo Regional  
Chamber of Commerce

Robert Miller, Associate VP  
Community Outreach,  
Western Michigan University

Don Stevenson, President,  
COG, and President, Village  
of Climax

**Vision**

**Kalamazoo County will be a trusted, active agent building partnerships on county-wide and regional issues.**

Success indicators:

- Participation rate in ongoing discussions
- Accomplishments (e.g., outcomes of ICCS meetings or projects)
- Number of invitations to participate
- Trends in regional collaborations (e.g., SMART counties)

# Kalamazoo County Board of Commissioners

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### Goal

**Kalamazoo County Government will have a consistent effort to follow through on county-wide and regional cooperation efforts.**

### Objectives

1. The County Board creates a standing Intergovernmental Cooperation (IC) Work Group to:
  - Recommend intergovernmental topics and areas for possible County involvement and participation.
  - Recommend items for consideration by the Kalamazoo County Coordinating Council (KC3). The IC Work Group chair will serve as the point of contact for KC3 issues.
    - **Action Plan:** The IC Work Group will organize a KC3 update meeting before the end of 2003 to inform other jurisdictions on the status of current intergovernmental efforts, including but not limited to: 131 corridor, central dispatch, GIS, justice facilities, Care-A-Van, a web-based bulletin board for intergovernmental topics, and other topics identified by participants.
  - Provide annual reports to the Board on activities and results of the County's intergovernmental cooperation, including references to the strategic goals and objectives. Annual reports will also be made available to the media, business, and the public.

It is recommended that the Board appoint the current strategic planning work group as the new standing Intergovernmental Cooperation Work Group.
2. The County Board appoints a liaison to the Council of Governments (COG) and pays annual dues.
3. County commissioners facilitate regular informal discussions among elected urban core leaders.
4. County administration facilitates regular informal discussions among administrative and non-elected leaders.

*It is anticipated that objectives 3 and 4 generate items for consideration at higher-level venues, such as KC3.*
5. The County Board convenes meetings on county-wide issues not yet addressed and encourages, by our participation when invited, intergovernmental meetings not of our initiative (e.g., COG).
6. Exiting commissioners will brief re-elected commissioners and incoming commissioners on the County's ICC efforts.

**Kalamazoo County Board of Commissioners  
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**Service Improvements and Technology Initiatives**

**Participants**

**County Commissioners**

Rob Barnard  
Grady Biby (Chair)  
Bob Brink  
Deb Buchholtz-Hiemstra  
(Board Liaison)  
Tom Drabik  
David Maturen

**County Staff**

Peter Battani  
Peter Dams (Staff Liaison)  
Don Dewey

Ruth Gruizenga  
Ann Nieuwenhuis  
Lisa Thompson

**Presenters**

David Artley, Resource  
Development Director,  
Finance  
Peter Dams, Organizational  
Development Director,  
County Administration  
Don Dewey, Consultant,  
Information Systems  
Bill Dundon, Director,  
Finance

Roland Fancher, Friend of  
the Court  
Dale Hein, Deputy Director  
Programs, Human Services  
Department

Connie Selles, Environmental  
Health Specialist, Human  
Services Department  
Barbara Smyrnios, Family  
Counseling Supervisor,  
Friend of the Court  
Lisa Thompson,  
Administrator, Information  
Systems

**Vision**

**The community values Kalamazoo County Government for efficiently and effectively meetings needs and for providing convenient access to user-friendly services.**

<u>Success Indicator</u>	<u>Possible Data source</u>
▪ The community values Kalamazoo County Government for . . . meeting needs	Surveys, media reports
▪ Efficiently	Cost data/benchmarks
▪ Effectively	Outcome data/surveys
▪ Convenient access to	POS surveys
▪ User-friendly services	POS surveys and ratings

**Goals and Objectives**

- 1. County Board and administration use key performance measures to effectively create and implement policy governing the affairs of Kalamazoo County Government.**

## Kalamazoo County Board of Commissioners Strategic Plan 2010

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- b. Distribute to the County Board a guide for questions regarding minimum levels of service requirements by August 15, 2003, to ask during the upcoming 2004 budget considerations.

*Note that this objective will not be part of the final recommendations as its execution will precede this work group's report to the Board.*

- c. Kalamazoo County Government will have an inventory of mandated services (similar to Kent County) by March 2004.
- d. All departments have strategic plans in place that identify mission, vision, values, goals, objectives, and performance indicators:
  - o Performance indicators cover the areas of service quality (customer and staff satisfaction), service effectiveness (outcomes), financial efficiency (cost, bond ratings), and work place development.
  - o The Office of Finance provides unit cost measures per request whenever possible.
- e. County departments regularly report key performance measures to the County Board.

### **2. Citizens interact with Kalamazoo County Government in their preferred mode of interaction to obtain information and order or pay for services.**

- b. Employees in each building have a directory of bilingual staff in that building who can assist in interpretation by December 31, 2003.
- c. Departments assess the possibility for delivering services via enhanced automation (e.g., Web accessibility, e-filing, call processing, kiosks, GIS services, imaging services).
- d. Citizens can provide online feedback and suggestions tracked by administration through issue resolution.

### **3. County administration and departments use external vendors when services can be more efficiently and/or effectively performed through contracts rather than in-house.**

- a. The Board will encourage privatization whenever advantageous.
- b. Commissioners and administration will have an inventory of contracted-out services (excluding consultant contracts) and their financial impact by December 31, 2003.

### **4. The County continues essential services when County buildings are compromised.**

- a. The County Board adopts a Business Continuity Plan for service continuation, recovery planning, and disaster recover planning.