2014 Strategic Plan
May 27, 2014

Dear Reader,

Thank you for taking the time to review Barry County’s strategic plan. The Board of Commissioners endeavored on a six month process, determined to find new and better ways to deliver service to you, the residents of Barry County. We are proud to report that we were successful.

In the years ahead, this plan will serve as a guide for county leaders and our dedicated employees. We hope you’ll find it useful in understanding the vision and priorities of Barry County government.

Regards,

The Barry County Board of Commissioners

Joyce Snow
James Dull
Howard “Hoot” Gibson
Craig A. Stolsonburg

James C. DeYoung
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Barry County protects its citizens’ right to a healthy, safe and prosperous community through responsible county leadership.
Core Values

Honesty and integrity is our foundation.
Respect for each other is our commitment.
Responsibility is our operating standard.
Communication is our connection to the community and to each other.
Professionalism is our daily practice.
Collaboration is our strength.
Accountability is our promise.
Effectiveness is our resolve.
Trust is our reward.
Our unified campus plan allows for ease of access to all citizens and efficiencies within government.

We bring together community assets to promote educational opportunities.

Businesses are thriving and new opportunities abound.

We are a premiere recreational destination point.

We are a safe and welcoming environment.

County operations are supported by a world-class IT system.

We increase our effectiveness through partnerships and shared resources.

Information is accessible to all citizens through advanced communications technology.
Background

In November, 2013 the Barry County Administrator, and the Barry County Board of Commissioners met with Nancy Ohle of PT&DR to initiate the County’s first strategic planning process. While the County has embraced a goal-centered approach to planning in the past, the Board felt it was time to look toward the future with a long-term approach to planning and decision-making, resulting in decisions that focus on outcomes/benefits and not simply on activities. Doing so will afford the County stability in its focus and efforts beyond elected officials’ two-year terms, will set the stage for community partnerships resulting in efforts more far-reaching than what can be done through individual departmental and agency efforts, and will benefit taxpayers through solid planning, resulting in efficient and effective use of resources.

Stakeholders and Participants

The Barry County Board of Commissioners determined early on that an inclusive process including Commissioners, all County departments and agencies, local government entities in the County including cities, townships, and villages, as well as the general public would be part of this effort. A residual benefit to the planning process is a better understanding among County departments and agencies of services provided, processes leveraged, and challenges shared. Local government officials would benefit from the opportunity to collaborate on potential initiatives that cross the County, and residents and business owners would have the opportunity to have their voices heard on key issues impacting their community.

Board of Commissioners members include
James DeYoung, James Dull, Ben Geiger, Howard Gibson, Jon Smelker, Joyce Snow and Craig Stolsonburg.

County Departments included
Administration, Adult Probation, Animal Shelter, Barry-Eaton District Health Department, Building & Grounds, Planning & Zoning, Director, Central Dispatch-E911, Charlton Park, Commission on Aging, Community Corrections, County Clerk, Drain Commissioner, Economic Development Alliance, Emergency Management, Equalization, Information Systems, Hastings City/Barry County Airport, Medical Examiner, Land Information Services, Mental Health, MSHDA Housing Program, MSU Extension, Parks and Recreation, Planning and Zoning, Prosecuting Attorney, Register of Deeds, Road Commission, Sheriff, Soil Conservation District, Surveyor, Thornapple Manor, Transit, Treasurer, Unified Trial Court, and Veterans’ Affairs.

Local government officials
Mike Bremer, Thornapple Township Supervisor; Cheryl Hartwell, Castleton Township Supervisor; Rebecca Fleury, Village of Middleville Manager; Jim Carr, Rutland Charter Township Supervisor; Frank Campbell, City of Hastings Mayor; Jeff Mansfield, City of Hastings Manager; Jim Brown,
Hastings Charter Township Supervisor; Mark Feldpausch, Hope Township Supervisor; Jim Stoneburner, Prairieville Township Supervisor; Ted DeVries, Prairieville Township Clerk; Mike Timmons, Assyria Township Supervisor; Jeff MacKenzie, Woodland Township Supervisor; Wes Kahler, Barry Township Supervisor; Mark Englerth, Yankee Springs Township Supervisor; and Harold Andrus, Village of Freeport President.
Executive Summary

As a result of Barry County’s strategic planning efforts, the County has an aligned focus that starts with its mission: “Barry County protects its citizens’ right to a healthy, safe and prosperous community through responsible county leadership”.

Through the strategic planning process Barry County has established the following core values that will direct its employees and elected officials on how to do business.

- **Honesty and integrity** is our foundation.
- **Respect** for each other is our commitment.
- **Responsibility** is our operating standard.
- **Communication** is our connection to the community and to each other.
- **Professionalism** is our daily practice.
- **Collaboration** is our strength.
- **Accountability** is our promise.
- **Effectiveness** is our resolve.
- **Trust** is our reward.

And finally, the vision elements for 2016 that set the stage for the Departments’ and County’s Goals are expressed in the following statements.

We see a County where...

- Our unified campus plan allows for ease of access to all citizens and efficiencies within government.
- We bring together community assets to promote educational opportunities
- Businesses are thriving and new opportunities abound.
- We are a premiere recreational destination point
- We are a safe and welcoming environment
- County operations are supported by a world class IT system
- We increase our effectiveness through partnerships and shared resources
- Information is accessible to all citizens through advanced communications technology.
A dedicated team consisting of County Commissioners, County Administration, the County Clerk, and other Department and Agency Heads met on a regular basis from November, 2013 through March, 2014. Activities included benchmarking other counties’ planning efforts, assessing today’s Barry County and contrasting that with a vision for 2016, and meeting with residents, businesses, and other elected and appointed County officials to target their vision for the County. Challenges within the County’s control as well as regulatory challenges were identified. All of this information was then utilized in formulating a cohesive plan to carry the County forward over the next three years.

During the process, Barry County employees, volunteers, and concerned citizens often worked in the background of this effort, enlisting the support of boards and committees in determining their focus and priorities. Front line employees and volunteers were asked to participate in drafting goals, and strategies for accomplishing those goals. Those participating constructively challenged each other in the realm of setting priorities with limited resources. Residents and elected officials participated in unparalleled numbers despite delays due to weather and power outages, dangerous driving conditions, and difficult meeting times. This effort demonstrated the dedication of a community coming together to focus on the future. The County has the utmost respect for the combined efforts of its elected, appointed officials, staff, and citizenry.

In the end, not only did Barry County determine its future focus in broad terms, but vision elements have been broken down into specific, measurable, attainable, relevant and timely (SMART) goals, a rigorous approach to goal-setting that holds departments and agencies accountable to specific, measureable, and attainable standards with relevant bridges to vision elements and trackable milestones for those goals that are long-term in nature.

County Commissioners are committed to utilizing the prioritized list of vision elements in their decision-making for discretionary budget items. City, township, and village officials have expressed their interest in ongoing communication around key initiatives, particularly in the area of economic development and roads, validating that the vision element of increasing effectiveness through partnerships and shared resources is already in motion. Commissioners have heard from both local government officials and residents alike that accessible information for all citizens through advanced communications technology is a priority and will engage shared resources to address this need. Ambitious goals have been set at the departmental level to ensure Barry County is indeed a premiere recreational destination point. And Commissioners have set plans in motion to develop a plan for a unified campus to allow ease of access to citizens and build efficiencies within the County, not only through facilities planning but through improvements in the County’s IT system.

What follows in this report are the logistics of this strategic planning process. While outcomes and processes may appear simple at times; please respect the spirited discussion and debate, sheer
mass of information shared, and consensus-building across the community that was necessary in order to reach these outcomes.
Process Steps & Timeline

Timeline
The timeline for activities in the strategic planning process from November, 2013 through April, 2014. Activities include project initiation, submission of mission/vision statements at the departmental/agency level, SWOT analyses¹, mission, vision, and values development, data gathering for departmental “points of pride” and challenges, cross-county departmental meetings to share data, focus groups with both residents and local government officials, budget information sharing, setting priorities, developing opportunity maps, identifying scenarios for challenges, and setting SMART goals.

Project Initiation
The roadmap for the strategic planning process was set in November and December, 2013. The project facilitator met with Commissioners to agree upon the “need” for the strategic planning process, set ground rules for meetings, and establish a timeline and scope for the project. Specific activities during this phase of the planning process were as follows

• Meeting with Commissioners to clarify desired outcomes, process, and timelines.
• Meeting with Department Heads to provide an overview of the strategic planning purpose and process including vision statements and SWOT analysis.

Current Situation Assessed
Before embarking on the visioning process, Barry County needed to assess its “current situation”. What are department heads and agencies currently focused on? For some, departmental missions and visions were already living documents. For others, this was the opportunity to meet with staff as a team to develop those mission and vision statements that would ultimately determine their focus.

A SWOT analysis was conducted to further assess the “current situation”. Departments were asked to look internally at those strengths and weaknesses that determine their effectiveness along with external opportunities and threats. The external factors are not nearly as controllable but may indeed impact the effectiveness of the department, i.e. legislation. Activities during this stage of the strategic planning process were as follows

• Department Heads/Agency Directors submit mission/vision statements.

¹ Strengths, Weaknesses, Opportunities and Threats.
• Department Heads/Agency Directors work with their staff to complete SWOTs for Commissioners.

• SWOTs identify internal strengths, weaknesses, and external opportunities and threats for departments (Appendix B).

• Current Situation documentation utilized by Commissioners in initial stages of mission/vision/values development.

• “State of the County” address including County budget allocation, mandated services, major initiatives, points of pride, and challenges drafted by County Administrator for Vision 2016 public meeting (See Appendix C and D)

Initial Mission/Vision/Values Developed
After review of departmental/agency mission, vision, and SWOT elements, the Board of Commissioners met to brainstorm the initial countywide mission and vision. The facilitator shared examples from other Michigan counties prior to the brainstorming activity in an effort to share the broad range of approaches counties take. Commissioners had clearly read through departmental submissions and engaged in discussion around the value departments brought to the citizenry of Barry County. They were instructed by the facilitator that the initial drafts were just that – drafts – and that they were to remain open to the upcoming perspectives of new stakeholders brought into the process. Specific activities during this phase of the planning process were as follows

• Commissioners draft initial mission and values elements.

• Review of Departmental/Agency SWOTs enable Commissioners to brainstorm initial vision elements.

Data Gathering
In addition to the SWOT analysis by Department Heads, Commissioners held an internal meeting with Department/Agency Directors to hear what their “points of pride”, challenges, and upcoming goals were. This meeting was held to ensure that programs and services that are critical to the public are continued. Challenges were shared to identify if there were common problems with common solutions, and questions about goals were addressed. Department Heads provided feedback that, at the end of this meeting that they found the time extremely well-spent. Hearing from other departments was an educational experience on what positive services were being provided, and it helped identify opportunities to leverage resources and potentially solve common problems.

Timing of data gathering was a challenge in the process as public meetings and focus groups were delayed due to the weather/power outage and road conditions. Media coverage initially framed
the Vision 2016 meeting as a partisan effort. Concern about lack of participation turned to elation, though, as over 110 participants attended the Vision 2016 meeting.

County Administrator, Michael Brown addressed the Vision 2016 forum with a “State of the County” overview to educate participants about mandated services, the range of programs/services currently funded in the budget, points of pride, challenges, and short-term goals. This presentation was intended to inform the audience about County government and temper unrealistic expectations.

The facilitator introduced forum participants to the purpose and desired outcome of the evening, laid the ground rules, and cautioned as to what the meeting would “not” be, i.e. no problem-solving, negativity, blaming, or agendas unrelated to “vision”. Vision 2016 forum participants were invited to share their ideas via post-it notes in order to gather a large amount of information on a variety of topics in a short period of time. These affinity diagrams were used to gather thousands of ideas from participants in the meeting as well as to help prioritize key vision elements. The data presented in Appendix C and is captured “as is” from the public in an effort to hold the public trust; therefore no comments including word choice or spelling have been changed.

An additional focus group was held with over twenty local government officials in attendance. Affinity diagrams were also utilized to gather their input on Vision 2016 with a meeting afterward to build on and clarify suggestions. Meeting attendees expressed hope that these meaningful discussions would continue, perhaps quarterly, in the future. Specific activities during this phase of the planning process were as follows:

- Held internal meeting with Department Head/Agency Directors meeting highlighting “points of pride”, challenges and upcoming goals
- Key programs/services as well as mandated services were shared with participants
- Held Vision 2016 Public meeting with over 110 people in attendance
- Collected data on the following topics
  - Government Finances, Public Services, Technology, Education, Recreation, Housing and Transportation, Infrastructure and Facilities, Changing Demographics, Millages, Partnerships, County Heritage, Communication to the Public, Health and Safety, Economic Development, Downtown, Agriculture and Rural Lands.
- Affinity diagram method (post-its) of gathering data utilized (See Appendix C for actual public vision suggestions), see Appendix D
• An explanation of current services/budget was shared with participants before gathering data on what citizens would like to see maintained, expanded, cut back upon, and/or new initiatives (Appendix C).
• Local government focus group with over twenty township supervisors, village presidents, and city and village managers (Appendix D).

**Final Mission and Vision Elements Agreed Upon**
After reviewing the collective information from Department/Agency Heads, the Vision 2016 public forum, and the local government focus group, Commissioners were able to identify common themes in the vision elements. Words and phrases in the mission statement were carefully evaluated for “intent” as well as meaning. Commissioner Geiger later added the visual found in the Mission Statement on page 10 to add clarity to the intent behind the mission elements. In addition, each vision element was then contrasted against the mission statement for consistency with the County mission and values.

Specific activities during this phase of the planning process were as follows

• Commissioners review internal, public and local governmental feedback
• Identify common themes for vision elements

**Vision Elements Prioritized**
In a reality check, the facilitator asked Commissioners to prioritize the vision elements. The tool utilized to accomplish this was simple prioritization. The vision elements that were submitted were grouped in similarity and the number in each group was divided by 3 (the number 3 is used because it has proven to be statistically significant). E.g. 17 similar / 3 = 6. Each vision element was then discussed, and individual Commissioners had the opportunity to lobby for any value that was not chosen. From this process those elements deemed most critical to the County over the next three years were identified.

Next Commissioners did a “weighted” poll to see if the prioritization remained consistent. When looking at this prioritization on page 13, keep in mind that hundreds of vision elements did not make it to the top eight items. Therefore, those items that received zero votes on the poll are still critical vision elements, but they are areas where the County is doing a good job, so they are just not as critical as an item that may have received up to twelve votes.

Once vision elements were charted visually on a Pareto chart, Commissioners engaged in drawing an opportunity map to determine where County resources should be deployed. Opportunity maps contrast “current performance” on each of the vision elements against “importance” of those elements as characterized by the prioritization just completed. As a result, increasing effectiveness through partnerships and shared resources, making information accessible to all citizens through
advanced communications technology, being a premiere recreational destination point, and a unified campus plan for ease of access to all citizens and ensuring efficiencies within government became the top priorities. Specific activities during this phase of the planning process were as follows

- Vision elements scoped and prioritized
- Opportunity map drawn for use in resourcing vision initiatives
- Scenarios identified for anticipated situations that may impact mandates or budgets

**SMART Goals Drafted by Commissioners and Department Heads/Agency Directors**

After vision elements were tentatively finalized, a meeting with Department/Agency Directors was held with the facilitator explaining the concept of SMART goals and their alignment with the mission, vision, and values as a key priority. These goals include targeted major accomplishments to be completed by a specified time, in this case by the end of 2016. They include goals within their primary areas of responsibility; pushing them beyond their typical day-to-day activities; and are agreed upon and reviewed routinely by Department Heads with progress reports to the County Administrator and/or Board of Commissioners. Departments were given three weeks to draft these SMART goals with assistance from the facilitator. A complete list of SMART goals is found in Appendix E. Those departments/agencies that did NOT submit goals are listed at the beginning of this appendix. After the SMART goals were reviewed by Commissioners, two vision elements were amended to more accurately reflect the direction departments were taking, in response to both mandated programs as well as citizen expectations. Specific activities during this phase of the planning process were as follows

- SMART goals drafted and submitted to Commissioners to track alignment with mission, vision, and values (Appendix E) (Submissions resulted in rewording of two vision elements)
- Additional SMART goals drafted by Commissioners to reflect key elements of 2016 vision

**Protocol for Future Budget Process Developed**

It was agreed upon by Commissioners that SMART goal submission, progress on those SMART goals, and which mission or vision element is impacted, will be a necessary submission by departments for budget requests on any item that is not a mandated service.
Mission, Vision & Values

Mission Statement
"Barry County protects its citizens’ right to a healthy, safe and prosperous community through responsible county leadership."

In crafting Barry County’s mission statement, the Board looked carefully at their responsibilities in respect to mission as it answers the question "Why do we exist? What products and/or services do we uniquely provide? Who do we serve?" As such, they would like you to be aware of the rationale behind some of their choices in the words found in your mission statement.

Barry County protects its citizens’ right to a healthy, safe and prosperous community through responsible county leadership.

- Barry County does not give people rights. The Constitution does. We protect the rights the people already have.
- Efficient use of public resources
- “Healthy, safe and prosperous” communities are built by strong individuals and strong families. Through public safety operations and good environmental stewardship, we help ensure a community where individuals, families and businesses can thrive.
- We’ll protect the mutual right of 60,000 Barry County residents to live, work and play in great community.

The board chose the term “county leadership” because leaders can be elected officials or unelected citizens. Barry County is an organization unafraid of collaborating among ourselves and community partners if it helps achieve our mission.
Vision Elements

- Our unified campus plan allows for ease of access to all citizens and efficiencies within government.
- We bring together community assets to promote educational opportunities.
- Businesses are thriving and new opportunities abound.
- We are a premiere recreational destination point.
- We are a safe and welcoming environment.
- County operations are supported by a world class IT system.
- We increase our effectiveness through partnerships and shared resources.
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Barry County’s Core Values

- Honesty and integrity is our foundation.
- Respect for each other is our commitment.
- Responsibility is our operating standard.
- Communication is our connection to the community and to each other.
- Professionalism is our daily practice.
- Collaboration is our strength.
- Accountability is our promise.
- Effectiveness is our resolve.
- Trust is our reward.

Strategic Direction

First and foremost, Barry County must maintain mandated services and service level performance. Beyond that, the Board of Commissioners and County Administration must hold themselves accountable as well as charge departments and agencies with responsibility for identifying and responding to opportunities for improvement in alignment with the County’s mission, vision, and values. The Board of Commissioners has outlined the building blocks of their budgetary protocol to be aligned with its strategic plan and must keep those basic tenets visible as they make decisions on future plans and initiatives.

The County is now taking the initiative to move away from activities and toward SMART goals which have been outlined by the Board as well as the majority of departments with milestones to achieve those goals. In addition to goals, departments are challenged to identify if their systems and processes are also aligned with the County’s mission, vision, and values. The County is ripe for
leveraging internal partnerships when it comes to Information Technology and a Unified Campus. And finally, at the departmental/agency level, how is individual performance aligned and measured by mission, vision, and values? It is up to Department Heads to take up this charge.

In the larger realm, Barry County has set the stage for broader community partnerships through its data gathering process with local government officials across the County as well as citizens. Since partnerships and shared resources was identified as a key element of the County’s vision, and since local government focus group participants were enthused about the possibility of continuing strategic discussions, particularly in the arenas of access to technology and economic development, the County is positioned to focus these efforts and facilitate efforts to address these issues.

**Identification of Strategic Issues**

The tool of an opportunity map was utilized by Commissioners to assess strategic elements by “importance” in achieving the County’s mission and vision as well as current performance in those areas. Plotting the variables on a matrix, Commissioners were able to determine these opportunities:

- **KEY “OPPORTUNITIES” FOR EFFORTS/RESOURCES BASED ON PRIORITY/CURRENT PERFORMANCE**

  - **Info Access**
    - Technology
  - **Unified Campus Plan**
    - 5-10 year plan for jail, courts, COA
  - **Key “Maintain” for Efforts/Resources Based on Priority/Current Performance**
    - Partnerships
    - Roads
    - Premiere Destination
    - Info Access
    - Emergency, General Safety, Disaster Plan
  - **Opportunities for Creativity or Partnerships Based on Priority/Current Performance**
    - Premiere IT
    - Businesses Thriving
    - See “roads”
    - Educational Opportunities
    - Safe & Welcoming
    - Public Safety
Gaps in Vision Elements
In order to effect change and move toward realizing the County’s vision, Commissioners identified the following gaps in vision elements. Now identified, the next steps need to include study groups, strategic partnerships, and resource allocation.

**Unified Campus Plan**
- Location?
- Lack of money
- Aging Buildings
- Building Security

**Educational Opportunities**
- In-house training – Train the trainer

**Lack of high speed internet**
- No money

**Businesses Thriving/New Opportunities**
- Support Economic Development with townships
- Lack of cooperation between jurisdictions

**Premiere Recreational Destination Point**
- Address needs of Seniors and Millennials

**Limited development of partnerships**
- Grant writer

**Info Access**
- Technology

**Unified Campus**
- 5-10 year plan for jail, courts, COA
Conclusion

The Strategic Plan just summarized represents countless hours of work by many committed stakeholders – elected officials, department heads, staff, township officials, and citizens who were dedicated to setting a long-term vision for the County. What appears on paper doesn’t nearly speak to the internal and external perspectives, debates, and consensus that was reached. Words, that at times appear simple in nature, often bely the depth of intent behind those words.

The final strategic plan represents months of high integrity processes, open and regular communication, openness to questions and discussion, and extraordinary collaboration. Stakeholders created a mission and vision that will be the cornerstone of decision-making for both policy and budgetary decisions over the next three years and values statements will determine HOW the County continues to do business. Departments have a newfound respect for the services and challenges facing one another and as a result, will have a better understanding of priorities in decision-making. And citizens, tempered with the knowledge of state mandates, will see their ideas reflected in the programs and services the County expands, maintains, or seeks partnerships or new revenue sources to continue.

Finally, the mission, vision elements, and values will become the umbrella under which all policy and budgetary decisions are made. It is recommended that any change, whether at the policy level or the operating level first be examined for cohesion with this mission, vision, and values.

The strategic planning process is just the first step in realizing the blueprint for change in Barry County. SMART goal implementation, partnerships in efforts, and study and examination of project plans is next on the agenda.
Appendix A: County Organization
Appendix B: SWOT Analysis

Strengths

- Financially stable (good fund balance)
- Balanced budget
- Conservative budgeting practices
- Good employees who work well together
- Highly intelligent workforce
- Dedicated employees
- Good departmental interaction
- A stabilizing and recovering tax base
- Work force willing to commute
- County buildings and infrastructure in good shape
- Townships are strong
- Great airport, E-911, parks & recreation
- Outstanding emergency services in County
- Attractive bedroom community
- Good technology
- Commissioners work together – respect each other
- Good website
- Lots of natural beauty
- *Caring communities
- Administrator Michael Brown
- Willingness to work together
- Buildings are maintained and renovated as needed
- Well respected and trusted in the community

Weaknesses

- Need more dedication to customer service
- Need timelines on projects, for example, moving MSU Extension to old library, court security, construction projects
- Lack of support for outlying communities
- High school graduates not ready for workplace
- Are some fund balances too high?
- No way to correct departments that go over their budget
- Combine more depts together to provide better service to residents
- Lack of cross training between different departments
- Have dept that have vehicles obtain 3 estimates for service. Possible savings
- Building locations not convenient to customers – spread out
- Crumbling jail
- Lack of funds for parks and recreation facilities
• No HR Dept. (no orientation, lack of communication re: HR issues – benefits)
• COA too small
• Technology Dept. too small for number of users
• All BOC and COW meetings held in the morning – limits who can run for office and who can attend
• Limited resources to make significant changes
• Short staffed in a lot of departments
• Limited opportunities for additional training, lack of understanding by employees of board decision
• Court functions in three different buildings – lack of planning for vacant buildings

Opportunities
• Our agriculture assets in County
• Have HS graduates ready for workplace
• World class IT program County-wide
• Help outlying communities more
• Use past history of what our boards and departments of what worked or not worked
• Use of library
• Use of land corner of M-79 and McKeown Rd.
• Grants for recreational use
• Move alliance to the North taking advantage of the fact that 65% of those who work outside the County work to the North
• Showcase recreation (lakes, bike trails, State lands for camping, etc.)
• County population is growing slowly but steadily
• Property tax revenues are slowly increasing
• Businesses are re-locating to Barry County and current businesses are expanding operations
• Large experienced workforce within the County

Threats
• Security
• Losing political and economic opportunities to other counties
• Losing tax money due to tax law changing in the state and federal governments
• Departments wanting more power – which is not the best interest of the County as a whole; union contract negotiations – strike
• Decreased funds from State
• Security
• Jail deteriorating may need to move all prisoners if a major event occurs which is high cost
• Costs associated with out-sourcing jail inmates to other locations
• No major freeway runs through Barry County. Limited internet access to rural areas of the County
• A lot of the population works outside the County
Appendix C: Public Forum Notes

Over 110 citizens were asked to fill in this blank for their vision of Barry County in 2016:

“My vision for [topic] is __________”

The topics that were provided were: Government Finances; Technology; Public Services; Changing Demographics; millages; Infrastructure and Facilities; County Heritage; Housing and Transportation; Partnerships; Communications to the Public; Health and Safety; Economic Development, Downtown, Agriculture and Rural Land; Education; and Recreation.

Some citizens who were unable to attend the input session submitted statements to be included. Since the intent of the forum was public input on the vision for 2016, the facilitator has attempted to edit those statements to include the “vision” intent and place them in the appropriate category. Commissioners have received the full transcript of those statements.

RESPONSES ARE OFFERED VERBATIM

Ideas/Vision for Government Finance

• (10) Somehow find a way for people to improve and maintain their property without the fear of their taxes being raised.
• (4) Better fund our road Commissioners for safer roads.
• (20) Stop spending money we do not have
• Recycle: County Wide
• Review SWOSC Report Again
• See Jim Brown
• We will give more money if it is used wisely – especially on our roads
• (1) Broaden sources and bases for revenues
• (8) My vision for government finances is to put $$ in renewable energy
• (11) Reduce/eliminate pensions for county employees other than police/fire employees (-2)
• Privatization
• (14) Stay within budget –
• Look for cuts in paid time off – make all benefits for government employees state, federal & Local to be comparable to median. (or medias?)
• Stay within budget & work toward saving & stay away from federal funding.
• (2) Finances. Proper focus & funding based on services that benefit a majority of residents.
  - roads
  - environmental concerns – H2O quality
• (16) No Green Energy Stimulus grant money Cost taxpayers 33% increase in deficit expenditures pushed by the Obama administration (-1)
• (4) ADAPT Triple Bottom Line Financing
  • 1) Environment cost
  • 2) Health cost
  • 3) Economic cost

Ideas/Vision for Technology
• (3) Your online live Commissioners meeting up to date and working
• (12) My Vision For Technology Is A Back-up Solar Project or Renewable Energy For Electricity
  • (2) Renewable energy can never be Affordable except nuclear.
  • Govt. subsidies will always be needed to support losing propositions!!
  • (2) Anybody with a grounding in engineering or physics can, IF THEY WISH, see the fallacy of wind and solar power.
• (25) No personal information released on law abiding citizens
• (1) -- Public buildings powered by solar
  • -- waterless urinals in all public spaces
  • -- light pollution reduction from street lights
• Determine which computers must always be able to communicate with which other computers
• (3) Technology can, and probably will! Be responsible for a gigantic disaster for our nation.
• Study up on EMP.
• (3) MORE WORK ON RECORDS ON-LINE RETRIEVAL
• Good Start Now
• (2) Do not update technology on a whim.
• (2) Plan updates carefully
• (4) Use all forms of energy but remember that gas & oil is here now. Produce other sources as technology allows and when cost effective.
• (16) County-wide high-speed internet
• (4) Would like to see better internet service
• (4) To be able to buy and print document recorded off the internet from our homes
• (3) Light industry rather than heavy
• (4) New tech can be great but only if it is necessary. Not just for new tech sake
• (17) Schools need more of our heritage – simply put – Christian values – not socialism – get your kids out of the public schools! (-2)
• (1) to enhance communication, not to limit it
• (1) Wireless accessibility to data
• (16) NO SMARTMETERS
• (6) High Speed Internet Throughout the County
• Free wifi in downtown area
• (2) Family research info online

Ideas/Vision Changing Demographics:
• (2) More funding for Conservation District which brings in Federal & State dollars to county for water quality, land, & recreation projects. i.e. Dam removed, culvert replacement, hunter access program, improved fish passage
• (8) More funding for animal shelter
• (3) Less funding for animal shelter
• (2) Increase personal & tech for local law enforcement
• (5) It should be a priority to add law enforcement to city and sherrif depts.. Also to be included are fire fighters. In two years you have to think of how much the population will be and also crime rate may be. These are two services that should always be a very high priority.
• (3) More funding for Sheriff Dept.
• (1) Separate Animal Control from an animal shelter. Animal Control should be run & funded by county where they collect & house animals for a very short time. Animal shelter should be built, run & paid for by a non-gov’t entity to accept animals that Animal Control is about to destroy. Or can be adopted out.

• (17) County-wide recycling

• (10) MY VISION FOR “THE BARRY COUNTY WATER TREATMENT FACILITY” IS THAT WE GET LOCAL RESIDENTS WORKING IN THE PLANT AND NOT OUTSOURCED. WE ARE DRINKING, COOKING, ETC. WITH THIS WATER. WE CARE WHAT GOES INTO IT.

• (47) Support your Local Sherrif

• (1) Privatize services wherever possible

• (2) Save County 30%

• Better run jail

• (3) When Court House is closed. TV and Radio station are contacted.

• (41) Maintain strong local Sheriff’s Dept. and No Outside (Non-local) Police Presence

• No state police

• (14) I would like to see a partnership with the entire county to have a comprehensive recycling plan

• (5) hoping for more county road work and try and tarmack more side roads

• (3) Later hours in Parks

• (3) Decrease the power of the Sherrif. (-1)

• (34) do not replace Sherrif Dept for State Police. We don't need a Police State. No State Police.

Ideas/Vision Changing Demographics:

• (1) I agree—it is not “politically correct” but the issue of increasing migrant workers has to be addressed.

• -- How do we provide services to people who are uninterested and uninvolved in the communities.

• --Demographics is also in play when we talk about the counties meth problem. Crack down.

• Need More Small Farms, Owner Operated.
• V.A. Has Financial Support
• (5) America, once a God fearing nation has now turned to a nation of godlessness. Our moral fiber are gone, we now teach perversion in our schools. All nation that forget God are turned to hell. (-1)
• (8) Make sure our elderly population is taken care of.
• (3) Retirees increase
• Influx from BC and G.R. & Kalamazoo. People move to county. Cheaper to have but maintain connection to city, not Barry County or Hastings
• (3) Influx of diverse cultures
• (11) Need more support for our elders.
• (3) Bedroom Community on the rise.
• -- Keep that in mind when planning activities for meetings.
• (10)-- Encourage young people to settle in Barry County.
• (10) – Promote young farmer programs

**Ideas/Vision for Millages:**
• County wide 1 mill for fire services
• County wide 1 mill for Advanced Life Support EMS.
• --This can be distributed to provide an increase level of care and fire suppression
• We don’t need no darn millages!!
• Let the Federal Govt. do it.
• (3) Partnerships. Listen to the People.
• (2) Public lower property taxes
• (10) I would be willing to pay a road milage to maintain the roads for today and tomorrow
• Perhaps it would involve a creative way of sharing paid staff between Charlton and the Road Commissioners for example or maybe a millage is needed to see if the residents of the rest of the county agree with us up here to implement a similar structure as TAPRC. I assure you that my colleagues and I would be more than willing to assist in any way possible to enhance the recreational opportunities for people of all ages in Barry County.

**Ideas/Vision for Infrastructure and Facilities:**
• (4) No new COA building.
• (4) Consider using Community Center space at the High School 1st or area churches
• (18) Due to current trends in sentencing we are now faced with lodging inmates out of the county – Jail replacement or expansion should be seriously considered.
• (1) No more paved roads – keep rural – less cost
• (3) A few years ago Kent County had a vision to pave every road in their county. My vision is that Barry county would do the same thing. I would clean up the dusty rutty and dangerous dirt roads. It would stop a lot of soil erosion.
• Outsourcing infrastructure functions creates holes in corporate knowledge and little kingdoms without reasonable government oversite.
• (3) No New Jail! We need programs to keep people out of jail.
• (4) Would like to see an animal shelter expansion of an open free roaming cat room and dog runs.
• (8) Increase size and outdoor fenced area at the animal shelter.
• (7) Need new COA building to meet needs of our fastest growing population.
• (4) Excellent direction of animal shelter with Diana – keep that positivity going!
• (3) Shrink government
• (37) The Sherrif of this county should be the most well funded and protected agency. Dar Leaf stands for our constitution. Thanks Dar Leaf
• (2) New Jail. Increase number of cells. Build a more efficient facility.
• (2) Replace Hastings City Fuel dept – to close to river & at design age limit.
• (3) Reduce Sherrif Department – No military vehicles – No SWAT. This is free.
• (13) US Constitutional seminar for Elected Officials. Educate the elected officials on founding principles.
• County building built or remodeled to LEED platinum or better
• (1) I would like to see a new fire house. A new building would help with community pride and development
• (13) A new jail. Maybe big enough to rent spaces out to other counties
• (33) Maintain/increase sherrif department & facilities. Sherrif is key to law enforcement and safe community.
• (3) No increase sherrif dept. (You will need them)
• (2) Leave Sherrif Dept at current levels
• (28) Keeping an elected Sheriff department. = Limited federal control.
• (6) Animal husbandry – animal shelter and adoption – good rules & support. Farm animals & pets
• (3) Update Current Court house and facilities to meet the needs of Barry County for future including security.
• (6) Animal shelter be self supporting

Ideas/Vision for County Heritage:
• We need More gov control.
• (15) Preserve Agricultural land & Open Space land to preserve the character of the county.
• -- Master Plan & Ordinances
• (15) Preserve Land & Water quality – using gov’t agencies charged with those tasks. – DEQ, DNR, Conservation District
• (5) Barry County is the southern most county of the upper peninsula having no interstate highways. We should build on this concept in terms of becoming a vacation/recreation mecca emphasizing lakes, woodlands, & recreation.
• (10) Thank you for keeping the nativity set downtown
• (8) Preserve our beautiful court house and central elementary (the one near the middle school) in a working -- & used condition and make Charlton Park be a self sustaining economically self funded Park – let them get creative raising funds from those who use it.
• (3)
• (3) Preserve Rural farmlands –
• (3) Rural bedroom community to GR, Kalamazoo, Lansing is preferred –
• 1 museums work together there are several in the county
• 2 they could provide lessons or talks for schools
• 3 a radio show about history of the county and maybe answer questions
• (16) Establish English as only official language
• (9) Focus on the opportunity to regain the status of Hastings as one of the “top 100 Best Little Towns in the United States”
• (1) Need to welcome and embrace diversity

Ideas/Vision for Housing and Transportation:
• (3) My vision for “Transportation” is a public transit “Hub” in Hastings that connects to the four nearby cities. This hub could be used for daily work commutes and “Cultural” trips for entertainment.
• Transportation. Economic use of public transportation (Barry Co. transit) based on ridership. – Vans instead of large buses.
• (3) More affordable housing, i.e. subsidized for low income. Safe & affordable.
• (5) The bussing and transportation is costing taxpayer. This program is a farce!
• (5) Privatize Barry County Transit
• (1) Privatize Community Mental Health
• (3) Transportation/Partnership. Barry County Transit. Could we “outsource” the transportation services to reduce the costs and improve the service.
• (3) Allow private enterprise to replace the big empty busses with the dark windows – let someone run a private bus-taxi service on call to specific pickup & drop offs carrying people going to the same places – people call in ahead of time to schedule the trip – Kalamazoo has (or had) such a service for elderly & handicapped – have it for everyone at a fee to cover costs –
• (1) Increase Barry Co Transit hours.
• To accommodate working people
• Connect Barry Co. transit to Eatran, the Rapid
• (2) If you can get to Hastings, you can get to anywhere.
• (1) Need a taxi service
• (5) Increase transit hours and number of days/times they travel to other villages, townships.
• (7) My vision for Public transportation is smaller vehicles instead of large buses with 3 or 4 passengers aboard.

Ideas/Vision for Partnerships:
• Partner with MSP to reduce costs and duplication of services.
• (6) Have more open meetings like this one tonight. 1=28=2014. Yes! Thank you!
• (8) Leave our consoled weapon a lone. Read the Constition
• (1) Conservation District partner with Federal, State, & Local agencies to get land, water & education projects done
• (18) encourage an armed citizenry -- encourage concealed carry & open carry -- Allow NO new gun control measures. Partner with Barry Co. Sheriff Dept.
• (4) eliminate townships – control county control
• (3) Make townships share ambulance & EMT services
• (10) Disaster planning so as to keep FEMA out of Barry County
• (8) Farmland preservation. Protect open space
• (6) Partnerships – County Commissioners with the County Conservation District concerning Agricultural Preservation and Open Space Preservation
• (13) Encourage small farming & agriculture by zoning -- allowing small animals -- chickens, pigs, etc.
• (13) Encourage gardening – self-sufficiency – using space to garden or “farm” for the community.
• (1) High volume water extraction and coordination with (NASA’s GRACE PROGRAM) on water tables & levels of aquifers and aqueducts.
• (24) As much independence from the Federal Gov. as possible, keeping in mind there are always strings attached with federal dollars. Remember it is our money to start with.
• (5) MY VISION FOR PARTNERSHIP FOR BARRY COUNTY IS FOR A RELATIONSHIP W/THE LANDOWNERS TO INFORM & EDUCATE ON MISUSE OF NATURAL RESOURCES

Ideas/Vision for for Communication to the Public:
• (15) Have evenings county Commissioners meetings so people who work can attend
• (15) TRIED IT
• (7) Transparency on benefits provided to farmer Commissioners. Also, the cost of those benefits to taxpayers.

• (7) Have evening BOC meetings so more working people can be Commissioners. There are still meetings that must take place during the day.

• (1) More education to Public so they understand the services that are available.

• (2) Create a facebook account. During Emergencies keep posting updates. This worked extremely well in communities during recent ice storm.

• (8) Advertise more volunteer opportunities for Seniors

• (11) Better communication to the Public during disaster (i.e., power outage) via WBCH radio, Facebook & other social media, newspapers, as to where they can seek shelter, etc.

• (5) Shelters in Hastings for people who have no heat or electric

• (1) No closed door meetings with business

• -- internet advertising of meetings & events

• (3) -- webcast meetings w/email or live comments

• (12) County Commissioners meetings at night when working public can attend & participate. Barry Co. is a bedroom community therefore many of us can’t attend day mtgs.

• (7) Pre planned and communicated fascilities etc. for disaster preparedness. Take care of our own and keep the Feds out as much as possible.

• (5) Better information to the Public on ALL special programs/events. i.e., the insert that the Banner produces should also be added to the Grand Rapids Press inset in the Spring. (people outside the County are not being as well informed) *and other regional newspapers.

• (2) More statewide information about activities at Charlton Park.

• Choose to implement a similar structure as TAPRC for the county. When TAPRC was formed in 2001, as a cooperative venture between Thornapple Township, the Village of Middleville and the Thornapple-Kellogg Schools, volunteer efforts comprised 100% of the staff. Those visionaries, however, soon saw the need for a paid staffer to coordinate the volunteers and be the person responsible for the running of the leagues and coaches. We have had a part-time Program Director ever since. Our first one is currently the Supervisor of Thornapple Township. The Commissioners and the program director have also worked
cooperatively with the Thornapple Trail Association, Calvin Skate Park, the YMCA and other agencies to actively promote recreational opportunities in the area.

• As just a volunteer, I have no real ideas of how to structure or implement such a proposal, but would hope that you as elected officials could see that the status quo is not viable

**Ideas/Vision for Health & Safety:**

• (22) concerning fracking require full disclosure of all chemicals used in fracking
• (11) Prohibit all Fracking
• (10) Encourage self policity – neighborhood watch in conjunction with Barry Co Sheriff office –
• (10) Do not accept Federal funding because it always comes with strings attached.
• (8) PAY ATTENTION TO HEALTH CONCERNS REGARDING OUR NATURAL RESOURCES
• (6) Allow Fracking
• (8) Stop all funding of abortions
• (6) Review TOST program
• (6) Health Bd & County Comm should get back in control of Health Dept
• (6) County Comm address the “My Way or Highway” attitude of Health Dept
• (10) Safety and Security. An aging population can and does contribute to the economic health of the County. However, of high concern is the maintenance of a secure and safe environment with a highly visible means of indicating its existence. Eg: A highly trained, visible Law enforcement program.
• (18) OPEN COMMUNITY CENTER DURING NATURAL DISASTERS
• (13) Back-up generator for power outages at animal shelter (County responsible for health & safety of sheltered animals – it’s the law!)
• (24) Support our local Sheriff! And our Constitution!
• (2) -- Create Shared Services Agreement with Fire-Rescue Services. – with those incorporate Advanced Life Support Transport Ambulances. == This will prevent for profit EMS agencies from outside the county profiting from Barry County’s sick and injured. == This will also provide a better level of care.
• (7) IF THERE WERE MORE DEPUTIES MORE CARS WOULD BE USED AND NOT JUST SITTING
• -- Utilize the Sheriff’s Dept vehicles more efficiently. -- currently there are many covered in snow that are not in use. == Put the new vehicles on the road and retire the older ones. -- How many “tanks” do we need?

• (8) Designate a shelter Before hand for people to go to during a disaster in every village/city in the county -- shelter should have a generator – communicate locations to pubic Before the next disaster.

• (3) Make YMCA affordable for individuals & families

• (3) Safety. – Stricter Sentencing of Criminals. -- People currently want to go to Barry County Jail if they have to go to jail. – We should not have the jail people want to go to!! -- Tent City would work for a jail. – Community will be safer if sentencing is stricter.

• (7) Safety. Maintain safe living environments for both city & rural living by supporting local law enforcement. No outsourcing of law enforcement.

• (5) Increased community support for wellness activities. Incentives?

• Generator for out people in community.

• (7) Encourage armed citizenry. Encourage concealed carry & open carry of 1 firearms. Allow No new gun control measures.

• Fracking. We need to coordinate our efforts for high volume water extraction with NASA's G.R.A.C.E program.

• (13) Support & Strengthen the 2nd amendment

• Who will you call when your in danger

• (7) BAN ALL GUNS (-1)

Ideas/Vision for Economic Development, Downtown, Agriculture and Rural Lands:

• (3) Economic vitality is a must for survival – we need to encourage industry and business in a controlled manner.

• (12) No Fracking. Water is to valuable

• (20) We need Fracking for economic growth

• (12) Economic Development. Do not count out fracking !! Look at North Dakota & Texas economical growth.

• (1) Make Regulations & departments that enforce them aid/assist in building instead of inhibiting
• (9) We need economic growth for new jobs for our Community growth.

• (2) Forget Fracking. Burn E85

• (13) We Need Fracking for Economic growth

• (5) Support Youth Entrepreneurs

• (7) Only allow farmers who own acres of land be the ones to vote weather or not we should have fraking.

• (1) Accept economic growth plans only if all externalities are equated and the precautionary principle is followed.

• (1) Incentives to attract more business

• (16) Highly regulate fracking. We do not want to turn our country into a polluted mess.

• (11) With all of the gas & oil leases signed in our county how do you plan to protect the water in our county & the health of its residents? The current master plan for the county repeatedly professes protections for our surface & ground waters. How do you propose to do this if you allow gas & oil drilling in our county?

• (9) Expand business base. Promote assets of county. Attract new business.

• (15) Zonning is socialism. No Agenda 21

• (2) No fluoride in water

• (9) No wind mills!

• (1) Ag/cattle support infrastructure

• (1) Clean water

• (11) Wind mills

• (7) Yes Solar Panels. (Q: What does this cost us? Lots)

• (8) My vision for “Agriculture” is stronger ties to local/organic food producers. Barry County is rural – rich with agriculture that should be used to strengthen the local economy & showcased to our surrounding neighbors, state, country, world.

• (4) Bring in more jobs

• (2) My vision – Ag & rural lands. I understand hydraulic fracturing has many questions to its safety to health – look objectively at the problems in other states & Canada. Not oil company hype!
• (10) Keep a strong downtown. Assist small business & new businesses to keep the store fronts full.
• (34) Continue Farmers Market
• (1) Local version of GR's Art Fair
• (36) No casinos
• (17) MY VISION FOR BARRY COUNTIES RURAL LAND, NEIGHBORHOODS ETC. IS NO FRACKING ALLOWED
• (11) No Fracking due to potential dangers to our water, land, housing, swimming, communities
• (8) Need a TNR Plan for stray and feral cats. Live trap – neuter and spay and return cats to their outdoor environment, as long as they are being fed/watered.
• (5) No more social programs.
• (1) Scale down COA (1 no)
• (6) Continuation of Barry Co Com. On Aging
• (6) Legislate against factory farms/puppy mills
• (1) COA to reach all seniors in the county
• Side step the entire fracking question
• Burn E85
• (19) Bring in MEIJERS TARGET!
• (3) Try to clean sidewalks in winter
• (13) Old Fashioned Values. NO AGENDA 21
• (13) MY VISION FOR “RURAL DEVELOPMENT” IS TO NOT DEVELOP ECOLOGICALLY SENSITIVE RURAL PROPERTIES AND FARM LAND. BARRY COUNTIES RURAL HERITAGE NEEDS TO BE PRESERVED & SHOWCASED.
• (5) Protect our farmlands. Keep fracking out of our county.
• (8) Would like to see larger farm markets in all of our townships.
• (12) Encourage more organic farms.
• (7) Land Preservation, i.e. Farmland & Open Space
• County-wide emergency preparedness from the standpoint of involving residents and making them aware of their responsibility for their own preparedness and safety. Public
awareness and involvement in emergency preparedness and that the board should keep this issue in front of the public by discussing it at meetings, putting forward resources such as the federal government website Do1Thing and networking with other agencies such as the Red Cross. The local police, emergency crews and utility companies are not our babysitters. Please make it a board action to engage the public and get their involvement and cooperation on this issue.

- Enact ordinances that state that the extraction of oil and/or gas using unconventional new methods violates the civil rights of residents because the extraction activities and infrastructure threaten the health, safety, welfare and environment of residents and neighborhoods. County Commissioners continue to educate themselves on protecting the environment of Barry County and to keep an open mind to possible avenues/actions toward that protection.

**Ideas/Vision for Vision for Education:**

- (6) How to run a budget taught in school
- KCC – Hastings locally controlled & Run
- (7) Teach values (moral). Not Sex Education & How to Have Sex. More Abstinence & Respect!
- (2) Partnering w/KCC (Via millage) in order for KCC classes to be cheaper for residents of a participating county.
- (4) Armed trained teachers in our schools or staff
- (17) No “Common Core” curriculum
- (10) Promote sanctity of life
- (1) No religion in schools.
- (1) Fund schools more than just about everything else
- (4) Unified County-wide School System
- (5) No everyone needs to go to college! Learn a trade.
- (10) More Police and Sheriff in our schools
- (31) Teaching our children the Constitution and the Founding Principles
- Education. Maintain superior education facilities to entire Barry County residency with the goal of sending our children to the “Best” facilities
• (13) Trade Training for High School Students
• (21) Teach Godly moral values – teach the constitution as been trampled – one man one woman not Adam & Steve
• Parents teach children value
• (2) MY VISION FOR “EDUCATION” FOR BARRY COUNTY IS AN AGREEMENT WITH THE FOUR NEARBY CITIES TO OFFER IN-DISTRICT TUITION RATES FOR BARRY COUNTY RESIDENTS (LCC, KCC, KUCC, GRCC). THIS COULD REQUIRE A MILLAGE OR SOME OTHER INNOVATIVE FINANCING. OR OTHER SATELLITE CENTERS SIMILAR TO KCC’S.
• (3) Children’s desires should not run the schools.
• (5) good conduct needs to be enforced
• (6) Christian morality rather than do what feels good
• (9) Get Common Core out of the schools

Ideas/Vision for Recreation:
• (3) Trails finished and kept up. Connect to other trails.
• (6) SUPPORT TOURISM
• (3) More Bicycle Paths Crossing the County of Barry
• (1) Keep trails off private property without landowners permission.
• (4) Fund our park systems with more money. They are a real gem.
• (3) Keep in mind that recreational projects cost money, and in this economy people may want to use their own money for their very own recreational adventures. The County should not be in the entertainment business.
• (1) Parks & Rec Plans should be integrated with the City of Hastings.
• (15) Less Regulation
• (3) Support agencies that support recreation such as Conservation District via – water quality programs – makes our rivers, lakes enjoyable and safe to use – Hunter Access Program – Culvert replacement – increases fish passage in our streams & lakes.
• (14) Old Michigan Central RR be converted to trail that runs from Vermontville to Middleville and Grand Rapids. Other bike/walking trails that link county residents to interesting areas.
• (2) More ORV Access. Look at Lake County. They have made an entire industry of this type of thing.

• (1) More volunteers cleaning the parks, rivers, snowmobile trails instead of spending money

• I think the current structure of Barry County parks with a paid staff for Charlton Park only with all volunteers for everything else leaves much to be desired
Appendix D: Township, City and Village
Vision 2016 Forum Ideas, February 5, 2014

Public Health and Safety
(1) For the greater good
(2) Clean water
(5) Jail improvements
(3) Emergency plans in all communities linked with County
(1) Support the “Mission” statement to “protect citizen rights” by enacting local legislation banning environmentally harmful activities (fracking).
(4) Updating/replacement of Aging Structures (Bldgs, etc.)
(1) Mental health help for inmates @ jail
(6) Disaster preparedness

Economic Growth & Development
(7) Bring in new industry
(1) Need light industry stuff that does not harm the natural environment
(2) Ag support
(3) Provide full funding for economic development alliance
(3) County-wide funding structure for econ. Dev.
     County-wide w/ identified funding structure for economic development
(1) To have a E. Director full time. All contribute toward this across the county.

Well-being of Downtown, Neighborhoods, Agriculture & Rural Lands
(1) Preserve TIFs & DDAs (revisions possible)
(4) Informed long-term land use planning

County Heritage
(2) County-wide Heritage Society
     Verbal support from Commissioners. Can be the facilitators. It’s on the County seal.

Recreation
(4) Trail systems to connect to others
(3) County wide trail system – connected to Paul Henry Trail
(11) Series of linear county parks (trails) criss-crossing Barry County

Changing Demographics Impact on County Needs
(3) Services/Amenities for millenials & seniors
     What are their desires & needs?

Public Services
(2) Enhanced opportunities for rehabilitative justice. (more education less jail) +8
(3) County-wide recycling program

**Housing & Transportation**

(3) Appropriate, affordable housing opportunities for new families & retirees
   Increased rental housing options
(1) More variety of housing options
(5) Lobby to have MDOT to make M-43 a Class A road Hasting to County Line Reconstruct

**Partnerships**

See Jim Brown!
M-37 Corridor Group M-66?
(5) Joint Land Use Planning
   Duplication of series/equipment? Address across county
   Need planning & zoning collaboration
   Collaborated efforts. Meet more often for whole community

**Education**

Support current educational initiative of Barry Community Foundation
(2) Link businesses with education
   Stop Common Core

**Communication to Public**

(2) More interactive websites and apps.

**Government Finances/Millages**

(3) Joint grant applications
(2) Fund parks & Rec from partial millage from Charlton Park $s

**Infrastructure**

(8) Significant increase in funding for road maintenance
(8) Invest in roads
(3) Insure things like TOST are more supportive than prohibitive

**Technology**

Someone in charge of 5 year tech plan
   Connectivity between 911 surround 911s so fire, EMT, & Law can talk to one another on scene
   County history on-line with links/direction to resources of greater depth
(1) Consistency with software platforms
(1) More detailed info available on TWP & County websites
(4) The County website is very poor. It is a work in progress and is better but it needs to get done  NOW!
   Current info should be updated constantly in REAL TIME.
Appendix E

Departmental SMART Goals
Administrator

**Goal 1**: To raise the funded position (ratio of Valuation Assets to the Actuarial Accrued Liability) of Barry County’s Defined Benefit Retirement Program from its current level of 75% to 110%.

*Relevance to Mission*
- Applies to “responsible county leadership.”

*Vision Element Targeted*
- We increase our effectiveness through partnerships and shared resources.

*Specific*
Increase the funding status of Barry County’s Defined Benefit Retirement Program from 75% to 110% by 2027 by reducing the unfunded accrued liability for the General Fund divisions in order to ensure long term financial sustainability and protect against short term market downturns.

*Measurable*
Compare current funding status (both in dollars & percentage) to previous year’s funding status as reported by the retirement system actuary in the Municipal Employees’ Retirement System Annual Actuarial Valuation Report for Barry County.

*Attainable*
To meet this goal the county has implemented a hybrid retirement program for all new hires effective in 2013 and will need to continue to contribute additional money from the 100% Tax Payment fund through 2027.

*Relevant*
Funding for Barry County’s retirement program is a significant portion of the annual budget. Raising the funding status will result in lower annual required contributions due to the returns that are generated from the investment earnings within the retirement pool.

*Timely*
Continuing the additional annual contributions the goal should be attainable by 2027 or earlier.

**Goal 2**: To maintain a minimum credit rating of AA as established by Standard & Poor’s Municipal Credit Rating Agency.

*Relevance to Mission*
- Applies to “prosperous community through responsible county leadership.”

*Vision Element Targeted*
• Businesses are thriving and new opportunities abound.

**Specific**
To maintain a minimum credit rating of AA as established by Standard & Poor’s Municipal Credit Rating Agency to ensure that Barry County is eligible for and receives the most competitive rates when seeking bonding (borrowing or financing) for municipal projects in both the public and private markets.

**Measurable**
Compare current credit rating to previous year’s credit rating to determine if any change has occurred as reported by Standard & Poor’s Municipal Credit Rating Agency or other equivalent rating agency (i.e. Moody's.)

**Attainable**
Barry County currently maintains an AA credit rating.

**Relevant**
Municipal credit ratings are the product of numerous economic and fiscal indicators. To maintain an AA credit rating Barry County will need to continually show that it has a positive economic outlook, both current and forecasted as well as prove that it has either funded or has a plan for funding its retirement plans and other post-employment benefits (legacy costs) and maintains adequate reserves in all of its governmental funds equal to fifteen percent or more.

**Timely**
This is a requirement that will need to be measured annually.

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**Animal Shelter**

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**Goal 1: Conduct Dog Census in Barry County**

**Specific**
Increase the number of licensed dogs in the County.

**Measurable**
Develop electronic database for data entry and reporting that can increase efficiency for future census monitoring.

**Attainable**
Begin census process with flexibility to change and improve electronic data processing as tools becomes more refined.
Relevant
Current license compliance is low; continuous monitoring with improved technology capability will increase efficiency.

Timely
Increased revenues by at least 10% each year (2014-2016) for the County by continued notification and monitoring of current and late dog licenses once baseline data has been determined in September 2014.

Goal 2: Ensure compliance with dog licensing law.

Specific
Increase the number of licensed and vaccinated dogs in the County

Measurable
Determine the number of dogs in the county and monitor the number of licenses sold.

Attainable
Establishing baseline data and continuous monitoring is needed.

Relevant
Determining the approximate number of dogs in the county will allow officials to maintain accurate and current license records.

Timely
Enforcement of dog licensing laws will impact revenue stream by at least 10% each year (2014-2016).

Goal 3: Lower the number of free-roaming, “community” cats.

Specific
Trap, Neuter and Return (TNR)

Measurable
Since difficult to identify current number of community cats, detailed record keeping of number of cats and area trapped will provide baseline data.

Attainable
Research proven approach to free-roaming, community cat situations.

Relevant
TNR will decrease the number of community cats as well as lower the number of feral or stray cats turned into the shelter.
Timely
TNR begins to address the root of overpopulation of cats in Barry County. One hundred free-roaming will be altered in 2014 through volunteer based TNR. The number will be increased by 20% each year after that (120 in 2015 and 144 in 2016).

Board of Commissioners

Goal 1: Develop a plan for a paperless campus and workforce

Specific
Develop a plan for a paperless campus and workforce

Measureable
Calculate yearly paper intake and output. Compare with baseline measurement.

Attainable
5 year plan would include training of staff to become truly paperless. Would include outside consulting to achieve this goal.

Relevant
Impacts both the vision elements for increased educational opportunities, unified campus and World-Class IT. Coordination/streamline requests through IT direction.

Timely
Plan developed by 1st quarter of 2015 for next 5 years.

Goal 2: Have the new Community Room(s) available for use by the public by January 2015.

Specific
Have the new Community Room(s) available for use by the public by January 2015.

Measurable
January 2015

Attainable
Yes

Relevant
Our unified campus plan allows for ease of access to all citizens and efficiencies within government. The county needs and is used to having a community room available for use. The new security measures being implemented by the judicial council includes use of the current community room to accommodate the new security measures (magnetometers). Therefore it is relevant that we provide other space for community use.

**Timely**
Yes we will use the following action items to know when it is complete.

| Goal 3: MSUE to the library (new community building) by January 2015 |
|------------------|-----------------|------------------|
| **Specific**     | Move MSUE to the library (new community building) by January 2015 |
| **Measurable**   | January 2015    |
| **Attainable**   | Yes             |
| **Relevant**     | Our unified campus plan allows for ease of access to all citizens and efficiencies within government. The offices of MSUE must be moved from the Courts and Law building to gain space for the Circuit Court to move to the C&L building so all courts are located in the same building. |
| **Timely**       | Yes we will use the following action items to know when it is complete. |

| Goal 4: Install a Collections Counter in the Courts & Law Building |
|------------------|-----------------|------------------|
| **Specific**     | Have a collection counter ready for public use in the C&L building by January 2015 |
| **Measurable**   | January 2015    |
| **Attainable**   | Yes             |
| **Relevant**     | Our unified campus plan allows for ease of access to all citizens and efficiencies within government. Customer Service to the public. The judicial council plans to have a collection counter |
available to the public so that they do not have to go through the security screen to pay fines and other money owed to the court.

**Timely**

Yes we will use the following action items to know when it is complete

<table>
<thead>
<tr>
<th><strong>Goal 5</strong>: Obtain a second architectural opinion on Court Consolidation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Specific</strong></td>
</tr>
<tr>
<td>Obtain a second opinion on putting the Circuit Court in the C&amp;L building by August 2014</td>
</tr>
<tr>
<td><strong>Measurable</strong></td>
</tr>
<tr>
<td>The 2nd opinion will be available by the end of August 2014</td>
</tr>
<tr>
<td><strong>Attainable</strong></td>
</tr>
<tr>
<td>Yes</td>
</tr>
<tr>
<td><strong>Relevant</strong></td>
</tr>
<tr>
<td>Our unified campus plan allows for ease of access to all citizens and efficiencies within government. It will be more efficient to have all courts co-located.</td>
</tr>
<tr>
<td><strong>Timely</strong></td>
</tr>
<tr>
<td>Yes. We will follow the action items below and know when the opinion is completed.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Goal 6</strong>: Construct a new jail by December 2017.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measurable</strong></td>
</tr>
<tr>
<td><strong>Attainable</strong></td>
</tr>
<tr>
<td>This is aggressive, but we feel it is possible as we will use and update needs assessment study from 2006 to assist us in making decisions.</td>
</tr>
<tr>
<td><strong>Relevant</strong></td>
</tr>
<tr>
<td>Our unified campus plan allows for ease of access to all citizens and efficiencies within government and Barry County is a safe and friendly environment</td>
</tr>
<tr>
<td><strong>Timely</strong></td>
</tr>
<tr>
<td>By following the action items below we will be able to track our progress.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Goal 7</strong>: Find additional space for the Commission on Aging.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Specific</strong></td>
</tr>
</tbody>
</table>

Find more room for COA by January 2016.

Measurable
Planned completion date Jan. 2016

Attainable
Yes

Relevant
Our unified campus plan allows for ease of access to all citizens and we increase our effectiveness through shared resources.

Timely
By following the action items below we will be able to track our progress.

Goal 8: Examine use available space in the Health Department Building.

Specific
Examine use of extra space at health department that will be available by December 2014

Measurable
Planned completion date Dec 2014

Attainable
Yes

Relevant
Our unified campus plan allows for ease of access to all citizens and we increase our effectiveness through shared resources.

Timely
We will implement a plan to hold discussions with the health department, know how much room is available and discuss alternative uses. We will track the outcomes of these discussions.

Building & Grounds

Goal 1: Get back on Schedule replacing flooring according to estimated life cycles.

Vision Element Targeted
• Barry County is a save and friendly environment.
Specific
Have all our buildings free from trip hazards caused by warn flooring.

Measurable
Life cycles have been kept on all our flooring making it easy to calculate when and where flooring needs to be replaced.

Attainable
Currently the Building Rehabilitation fund is secure.

Relevant
Barry County has been entrusted with great facilities and it is our responsibility to maintain them for safety.

Timely
We are currently only 3 years behind schedule and still can be caught up within 2 years.

Goal 2: Implement a software program that allows us to accept customer satisfaction surveys regarding our facilities

Vision Element Targeted
• County operations are supported by a world class IT system.

Specific
Develop or purchase a customer satisfaction survey allowing employee and public input regarding the condition of our facilities with an outcome of having better facilities.

Measurable
Survey responses will be easy to track and will allow us to focus energies on those areas that need improvement. Reduces responses or less negative responses will be an indicator of improvement.

Attainable
Our IT department has the expertise to do this in house.

Relevant
Maintaining quality facilities keeps them safe

Timely
This simple form can mimic our work order system that is already in place so it should be usable within 12 months.
Charlton Park

Mission
To provide educational and recreational opportunities, through the collection, preservation and demonstration of early rural Michigan life, artifacts and buildings, and the management of natural and recreation areas.

Vision
Historic Charlton Park Village, Museum and Recreation Area endeavors to be regarded by all residents of Barry County as a leader of historic interpretation, historic artifact collection and preservation, and provider of high quality outdoor recreational opportunities that creates community through programs, events, experiences, and connectivity with history, people, and nature, while supporting economic investment and financial sustainability.

Goal 1: Managing and providing excellent stewardship over Historic Charlton Parks historical, natural, and cultural resources to be held in perpetuity for the citizens of Barry County.

Goal 2: Maintaining a facility that is safe and secure for families, patrons and visitors.

Goal 3: Managing collections and artifacts to current standards under the Museum Assessment Program (MAP).

Goal 4: Educational and interpretive programming that represents the rich history of Barry County and the State of Michigan.

Goal 5: Inclusiveness and accessibility and creating an opportunity for all to enjoy the parks resources through universal access.

Goal 6: Effectively securing, training, and enhancing the community volunteers and docents to enhance dedication and commitment.

Goal 7: Quality internal and external customer service and openness of offering something that is educational, eventful, and fun for all citizens to enjoy.

Goal 8: Provide quality stewardship over financial resources being held in public trust through engagement and responsiveness.
Conservation District

Goal 1

Vision Elements Targeted:
- Premiere recreational destination point
- Increasing effectiveness through shared resources
- Barry County is a safe and friendly environment

Description
The Barry Conservation District will bring together community resources including 10 clubs and organizations and three County Departments to host a free, annual Barry County Outdoor Recreation Youth Day at Historic Charlton Park, beginning in 2014, with the purpose of connecting local youth with healthy outdoor pursuits and the organizations that support them to promote sustainable interest in recreation and the environment.

Goal 2

Vision Elements Targeted:
- Premiere recreational destination point
- Increasing effectiveness through shared resources
- Barry County is a safe and friendly environment

Description
The Barry Conservation District will conduct E.coli monitoring at seven locations in the Thornapple River watershed in Barry County in 2014 to determine whether precautions are merited for partial and total body contact recreation in these waters. Results for each of 16 survey dates will be shared with the public on www.barrycd.org and transmitted to partner agencies, Barry-Eaton District Health Department and Michigan Department of Environmental Quality.

Goal 3

Vision Elements Targeted:
- Premiere recreational destination point
- Increasing effectiveness through shared resources
- Barry County is a safe and friendly environment

Description
In 2014-2015, the Barry Conservation District will partner with the Barry County Road Commission, Barry County Drain Commission, Department of Natural Resources, Department of Environmental Quality and private landowners to remove the Morgan Dam, replace two culverts and restore a 1200’ area of stream bank erosion on Highbanks Creek, a designated trout stream in Barry County, in order to improve fish abundance, recruitment and diversity and reduce sedimentation in Thornapple Lake, a major public recreation destination. The project will include education/demonstration of new bank restoration methods for area contractors as well as DNR and DEQ staff.

Commission on Aging

**Goal 1:** To improve community awareness of COA services by increasing outreach to the faith-based community, resulting in at least ten (10) new partnership opportunities with churches by the year 2016.

**Goal 2:** To create new, meaningful volunteer opportunities that will attract ten (10) new baby-boomer generation volunteers by the year 2016.

**Goal 3:** By 2016, to improve employees’ access to timely, accurate workplace information by revising agency Personnel Policies and Policies & Procedures manuals.

County Clerk

**Goal 1**

*Specific*
Elections will be handled in efficient and responsible manner to protect the citizens’ right.

*Measurable*
All aspects related to elections will meet the statutory time frames.

*Attainable*
Track deadlines, publications, providing ballots, training, and canvassing elections.

*Relevant*
Citizens have a right to elections that are free from question.
Timely
All aspects of the election will be completed by the deadlines stated in the Michigan Complied Laws.

Goal 2

Specific
Citizens have a right to properly processed and maintained vital records.

Measurable
Vital records are processed according to the processes and procedures established by the State

Attainable
Vital records are accurately maintained on a world class IT system, meeting any time guidelines established by statute and internal processes. SOPs are developed for the various aspects.

Relevant
Vital records are processed and maintained to insure they are available when needed.

Timely
Vital records are available when requested by the public.

Goal 3

Specific
Payables/Payroll is processed through a world class IT system.

Measurable
Standing Operating Procedures (SOPs) are created and maintained for various aspects of the department.

Attainable
Routine processing of all aspects related to payroll and payables.

Relevant
Employees and vendors receive timely payments.

Timely
Bills and payroll are processed and paid pursuant to a predetermined schedule.

Goal 4

Specific
Utilizing resources available, including a world class IT system the Clerk performs the various duties prescribed by the law.

_**Measurable**_
Standing Operating Procedures (SOPs) are created and maintained for various functions of the Clerk’s Office.

_**Attainable**_
All documents and filings required to be filed with the Clerk are processed as prescribed by statute.

_**Relevant**_
Citizens have the right to responsible maintenance and processing of documents/filings maintained by the Clerk.

_**Timely**_
Records are available when needed through a world class IT system.

**Drain Commissioner**

**Goal 1:** To increase awareness and benefits of an effective County Drainage system related to public health, land and recreational usage.

_Vision Element Targeted_
- Public Health and Safety. Enhance the health, safety and welfare of county residents, as mandated in the State Drain Code, thru effective maintenance and construction of designated drainage systems.

_Specific_
- a) Staffing Drain Commission booth during the Barry County Fair for disseminating information on water sheds, existing drains, drainage districts etc.
- b) Participation in Charlton Parks Community Day.
- c) Public presentations including schools and service organizations, as requested.

_**Measurable**_
A minimum of (4) public presentation will be done during each fiscal year. Annually the Drain Department will be involved in 1 agricultural based activity (Barry County Fair ~ 40 hours) and 1 general community activity (Charlton Park Community Day ~ 6 hours), Reported in Annual Drain Commissioners Report; monthly listing activities / presentations etc. on the county web site;
Deputy Drain Commissioner’s position description reviewed and revised including addition of website responsibilities no later than June 01, 2014.

**Attainable**

Minimal costs associated could include realignment of the Deputy Drain Commissioners position to include increased preparation and posting of Drain Office activities, community support efforts and development of educational materials.

**Relevant**

Drain Department activities are drastically misunderstood and/or unknown outside of rural areas. Increased usage of the county web site for information sharing would be a cost effective method for dissemination of educational and operational information. Understanding of how effective drainage systems support the counties continued prosperity, reduce flooding, lessen health concerns should reduce preparation/lead time required in undertaking mandated duties. General public will recognize effective drainage activities enhance recreational opportunities supporting the counties desire to be considered a premier recreation destination.

**Timely**

On Going; Fully implemented by October 01, 2014.

---

**Goal 2: Increase cost efficiencies thru timely drain maintenance, construction and office operations.**

**Specific**

Hold public hearings / meetings to gather input of local governmental bodies, community members regarding concerns and determine county needs and maintain over 100 years of drainage records

**Measurable**

- Increase by 5% routine maintenance of existing drainage, reducing cost to property owners by 5%
- Increase usable office space and reduce staff time required for document/reference searches. Progress reported in Township meetings (as appropriate), Annual Drain Commissioners Report and on the county web site.

**Attainable**

Costs associated with maintenance or construction is passed to residents benefitting from the drainage system. The responsiveness of the Drain office could be increased and taxpayer costs reduce thru addition of a county employee which would be budget natural. Operational efficiencies would result from scanning and electronically saving drain documents (historical and current),
realizing reduced reference search time and expanding usable space with elimination of filing cabinets.

**Relevant**
Maintaining historical drain records is necessary in controlling repair costs, and response time and to assist in making state applications for requested drainage work. It is also necessary to safeguard the county against unwarranted damage (flooding) claims. Effective drainage systems are necessary for county agricultural to continue to prosper while reducing flooding lessens health concerns and supports the counties desire to be considered a premier recreation destination.

**Timely**
Spring 2014 - Commissioner approval, for an additional staff (cost natural), would begin goal implementation and direct cost savings for county residents. Converting historical material to an electronic format will require some time and increased operational revenue needed for associated costs. Ongoing benefits will be realized annually. Target for full implementation in

**Vision Element Targeted**
Enhance the health, safety and welfare of county residents, as mandated in the State Drain Code, thru effective maintenance and construction of designated drainage systems.

**Economic Development**

**Goal 1:** Develop and communicate a funding strategy for the long-term sustainability of BCEDA to be communicated to community leaders, partners and residents through a data driven funding case statement and 2 year strategic plan for 2014-2016 to be produced by August 2014.

- The target is to secure funding in the amount of $300,000 annually through 3 year commitments with public and private funders.
- Produce and publish an annual report and 2 year strategic plan both in hard copy and online to be shared with community leaders and residents communicated through annual presentations to each municipal partner, the annual economic development summit and face-to-face visits with private funders.

**Goal 2:** Create and be recognized as a full-service business resource center to streamline business development process accessible to local partners,
entrepreneurs and community leaders by January 2015 based at the Chamber/BCEDA office as well as through an online portal.

- Develop and launch the BCEDA website to link resources and communicate services available for business development in Barry County by December 2014.
- Build business library of information/inventory and extensive resource database accessible through BCEDA by December 2015.
- Facilitate the Countywide Broadband expansion team to develop the necessary high-speed internet infrastructure available to businesses, entrepreneurs and residents in Barry County with full access achieved by December 2015.

**Goal 3:** Cultivate stronger local intergovernmental cooperation through the development of an annually published comprehensive economic development strategy and community development priority listing representing countywide community-based interests by facilitating quarterly intergovernmental dialogue sessions with local municipal leaders, community leaders and economic development partners.

- Create a first draft of the Comprehensive Economic Development Strategy for Barry County by August 2014 with annual update completed by August 2015.
- Include 100% engagement by all city, village, township and county leadership to provide input in the process.
- Publish the Barry County Comprehensive Economic Development Strategy annually and provide presentations annually to all municipal partners and at the annual Economic Development Summit.

**Goal 4:** Support/advocate local educational systems to prepare youth/young adults for jobs available in our local industries by engaging 100 students and 6 manufacturers to develop work-based learning programs by December 2015.

**Goal 5:** Support/advocate higher education/technical training entities and employers to enhance/retrain employability skills by working with 10 local manufacturers to train/retrain 50 employees by December 2015 through partnerships with workforce development programming, regional
partnerships and higher educational institutions engaging locally within Barry County.

Emergency Management

**Goal 1:** Review and Update the Barry County Hazard Mitigation Plan

**Vision Element Targeted**
- Protect the lives and property of Barry County Residents before a disaster strikes through planning, training and mitigation.

**Specific**
Hold public meetings to gather input from local government, community and local responders.

**Measurable**
Report progress at the quarterly Local Planning Team meetings.

**Attainable**
Minimum of four planning meetings will be needed.

**Relevant**
Review and update of the Barry County Hazard Mitigation Plan is necessary to assist in making of plans and procedures used when responding to incidents/disasters. Addresses changes needed to lessen the effect to the community before a disaster strikes. This plan is necessary when applying for mitigation grant funds.

**Timely**
March 2015

**Goal 2:** Conduct ongoing drills and exercises for area responder agencies.

**Vision Element Targeted**
- Protect the lives and property of Barry County Residents before a disaster strikes through planning, training and mitigation.

**Specific**
Hold a minimum of one tabletop exercise or drill annually and one full scale exercise every three years.

**Measurable**
Report progress at the quarterly Local Planning Team meetings.

*Attainable*
This goal fits well within the local and regional drill and exercise cycles already in place.

*Relevant*
Ongoing drills and exercises are needed to ensure an effective coordinated response and recovery during a disaster.

*Timely*
Ongoing annually. Full scale exercise to be held fall 2014 (Date TBD).

---

**Goal 3: Review the Barry County Emergency Action Guidelines**

*Vision Element Targeted*
- Protect the lives and property of Barry County Residents before a disaster strikes through planning, training and mitigation.

*Specific*
Review and update the Barry County Emergency Action Guidelines (EAG) to fall in line with the Federal Emergency Support Functions (EFS) format.

*Measurable*
Report progress at the quarterly Local Planning Team meetings.

*Attainable*
EAG reviewed bi-annually. EFS format revisions continue monthly.

*Relevant*
The Emergency Action Guidelines are used by Emergency Operations Center Disciplines to coordinate their response during a disaster.

*Timely*
Full ESF format completed by December 2015.
Health Department

**Goal 1**: By 2015, BEDHD shall possess the appropriate data, tools, and other resources to protect and enhance health through a competent public health work force. By 2015 develop and by 2016 implement a comprehensive workforce development plan to guide future development within the agency.

**Goal 2**: By 2016, BEDHD shall protect the community from potential health hazards by assuring public health response to community emergencies and events. 80% of BEDHD staff will receive appropriate Emergency Response training annually.

**Goal 3**: By 2016, BEDHD shall empower the community and individuals to take an active role in their health through educating healthcare providers. We will increase compliance by 50% with STD treatment recommendations among Primary Care, Emergency Room and Urgent Care doctors.

**Goal 4**: By 2016, BEDHD will assure safe and healthy food, water, and air through reduced risk of food borne, water borne, and air borne illnesses. We will reduce the incidence of the five most common risk factors for Food Bourne Illnesses within our foodservice establishments by 25% by 2016.

Information Systems

**Goal 1**: To better address our approach to network security.

*Vision Element Targeted*

- County operations are supported by a world-class IT system.

*Specific*

Develop and execute a plan for all-inclusive network security, including scheduled reporting, auditing, and monitoring.

*Measurable*

Reducing the number and severity of internet and email related incidences. Weekly reporting will document the success of this effort.

*Health Department goals were developed by the Barry-Eaton District Health Department. Goals listed in this document are derived from the BEDHD Agency Strategic Plan (2014)*
**Attainable**
Resources need to be re-dedicated to weekly time for tasks related to goal.

**Relevant**
This goal is of first and foremost importance, without it our whole IT structure is in jeopardy.

**Timely**
This goal does not have a completion date. It does however, require a commitment of time to fully meet the specifics stated above. Time spent on this goal should be reduced as time goes on.

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**Goal 2:** To provide educational opportunities for county employees related to IT Security and Office Productivity

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**Vision Element Targeted**
- County operations are supported by a world-class IT system.

**Specific**
Deploy requirements for employees with access to the county network to complete online training exercises. Determine needed/desired areas of training from department heads and arrange for multiple on-site class times.

**Measurable**
By January of 2015, have system in place and employees signed up and ready to start

**Attainable**
Online Security Training comes at a cost. The Data Processing Fund is adequately funded to cover this expense. Departmentally, resources use should be minimal after initial setup.

**Relevant**
In order to provide “world class” IT support and services, we must first ensure that we are meeting all reasonable expectations with respect to training our most important line of defense, that being the employees.

**Timely**
By January of 2015, have system in place and employees signed up and ready to start

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**Goal 3:** Re-align the GIS functionality with Equalization. Vision Element Targeted

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**Vision Element Targeted**
- We increase our effectiveness through shared resources.

**Specific**
This goal makes the assumption that current staff remains in place through the planning cycle. The goal is to elevate the current GIS Technician to the position of Equalization Director, currently filled by a part-time contract director. The GIS Technician would then be filled by the Equalization Director and serve in a similar position as the current GIS Tech. The Land Information Services Budget would cease to exist at that point and Information Technology would take its place.

**Measurable**
The expected result is that the departmental management structure would be more in-line with what is actually occurring now.

**Attainable**
This goal will be attainable as soon as current GIS Technician is certified to move into Equalization Directors Position, which on the current path is approximately 18 months away.

**Relevant**
This goal is relevant to the aforementioned vision element because it will put the county’s personal talent in a position to be most effective, sharing the resources of mapping and assessing talent in the same office.

**Timely**
Expected deadline for this goal is mid to late 2015.

---

**Goal 4: To reduce overall county expenditures in the areas of faxing and printing.**

**Vision Element Targeted**

- County operations are supported by a world-class IT system.
- We increase our effectiveness through shared resources.

**Specific**
The county currently spends nearly $1000 per month on costs relating to fax send and receiving but relative to email we do fax very much at all. From a desktop printing standpoint, we have an inordinate amount of personal desktop printers that are expensive to maintain and support. Switching to a model of emailed faxing and shared printers could potentially save thousands of dollars per year.

**Measurable**
Moving fax transmissions from traditional phone lines to internet transmissions will enable us to eliminate as many as 8 lines, saving nearly $500 a month. Phasing out costly desktop inkjet and desktop laser printers and using much more efficient shared network printers will cut supplies costs and maintenance time.
**Attainable**
This goal will be attainable ONLY with the cooperation of county department heads and elected officials. Realistic time frames for fax cutover will be late 2014. Phasing out of desktop printing will occur over the duration of the planning process.

**Relevant**
This goal is relevant because it will reduce the maintenance time IT spends supporting desktop printers and fax machines. It also blends with the vision element regarding the sharing of resources (sharing network printers and scanners).

**Timely**
Although the timeline for this goal is spread out over the next couple years, we should see the some benefits of the move within six months.

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**Goal 5:** To reorganize the IT Structure to maximize the talent and resources available for support and enhancement of the County’s overall information infrastructure.

**Vision Element Targeted**
- County operations are supported by a world-class IT system.

**Specific**
Expand IT Staff from two to three. The new position is being requested because the demand on the current IT Staff has increased to the point where some essential functions are being left behind. A recent Network Security Audit highlighted several duties as areas we need to bolster

- Help Desk Support
- Patch Management
- Inventory Management
- Website Maintenance
- Network Health Monitoring
- Backup Monitoring

The new position will allow us to responsibly manage our IT resources and continue to meet the growing number of requests for service and application development. The existing PC Tech position will be elevated to Network Administrator. This position will primarily be responsible for the operation of the network infrastructure, security (including appointment to LASO) and servers. The IT Coordinator will continue to perform the following duties:

- Mapping in absence of the GIS Tech.
- Public Walk in and Phone Assistance as needed in LIS
• Administrative Duties IT and LIS
• Technical Purchasing for all county departments
• Project Management
• Vendor Management/Relations
• Telephone System Administration
• Help Desk Support
• Backup Management
• County Auctions
• Application Development

Measurable
Quantifying this goal is difficult. What is will do is put our IT infrastructure on more solid footing. With the increased staff will have the ability to document and report network events, effectively manage security breach attempts, and to be proactive. Successful weekly completion of the tasks above (documented) would quantify and expected result.

Attainable
This goal is be attainable through the 2014 budget process. Its success or failure will depend on funding. The existing structure and employees are ready and would embrace the growth.

Relevant
This goal is relevant because it goes directly to the vision element. County operations are supported by a world-class IT system. Simply stated it is not realistic to support an organization this size in a “world class” manner with a staff of two.

Timely
We could likely put this goal into action with 2 months of approval, however the likely scenario is that it will move through the 2014 budget process.

MSU Extension

Mission
MSU Extension helps people improve their lives through an educational process that applies knowledge to critical issues, needs and opportunities. 4-H Mission – To create informal educational opportunities to help youth thrive in a complex/changing world.
Vision for Barry County
Barry County is future-oriented, connected, and healthy community with boundless technological opportunities where engaged people grow new and innovative businesses. People choose to live, work and play here in cool small towns and in the countryside. Our rural environment and natural resources are protected and appreciated by its citizens.

Goal 1: Community Education-MSU Extension

Vision Elements Targeted
- Barry County brings together community assets to promote educational opportunities.
- We increase our effectiveness through partnerships and shared resources.

Description
Michigan State University (MSU) Extension applies research from MSU to help Michigan residents solve everyday problems in agriculture, community development, health, natural resources, and youth development. To increase community access to resources and research-based information on a variety of subjects including agriculture, youth, community, family, food, nutrition, health, community and economic development, entrepreneurship, and natural resources from MSU Extension and Land Grant Universities (www.msue.msu.edu), MSU Extension will

- Provide access to local and statewide MSUE programs* for Barry County residents
- Provide walk-in and telephone assist services through the MSUE office including information about events and training, fact sheets, bulletins, and soil test access
- Post 4 articles on the website per month generated from Barry County
- Provide 3 educational columns per week in the local newspaper
- Serve as expert in areas of specialization through Ask an Expert service
- Promote local educational events online.

This will be measured by number of calls and walk-ins, soil kits distributed page views of articles on the MSUE website, number of articles printed, number of questions asked on Ask the Expert, and events listed through events management on the website. This is an ongoing service.* Note

Not all of MSU Extension programming available to Barry County residents is included in this list of SMART Goals. SMART Goals reported here are for MSUE Staff located in Barry County office. Barry County residents have access to a host of other programs and Educators/specialists/staff from across the region and state who provide programming in their area of expertise. Other programming MSUE offers to Barry County which includes MSU Product Center building entrepreneurs, Citizen Planner and New Commissioner Training, Telfarm, ServSafe food safety, entrepreneurship/small business education and technical assistance, agricultural education for producers, bioenergy education, natural resource protection education, Health and Nutrition
education for food stamp-eligible populations, and Master Gardener. The outcomes for these programs are recorded quarterly by Educators and can be made available as requested.

**Goal 2: Barry County 4-H Youth Development Program**

*Vision Elements Targeted*

- Barry County brings together community assets to promote educational opportunities.
- We increase our effectiveness through partnerships and shared resources.

The Barry County 4-H Program fosters the positive, successful development of all youth by engaging adult volunteers, parents and communities in an educational process to prepare them for productive futures. The overall goal of the Barry County 4-H Youth Development Program is to provide developmentally appropriate opportunities for participants (ages 5-19) enabling them to experience life skills, to practice those skills until they are learned, and to apply them as necessary throughout a lifetime.

To ensure youth internalize the knowledge and gain the ability to apply learned life skills appropriately, Barry County 4-H Youth Development program will offer experiential learning that builds assets needed to support a healthy and productive life now and in the future.

Programming to include:

- To provide an advisory capacity for program development/implementation and mentoring of 4-H youth members, the Barry County 4-H Program will recruit, engage, train, and manage a base of 280 volunteers for the 2014 program year.
- To foster positive youth development and build youth leaders of tomorrow, the Barry County 4-H Program will provide programming for 1,000 youth between the ages of 5 – 19 enrolled in 4-H clubs for the 2014 program year.
- To increase 4-H teens’ ability to translate their 4-H leadership & life skills into resume for college/work force readiness, the Barry County 4-H program will increase teen leaders in the program by 50% for the 2015 program year.
- To increase 4-H teens’ ability to translate their 4-H leadership & life skills into resume for college/work force readiness, the Barry County 4-H program will increase leadership projects judged at the Barry County Fair from 1 to 10 for the 2015 program year.
- To increase civic engagement among youth, the Barry County 4-H program will double the number of teens serving on community boards and committees and possibly including the addition of Jr Fair Board Members by August 30, 2015.
• To build career opportunity awareness among youth, the Barry County 4-H program will create a new career exposure program for members 9 – 19 years old to be implemented by August 31, 2015.

Goal 3: Tourism as an Economic Development Strategy: Arts and Eats

Vision Elements Targeted
• Barry County is a premier recreational destination point.
• Businesses are thriving and new opportunities abound.

Description
Rural Back Roads Art, Food, and Farm Tour promoting place-making, cultural tourism and entrepreneurial development. To demonstrate positive economic impact on local communities, MSU Extension and its collaborative partners will implement Arts and Eats rural back roads art, food, and farm tour by October 31, 2014. As a result of the tour
• 50% of travelers will report they spend money in communities they visit.
• Sites will report that 50% of visitors are new customers for that weekend
• Businesses/entrepreneurs will report increased sales in response to tourism-related activities
• To promote place-making and increased awareness about and appreciation of rural assets and natural resources, MSU Extension and its collaborative partners will implement Arts and Eats rural back roads art, food, and farm tour by October 31, 2014. As a result of the tour
• Awareness and appreciation of the region's natural resource base, rural areas, land, forests, and cool villages/towns will be raised
• Tourism, entrepreneurial ventures, and other place-making activities will be combined as part of an integrated place-making strategy
• Profile with Pure Michigan campaign will be raised
• Connection to similar tours in Southwest Michigan will occur. Arts and Eats will be conducted annually with increasing success by 10% for each indicator in each year

Goal 4: Chronic Disease Prevention & Management

Vision Elements Targeted
Barry County brings together community assets to promote educational opportunities

We increase our effectiveness through partnerships and shared resources

MSU Extension health and nutrition program offers a variety of programs that focus on behavior changes related to nutrition and physical activity to improve health outcomes and quality of life. To enhance the awareness of and stronger participation in our programs that includes improving lifestyle choices through education, MSU Extension will develop and provide two Disease Prevention and Management programs for Barry County individuals who are at risk or have a chronic illness in the 2014-2015 program year. 30% of participants will show improved healthy lifestyle changes in weight reduction, physical activity and self-efficacy in preventing and managing their health.

**Goal 5: Building Strong Families**

**Vision Elements Targeted**

- Barry County brings together community assets to promote educational opportunities
- We increase our effectiveness through partnerships and shared resources

The Building Strong Families (BSF) Program provides parenting education and support for at-risk parents and caregivers of 0-5 year old children that reside in Barry County. The Building Strong Families Program plans to

- Increase awareness of educational services that are available for at-risk parents in Barry County.
- Develop parenting education packets that a human service agency can use with their clients and expand and target 3 additional agencies.
- Create a feedback/satisfaction form to be used with agency staff and collect data that can be used to improve the educational content and delivery.
- Target one educational area for children, such as, how parents can help their young children gain language skills.
- Create a packet of educational materials that would be relevant for children’s needs and user friendly for parents.
- Prepare one educational packet and test review it with one agency, make any necessary changes then proceed with two more additional agencies. The program will accomplish these objectives by September 30, 2015.
Parks & Recreation

Mission
Provide and promote recreational opportunities for all residents and visitors to enhance the quality of life in Barry County.

Goal 1: Expand the diversity of recreational facilities available to offer year-round opportunities for individuals of all ages and abilities to meet current and future demands through the development of a sports complex, including ball and soccer fields and supporting facilities.³

Specific
Development of a County sports complex

Measurable
Measure progress through all phases, 2014 - 2016

Attainable
Need to develop plan for location, development, funding, and maintenance

Relevant
In line with the County’s mission statement and defined in the Barry County Parks and Recreation Five-Year plan

Timely
• 2014 – Public Input, Determine Location, Draft Plan
• 2015 – Determine and Secure Funding
• 2016 – Build Facilities (May be a portion of the total plan)

Goal 2: Expand the diversity of recreational facilities available to offer year-round opportunities for individuals of all ages and abilities to meet current and future demands through the development of Phase II for McKeown Bridge Park.

Specific
Completion of Phase II, including playground, group shelter, and expanded fishing and viewing platforms

³ Parks and Recreation goals were developed by the Parks & Recreation Board. Goals listed in this document are derived from the Barry County Parks and Recreation Five-Year Plan (2014)
**Measurable**
Measure progress through all phases, 2014-2016

**Attainable**
Need to secure funding for expansion. Apply for grants and secure matching funds.

**Relevant**
In line with the County’s mission statement and defined in the Barry County Parks and Recreation Five-Year plan

**Timely**
- 2015 – 2016 – Secure Funding
- 2017 – Build Park Enhancements

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**Goal 3:** Promote and develop linear parks and trails to provide safe and enjoyable recreational experiences and non-motorized transportation, linking residential areas, parks, and recreational lands with a focus of developing a contiguous trail from Hastings city limits to Airport Road.

**Specific**
Contiguous trail from Hastings to Airport Road

**Measurable**
Easements and access to trail

**Attainable**
Landowner support of the trail with easement access.

**Relevant**
In line with the County’s mission statement and defined in the Barry County Parks and Recreation Five-Year plan.

**Timely**
- 2015 – 2016 – Secure Funding
- 2017 – Build Park Enhancements

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**Goal 4:** Develop a long-term sustainable structure and funding mechanism that includes staff support for County Parks and Recreation, encouraging philanthropic and other financial support for facilities and their management.
Specific
Parks and Recreation no longer an all-volunteer effort

Measurable
Structure of funding and staffing in place that support all the efforts of the Board

Attainable
Work with County Administrator and Commissioners to develop a sustainable model for Parks and Recreation.

Relevant
In line with the County’s mission statement and defined in the Barry County Parks and Recreation Five-Year plan

Timely
2014 – Work through budget process to develop solution to put into place in 2015.

Planning & Zoning

Goal 1: In order to increase Barry County’s status as a recreational destination point, the Barry County Planning Department will respond to all complaints within 3 days of receiving the complaint and will increase our complaint close outs by 5% in 2014, 7.5 % in 2015, and 10% in 2016.

Goal 2: In order to improve public safety, the Barry County Planning Department will collaborate with Barry County Central Dispatch to identify and correct a minimum of 200 address in 2014, 250 addresses in 2015, and 300 addresses in 2016.

Goal 3: In order to increase governmental efficiency and to improve citizen’s access to county government, the Barry County Planning Department will collaborate with other county departments and the Board of Commissioners to cross train 15% of the staff by 2015 so that several employees can work in numerous departments.

Prosecuting Attorney

Goal 1: Educate and Train applicable institutions and agencies on the Barry County protocol on investigation of child abuse and neglect.
**Observable Results**
The expectation for this goal will be to increase awareness of each institution and/or agency's role and responsibilities in the investigation of child abuse and neglect as they are enumerated in the Barry County Protocol. The training will include topics such as mandated reporting, a legal requirement for the reporting of actual or suspected child abuse or neglect. When the goal is met, all of the targeted institutions and agencies will have a working knowledge of the laws pertaining to child abuse and neglect. They will also understand their legal responsibilities to the children of Barry County and what is expected of them during an investigation of child abuse or neglect. Progress will be tracked through the Barry County Prosecutor’s Office and the Safe Harbor Children's Advocacy Center of Barry County.

**Quantification of Results**
Education and training will be provided by the Barry County Prosecutor's Office, Department of Human Services, Law Enforcement, and Safe Harbor representatives. Records will be maintained which will include information such as the date of the training, which target institution or agency was trained, whether they received a copy of the Protocol, and who presented at the training.

**Support Required to Attain Goal**
This goal requires the collaboration of several entities. The Barry County Prosecutor's Office, Safe Harbor Children's Advocacy Center, Law Enforcement, and Department of Human Services. The assistance of these entities is essential to attaining this goal. The goal is realistic as the training for the mandatory recipients, which are prosecutors, law enforcement and Department of Human Services, has already begun. Additionally, the target institutions and agencies are Barry County Community Mental Health professionals, medical personnel, including paramedics, doctors, nurses and staff from area medical institutions; Friend of the Court personnel, teachers and administrators from all schools systems within Barry County, and court personnel from the Barry County Courthouse.

**Alignment with Strategic Implementation Plan or Vision**
Barry County's mission is to protect our citizens’ right to a healthy, safe and prosperous community. It is not sufficient simply to have a protocol for investigating child abuse and neglect on file. Rather, we must ensure that we who have taken on the responsibility of public safety, are properly trained for that role. We owe it to the children in our community as they are some of our most vulnerable citizens. When an abused or neglected child is interviewed in the hospital, at school, at daycare, or even in court, our goal is to protect them from improper influences or pressure. If our mission as a county is to keep children safe and healthy, than we have a duty to ensure that representatives from institutions or agencies that come into contact with them are properly trained on how to interview and/or provide treatment to them.
The purpose of this goal is to provide the best services to victims of abuse so that they are given the best chance at a healthy and productive life despite their trauma. Although it is impossible to eliminate all of the stress and anxiety of the court system, our goal is to reduce the trauma that a child may endure during the investigation and court process. While reduction of abuse and neglect cases in our community would be ideal, the focus of this goal is to reduce trauma to victims of abuse and to ensure accuracy and strength in the investigatory process.

**Deadline for Completion**

Safe Harbor Children’s Advocacy Center opened its’ doors in December, 2013. The Michigan and Barry County Model Protocols for Investigation of Child Abuse and Neglect were released in 2013. The deadline for completion of training for mandatory recipients is December, 2014. The deadline for training of other institutions and agencies is December, 2015.

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**Goal 2: Increase Public Awareness of Scams and other Fraud related Crimes.**

**Observable Results**

The expectation for this goal will be to identify and locate the target group of individuals most affected by scams and other fraud-related crimes and continue to provide them with information and tools to protect themselves and their assets. While all members of our community are potential victims, vulnerable adults such as elderly citizens are common targets for fraud. Once the target group is identified, the next step will be to establish venues where continuing education and training will take place. For example, many elderly citizens gather at the Barry County Commissioners on Aging and also at churches. The other target group would be caregivers for the elderly and vulnerable adults.

**Quantification of Results**

One of the best means to quantify the results of this goal is by conducting a survey of the training recipients to determine whether the training was helpful, and whether they were able to apply what they learned in their everyday lives. The survey should be conducted 3-6 months after the training with the goal of receiving back the surveys within one month of distribution. The results of the survey would be used for several purposes

- Whether the training should be modified to include additional subjects or a different method of presentation of materials.
- Whether the target audience was reached.

**Support Required to Attain Goal**

This goal is best attained through cooperation between agencies such as the Commissioners on Aging, local financial institutions, law enforcement and the Prosecutor’s Office. Such training and
education has been provided by the Commissioners on Aging with positive results. The Commissioners on Aging also hosts the Barry County Elder Abuse Work Group, which meets quarterly to address issues such as abuse and neglect of vulnerable adults.

**Alignment with Strategic Implementation Plan or Vision**
As with children, we have a duty to protect our vulnerable citizens and their right to a safe and health community. As part of our county mission for a prosperous community, we have a duty to assist all of our citizens, especially those who are most vulnerable, in protecting themselves, their finances and their assets. As the chief law enforcement officer in the county, it is my responsibility to seek justice for those who have been harmed and to also work as a team with others to prevent vulnerable adult abuse.

**Deadline for Completion**
This goal will continue indefinitely; however the projected deadline for a formal training schedule is August, 2014.

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**Register of Deeds**

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**Goal 1:** Take e-Recording to bring together Lenders, Title Company and Register of Deeds office for simplifying recordings, faster, safer and more expediently

**Specific**
Train all employees on taking e-Recordings by July 10th 2014

**Measurable**
All staff will have 20 hours training two week after modular for e-recording is installed.

**Attainable**
Training all staff at once by Tyler Technology for the same price as training one.

**Relevant**
Bring together faster service to speed process of recording documents and speed real estate transactions.

**Timely**
Project finished the first of July 2014.
Road Commission

Goal 1: Increase County Road Funding through local millages to ensure properly timed, cost effective repairs.

Vision Element Targeted
- Barry County is a safe and friendly environment
- Barry County is a premiere recreation destination
- We increase our effectiveness through shared resources.
- Businesses are thriving and new opportunities abound.

Specific
Increase county road funding by over $5,000,000 through local millages

Measureable
Compare to the amount collected in local road millages in 2013

Attainable
Six Townships in Barry County already have road millages, other counties have county wide road millages

Relevant
Roads are drastically underfunded but are necessary for the health, safety & welfare of our community. Good roads are also needed if Barry County is going to be considered a premiere recreation destination and if businesses are going to thrive. The effectiveness of the Barry CRC would be increased with shared revenue (resources) from other sources.

Timely
Increased revenue is needed ASAP but is not going to happen overnight. Striving to reach this goal by 2016 is necessary for accomplishment of Barry County’s Mission.

Goal 2: Raise the condition of our paved road system.

Vision Element Targeted
- Barry County is a safe and friendly environment.
- Barry County is a premiere recreation destination.
- We increase our effectiveness through shared resources.
- Businesses are thriving and new opportunities abound.
**Specific**
Increase the PASER rating of our paved road system to above 7

**Measureable**
Compare future PASER ratings to those collected prior to 2014

**Attainable**
This is the currently accepted practice to measure pavement condition but is not attainable without increased funding

**Relevant**
Good pavement conditions are necessary for the health, safety & welfare of our community. Good paved roads are also needed if Barry County is going to be considered a premiere recreation destination and if businesses are going to thrive. The effectiveness of the Barry CRC would be increased with shared revenue (resources) from other sources.

**Timely**
Pavement condition needs to be improved ASAP as deteriorating conditions will cost taxpayers more money later. Striving to improve our pavement conditions by 2016 is necessary for accomplishment of Barry County’s Mission.

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**Goal 3:** Raise the condition of bridges.

**Vision Element Targeted**
- Barry County is a safe and friendly environment.
- Barry County is a premiere recreation destination
- We increase our effectiveness through shared resources.
- Businesses are thriving and new opportunities abound.

**Specific**
Increase the sufficiency ratings of our county bridges to 100% good and fair

**Measureable**
Compare future sufficiency ratings to those collected prior to 2014

**Attainable**
This is the currently accepted practice to measure bridge condition but is not attainable without increased funding

**Relevant**
Good bridge conditions are necessary for the health, safety & welfare of our community. Good bridges are also needed if Barry County is going to be considered a premiere recreation
destination and if businesses are going to thrive. The effectiveness of the Barry CRC would be increased with shared revenue (resources) from other sources.

**Timely**

Bridge conditions need to be improved ASAP as deteriorating conditions will cost tax payers more money later or result in undue delays and reduced load limits. Striving to improve our bridge conditions by 2016 is necessary for accomplishment of Barry County’s Mission.

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**Goal 4:** Raise the condition of our gravel road system.

**Vision Element Targeted**

- Barry County is a safe and friendly environment.
- Barry County is a premiere recreation destination.
- We increase our effectiveness through shared resources.

**Specific**

Increase the quantity of gravel placed to 80,000 CYD (180 CYD/mile) per year

**Measureable**

Compare future gravel quantities to quantities placed prior to 2014

**Attainable**

This number is based on 3/8” loss of gravel per year and is estimated just to maintain the current amount of gravel lost per year due to traffic, rain and snow plowing

**Relevant**

Good gravel road conditions are necessary for the health, safety & welfare of our community. Good gravel roads are also needed if Barry County is going to be considered a premiere recreation destination as many hunting, fishing, hiking and other outdoor activities are located off gravel roads. The effectiveness of the Barry CRC would be increased with shared revenue (resources) from other sources.

**Timely**

Gravel road conditions need to be improved ASAP as deteriorating conditions will cost tax payers more money later. Striving to improve our gravel road conditions by 2016 is necessary for accomplishment of Barry County’s Mission.
Introduction
The Sheriff’s Office has a strategic plan. Two items that need to be brought up are the jail bond/millage and take-home cars for law enforcement. The jail funding we were aiming to get started by December, 2014. We will need 12 – 16 million dollars to correctly build a facility. The current jail is in bad shape and is not economically, ergonomically or handicapped acceptable. WE need to track the cost of the current building and other related problems. Take home cars for law enforcement are wanted to save money, and make response faster especially at the beginning of the deputies shift. It also is a constant appearance of patrol vehicles throughout the county as a crime deterrent. We need to keep track of response time, money saved and number of times callout was used.

Goal 1: Begin the process to market to the public the need for a jail bond/millage which will require 12-16 million dollars.

Specific
By December 2014 a marketing plan for a jail millage will be in place.

Measurable
Key players will be identified, and a process will be in place to gain community support for this goal by December 2014.

Attainable
We have a network of individuals who will help with marketing this goal.

Relevant
Barry County is a safe and friendly environment.

Timely
We will have milestones identified as we move the plan forward.

Goal 2: Implement a plan of “take home cars” for law enforcement by January 2015.

Specific
Each patrol deputy will be issued a car to take home which will decrease response time, decrease costs, and provide a visual deterrent to crime.

Measurable
We will track the number of cars issued, the miles saved, the expected decrease in response time and the number of times callout was used.

*Attainable*

We have the cars and the personnel and the mechanism for tracking so this is attainable.

*Relevant*

Barry County is a safe and friendly environment.

*Timely*

We will track each officers’ use, and the expected decrease in response time.

**Transit**

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**Goal 1:** To increase public awareness and utilization of Barry County Transit Services by improving the customer experience in Initial Contact and Scheduling The ‘On Bus’ Experience Public Knowledge of the Scope of Services

*Specific*

Results will be quantified by the percentage of increased ridership with a goal of 5% yearly, in conjunction with a demonstrated upward trend in customer satisfaction as evidenced by objective surveys and polling as well as dispatch software metrics.

*Measurable*

Support for the initiative will be via in-house training, utilization of public education methods such as news media, radio, personal contact and surveys.

*Attainable*

S.M.A.R.T. Goals go directly to the Barry County Strategic Plan. Goal achievement evidence is objective via dispatch software metrics and verifiable polling results.

*Relevant*

The S.M.A.R.T. initiative is to commence in the fall of 2014 with evaluation periods in the fall of each 2015 and 2016.
Unified Trial Court

**Goal 1:** To continue unifying the Barry County Trial Court by developing a central department that addresses finances, financial obligations and a document processing center.

*Vision Element Targeted*
- Unified Campus
- Increasing our Effectiveness through Partnerships and Shared Resources.

**April 18, 2014**
Receive an architectural drawing for the Court Finance Department to be located within the currently existing Community Room of the Courts and Law Building.

**May 1, 2014**
Finalize architectural drawing for the Court Finance Department.

Finalize budget for the Court Finance Department to include furniture, technology, supplies, staffing and training.

**May 15, 2014**
Write an Innovation Grant to the State Court Administrative Office (SCAO).

RFP for bids to construct the Court Finance Department.

**June 16, 2014**
Bids due for construction of Court Finance Department.

**June 24, 2014**
Agenda Request form to be placed onto the C.O.W. Agenda for July, 1, 2014.

**July 1, 2014**
Present request to the C.O.W. for an amendment to the 2014 General Fund Capital Budget for construction of the Court Finance Department Offices.

Turn in 2015 Barry County Budget Request Package to County Administration, which will include all capital, personnel and operational expenses for the Court Finance Department.

**July 8, 2014**
Present request to the B.O.C. for an amendment to the 2014 General Fund Capital Budget for construction of the Court Finance Department Offices.
Veteran’s Affairs

Mission
To provide relief to honorably discharged veterans and their families who demonstrate an emergency need and meet the eligibility requirements.

**Goal 1:** Streamline the process for accessing assistance for emergency food and shelter.

**Specific**
Identify the specific program that can provide the needed assistance within a 24 hour time period.

**Measurable**
Review monthly the time frame for service deliverability.

**Attainable**
Determine and overcome barriers to measurable goal

**Relevant**
Response to someone in need of assistance can take as long as 10 days to two weeks at other agencies. Generally, those in need are in need immediately. Waiting can mean they have no heat or electricity until the issue is resolved.

**Timely**
Ongoing

**Goal 2:** Establish policies and procedures for Soldiers and Sailors Relief Fund.

**Specific**
Work with the Veteran’s Advisory Board to establish policies and procedures that best serve the Veterans of our community

**Measurable**
Report to Advisory Board monthly how policies and procedures are working.

**Attainable**
Policies and procedures are an important role in any well run organization.

**Relevant**
Past policies and procedures were not being followed and or disregarded leading to negative results.

Timely
Ongoing

**Goal 3: Connect Veterans and their families to needed programs.**

**Specific**
Work with all programs, both VA and others that serve the residents of our community to provide overall care to veterans and their families.

**Measurable**
We will ask Veterans to fill out a satisfaction survey, tally results and report to the County Commission and the Advisory Board.

**Attainable**
We expect a 10-20% return rate on the survey.

**Relevant**
We need to better identify the needs of our Veterans and how best to serve them.

Timely
learn more at barrycounty.org/vision