

Grand Traverse County, Michigan



'Boardman River Evening' by Jenny McKellar
jennymcphoto.com



2010-2012

Strategic Plan

www.grandtraverse.org

Grand Traverse County Board of Commissioners

Governmental Center
400 Boardman Avenue
Traverse City, MI 49684

Editorial Credits

Process and Facilitation provided by:

Dennis Aloia, James Wiesing, John Sych, Katie Lowran, Mark Breederland

Content provided by Grand Traverse County Board of Commissioners, Grand Traverse County citizens, Michigan State University Extension, U.S. Census Bureau and Grand Traverse County departments

Layout and Design by Suzanne Rinckey, MSU Extension-Grand Traverse County

Cover photo by Jenny McKellar, jennymcphoto.com

Approved by resolution of the Grand Traverse County Board of Commissioners, April 29, 2009

Printed - April, 2009

Table of Contents

2	Board of Commissioners
3	Table of Contents
4	Letters from Board of Commissioners Chairman & County Administrator
5	Our Vision, Mission and Goals
6	Strategic Plan Development Process
7	Goal One: Preserve the safe & healthy environment
8	Goal Two: Safety of community
9	Goal Three: Health & Economic well-being of all people
10	Goal Four: Collaboration with other units of government
11	Goal Five: Increase efficiency and effectiveness
12	Goal Six: Easy access to government services
13	Goal Seven: Fiscal responsibility in planning
14	Other 2009 Strategic Planning Objectives
15	Grand Traverse County Profile
21	Grand Traverse County Departments
22	Strategic Planning Public Input Process Summary

Grand Traverse County Departments

Administration.....	922-4780	General Information	922-4700
Animal Control	995-6080	G.I.S.	922-4771
Board of Commissioners	922-4797	Health Department Administration	922-2700
Brownfield Redevelopment.....	922-6890	Human Resources	922-4599
Central Dispatch.....	922-4550	Information Technology	922-6880
Central Records.....	995-5005	Jail.....	922-4530
Circuit Court – Administration	922-4701	Law Library.....	922-4715
Circuit Court – Records	922-4710	Metro Fire.....	947-3000
Clerk	922-4760	MSU Extension	922-4620
Commission on Aging	922-4688	Parks & Recreation	922-4818
Community Corrections.....	922-4544	Personal Health.....	922-4831
Construction Code	995-6044	Planning	922-4676
District Court – Civil.....	922-4581	Probate Court	922-6862
District Court – Criminal	922-4584	Prosecuting Attorney's Office.....	922-4600
Drain Commission	995-6042	Public Works	995-6039
Emergency Management	922-4720	Register of Deeds.....	922-4753
Environmental Health	995-6051	Resource Recovery	995-6075
Equalization	922-4772	Road Commission.....	922-4848
Facilities Management	922-4402	Rural Fire	943-9721
Family Court Administration.....	922-4640	Sheriff Administration	995-5001
Family Court - Juvenile	922-4650	Soil Erosion	995-6042
Family Court Records	922-4679	Surveyor	263-5463
Family Court - Volunteers	922-4827	TC-TALUS	929-5057
Finance	922-4682	Treasurer	922-4735
Friend of the Court	922-4660	Veterans Office	995-6070

Our Vision

A community that preserves the beautiful and healthy environment making Grand Traverse County a desirable community in which to live where the safety of its community is of utmost concern and who focuses on the well-being of all its people.

A county government that collaborates with other units of government on common issues for the benefit of the community and its individuals that encourages risk taking and innovation to increase the efficiency and effectiveness of our services to better serve our constituents, where all our customers have ready and easy access to government services, and that emphasizes fiscal responsibility in its planning for today and the future.

Our Mission

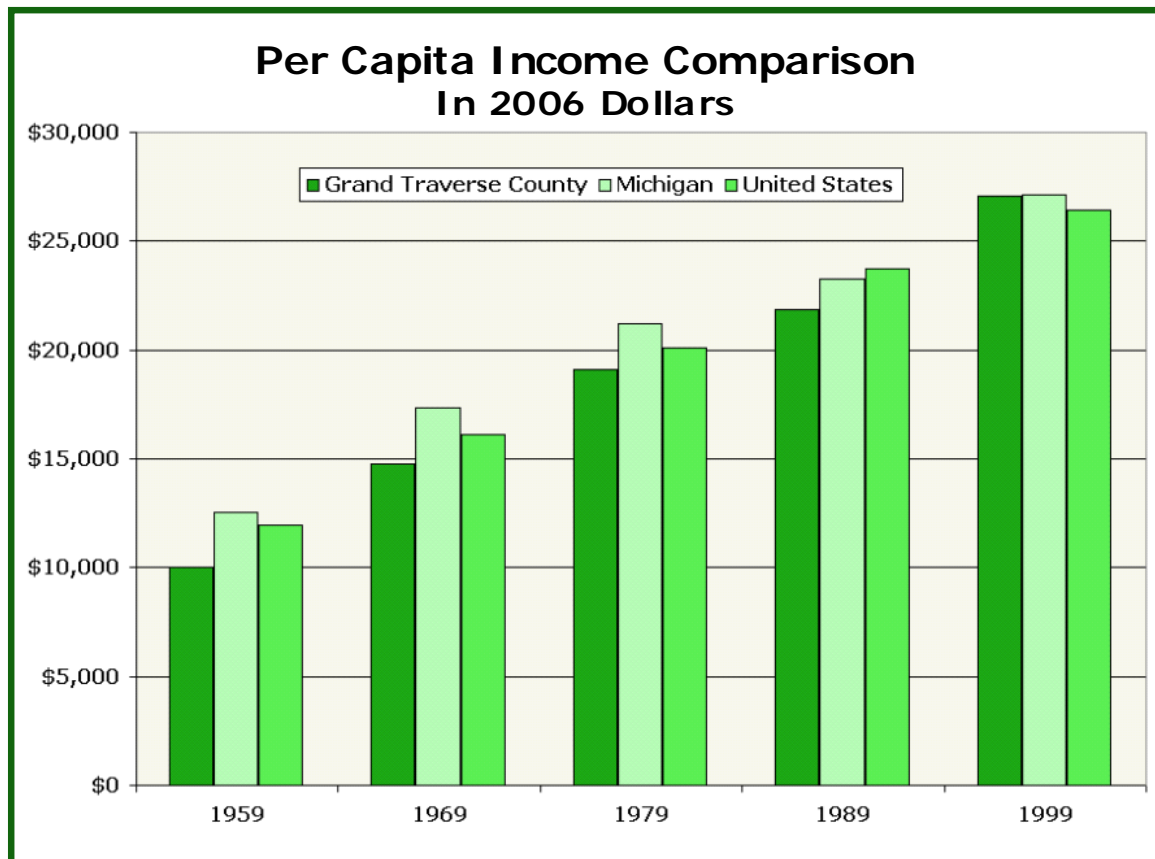
The Grand Traverse County Team is committed to providing responsive, effective, quality service to our community.

Our Goals

- A Community that preserves the beautiful, safe and healthy environment making Grand Traverse County a desirable community in which to live.
- Where the safety of its community is of utmost concern.
- A Community that focuses on the health and economic well-being of its entire people.
- A County Government that collaborates with other units of government on common issues for the benefit of the community and its individuals.
- A County Government that encourages risk taking and innovation to increase the efficiency and effectiveness of our services, to better serve our constituents.
- A County Government where all our customers have ready and easy access to government services.
- A County Government that emphasizes fiscal responsibility in its planning for today and the future.

Income

Household Income	Grand Traverse County		Michigan	
	1989	1999	1989	1999
Less than \$10,000	11.8%	5.4%	15.6%	8.3%
\$10,000 to \$14,999	8.8%	5.1%	8.6%	5.8%
\$15,000 to \$24,999	20.3%	13.0%	16.4%	12.4%
\$25,000 to \$34,999	20.4%	14.5%	15.3%	12.4%
\$35,000 to \$49,999	18.3%	20.5%	18.7%	16.5%
\$50,000 to \$74,999	13.5%	22.0%	16.3%	20.6%
\$75,000 to \$99,999	3.7%	9.1%	5.4%	11.4%
\$100,000 to \$149,999	2.0%	6.4%	2.5%	8.6%
\$150,000 or more	1.1%	4.1%	1.2%	4.1%
Total Households	24,035	30,486	3,424,122	3,788,780
Median Household Income	\$29,034	\$43,169	\$31,020	\$44,667



Source: The 1959, 1969, and 1979 values were brought to 1989 levels by the U.S. Census Bureau. Oct. 5, 2006 levels were calculated using the CGI calculator at <http://data.bls.gov/cgi-bin/cpicalc.pl>.

Goal One:
A Community that preserves the beautiful, safe and healthy environment making Grand Traverse County a desirable community in which to live

Background Information

A series of 20 futuring sessions and a survey were conducted throughout Grand Traverse County, in 1991, called 'Grand Traverse 20/20.' This process, supported by the County Commissioners and many other organizations, found that citizens were most proud of water quality, parks and recreation, the beauty of the area and the quality of the environment. Likewise, in the 1996 Quality of Life Index, 88% of those surveyed indicated that they were somewhat to very concerned about the natural environment. This sentiment has been affirmed over the succeeding years by many surveys and findings and remains a cornerstone of this goal for the County. A result can be found in the TART Trail system that has been financially supported and watched over by the Grand Traverse County Board of Commissioners. In 1997, the TART Trail received the Environmental Excellence Award from the Federal Highway Administration. At their planning session on January 17, 2008, County Commissioners and other participants ranked "environmental preservation" as the highest priority goal of County government.



Strategies:

- Develop a complete and financially self-sustaining water and sewer system.
- Manage a solid waste system to meet the needs of citizens
- Improve water quality
- Finalize dam disposition

Objectives:

- Complete viable financial plan for septage treatment plant - Board initiative
- Establish equitable funding for solid waste - Board initiative
- Increase recycling

Accomplishments:

2005:

- Renewed contract for recycling drop off sites
- Approved bonds for the Septage Treatment Facility
- Health Department developed alternative septage treatment system plan
- An eastward extension of the TART Trail was built

2006:

- Completed Twin Lakes Park Master Plan
- Initiated a plan to develop a handicap accessible facility at Twin Lakes
- Established a public process for the disposition of dams on the Boardman River

2007:

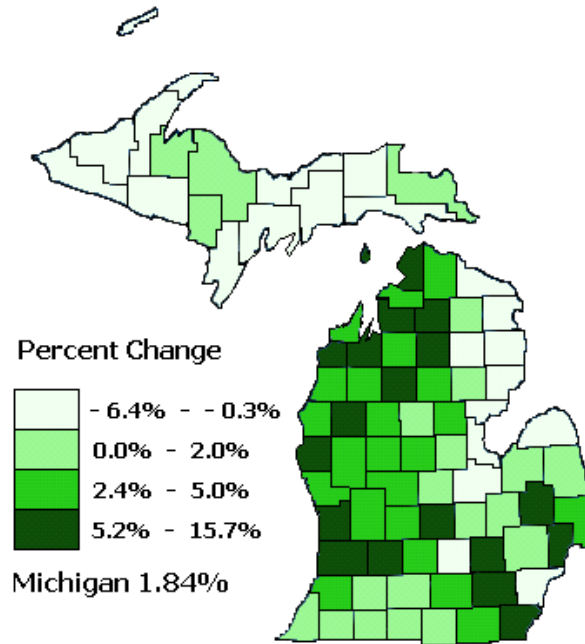
- Initiated Maple Bay Master Plan

2008:

- Provided free water well testing to 385 residents of Grand Traverse County
- Adopted the Maple Bay Master Plan to include predominantly passive recreation activities
- Installation of energy efficient windows and energy efficient boiler and air units
- Updated beach monitoring policy/procedures and updated website regarding beach monitoring

Michigan Population Change from 2000 to 2005 Estimate

Grand Traverse County ranks 3 out of 83 in the state for population change from 2000 to 2005 estimate.



Education

Educational Attainment for Persons Age 25 and Over	Education						
	Less than 9th grade	9th to 12th grade, no diploma	High school graduate	Some college, no degree	Associate degree	Bachelor's degree	Graduate or professional degree
1990 Grand Traverse County	4.8%	10.3%	32.2%	21.7%	8.9%	15.0%	7.0%
1990 Michigan	7.8%	15.5%	32.3%	20.4%	6.7%	10.9%	6.4%
1990 U.S.	10.4%	14.4%	30.0%	18.7%	6.2%	13.1%	7.2%
2000 Grand Traverse County	2.9%	7.8%	27.9%	25.7%	9.6%	16.4%	9.7%
2000 Michigan	4.7%	11.9%	31.3%	23.3%	7.0%	13.7%	8.1%
2000 U.S.	7.5%	12.1%	28.6%	21.0%	6.3%	15.5%	8.9%

For the 2001–2002 school year, in Grand Traverse County there were 68 high school dropouts or 1.7% and in Michigan there were 17,167 dropouts or 3.7%.

Source: Michigan Family Independence Agency

Goal Three: A Community that focuses on the health and economic well being of its entire people

Background Information

Grand Traverse County has experienced a steadily increasing Per Capita Income according to the Census. In 1959, Grand Traverse County's Per Capita Income was 20.7% below Michigan's Average Per Capita Income (see page 24). By 1999, a Per Capita Income of \$22,111 in Grand Traverse County was almost exactly equal to Michigan's \$22,168 Per Capita Income. This increase is hard won, as studies have indicated that "the County's isolation, and somewhat higher cost of living may handicap economic growth to a degree." This dramatic increase comes as a result of well managed businesses in the area and an educated and motivated workforce. Also, part of the success of the local economy is due to the support and infrastructure provided by the Traverse Bay Economic Development Corporation, the Brownfield Redevelopment Authority and the Chamber of Commerce as supported by Grand Traverse County. This is further reflected in the popularity of the area, as citizens increasingly find Grand Traverse County an attractive and profitable place to live, work and start new businesses.

Strategies:

- Focus on senior health and services
- Improve access to and quantity of affordable housing
- Promote healthy youth and safety
- Improve access to health services for veterans

Objectives:

- Explore, with the Veterans Administration, building a Veterans Specialty Care Clinic

Accomplishments:

2005:

- Continued to work on brownfield and economic development activities
- Established a new Commission on Aging Respite Care Program

2006:

- Opened the Youth, Health & Wellness Center for high school students from the region, which served more than 1,000 clients in the first year

2008:

- Received \$1M DEQ loan for Grand Traverse Commons brownfield project
- Conducted Parenting and Parent As Teachers Education
- Created a new Economic Development Corporation Board with more representation from community industries
- Implemented 4-H Grow & Learn school garden project to provide youth with opportunities to expand science learning in school, after-school and summer programs, and learn about food and nutrition choices
- Annual Orchard & Vineyard show offered hundreds the latest information on tree fruit & grape production
- Provided \$73,000 in emergency financial assistance to 160 low-income seniors
- Negotiated and received \$1M State grant to expand the Old Town Parking Deck brownfield plan
- Increased dietary quality of low-income seniors and young moms with children through Senior Project FRESH and Project FRESH



Grand Traverse County Profile



Brought to you by

**Michigan State University Extension
Community Development Area of Expertise Team**

<i>Quick facts</i>	<i>Grand Traverse County</i>	<i>Michigan</i>
Land area, 2000 (square miles)	465	56,804
Population, 2005 estimate	83,971	10,120,860
Housing units, 2004	38,065	4,433,482
Households, 2000	30,396	3,785,661
Median household income, 2003	\$43,817	\$46,291
Retail sales, 2002 (\$1000)	1,651,746	109,350,139
Median age, 2000	37.7	35.5

Goal Five: A County Government that encourages risk taking and innovation to increase the efficiency and effectiveness of our services to better serve our constituents



Background Information

Innovation has been a hallmark of Grand Traverse County Government for many years. A large part of this innovation is due to the County elected officials who encourage risk taking by county staff, understanding that success will not always be the results. County administration and staff are highly motivated and particularly qualified to undertake this challenge. According to the Census, 25.7% of the population have some college, 16.4% have attained a Bachelor's degree and 9.7% have attained a Graduate degree - all higher percentages than the rest of the state (see page 17). The quality and skills of the County staff, combined with the encouragement and innovation of the County Commissioners, enhances the efficiency and effectiveness of our services and is necessary to recruit and retain high quality staff for the County in a competitive labor market.

Strategies:

- Evaluate effectiveness of County programs
- Explore public/private partnerships

Objectives:

- Develop performance measurements
- Implement Segal compensation and classification study - Board initiative

Accomplishments:

2005:

- Constructed a new court building

2006:

- Enhanced the web page for county government

2008:

- Remodel the interior office space of the Historical Courthouse
- Assisted 279 senior citizens with durable medical equipment - wheelchairs, walkers, bath benches, canes - through the Commission on Aging loan closet
- Implemented imaging program in Family Court Records
- Began electronic transmission of criminal abstracts to the State of Michigan
- Implemented a 'personalized' service anniversary program
- Conducted 2nd Annual co-worker appreciation week
- Receipt and distribution of Segal Study results; coordinated presentations of results to employees; communication of results to the Board, employees & bargaining unit representatives. Coordinated communication of responses back to employees from Segal.
- The online GIS application was made live for the public use
- The 4th edition of the County Plat Book was released



Goal Seven: A County Government that emphasizes fiscal responsibility in its planning for today and the future

Background Information

Fiscal responsibility of taxpayer dollars has always been a high priority of the County Commissioners and ranked second only to protecting the environment in the ranking of goals on January 17, 2008. The County Commissioners have always exercised a high degree of fiscal responsibility, integrity and involvement in planning for today and the future. Annual audits of County finances and procedures have shown consistent and diligent oversight of the taxpayer dollars and planning to insure the bond ratings and financial security of the County in the long term. The County received a certificate of Achievement for Excellence in Financial Reporting for years: 2005, 2006 and 2007, with high marks on all past audits.

Strategies:

- Encourage Road Commission to develop a long term plan for road maintenance
- Improve energy efficiency for all County buildings

Objectives:

- Assist Road Commission with a plan for long term road maintenance program funding
- Explore solar panels for all County buildings



Accomplishments:

2006:

- Received GFOA Certificate of Achievement for Excellence in Financial Reporting
- Established a revenue sharing replacement fund and capital improvement fund, which will plan for the inevitable loss of revenue sharing

2008:

- Entered into negotiations with seven bargaining units, two of which reached tentative agreements
- Developed long-range Capital Improvement Plan
- Received the 2nd Certificate of Achievement for Excellence in Financial Reporting for the 2006 Comprehensive Annual Financial Report
- Improved our process for preparing the Comprehensive Annual Financial Report
- Successfully converted to a complete electronic document imaging system at Friend of the Court