

Allegan County Board of Commissioners



County Services Building
3283 – 122nd Avenue
Allegan, MI 49010
269-673-0203 Main Office
269-686-5331 Main Fax
<http://www.allegancounty.org>

Jim Storey, Chairperson
Dean Kapenga, Vice Chairperson

BOARD PLANNING SESSION-AGENDA

Thursday, June 22, 2023, @ 9:00 AM
County Services Building, Board Room
Virtual Meeting Options Attached

DISTRICT 1
Jim Storey
616-848-9767
jstorey@
allegancounty.org

9:00 AM **CALL TO ORDER:**
ROLL CALL:
OPENING PRAYER: Commissioner Dean Kapenga
PLEDGE OF ALLEGIANCE:
PUBLIC PARTICIPATION:
ADDITIONAL AGENDA ITEMS:
APPROVAL OF AGENDA:

DISTRICT 2
Mark DeYoung
616-318-9612
mdeyoung@
allegancounty.org

DISTRICT 3
Dean Kapenga
616-218-2599
dkapenga@
allegancounty.org

DISCUSSION ITEMS:

- 2023/27 Board Strategic Plan Updates:
 - Water Quality and Availability Plan
 - PACE Program
 - Recruitment and Retention Plan
- Administrative Update

DISTRICT 4
Scott Beltman
616-292-1414
sbeltman@
allegancounty.org

OTHER ITEMS:
PUBLIC PARTICIPATION:
FUTURE AGENDA TOPICS:

DISTRICT 5
Gale Dugan
269-694-5276
gdugan@
allegancounty.org

- Medical Examiner Annual Report - Informational Session
- Midwest Legislative Update
- 2023/27 Board Strategic Plan Update:
 - Calkins Dam (Lake Allegan Association)
- Administrative Update

ADJOURNMENT: Next Meeting—Thursday, July 13, 2023, 9:00 AM @ COUNTY SERVICES BUILDING, BOARD ROOM.

Please note that Regular and Special Meetings of the Board of Commissioners held in the Board Room are streamed live and recorded in accordance with the County's Live Stream & Publishing Recordings of Meetings Policy, which can be viewed on the County's website.

Mission Statement

“The Allegan County Board of Commissioners shall plan, develop, and evaluate the necessary policies and resources to ensure our county continues to progress and prosper”

Your attendance constitutes your consent to audio/visual streaming and/or recording and to permit the County to broadcast your name/voice/image/content to a broader audience.



Allegan County Board of Commissioners

STEP 1: Connect to the Meeting

- OPTION 1: Zoom over Telephone

- Call (929) 205-6099 -or- (312) 626-6799 -or- (253) 215-8782
- Type in Meeting ID: 891 6032 7098, then #, then # again
- Type in Meeting Password: 62223, then #

- To raise your hand to speak, press *9
- To Mute and Unmute, press *6

<STOP here>

You do not have to continue reading the rest of the instructions.

- OPTION 2: Youtube

- Open Internet Explorer or Chrome
- Navigate to <https://www.youtube.com/channel/UCQIiZQstN2Pa57QAItAWdKA>
- Click on image of “Live” video

<STOP here>

You do not have to continue reading the rest of the instructions.

- OPTION 3: Zoom over Web browser

- Open Internet Explorer or Chrome
- Navigate to <https://zoom.us/j/89160327098>
- Meeting Password: 62223

<Continue with the rest of the instructions>

STEP 2: Enter registration information

The screenshot shows a web browser window with the URL `zoom.us/webinar/register/WN_YneHxuk_SjqfnMwchbtUEg`. The page title is "Webinar Registration".

Registration details:

- Topic: BOC Meeting - 4/9/2020
- Time: Apr 9, 2020 01:00 PM in Eastern Time (US and Canada)

Registration form fields (marked as required with an asterisk):

- First Name *
- Last Name *
- Email Address *
- Confirm Email Address *

Below the form is a reCAPTCHA challenge:

- Checkbox: I'm not a robot
- reCAPTCHA logo and "Privacy - Terms" link

A large blue button at the bottom of the form reads "Join Webinar in Progress".

At the bottom of the page, there is a footer with navigation links:

- About: Zoom Blog, Customers, Our Team, Why Zoom, Features, Careers, Integrations, Partners, Investors
- Download: Meetings Client, Zoom Rooms Client, Browser Extension, Outlook Plug-in, Lync Plug-in, iPhone/iPad App, Android App
- Sales: 1.888.799.9666, Contact Sales, Plans & Pricing, Request a Demo, Webinars and Events
- Support: Test Zoom, Account, Support Center, Live Training, Feedback, Contact Us, Accessibility

On the right side, there is a reCAPTCHA image grid with the instruction "Select all images with" and a "VERIFY" button.

1. Enter name and email

2. Click this box

4. Click when done.

3. Answer challenge question

STEP 3: This Window will appear when connected.



STEP 4: Adjust audio settings (if needed)

The image shows a Zoom meeting interface with the 'Settings' window open to the 'Audio' tab. A vertical black bar on the left side of the screen has a blue arrow labeled '1' pointing to it. A blue arrow labeled '2' points from the 'Audio' tab in the settings window to the meeting content area. The meeting content area displays the name 'Economic Development - Greg King, Director' and 'ADMINISTRATIVE REPORTS:'. Below this, it says 'CONSENT ITEMS:' followed by a list item: '1. Motion to approve of claims paid and to incorporate into proceedings of the Board (3/20/20 & 3/27/20)'. The Zoom settings window shows 'Speaker' set to 'Remote Audio' and 'Microphone' set to 'Test Mic'. There are volume sliders for both, and several checkboxes for audio behavior, including 'Automatically adjust volume' which is checked. At the bottom of the screen, there are icons for 'Chat', 'Raise Hand', and 'Q&A'.

Settings

- General
- Video
- Audio**
- Share Screen
- Virtual Background
- Recording
- Statistics
- Feedback
- Keyboard Shortcuts
- Accessibility

Speaker: Test Speaker, Remote Audio

Output Level: [Slider]

Volume: [Slider]

Microphone: Test Mic

Input Level: [Slider]

Volume: [Slider]

Automatically adjust volume

Use separate audio device to play ringtone simultaneously

Automatically join audio by computer when joining a meeting

Mute my microphone when joining a meeting

Press and hold SPACE key to temporarily unmute yourself

Sync buttons on headset

Advanced

269-673-4514
mthiele@allegancounty.org

Economic Development — Greg King, Director
ADMINISTRATIVE REPORTS:

DISTRICT 4
Mark DeYoung
616-318-9612
mdeyoung@allegancounty.org

CONSENT ITEMS:

1. Motion to approve of claims paid and to incorporate into proceedings of the Board (3/20/20 & 3/27/20)

Audio Settings

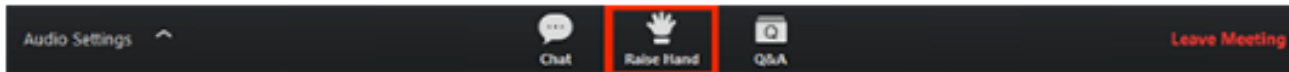
Chat Raise Hand Q&A

STEP 5: Raise hand to be recognized to speak.

- Once “Raise Hand” is clicked, the Board Chairperson will receive notice and may UNMUTE your microphone when ready and verbally recognize you to speak.

On bottom of screen.

1. Click **Raise Hand** in the Webinar Controls.



2. The host will be notified that you've raised your hand.
3. Click **Lower Hand** to lower it if needed.



STEP 6: To leave the meeting

The screenshot shows a Zoom meeting interface. At the top, a green banner reads "You are viewing Allegan County Administration's screen" with a "View Options" dropdown. In the top right corner, there is an "Enter Full Screen" button. The main content is a document viewer displaying a Microsoft Word document titled "BOC20200409_agenda [Compatibility Mode] - Word". The document header includes the "Allegan County Board of Commissioners" logo and contact information for Jim Storey and Gale Dugan. The agenda items are listed under "BOARD OF COMMISSIONERS MEETING - AGENDA", including District 1-4 contact info and meeting details like "Virtual Meeting - Connectivity Instructions Attached", "CALL TO ORDER", "ROLL CALL", "OPENING PRAYER", "PLEDGE OF ALLEGIANCE", "COMMUNICATIONS: Attached", "APPROVAL OF MINUTES: Attached", "PUBLIC PARTICIPATION", "ADDITIONAL AGENDA ITEMS", "APPROVAL OF AGENDA", "PRESENTATIONS", "PROCLAMATIONS", "INFORMATIONAL SESSION: Attached", and "ADMINISTRATIVE REPORTS". At the bottom of the document viewer, it says "PAGE 1 OF 2 251 WORDS" and a zoom level of "100%". At the bottom of the Zoom window, there is a toolbar with "Audio Settings", "Chat", "Raise Hand", and "Q&A" buttons. A red "Leave Meeting" button is located in the bottom right corner, with a large blue arrow pointing to it.

GROUNDWATER STUDY AD-HOC WORK GROUP UPDATE

June 22, 2023

Tom Kunetz, Work Group Chairperson



Work Group Members

<u>Name</u>	<u>Representing</u>
Liz Binoniemi-Smith	Tribal Representative
John Curtis	Community Representative
Zachary Curtis	Consultant Representative
Jaclyn Hulst	Community Representative
Dean Kapenga	County Commissioner Representative
Ruth Kline-Robach	Academic Representative, Michigan State University
Chad Kraai	Well Driller Representative
Tom Kunetz	Community Representative (Work Group Chair)
Brad Lubbers	Agriculture Representative
Randy Rapp,	Allegan County Health Department, staff liaison (non-voting member)
Doug Sweeris	Municipal Water Supply Representative
Brian Talsma	Conservation District Representative

Activities Accomplished

1. Reviewed requests from local units for ARPA Fund for local water projects. Completed August 2022.
2. Phase 2 Study: Screening-Level Modeling, Risk Analysis, and Ranking. Completed May 2023.



Activities In Progress

Groundwater Protection Strategy

1. Groundwater Assessment Report
 - a. Groundwater Protection Area Delineation
 - b. Groundwater Contamination Risk Map
 - c. Contamination Source Inventory
 - d. Groundwater Demand and Future Projections



Activities In Progress

Groundwater Protection Strategy (continued)

2. Convening of local units in workshops to educate and set priorities
3. Synthesize feedback into a locally-driven strategy
4. Potentially establish governance entity



Activities In Progress

Groundwater Level Monitoring Wells

- Purpose: monitor water availability, and trigger response if water supply trends towards low conditions
- Working in collaboration with Michigan Geological Survey
- Data will be collected and made publicly available by the Michigan Groundwater Monitoring Network



Future Activities

Public Education and Outreach Program

1. Educational programs, websites, printed materials, etc. about where the county's drinking water comes from, and ways in which residents can help protect the aquifer and surface water
2. Clearinghouse of information to assist residents and local units of government



ARPA Funding

Activity	Allocated
City of Allegan	\$525,426.00
City of Otsego	\$418,046.00
City of Plainwell	\$395,333.00
Saugatuck Township	\$350,000.00
Otsego Township	\$612,939.00
Monitoring Wells	\$166,000.00
Hydrosimulatics Phase 2 Study	\$127,000.00
GW Strategic Plan (RFP 1021-23)	\$200,000.00
Public Education and Outreach	\$100,000.00
<i>Subtotal</i>	\$2,894,744.00
Allocation for Water	\$3,000,000.00
Remaining Allocation for Water	\$105,256.00

PACE Financing with Lean & Green Michigan

Lean & Green Michigan is a public private partnership that helps local governments administer PACE financing for property owners in their communities with **no government funding**.

What is PACE?

Property Assessed Clean Energy financing allows private and commercial property owners to voluntarily enter into a special assessment agreement to secure private financing for energy efficiency, water efficiency, and renewable energy projects.

Benefits

- Long-term financing up to 25 years or the useful life of the project
- No upfront cost – 100% financing
- Immediate positive cash flow
- Runs with the land, transferring to subsequent owner upon sale of the property
- Fixed interest rate (negotiated on each deal)
- Improve local building stock
- Increase property value
- Create local jobs
- More comfortable buildings

Eligibility

Qualifying Properties:

- **Commercial & industrial properties:** manufacturing facilities, hotels, office buildings, multifamily properties, and more.
- **Non-profit properties:** churches, private schools, cooperatives, and more.

Qualifying Measures:

- **Energy efficiency:** lighting, HVAC, controls, Windows, and more.
- **Water efficiency:** low flush, low flow, gray water system, and more.
- **Renewable energy:** solar PV, geothermal, CHP, and more.

Quick Links

[About PACE](#)

[Eligibility](#)

[Local Governments](#)

[Case Studies](#)

[Market Data](#)

Contact Lean & Green Michigan

313-444-1474

info@leanandgreenmi.com
<https://leanandgreenmi.com/>

500 Temple Street #6270
Detroit, MI 48201

Michigan PACE Authority





Lean & Green Michigan, LLC (LAGM) is committed to providing the Lean & Green Michigan PACE program to Michigan municipalities, townships, and counties at no taxpayer expense. We are happy to answer any questions about PACE you may have, and have created this list of the steps involved in creating and running a PACE program to address some of the common questions we have been asked by other jurisdictions.

Joining Lean & Green Michigan

1. Creation of Lean & Green Michigan program

- We have created a statewide market that brings the benefits of advertising, communications, ease-of-use and scale to participating counties.
- Our member jurisdictions pay nothing for any of these benefits.

2. Drafting and passing legislation

- LAGM provides draft legislation and modifies it to suit the specific legislative needs at no charge to the member jurisdiction.

3. Process for joining

1. Pass Resolution of Intent (Draft provided by LAGM)
2. Publish PACE Report (Draft provided by LAGM)
 - Includes naming “Authorized Official”
3. Issue Notice of Public Hearing (Draft provided by LAGM)
4. Hold public hearing and vote on Resolution to Establish (Draft provided by LAGM)

How a PACE Project Happens (including any local government involvement)

1. Educate building owners, energy contractors, economic developers, and others. (No cost/involvement from City or local government)

- LAGM undertakes an ongoing communications and training program for our member jurisdiction and other participating townships, municipalities, and counties.
- To date, over 120 people from over 85 companies have been trained.
- Non-profit members of the Lean & Green Michigan public-private partnership have received grants to train various constituencies in participating counties.
- Our member jurisdictions bear none of the cost for this.

2. The application process

- LAGM works with PACE customers to evaluate potential projects and help them apply for the program and submit necessary paperwork. This includes determining eligibility.
- Property owners/contractors typically reach out to Lean & Green Michigan directly.
 - *Local government typically provides information and point of contact for questions regarding PACE and Lean & Green Michigan. Typically, this will be featured on the City government website. Still, you can just direct all questions to LAGM and Lean & Green Michigan as you choose.*

3. Audit and Project Analysis

- If needed, LAGM connects the property owner with a contractor or multiple contractors that can help with a more detailed analysis and audit.
- Contractor performs energy audit
- LAGM aids in economic analysis of project
- Details of Energy Conservation Measures and the projected savings are presented to the property owner with a total dollar amount for the project including labor and all admin fees.

4. Project closing

- LAGM works with property owners and lenders to develop all documentation necessary to close a PACE project.
- LAGM obtains or provides the legal services necessary to create a complete, finished Special Assessment Agreement for each project.

5. Project finance (No cost/involvement from County or local government)

- Our member jurisdictions will not be asked to contribute money to facilitate PACE projects. There will be no taxpayer dollars involved.
- Projects will be financed using owner-arranged financing using private capital.
 - The property owner works with LAGM to identify a lender (LAGM works with a network of lenders, but any lender can participate if they so choose)

6. Installation of ECMs (No cost/involvement from City or local government)

- Contractor performs the work
- Property is enrolled in Energy Star Portfolio Manager. This free service allows property owners and LAGM to track energy usage.

7. Processing of PACE payments

- **Direct pay (No cost/involvement from County or local government)**
 - If the property owner pays the lender directly, the City will incur no cost and will have no involvement. This is the program default, and we have yet to have a property owner/lender willing to pay for additional cost associated with billing through property tax bill.
- **Through property tax bill**

- *If the property owner pays the lender through the property tax bill, the local unit of government may add a fee to reflect actual administrative cost, so that there is no net cost.*
- *The actual procedure is carried out by the local government unit (City/Village/Township) in the same way that a typical special assessment would be added to the tax roll.*

8. Foreclosure

- A foreclosure on a PACE project is unlikely because PACE lenders only finance projects on healthy buildings. Of over \$100,000,000 in PACE projects in the U.S. to date, **we do not know of a single Commercial PACE foreclosure.**
- In the event of a default, the City will enforce the PACE lien on a coequal basis along with the property owner's other property tax obligations.
- The City/County does *not* have to include the PACE lien in its revolving fund program.
- Foreclosure and sale of the property:
 - If the property is sold for back taxes or greater, the PACE lender receives the back taxes it is owed and the City/County loses nothing.
 - If the property is sold for less than back taxes, the PACE lender receives only its pro rata share of the sale proceeds, not everything it was owed. Other entities owed back taxes also receive their pro rata share, which may be slightly more or less than they would have been if there had been no PACE lien (PACE improvements may have increased the sale price).
 - If the property cannot be sold, the PACE lender receives nothing, and again the PACE project does not cause the loss of any taxpayer money.
- It is important to remember that the PACE lien runs with the land, so the PACE lender is *never* owed future PACE payments. The future owner pays those.
- **Bottom line: the taxpayers are not putting any money into the PACE project, and the PACE lender is taking the risk.**

9. Ongoing monitoring, verification and maintenance (No cost or involvement from local government)

- Buildings undergoing PACE projects in our member jurisdictions must agree to enroll in the Energy Star Portfolio Manager program to monitor energy costs and savings.
- This program is free.
- Building owners may enter into maintenance contracts as part of PACE projects, but these will be between private parties.
- No taxpayer dollars will be involved.

S T A T E O F M I C H I G A N

BOARD OF COMMISSIONERS OF THE COUNTY OF ALLEGAN

BOARD OF COMMISSIONERS—CONCURS RECRUITMENT & RETENTION INITIATIVES

WHEREAS, the County Recruitment and Retention Plan has been updated for 2022/2023, which includes the Board's strategic initiatives from May 11, 2023.

THEREFORE BE IT RESOLVED that the Board concurs with including the initiatives, as presented.

DRAFT

ALLEGAN COUNTY RECRUITMENT AND RETENTION PLAN

2022 - 2023



TABLE OF CONTENTS

Introduction and Background.....	2
Strengths	2
Challenges	4
Opportunities	6
Goals, Objectives, and Strategies	8
Quarterly Strategic Plan.....	11
Conclusion	13
Appendix A	14

INTRODUCTION

Allegan County supports a united and engaged workforce by fostering a positive, team-based work environment, employing and retaining high-performing, quality employees, and promoting safety and wellness. The recruitment and retention of this dedicated workforce is a vital action for Allegan County, as it is the employees that will ensure the vision is achieved.

The objective of this Recruitment and Retention Plan is to detail the County's planned support in achieving the respective goals of attracting, hiring, and retaining the best talent for the County most effectively and efficiently, in large part due to the increased retirement of experienced staff and labor-market shortages not only here in Allegan County but across the Nation. This plan will be reviewed and updated every two years as processes are refined, and new tools or strategies are created, such as collecting data from internal reviews and Employee Engagement Surveys.

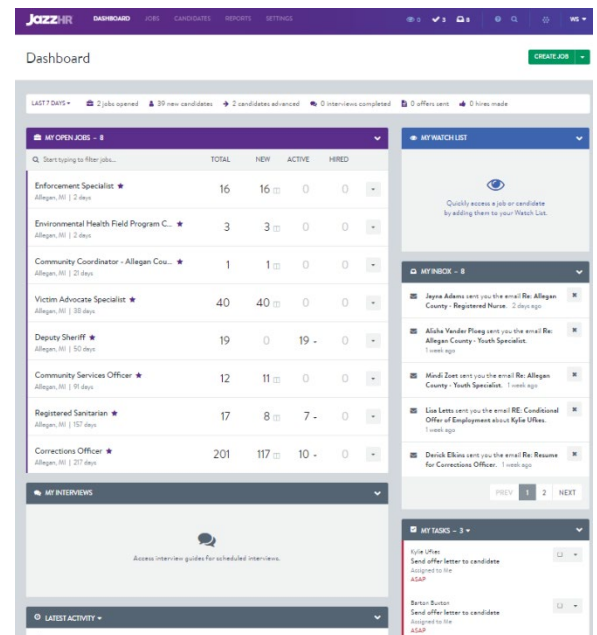
STRENGTHS

The existing strengths of the County will help to compose a deliberate Recruitment and Retention Plan.

A. Enhanced utilization of a successful applicant tracking system (ATS).

The County implemented an applicant tracking system, JazzHR, in May of 2018 to better track, maintain, and advertise all job postings. With this ATS system, the County moved away from hard copy applications to everything being electronic and accessible through the website. Moving to this system continues to prove invaluable, with many staff working remotely or on a hybrid schedule so that the recruiting process can continue to move forward.

With continued utilization of the ATS system, recruitment metrics, compliance with EEO standards, evaluating trends, and pinpointing challenge areas are being monitored. Thereby allowing appropriate communication and action to address recruitment concerns across the organization. The County is able to monitor the status of positions, evaluate the need for additional advertisement, assist in the advancing of candidates to the next steps, and provide candidates with the status of their application and the position. This has helped to support and enhance operational performance as it pertains to the hiring process and has enhanced customer service relationships.



B. An open partnership between the Hiring Manager/Service area and Human Resources.

There is an open partnership between the hiring managers and Human Resources. In many instances, Human Resources is working closely with the hiring manager to ensure the process is going smoothly, assist with scheduling testing and interviews, move candidates through the process, and walk through the steps to make an offer and hire a candidate. This minimizes the hiring manager's time while maximizing their input.

C. Filling open positions in a timely manner.

The County is filling many vacancies in a timely manner. This time to fill data does vary across the County as processes and timeframes are not identical. Some service areas require more than one interview, some may require additional testing, and the length of time it takes to identify the candidate and the number of individuals involved all affect the overall time to fill. Even with these facets of the individual process, at a county level, there is a current average “time to fill” of 53 days (1st Quarter 2022).

D. Communication strategies to gather input from employees and leaders and share information.

The County has implemented many communication strategies to reach employees and leaders at all levels in various ways. One way of communicating with leaders is through various meetings such as the Administrative Leadership Team, Executive Team, Quarterly Interdepartmental, and County Leadership Team held on a biweekly to quarterly basis to discuss training, operations, and strategy. A Joint Employee Group meeting is also held quarterly to present information, gain feedback from bargaining groups and discuss all aspects of the county to be proactive in efforts as it relates to policies, benefits, procedures, contract language, and compensation. An all-staff virtual meeting, known as *R.I.C.H. Conversations with Rob*, held monthly, was put into place to provide updates and training on organization-wide issues. Lastly, an Employee Engagement Survey is conducted every three years with employees through a partnership with a vendor (SHRM) to determine areas of strengths and opportunities related to compensation, benefits, career development, relationships with leadership and peers, and value.

E. Tools created to assist in retaining employees

There are tools that have been created through a Performance Management System. These are:

- Performance Expectations and Development Guide (PEDG) that lists cultural expectations based on the Allegan County Strategy Map.
- Onboarding Checklist to ensure new employees are provided adequate training and onboarding to the County.
- Learning and Growth Plan to develop personal and professional goals.
- Training and Development opportunities through internal and external sources.
- Coaching, Counseling, and Performance Improvement Plans to assist the employee in improved performance.
- Recognition Program that includes recognition cards, Years of Service, and Retirement Recognition.
- Employee Engagement Team that develops activities and programs, including organization-wide events, newsletters, and team-building activities.

F. Tracking key performance indicators

The County tracks, measures, and analyzes data related to turnover, retention, days to hire, and overall data received through the employee engagement survey to ensure the County is meeting the recruitment and retention goals it set in place. This data shows not only areas of strength but areas of opportunity where growth, recommended improvements, and change can occur through this Recruitment and Retention Plan.

G. Compensation Enhancements

Based on internal analysis, the employee engagement survey, market studies, and discussion through the Joint Employee Group, the County has:

- Created new job descriptions,
- Created new salary ranges based on the decision band method (DBM),

- Created a 17-step wage scale/range that was implemented in 2017,
- Created a 9-step wage scale/range that was decided upon in 2021 and a process of scaling down from the 17-step,
- Committed to the organization to review or conduct a total compensation study.

H. Research

The programs, measures, and tools created for recruitment and retention are built on the research and recommendations from SHRM, Michigan Human Resources Association, other seminars and conferences attended, and articles and journals written by Human Resources professionals.

CHALLENGES

The primary challenges the County faces can be found below:

A. Employer brand

Marketing to candidates is imperative in competing with surrounding counties and local employers for talented candidates. One-way organizations are differentiating themselves is through their employer brand. It is the face and message shown that could set Allegan County apart from other organizations and produce a positive attachment among stakeholders. An employer brand is used in all types of marketing, such as community events, social media, professional networking, and verbal communication, among others.

Allegan County has developed cultural aspects that lay the foundation for building a brand. Branding should be consistent with the organizational values of Respect, Integrity, Commitment, and Honesty. Branding should reflect the County's focus on being an innovative and efficient customer service-focused organization. One example of this is with the Safety and Security Team that uses the logo and added a tagline of "A Commitment". While decisions regarding this employer brand are being contemplated, the County needs to think about how to recruit candidates to Allegan County and develop its brand.

Allegan County has the tools to build a strong brand and utilize social platforms to reach a vast audience in marketing itself. A recruitment brand is important as it is part of the County's reputation and how it is perceived. Developing a strong brand would bring consistency to the organization and increase visibility among potential applicants.

Benefits of a recruitment brand include:

- More consistent and effective communication with job seekers.
- Timeliness in response and status during the recruitment process.
- Development of a larger and more diverse pool of applicants for vacancies.
- Can lead to a shorter time frame for filling vacancies.

The development of this employer brand will aid in the outreach and communication of the County's mission, values, culture, and personality to the community. In return, this would have the potential to increase the retention of employees and lead to referrals to the organization.

While establishing an employer brand creates an opportunity for Allegan County, it is represented as a challenge as Allegan County Government is made up of different employers. In this regard, developing a singular employer brand

may be challenging. If nothing else, the County may have to consider how to better market its different employment offerings and consider that there may be something for everyone. While all offices strive to achieve a high level of service, that may look different for each office from an employment experience.

B. Approach to Recruitment:

The County has determined trends that have been continuous since early 2021 as they relate to recruitment and where it may be falling short. It is vital to recognize these trends and adjust the processes of recruitment to meet these new trends and difficulties that have become prevalent.

When the County says that its recruitment takes a reactive approach, this is where focusing on the immediate hiring needs of positions that have just been vacated. The current practice is that when a termination, resignation, or retirement is received, the County then begins the request to backfill and advertisement stage. Once advertised, it then waits for candidates to find the job posting and apply. Overall, the County acts on a “need-to” basis to fill a position.

There are identified challenges with taking a reactive approach to the current status of the labor market. With this approach, the County places time pressures on sourcing and selecting the right candidate, as the need is immediate. In some cases, it can leave the County with a longer vacancy time and either push duties to other employees or the duties may fall behind. With this need to have duties completed during the vacancy, there is the risk of having to bring on a temporary employee with an agency which can lead to costs dramatically increasing for that position. Lastly, the County has to understand that there is a large risk of poor hires due to desperation to fill a position. A poor hire directly affects retention, turnover, morale, and a lack of team cohesiveness in service areas.

The County has also identified challenges through discussion at Quarterly Interdepartmental Meetings (QID) and developed themes based on these discussions. Two of the four themes, “inclusivity and demographics” and “staffing and resources”, that were identified closely relate to the County’s approach to recruitment and the challenges that it is facing.

C. Social Media:

With the exception of its internal and external websites, there is a shortage of social media presence for Allegan County as a whole. They currently have an Allegan County Facebook page where general postings are posted as it pertains to job openings, public notices, and announcements. These postings are not laid out well and lack graphics, the formatting is poor and hard to read, and they do not share photos or posts related to employee engagement. In contrast to other county government Facebook pages, Allegan is lacking in presence and engagement. This has been identified, and a new way of integrating its application tracking system with Facebook is being reviewed.

The current LinkedIn page for Allegan County is not being utilized or updated on any type of schedule. There is only information about where the organization is located and a link to visit its website. There is no additional information, posts created by the County, or even a photo attributed to the profile. It would benefit to utilize this social media venue more to create a branding and image that is readily available for the community and public to see.

D. Retention:

There is a lack of retention programs that are meant to engage, check-in, and help maintain employees here at Allegan County. At this time, many of the programs have related to employee recognition rather than focusing on how to retain employees and programs/processes that can help achieve that. The current process for a “check-in” with a new employee is to do a follow-up roughly one week after their start to go over their orientation and provide information

that is related to benefits offered and selected. The service areas are to do an onboarding checklist with their new employees, but there is a lack of consistency in completing these for all. From there, no further check-in occurs by Human Resources to see how their experience has been going, what they are struggling with, and what they wish Human Resources would have gone over with them when they started. In addition, this type of check-in is not done with tenured employees down the road to learning what keeps them here with Allegan County. In failing to do this type of outreach, the County cannot see what could have been done differently before an employee resigns. These types of outreaches to employees can provide the County with information outside of its current Employee Engagement Survey that is completed.

E. Consistency

The County has many programs, measures, and tools that have been created to assist in recruitment and retention, but they are not being utilized consistently across the organization. This has a negative impact on the organization as employees are not having the same types of onboarding and experience with the county during their tenure, which can lead to increased turnover.

OPPORTUNITIES

Through identifying challenges, there are opportunities the County has recognized for this Recruitment and Retention Plan.

A. Employer Brand:

An employer brand will have an effect on the recruitment of new employees, retention, and engagement of current employees, and the overall perception of the organization in the market. The County has the foundation for an employer brand, and it has the ability to expand and build on what is set in place through its strategy map and values. This is a county-wide initiative, and buy-in from all parties will be necessary for them to expand and develop these brands.

B. Proactive Recruiting:

A proactive approach to recruiting is where the County is finding talent for roles that are not yet available and fostering those connections to be prepared for when a position does become available. It would be finding these potential employees, engaging and creating a relationship, attracting them to Allegan County and specific roles, and eventually hiring them as an employee. To find this talent, there are different avenues it can take in order to engage and create that relationship with those individuals. It could utilize LinkedIn at a recruiter level to allow for messaging and connecting, participate in job fairs at local universities, attend networking events, and better review applications for all positions to see if they may be a fit elsewhere. It is important that the County sees the need to move forward to a proactive approach in order to stay ahead and bring in the best talent.

Another avenue is to look within its service areas/employees and identify potential retirements, employees looking to achieve a higher-level position, disengaged employees, and new positions and needs of the service area. The County has the opportunity to achieve this by participating in service area planning/visioning (one-year, three-year, five-year outlook, etc.) and identifying potential needs that may come up and the growth of the service area. When it comes to employees and being able to proactively plan for any changes, they can learn a lot from this through their participation in Learning and Growth. The County has the opportunity to learn more about its employees in both their short-term and long-term goals, along with areas where they may be disengaged with the position or service area. There is the ability to do career planning, and growth tracking, and identify areas where improvements need to be made in order to increase our chances of retaining the employee.

C. Social Media:

In looking at the future of recruiting, much of how it is done is moving towards an online and digital approach. The County has the opportunity to build its image through postings and interactions on Facebook, outreach on LinkedIn, and overall presence on online platforms.

The use of the LinkedIn platform for recruiting purposes can lead to reaching a currently untapped market with vacancies and opportunities. The County has looked into both a recruiter profile and a government account to evaluate which option will best suit needs. This will tie directly into the need to move towards a proactive approach to recruiting and help to attract talent. If the County were to utilize the Allegan County page better and have the ability to take on a recruiter role, it could really garner the attention of potential Allegan County employees and leaders.

There is an opportunity through collaboration with service areas to integrate job postings on a Facebook page dedicated to Human Resources. This way, Human Resources is able to alter the format of these postings to be easier to read, have quick information about the job, and provide candidates with direct links to apply for the position. Human Resources would also be able to use this page for other outreach/visibility of what the County is doing, aspects of employee engagement, and overall, who Allegan County is.

D. Retention:

There is the potential for the County to implement mentoring and career development/pathing opportunities for employees that may assist in its overall retention. These were two areas of improvement from the last employee engagement survey, and these programs or opportunities could assist in a better understanding of why employees are staying and what they are looking for to continue working here. If the County has employees with goals to move up in their service area or move out of their service area, it is good to know this so the County can provide them with training and development to achieve these goals. It is also important to note that not all employees are interested in leaving their current position, but the County can still provide them with growth opportunities in relation to their current work or interests. There is a Learning and Growth Plan that has been developed to assist with this career development, but it is not used County-wide. In addition, there has been discussion around the development of a mentorship program for new employees in order to help them acclimate to Allegan County and have someone to guide them and ask questions. The County can learn from both of these programs how it can best assist employees and where it can improve to retain them.

In addition, the County could/should increase its awareness and place a larger emphasis on its R.I.C.H. core values. County Leaders have also identified this opportunity and are working to reinforce these goals and do more in terms of employee engagement with them. There is a recognition program in place where employees can receive recognition cards when they are demonstrating these R.I.C.H. values, but there is an opportunity to utilize this program more and increase the amount given out. Workplace recognition can motivate employees, provide a sense of accomplishment and make employees feel valued for their work. Not only does this recognition have a positive effect on individual employee engagement, but it has been shown to increase productivity and organizational loyalty. All of these outcomes of recognition can ultimately lead to a higher level of employee retention.

E. Volunteer Process:

A need for a consistent volunteer process, from recruiting to onboarding, to be used county-wide has been identified. At this time, all service areas with volunteers utilize different avenues for recruiting and selecting volunteers, conducting background checks, and onboarding volunteers. There is an opportunity to make this a more centralized process by utilizing volunteers to follow. This will ensure that volunteers are all going through a standardized process for

background checks, testing, and overall onboarding to their role. Conducting this process in the same way and having an established recruitment and onboarding process for volunteers will allow the County to be prepared for all needs, whether they are responding to an emergent or non-emergent situation. It will also allow for creating a one-volunteer page on the website where those interested in volunteering can easily view all opportunities and apply. Currently, the County is recognizing unpaid interns as volunteers. In the future, interns may be separated from volunteers to incorporate both paid and unpaid interns.

GOALS, OBJECTIVES, AND STRATEGIES

The goals, objectives, and strategies outlined in this plan are designed to summarize recruitment, outreach, and retention plans beginning in 2022.

GOAL	OBJECTIVES	STRATEGIC ACTIONS
<p>Goal #1: <i>Strengthen Online Presence</i></p>	<p>1.1: Develop and promote a consistent online presence</p>	<p>1.1.1: Continue to utilize Allegan County’s Facebook Page to communicate vacancy announcements.</p> <p>1.1.2: Create an Allegan County Human Resources Facebook Page to communicate vacancy announcements and news items.</p> <p>1.1.3: Revise the content of vacancy announcements with verbiage that is geared to attract prospective applicants and direct them to the website.</p> <p>1.1.4: Update and promote the Allegan County LinkedIn page.</p> <p>1.1.5: Use the LinkedIn Recruiter Lite account and engage with the network to build relationships.</p>
<p>Goal #2: <i>Develop an Employer Brand</i></p>	<p>2.1: Develop and promote a consistent employer brand</p>	<p>2.1.1: Explore means through which Allegan County can be marketed as a desirable employer.</p> <p>2.1.2: Develop marketing and promotional materials for recruitment and outreach events.</p> <p>2.1.3: Update job descriptions and postings to improve candidate engagement, e.g., purpose, flexibility, and remote work.</p> <p>2.1.4: Conduct internal and external research on how Allegan County is perceived as an employer.</p>
<p>Goal #3: <i>Enhance Internal Recruitment Activities</i></p>	<p>3.1: Encourage employee referrals at all levels of the organization</p> <p>3.2: Enhance the applicant evaluation process</p>	<p>3.1.1: Create recruitment materials that are available to all employees.</p> <p>3.1.2: Develop a recruitment “toolkit” for every service area with information for potential candidates.</p> <p>3.1.3: Promote and advertise current vacancies and schedule career fair attendance during biweekly Human Resources updates to Administration.</p> <p>3.2.1: Develop a standard evaluation phase in the applicant selection process.</p>

		<p>3.2.2: Create a consistent interview question and evaluation template that includes core competencies for all service areas.</p> <p>3.2.3: Develop a guide for service area use to effectively move applicants through the workflow in JazzHR.</p> <p>3.2.4: Develop a training guide for new users to JazzHR to assist in the use of the program.</p> <p>3.2.5: Evaluate candidates for other positions to keep in the talent pool.</p>
	3.3: Capitalize on potential internal applicants	<p>3.3.1: Send all vacancy announcements to their respective bargaining unit.</p> <p>3.3.2: Develop internal applications in JazzHR for postings.</p> <p>3.3.3: Create an internal job page on the Intranet with links to all positions.</p> <p>3.3.4: Submit a reminder and link to the internal job page with the Human Resources updates biweekly to Administration.</p>
<p>Goal #4: <i>Execute Action Items Relevant to Recruitment, Hiring, and Retention Of the Unique Work Environment</i></p>	4.1: Design and perform strategic outreach and recruitment to reach all segments of the community	<p>4.1.1: Continue to collect and analyze applicant flow data and other inclusion and EEO statistics.</p> <p>4.1.2: Coordinate outreach and recruitment strategies to maximize the ability to recruit an inclusive, broad spectrum of potential applicants.</p> <p>4.1.3: Use clear and consistent communication materials to educate on the mission and to promote employment opportunities.</p> <p>4.1.4: Begin use of LinkedIn Recruiter Lite account and engage with network to build relationships.</p> <p>4.1.5: Attend networking events to build a presence and build relationships.</p>
	4.2: Design and execute the implementation of an Inclusivity and Equity Strategic Plan	<p>4.2.1: Develop an inclusivity and equity strategic plan for Allegan County.</p> <p>4.2.2: Add an inclusion component to both onboarding/orientation materials and the performance expectations and development program.</p> <p>4.2.3: Provide training and development opportunities to all staff regarding inclusivity and equity.</p> <p>4.2.4: Enhance the inclusivity of the applicant pool.</p>
	4.3: Foster engagement programs to strengthen retention of employees	<p>4.3.1: Identify and evaluate current retention and turnover for the County.</p> <p>4.3.2: Promote the use of onboarding checklists for all new hires in the County.</p>

		<p>4.3.3: Develop a plan for new hire touch-points during the first year of employment.</p> <p>4.3.4: Develop a plan for stay interviews of tenured employees.</p> <p>4.3.5: Create a mentorship program with the Employee Engagement Team.</p>
<p>Goal #5: <i>Strengthen External Recruitment Activities, Procedures, and Relationships</i></p>	<p>5.1: Increase external presence at recruitment and career events</p>	<p>5.1.1: Coordinate and implement an Allegan County recruitment event.</p> <p>5.1.2: Attend local career events in surrounding counties.</p> <p>5.1.3: Explore relationships with local organizations and schools specializing in career exploration and training.</p> <p>5.1.4: Participate in career outreach events with local schools.</p>
	<p>5.2: Enhance relationships with Colleges, Universities, and technical institutions</p>	<p>5.2.1: Utilize free job posting services at educational institutions for all vacancies.</p> <p>5.2.2: Attend recruitment events at local colleges and universities.</p> <p>5.2.3: Advertise and/or promote entry-level job openings with Allegan Technical Center for students who will be graduating.</p>
	<p>5.3: Develop a consistent volunteer process for all county service areas.</p>	<p>5.3.1: Meet with service areas that utilize volunteers to determine their current processes and needs.</p> <p>5.3.2: Create a standardized volunteer application and onboarding process.</p> <p>5.3.3: Work with Information Services to create and/or update a volunteer page on the website for all volunteer information to be found.</p>

QUARTERLY STRATEGIC PLAN

2022 Quarterly Action Items

<p>2022: Quarter 1</p>	<p>EE102-01-001: Implement a new compensation program whereby lowering the steps in the wage tables to 9 by 2026.</p>	<p>Complete</p>
<p>2022: Quarter 2</p>	<p>EE102-01-002: Work with Information Services to create an Allegan County Human Resources Facebook Page that will integrate with JazzHR.</p>	<p>Complete</p>
	<p>EE102-01-003: Purchase the LinkedIn Recruiter Lite account for the Human Resources Specialist II.</p>	<p>Complete</p>
	<p>EE102-01-004: Evaluate JazzHR and Facebook integration to determine if needs are met in the</p>	<p>Complete</p>

	ability to change the verbiage of vacancy announcements.	
2022: Quarter 3	EE102-01-005: Begin work towards a consistent volunteer recruitment and onboarding process for all county service areas.	Complete
	EE102-01-006: Complete a retention and turnover analysis for the entire county as well as by service area for the last 3 years. Determine trends from this analysis.	Complete – analyzed past 5 years instead of 3
	EE102-01-007: Begin networking using LinkedIn and engage with the community.	Complete
	EE102-01-008: Continue work on consistent volunteer recruitment and onboarding processes for all county service areas.	Complete
2022: Quarter 4	EE102-01-009: Create an activity schedule and outline for the mentorship program with the Employee Engagement Team and Human Resources.	Complete
	EE102-01-010: Attend recruitment events at local colleges and universities.	Complete
	EE102-01-011: Evaluate JazzHR capabilities and future needs of the system.	Complete
	EE102-01-012: Work with bargaining groups to implement additional retention programs: Retention Bonus, Increase PTO accruals to the nearest ¼ hour, and step increases in January of each year through 2025.	Complete

2023 Quarterly Action Items

2023: Quarter 1	EE102-01-013: Review 2022 retention and turnover to identify trends. (Aligns with Board of Commissioners Strategic Plan).	Complete
	EE102-01-014: Explore opportunities and relationships with local organizations and schools specializing in career exploration and training.	Complete
2023: Quarter 2	EE102-01-015: Develop a plan for new-hire touch-points during the first year of employment.	
	EE102-01-016: Develop a standard evaluation phase in the applicant selection process.	
	EE102-01-017: Update job postings to be less task focused and more about benefits and their role with Allegan County.	
	EE102-01-018: Begin salary study and send to comparable counties for data (Aligns with Board of Commissioners Strategic Plan).	

	EE102-01-019: Upload all training guides for JazzHR, including workflow use and new user information, to the Intranet and provide information to hiring managers on location.	
	EE102-01-020: Create a talent pool “position” in JazzHR to house applications received from candidates for positions not yet open.	
	EE102-01-021: All staff completes the 2023 SHRM Employee Engagement survey. (Aligns with Board of Commissioners Strategic Plan).	
	EE102-01-022: Complete exit interviews for all employees leaving employment.	
	EE102-01-023: Develop the countywide mentorship plan and program.	
2023: Quarter 3	EE102-01-024: Begin evaluating candidates from each posting to have in the talent pool and determine if they would be interested in other positions.	
	EE102-01-025: Begin updating and revising the current Allegan County LinkedIn page.	
	EE102-01-026: Create recruitment materials that are available to all employees for internal recruitment use.	
	EE102-01-027: Create an internal job page on the Intranet with Information Services for all vacant positions.	
	EE102-01-028: Develop an application to be used for all internal applicants separate from the external application.	
	EE102-01-029: Develop a plan for stay interviews of tenured employees to be used starting in Quarter 4 of 2023.	
	EE102-01-030: Complete salary study and analyze the data received from comparable counties (Aligns with Board of Commissioners Strategic Plan).	
2023: Quarter 4	EE102-01-031: Develop a plan to ensure fair access to applicants to learn about vacancies and apply without technology within the County.	
	EE102-01-032: Develop an interview question guide and evaluation template for all service areas that will include core competencies.	
	EE102-01-033: Implement the new volunteer recruitment and onboarding process for all county service areas.	

EE102-01-034: Coordinate and implement an Allegan County recruitment event.	
EE102-01-035: Research and compile information for the development of an Inclusivity and Equity Strategic Plan	

CONCLUSION

The goals and objectives of this Recruitment and Retention Plan will reinforce the methods the County will use in order to secure the workforce necessary for it to accomplish its mission, reach its vision, and maintain its high-performing values. By embracing these recruitment and retention strategies, the County is positioning itself in the best way possible to ensure its hiring needs will be fulfilled successfully. Over the course of the next year, Human Resources will continue to develop action plans and items for each of the objectives and actions listed to include timelines, policies, milestones, and metrics for evaluating success. Ultimately, the effectiveness of the County's efforts is going to require a continued commitment by every person in the organization to invest in these recruitment and retention measures.

APPENDIX A – OUTREACH AND CALENDAR OF EVENTS

Event	Target	Location	Link
Grand Valley State University – Careers in Nonprofit & Public Service	College students specifically interested in nonprofit and government	Grand Rapids, Michigan	https://www.gvsu.edu/careers/2021-22-employer-events-300.htm
Grand Valley State University – Winter Career & Internship Fair	Graduating students and professionals in Grand Rapids	Grand Rapids, Michigan	https://www.gvsu.edu/careers/2021-22-employer-events-300.htm
Grand Valley State University – Summer Job Fair	Students interested in summer work – Park Ranger position	Grand Rapids, Michigan	https://www.gvsu.edu/careers/2021-22-employer-events-300.htm
Western Michigan University – Business Career Day	Graduating students and professionals in Kalamazoo	Kalamazoo, Michigan	https://wmich.edu/career/employers
Western Michigan University – Government & Nonprofit Job Fair	College students specifically interested in nonprofit and government	Kalamazoo, Michigan	https://wmich.edu/career/employers
Southwest Michigan Job Fair	Professionals in the Kalamazoo area	Kalamazoo, Michigan	N/A