



Allegan County Board of Commissioners

2023/27 Strategic Plan

Approved: May 11, 2023

County of Allegan Strategic Plan

Components of strategic plans are defined in many different ways and are framed within many different models. There is no definitive “right” or “wrong” approach. The success of a strategic plan should be considered as what works for a specific organization and keeps it moving forward towards its vision and mission. The following definitions are not meant to define components from an industry standard perspective but rather how each is applied within the County’s plan.

The County of Allegan Strategic Plan consists of the following components, beginning with the broadest and most long-term elements to the most specific, short-range, and tactical activities:

Mission Statement: An overarching, timeless expression of the County’s purpose and aspiration, addressing both what the County seeks to accomplish and the manner in which the County seeks to accomplish it.

Allegan County shall plan, develop and evaluate the necessary policies and resources to ensure our county continues to progress and prosper.

Vision Statement: An aspiring description of what the County would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.

Allegan County is committed to providing our citizens superior and innovative services, being judicious and efficient in the expenditure of resources, and promoting a safe, clean, and healthy environment in which to live, work, and play.

Values: Shared attributes and behaviors that inform and guide our actions in delivering services.

Respect, Integrity, Commitment, and Honesty will serve as the foundation for all of our words, deeds, and actions in providing services to the citizens of Allegan County.

Respect

- We are committed to maintaining the dignity of everyone at all times. We value the differences in every individual and embrace these differences to build a stronger organization and community.

Integrity

- We are committed to being trustworthy and ethically self-governing. We will perform utilizing our individual and collective knowledge, skills and competencies in a manner which elicits trust from the individuals whom we serve.
- We are committed to being responsible and making responsible decisions. We will make impartial recommendations based on facts, knowledge and collective input.

Commitment

- We are committed to professionalism. We will advocate, pursue and support professional development. We will perform at the highest level of professional standards and at the highest degree of our capabilities collectively and individually.
- We are committed to our governmental mission and will implement governmental

services, ordinances and policies essential to the general welfare of Allegan County residents.

- We are committed to serving the greater good as an effective, efficient and unified county government. We are dedicated to improving the status and conditions of the County by serving those it represents.

Honesty

- We are committed to conducting all business in a truthful, transparent manner. We will learn from the truth and grow individually and collectively as an organization.

Goals (and Goal Statement): Goals identify the primary service or programmatic areas where the County will focus its strategic efforts. Goal Statements are broad, long-range “visions” for a significant area of the County's operations. It defines what the County must accomplish to achieve its mission. Implementation requires collaboration within and across programmatic clusters for achievement.

Strategic Priorities: Strategic priorities outline at a high level how the Goal will be accomplished. Strategic priorities should represent the significant direction that the County will undertake to achieve the Goal. Strategic priorities are seen as having, at least, a five-year horizon.

*The preceding components **require approval by the Board of Commissioners**, including any updates or revisions. As the components below are more business/implementation/action plans and may need to be revised on a more frequent, tactical basis based on experience or changed circumstances, they are provided for information purposes. Specific enabling actions may require Board action and will be brought forward at the appropriate time of implementation*

Objectives: Objectives transition the plan into action by providing general direction that will be taken and is able to be measured.

Tasks: Tasks outline the specific steps that will be taken to complete an objective. They are the most tactical component of the plan and provide the most significant level of detail (specific measurements, deadlines, responsible parties, etc.)

Measurements (trends): Measurements describe the specific results/outcomes expected by each action taken to carry out the plan. They enable evaluation to take place and are often the most overlooked and feared component of strategic plans. However, the County views every outcome as valuable, whether the expected result is achieved or not, in that it provides an opportunity to evaluate for continuous improvement. Therefore, measurements are critical to the County's success.

Allegan County Board of Commissioners

The Board of Commissioners (Board) provides leadership, policy direction, and funding for all County activities. The Board is currently comprised of 5 members, pictured below. The Board meets on the 2nd and 4th Thursdays of each month in the Board Room at 3283 122nd Avenue in Allegan.

Citizens can view the meeting schedule and details online at: www.allegancounty.org/connect/calendar/board-calendar. Instructions are also posted for citizens who wish to watch meetings live or participate virtually. Questions regarding the meetings can be answered at (269) 673-0239.

In lieu of speaking at a meeting, the public may contact a County Commissioner at any time via phone, email, or letter. Letters may be addressed to Allegan County Administration, 3283 122nd Avenue, Allegan, MI 49010.

District: Area of Representation: Commissioner:

District 1

- Fillmore Township
- Laketown Township
- Overisel Township
- Salem Township
- City of Holland

Jim Storey

344 W 35th Street
Holland, Michigan 49423
Ph: (616) 848-9767
Email: jstorey@allegancounty.org



County Commissioner since 2013

*Board Chair since 2019
Board Vice-Chair 2014*

District 2

- Dorr Township
- Leighton Township
- Wayland Township
- City of Wayland

Mark DeYoung

4169 Hickory Street
Dorr, Michigan 49323
Phone: (616) 318-9612
Email: mdeyoung@allegancounty.org



County Commissioner since 2000

*Board Chair 2011-2016
Board Vice-Chair 2009*

District 3

- Casco Township
- Cheshire Township
- Clyde Township
- Ganges Township
- Lee Township
- Manlius Township
- Saugatuck Township
- City of Douglas
- City of Saugatuck
- City of South Haven
- City of Fennville

Dean Kapenga

5634 136th Avenue
Hamilton, Michigan 49419
Ph: (616) 218-2599
Email: dkapenga@allegancounty.org



County Commissioner since 2007

*Board Vice-Chair 2010; 2015-2016;
2022-2024
Board Chair 2017-2018*

District 4

- Allegan Township
- Heath Township
- Hopkins Township
- Trowbridge Township
- Valley Township
- Village of Hopkins
- City of Allegan

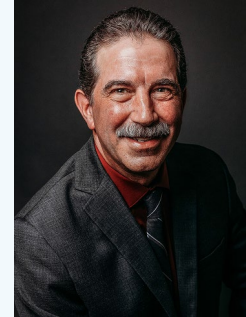
Scott Beltman

3110 130th Avenue
Hopkins, Michigan 49328

Phone: (616) 292-1414

Email: sbeltman@allegancounty.org

County Commissioner since 2023



District 5

- Gun Plain Township
- Martin Township
- Otsego Township
- Watson Township
- City of Otsego
- City of Plainwell
- Village of Martin

Gale Dugan

318 21st Street
Otsego, Michigan 49078

Phone: (269) 694-5276

Email: gdugan@allegancounty.org

County Commissioner since October 27, 2016

Board Vice-Chair 2019-2021



County Administrator

- Administration
- Central Dispatch
- Equalization
- Facilities Management
- Finance
- Health Department
- Human Resources
- Information Services
- Parks and Recreation
- Public Defender's Office
- Senior and Veterans Services
- Transportation

Robert J. Sarro

3283 122nd Avenue
Allegan, Michigan 49010

Phone: (269) 673-0239

Email: rsarro@allegancounty.org

Administrator since 2006





Allegan County Strategy Map

To achieve our vision and ensure Allegan County continues to progress and prosper, we MUST...

Provide valuable and necessary quality services to our
CUSTOMERS

- Deliver affordable and accessible services
- Engage and educate our citizenry
- Collaborate locally and regionally

Vision:
Provide our citizens superior and innovative services, be judicious and efficient in the expenditure of resources and promote a safe, clean and healthy environment in which to live, work and play.

Maintain our
FINANCIAL STABILITY

- Develop and maintain a balanced operational budget
- Maintain reserve funds
- Execute long-term financial planning



Support a united and
ENGAGED WORKFORCE

- Foster a positive, team-based work environment
- Employ and retain high-performing, quality employees
- Promote safety and wellness

Continuously improve our
PROCESSES

- Be efficient and cost effective
- Measure and learn from outcomes
- Seek and implement innovative solutions

Mission:
Allegan County shall plan, develop and evaluate the necessary policies and resources to ensure our county continues to progress and prosper.



Allegan County Board of Commissioner Approved Strategic Plan



2023 - 2027

STRATEGIC GOAL: Support a united and ENGAGED WORKFORCE

PRIORITY EE 2: Employ and retain high-performing, quality employees

OBJECTIVE(S)		TASK(S)	COMMENTS
EE.2.1	Maintain employee labor relations		
	By December 31, 2026, have 12 Collective Bargaining Agreements ratified, signed, and posted to the County's website.		January 11, 2024, the Board authorized an extension of Retention Payments & Training Officer Pay through December 31, 2026.
	Maintain an accessible team site with full organizational access (agendas, minutes, etc.)		https://allegancountygov.sharepoint.com/sites/Team-JEG
	Continue proactive meetings (quarterly or more as needed) to gather input from employee groups and share information.		Quarterly Joint Employee Group Meetings: Wellness Initiatives are being reviewed this year. Upon evaluating any potential changes, a request will be made to modify or extend Wellness Participation.
		How do wages translate into quality of life/local economy?	Recruiting for personnel (particularly focus on public safety), ensure pay/benefits/culture is competitive and represents what both the county and employees (current and future) are looking to accomplish (annual statement of benefits/value). On January 11, 2024, the Board adopted revised Compensation Plan Policy #304.
		Comparable county turnover	
		Study current workplace trends, needs, philosophies	July 13, 2023, the Board concurred to include its initiatives in the 2022/23 County Recruitment and Retention Plan. An updated County Employee Handbook is being created to streamline policies and make it easier for staff to locate.
		Engagement Survey (Phase 3 Project)	Phase I: The survey has been completed and reported. Phase II: Human Resources will soon meet with Service Areas to share data and develop action plans to improve future survey results. Phase III: Action Plan, Support and Implementation.

STRATEGIC GOAL: Continuously improve PROCESSES		
PRIORITY CI 1: Be efficient and cost-effective		
OBJECTIVE(S)	TASK(S)	COMMENTS
CI.1.1 Facilities Master Plan	Next building to be reviewed is the Youth Home.	In August, Wightman started a comprehensive condition assessment report on the Youth Home, followed by a space needs and program planning phase. In July, a Space Needs and Program Plan for the former Clinic Building was presented to the Board.
CI.1.2 Courthouse and County Services Building Renovation		Demolition work on the County Services Building began on January 3, 2024. Demolition work at the Courthouse SE will begin by January 31, 2024.
	request for proposal for construction services in September	Board awarded bid on December 14, 2023. CLOSEOUT
CI.1.3 Development of Organization Energy Plan		The Energy Management Plan was presented to the Board on December 14, 2023. On September 14, 2023, the Board opposed any legislation preempting local control for solar and wind developments.
STRATEGIC GOAL: Maintain FINANCIAL STABILITY		
PRIORITY FS.1: Develop and maintain a balanced operating budget		
OBJECTIVE(S)	TASK(S)	COMMENTS
FS.1.1 Annual Budget BOC Adopts Final Budget (P.A. 156 of 1851 MCL 46.1), Public Hearing, adopt millage, and general appropriations act. Based on the Uniform Budgeting Act, the budget shall be passed prior to the ensuing budget year. Michigan treasury manual states 1-2 months prior to the end of the fiscal year as a recommended timeline.	Board adopted 2024 Budget on October 12, 2023. Process restarts:	Balance w/out reducing minimum fund balance levels. Compensation parameter within revenue. Determine whether voter approved millage should be considered for increased to meet the cost of services. Adequately funding each department "needs and mandates". As part of the budget process, the Board sets Road Commissioner, Elected, Millage Rates and Tax Levies. Recommend these get rolled into the internal Standard Operating Procedures and are removed from this list. On January 11, 2024, Board adopted Budget Policy. As part of the timeline, the Board Planning Calendar will reflect appropriate dates.
	Set Road Commissioner	
	Set Elected Official & Deputy Salaries (Act 154 of 1879)	
	Set 2023 Co-Millage Rates	
	2023 Tax Levies	
FS.1.2 Audit Provide financial structures and training that creates a culture of strong internal control, culminating in well-prepared workpapers/financial report with a clean audit opinion. No audit findings of "material weakness" or "significant deficiency". No deficiency letters from the State.	July 27, 2023, 2022 Audit with a clean audit opinion was presented to the Board. Process restarts: Jan of 2024	Initial Audit Plan received internally on 1/22/2024. FY2023 Audit to be completed on or before 6/30/2024 with presentation to the Board on 7/25/2024.

PRIORITY FS.3: Execute long-term financial planning		
OBJECTIVE(S)	TASK(S)	COMMENTS
FS.3.1 Debt Elimination		The County set the goal of zero financing for the 2024 project to renovate the Courthouse and the County Services Building. This renovation has an approved budget of \$10.5M.
FS.3.2 Former Rock Tenn (Part of the Brownfield Plan)		On January 18, 2024, Magnus Capital Partners reported activity on the site plan and anticipates making a formal submission to the City of Otsego in March 2024 to begin the approval process.

STRATEGIC GOAL: Provide valuable and necessary quality services to CUSTOMERS

PRIORITY CS.1: Deliver affordable and accessible services		
OBJECTIVE(S)	TASK(S)	COMMENTS
CS.1.1 Parks and Recreation The current Parks plan expires at the end of 2024. As such, it is recommended in the 2019 and 2022 Citizen Survey and all of the Parks related comments from the Board Input Survey be referred to the Parks Department and Parks Advisory Board for evaluation of the current Parks plan. Recommendations may be formed for the Board's consideration in the form of changes to the Parks plan to address the survey results, including recommendations for funding.	Complete holistic plan for grants wifi & parks, Have a 5YR plan showing us how to improve our parks and way to collect financing threu grants and future growth.	The survey remains open through the end of March. The survey results and public input on the Recreation Plan will be at the Parks Advisory Board on April 2, 2024. The revised Plan is scheduled to be reviewed by the Board on October 24, 2024, and adopted on November 21, 2024. Send to DNR for approval in December 2024.
CS.1.2 Modernization of Parks (Funding strategy (millage, self-sustainable?, Assessment of current reality, what would the impact be based on different funding levels? Case studies from other parks systems Lobbying effort toward DNR, Connection within Parks Plan))	<p>Increase knowledge among the community and potential visitors of county places to visit.</p> <p>Wifi and facilities access.</p> <p>Work with state officials (governor, DNR, legislators), to gain greater variety of uses for this largest track of land in the county.</p> <p>All safe usable, to the public within, standard in being clean, kept up, people will want to come to, signage</p>	Applied for Sparks Grant (Gun Lake, West Side, Silver Creek) - NOT AWARDED. As funding becomes available, improvements will be made for new signage, wifi access, pavement, gravel, tree maintenance, and electricity improvements for Bysterveld and Silver Creek. An 18+ Disc Golf Course for Littlejohn is slated for completion in December 2024. Electricity improvements are slated for Bysterveld and Silver Creek.

PRIORITY CS.1: Deliver affordable and accessible services continues...		
OBJECTIVE(S)	TASK(S)	COMMENTS
CS.1.3 Marketing of Parks, Recreation and Tourism (Funding strategy, Integrated road/orv map/heritage marker, Digital marketing (Visit Allegan App?), Data in the map pertinent to today's population, Pilot of out of area marketing with measurable to track impact County road map for hand no energy required, More people aware of what Allegan County has to offer. We provide them as many media resources the — we have in our parks)	Hire a tourism advocate to market and develop an attraction plan for out-of-county visitors and develop relations with hospitality providers	October 2023 - Parks and Tourism Social Media accounts merged. Updating Heritage Trail slated for Fall 2024. Marketing continues through the West Michigan Tourist Association (WMTA) & Shoreline Visitors Guide. Communications and Marketing Coordinator for the Tourism and Parks Department. Signage Improvements. Park Pictures & Videos.
	Public up-to-date mapping for county roads and attractions in both standard map size and the Z-maps format	The Z-card has been a great success with its small size and inclusion of the county map. To increase marketing, edits were made to improve communication with our residents and visitors. QR codes were added with links to Heritage Trail, Parks, Polaris App with the ORV map (shows which county roads can be driven on), Tourism websites, and local webcam links - COMPLETED
	Park Manager present updates at local units	
CS.1.4 Public Health	Service levels, fees/funding analysis	
CS.1.5 Access to Health Services	Presentation of current reality – what have we learned from CHNA and what measures are in the CHIP the county can be monitoring or assisting with at the Board level?	Metro Health West – larger facility; School grant program for access to wellness services
CS.1.6 Transportation (Perhaps additional survey/input opportunity, Is there need for additional resources? Metro planning agencies? Increased marketing of what is already available? Outreach to other programs? How can commissioners assist with connections to other systems and general outreach/marketing?)	Current reality/annual report update since the incorporation of the additional funding.	On October 26, 2023, the State of Transportation was presented to the Board.
	Follow-up to citizen annual report.	Was this the National Community Survey and newsletter? Should this be a separate project on this list?
CS.1.7 Accessibility of Recycling to West Side	West Side Inquiry – Heath location was closed, ensure chef site is sustainable and available?	

PRIORITY CS.3: Collaborate locally and regionally		
OBJECTIVE(S)	TASK(S)	COMMENTS
CS.3.1 Broadband Wired Infrastructure Expansion Project Implement accessible availability of reliable internet connectivity, with a preference of broadband speeds (minimum 25mbps, desired 100mbps+, download)	all contracts by December 2024	ARPA Requirements 123NET and Allegan County hosted a joint press conference and community open house on November 13, 2023, at the Hopkins Middle School cafeteria. Nineteen (19) total miles of conduit have been placed, which is still statistically 0% complete considering the total number of fiber miles is over 1,100.
	expenditures complete by December 2026	Project with 123Net received \$28,458,824 in funding for the 11,024 locations identified across the county.
CS.3.2 Mobile Wireless Coverage Drop Zones (Gain an understanding of cellular data as a broadband action measure from cellular providers through BAW. If this item goes anywhere further, this would be transitioned over to Economic Development.)		The Broadband Action Workgroup has invited vendors to present their understanding of coverage levels and plans and recommendations to improve coverage throughout Allegan County.
CS.3.3	Research other models (e.g. northern counties) and what the State's current plans may be and willingness for change of use.	A meeting was held among the State DNR, Representative Smit, Midwest Strategy Group, the County, and other stakeholders to discuss the potential use of the state game area for biking. DNR maintains that such activity is restricted and not permitted under land use and funding agreements. The County Administrator is working through Midwest to get specific documentation on the origins of those restrictions.
	Address concerns to Natural Resources Commission and Legislature	Midwest Strategy Group have been assigned to assist.
	Community Meetings (all stakeholders of multiple uses) to develop clear vision of what specific use we are requesting (ATV vs non-motorized use – equestrian, bike trails, many uses, nature area)	Board sent a letter to the DNR seeking the use of the game area for bike trails, and no action has been taken to date.
	Utilize MAC Conference to inquire of Commissioner Mielke (Newaygo)	

PRIORITY CS.3: Collaborate locally and regionally continues.....

OBJECTIVE(S)		TASK(S)	COMMENTS
CS.3.4	Water Quality and Availability Plan	all contracts by December 2024	ARPA Requirements On June 8, 2023, the Board awarded the Groundwater Strategic Plan Development bid to Williams & Works, of 549 Ottawa Ave NW Suite 130, Grand Rapids, MI 49503, for the not to exceed the amount of \$194,750 plus incidental expenses to complete an initial fixed scope of work.
		expenditures complete by December 2026	Monitoring wells are being installed in Gun Plain, Watson, Ganges, Valley, Allegan (Little John Lake Park), and Dorr Townships by Michigan Geological Services. These six, plus the two wells installed last year in Trowbridge Township and the Allegan County Dumont Lake Campus, are the beginning of 20 monitoring wells planned for Allegan County. A well driller survey and research in the Well Logic database has revealed that between 5-10% of wells are low production. The group is continuing work on a Private Residential Well Assistance Program, expected to kick off in early 2024.
CS.3.5	Sustainable Business Park (Are we funding the match request? Board decisions to date have been to not fund it from ARPA. Tribe support to the project?)	Recycling coordinator review the work that has been done to date (with help from Dan Wedge), request, add any new insights. Advantages/Challenges.	Chair Storey, Commissioner DeYoung, and County Administrator Sarro met with Supervisor Milling (Dorr Township) and the Kent County Board Chair and Administrator on Monday, August 7, 2023. On January 19, 2024, it was reported that The Kent County Bioenergy Facility, the proposed anchor tenant at the Sustainable Business Park, is unlikely to reach the finish line due to the financial complications with the private partner on that project. The Kent County DPW remains committed to developing the Sustainable Business Park instead of permitting a new landfill on that property. County leadership is working to craft a path forward this year. The Materials Management Plan process is underway. This may lead to service changes.

PRIORITY CS.3: Collaborate locally and regionally continues.....		
OBJECTIVE(S)	TASK(S)	COMMENTS
CS.3.6 Corridor Development (Long-term planning, gain awareness from local leaders as to existing plans for development of these corridors.)	Organize presentations to the Board through district commissioner for planning sessions or special meetings or consider special board of commissioners meetings held in these particular districts to gain input.	There has been no new activity since the Lakeshore Advantage developer day. Lakeshore Advantage continues to monitor activity in the region. On August 3, 2023, Lakeshore Advantage hosted its inaugural Developer Day, highlighting current developments and shovel-ready sites in Ottawa and Allegan counties.
	Independent study to outline the Growth/Needs relative to these areas (county perspective may impact transportation plans, support for federal/state funding, safety plans, economic development).	
CS.3.7 Calkins Dam (Two prior Board actions of support)	Chair Storey, and Commissioner Beltman are meeting with stakeholders and Chair Storey is working with MAC staff.	County has already provided two resolutions of support and has participated in related meetings (MAC, Consumers, other stakeholders). At this time, the project will be monitored through the resources above unless more specific actions become necessary. On August 29, 2023, Consumers Energy (Consumers) engaged Public Sector Consultants (PSC) to analyze the economic contributions of its 13 hydroelectric dams and associated impoundments. Consumers Energy held a Local Official Meeting on August 23, 2023, and a Public Community Meeting on August 29, 2023. On June 27, 2023, Consumer Energy (CE) met with the local officials and members of the Lake Allegan Association. The EPA presented on March 21, 2023, to the Lake Allegan Association the history to date and future plan for clean-up on Lake Allegan and the Kalamazoo River. Consistent with BOC resolution, in October 2023 had a meeting locally with members of the Michigan Public Service Commission (MPSC) and plan to followup.
CS.3.8 Housing	Schedule BOC presentation to inform on all existing efforts and plans on this topic and have Board identify any gaps.	The Allegan County Community Foundation has identified a diverse housing workgroup comprising major employers, partner agencies, schools, cities, and developers. The first meeting of the group is planned for February 2024. The Allegan County Community Foundation (ACCF) is the lead agency implementing a Countywide Housing Assessment. On September 28, 2023, the Board presentation was completed. The Allegan County Community Foundation and the Allegan County Community Action applied and were awarded \$50,000 from the Rural Readiness Grant Program (RRGP) grant (Allegan County sent a Letter of Support in July 2023).

PRIORITY CS.3: Collaborate locally and regionally continues.....		
OBJECTIVE(S)	TASK(S)	COMMENTS
CS.3.9 Child Care	Schedule BOC presentation to inform on all existing efforts and plans on this topic and have Board identify any gaps.	Community Action of Allegan County (CAAC) conducted an Early Education Services; Community Needs Assessment (CAN) in FY22-23. On March 10, 2023, the Ottawa Area Intermediate School District (ISD) received a \$150,000 state grant to help expand access to childcare for families in the region. The Regional Childcare Coalition planning meeting occurred on January 23, 2024.
CS.3.10 PACE Program (What exactly is the program, what would the county's role be, advantages/challenges, what if the County does not implement this?)	Schedule BOC presentation to inform on all existing efforts and plans on this topic and have Board identify any gaps.	On June 22, 2023, Board presentation was completed. NEXT STEPS: seeking Board direction on creating PACE Program.
CS.3.11 Domestic Violence and School Resource Officers	Schedule BOC presentation to inform on all existing efforts and plans on this topic and have Board identify any gaps.	EM plans, what is status of DV resources and SRO contracts? January 11, 2024 BOC Update provided current status through a Commissioner Inquiry.