

## ALLEGAN COUNTY BOARD OF COMMISSIONERS

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MAY 11, 2023 SESSION

JOURNAL 71

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DRAFT

**MAY 11, 2023 SESSION - PLEDGE OF ALLEGIANCE, ROLL CALL**

1/ The Board of Commissioners of the County of Allegan, State of Michigan, met in the Board Room of the County Services Building in the Township of Allegan on May 11, 2023 at 9:00 A.M. in accordance with the motion for adjournment of April 27, 2023, and rules of this board; Chairman Storey presiding.

The Deputy Clerk led the Board in the Pledge of Allegiance to the flag.

Upon roll call the following members answered as Commissioners for the respective Districts:

DIST #1	JIM STOREY
DIST #2	MARK DEYOUNG
DIST #3	DEAN KAPENGA
DIST #4	SCOTT BELTMAN
DIST #5	GALE DUGAN

**PUBLIC PARTICIPATION - NO COMMENTS**

2/ Chairman Storey opened the meeting to public participation and as there were no comments from the public, he closed the meeting to public participation.

**AGENDA - ADOPTED AS PRESENTED**

3/ Moved by Commissioner Kapenga, seconded by Commissioner Dugan to adopt the meeting agenda as presented. Motion carried by voice vote. Yeas: 5 votes. Nays: 0 votes.

**2023/27 STRATEGIC PLAN UPDATE - ROCK TENN DEVELOPER**

4/ Lori Pung from Magnus Capital Partners joined the meeting via Zoom to give an update to the board on the development of the former Rock Tenn Property in Otsego. The developer has been working with the City of Otsego on the HoM Flats for rental housing.

**2022 ANNUAL WELLNESS REPORT AND 1<sup>ST</sup> QUARTER 2023**

5/ Human Resources Manager Lyn Holloway gave an update to the board on the employee participation with the county wellness program.

Holtyn & Associates representatives Bruce Fetzer and Mary Werme presented the 2022 Wellness Annual Report and 1<sup>st</sup> quarter of 2023 updates. Discussion followed.

**BREAK - 10:14 A.M.**

6/ Upon reconvening at 10:27 A.M., the following Commissioners were present: Commissioner Storey, DeYoung, Kapenga, Beltman and Dugan. Absent: None.

**BOARD OF COMMISSIONERS - COMMISSIONER MILEAGE REIMBURSEMENT**

7/ Reapportionment that took effect on January 1, 2023 brought the number of County Commissioners from seven members down to five. Commissioner pay was also adjusted for 2023. As a result of eliminating Commissioner per diem and setting an overall fixed salary, Administration requested clarity regarding the intent of mileage reimbursement. Commissioners discussed four options: - 1) a fixed vehicle/travel stipend 2) keep current Board standards with the addition of local unit meetings 3) reinstate the current standards as they were 4) eliminate current taxable milage (commute) and add local unit meetings.

Moved by Commissioner Storey, seconded by Commissioner Beltman to take action on commissioner mileage reimbursement at the May 25, 2023 session with option 2 - keep current Board standards with the addition of local unit meetings. Motion carried by roll call vote. Yeas: 5 votes. Nays: 0 votes.

**ADMINISTRATIVE REPORTS**

8/ Administrator Sarro noted his written report was submitted to Commissioners. Commissioner inquiries followed.

**PUBLIC PARTICIPATION - NO COMMENTS**

9/ Chairman Storey opened the meeting to public participation and as there were no comments from the public, he closed the meeting to public participation.

**ADJOURNMENT UNTIL MAY 25, 2023, 2023 AT 9:00 A.M.**

10/ Moved by Commissioner Beltman, seconded by Commissioner Dugan to adjourn until May 25, 2023 at 9:00 A.M. The motion carried by voice vote and the meeting was adjourned at 11:33 A.M. Yeas: 5 votes. Nays: 0 votes.

**AFTERNOON SESSION**

**MAY 11, 2023 SESSION - INVOCATION, PLEDGE OF ALLEGIANCE, ROLL CALL**

11/ The Board of Commissioners of the County of Allegan, State of Michigan, met in the Board Room of the County Services Building in the Township of Allegan on May 11, 2023 at 1:03 P.M. in accordance with the motion for adjournment of April 27, 2023, and rules of this Board; Chairman Storey presiding.

The invocation was offered by District #1 Commissioner Storey.

The Deputy County Clerk led the Board in the Pledge of Allegiance to the flag.

Upon roll call the following members answered as Commissioners for the respective Districts:

- DIST #1 JIM STOREY
- DIST #2 MARK DEYOUNG
- DIST #3 DEAN KAPENGA
- DIST #4 SCOTT BELTMAN
- DIST #5 GALE DUGAN

**COMMUNICATIONS**

**12/** Deputy Clerk Tien noted to the board that they received the following communications:

1. Livingston County resolution in support of the Second Amendment of the US Constitution and the Michigan Constitution
2. Alger County resolutions:
  - a. Urging repair of the Cornwall Creek Flooding Dam
  - b. To instruct our Representatives to oppose all firearms control legislation
  - c. Declaring Alger County a constitutional second amendment sanctuary county
  - d. Supporting Dark Store legislation
3. Osceola County resolution to instruct our Representatives to oppose all firearms control legislation

**APRIL 27, 2023 SESSION MINUTES - ADOPTED**

**13/** Moved by Commissioner Dugan, seconded by Commissioner Kapenga to approve the minutes for the April 27, 2023 session as distributed. Motion carried by voice vote. Yeas: votes. Nays: votes.

**PUBLIC PARTICIPATION - COMMENTS**

**14/** Chairman Storey opened the meeting to public participation and the following individual offered comment:

1. Patricia Petersen of Monterey Township addressed the board with a letter from a fellow resident Steve Young who is seeking appointment to multiple county boards. She also questioned if the board considered having the location of the elected officials' offices to be brought before the voters.

**AGENDA - ADDITIONS**

**15/** Chairman Storey asked if there were any additions or changes to the agenda. Commissioner Dugan asked to set the time for adjournment to be on or before 3:00 P.M.

Moved by Commissioner Dugan, seconded by Commissioner Beltman to adopt the changes to the meeting agenda as requested. Motion carried by voice vote. Yeas: 5 votes. Nays: 0 votes.

**AGENDA - ADOPTED AS AMENDED**

**16/** Moved by Commissioner Dugan, seconded by Commissioner Kapenga to adopt the meeting agenda as amended. Motion carried by voice vote. Yeas: 5 votes. Nays: 0 votes.

**INFORMATIONAL SESSION - SHERIFF'S OFFICE & CORRECTIONS CENTER**

**17/** Sheriff Frank Baker addressed the board with his annual report for 2022.

**ADMINISTRATIVE REPORTS**

**18/** Administrator Sarro noted his written report was submitted to Commissioners. Highlights included patio replacement at the Human Services Building.

**CONSENT ITEMS:**

**FINANCE COMMITTEE - CLAIMS & INTERFUND TRANSFERS**

**19/ WHEREAS**, Administration has compiled the following claims for May 23, 2022 and May 12, 2023; and

**WHEREAS**, the following claims, which are chargeable against the County, were audited in accordance with Section 46.61 to 46.63, inclusive, M.C.L. 1970 as amended and resolutions of the Board; and

**WHEREAS**, said claims are listed in the 2023 Claims folder of the Commissioners' Record of Claims.

**May 5, 2023**

	TOTAL AMOUNT CLAIMED	AMOUNT ALLOWED	AMOUNT DISALLOWED
General Fund – 101	122,225.11	122,225.11	
Parks/Recreation Fund – 208	1,705.83	1,705.83	
Friend of the Court – Cooperative Reimb. – 215	71.70	71.70	
Friend of the Court – Other – 216	122.17	122.17	
Health Department Fund – 221	17,601.28	17,601.28	
Brownfield Redevelopment Auth – 243	330.00	330.00	
Indigent Defense Fund – 260	1,771.47	1,771.47	
Central Dispatch Fund – 261	1,949.60	1,949.60	
Local Corrections Officers Training Fund – 264	3,262.20	3,262.20	
Law Library Fund – 269	2,466.59	2,466.59	
Grants – 279	25,796.44	25,796.44	
Sheriffs Contracts – 287	81.42	81.42	
Transportation Fund – 288	1,926.88	1,926.88	
Child Care Fund – 292	8,577.03	8,577.03	
Veterans Relief Fund – 293	12,621.48	12,621.48	
Senior Services Fund – 298	413.55	413.55	
American Rescue Plan Act – ARPA – 299	150.00	150.00	
Capital Improvement Fund – 401	14,066.50	14,066.50	
Property Tax Adjustments – 516	12,925.07	12,925.07	
Revolving Drain Maintenance Fund – 639	15.95	15.95	
Self-Insurance Fund – 677	400,940.29	400,940.29	
Drain Fund – 801	37,570.00	37,570.00	
<b>TOTAL AMOUNT OF CLAIMS</b>	<b>\$666,590.56</b>	<b>\$666,590.56</b>	

**May 12, 2023**

	TOTAL AMOUNT CLAIMED	AMOUNT ALLOWED	AMOUNT DISALLOWED
General Fund – 101	255,221.88	255,221.88	
Parks/Recreation Fund – 208	6,202.16	6,202.16	

Friend of the Court – Cooperative Reimb. – 215	1,273.56	1,273.56	
Health Department Fund – 221	15,990.39	15,990.39	
Solid Waste/Recycling – 226	350.00	350.00	
Indigent Defense Fund – 260	9,823.20	9,823.20	
Central Dispatch Fund – 261	1,595.94	1,595.94	
Concealed Pistol Licensing Fund – 263	8.40	8.40	
Justice Training Fund – 266	3,700.31	3,700.31	
Grants – 279	4,465.46	4,465.46	
Sheriffs Contracts – 287	3,636.55	3,636.55	
Transportation Fund – 288	125,352.25	125,352.25	
Child Care Fund – 292	18,606.26	18,606.26	
Veterans Relief Fund – 293	3,190.29	3,190.29	
Senior Services Fund – 298	3,199.30	3,199.30	
Capital Improvement Fund – 401	21,217.00	21,217.00	
Property Tax Adjustments – 516	7,869.26	7,869.26	
Revolving Drain Maintenance Fund – 639	716.91	716.91	
Self-Insurance Fund – 677	14,934.13	14,934.13	
Drain Fund – 801	9,910.06	9,910.06	
<b>TOTAL AMOUNT OF CLAIMS</b>	<b>\$507,263.31</b>	<b>\$507,263.31</b>	

**THEREFORE BE IT RESOLVED** that the Board of Commissioners adopts the report of claims for May 23, 2022 and May 12, 2023.

Moved by Commissioner Dugan, seconded by Commissioner Kapenga to adopt the report of claims for May 23, 2022 and May 12, 2023. Motion carried by roll call vote. Yeas: 5 votes. Nays: 0 votes.

**PAYROLL AND REPORTING POLICY #306—ADOPT REVISION**

**20/ BE IT RESOLVED**, that the Allegan County Board of Commissioners hereby approves the revised Payroll and Reporting Policy #306, as attached, to be implemented immediately.

Moved by Commissioner Dugan, seconded by Commissioner Kapenga to approve the resolution as presented. Motion carried by roll call vote. Yeas: 5 votes. Nays: 0 votes.

**ALLEGAN COUNTY  
POLICY**



**TITLE: PAYROLL AND REPORTING  
POLICY NUMBER: 306**

**APPROVED BY: Board of Commissioners**

**EFFECTIVE DATE: May 11, 2023**

1. **GENERAL:** Allegan County observes a bi-weekly payroll period, with each pay week starting on Monday and ending on Sunday. Information regarding an employee’s address, deductions, tax exemptions, etc., is maintained by the Human Resources Department. Employee hours of work or paid time off are reported on the designated Payroll Certification form (timesheet) and paychecks are processed by the Human Resources Department and distributed by the Allegan County Treasurer.
2. **EMPLOYEE INFORMATION:** Employees are responsible to ensure that accurate information is contained within their personnel file for purposes of payroll, government reporting and benefit records. Any changes or updates can be made by contacting the Human Resources Department or by completing the necessary forms and submitting them to the Human Resources Department (for example tax exemption forms). Changes to benefits or qualified dependents must be made within thirty (30) days of the qualifying event. Changes that will affect your payroll or deductions must be received in the Human Resources Department no later than the Wednesday prior to the pay period end date to be effective on that pay period.
3. **DIRECT DEPOSIT:** Allegan County encourages all employees to participate in direct deposit of their bi-weekly payroll. Employees can elect up to six accounts for deposit of funds or automated payments, however when participating in direct deposit then Allegan County requires one hundred percent (100%) of the employee’s earnings be deposited. Information and forms can be obtained in the Human Resources Department.
4. **REPORTING HOURS OR LEAVE TIME:** All employees are required to submit a timesheet for purposes of accurate payroll reporting and processing. Timesheets shall be submitted and approved consistent with Human Resources and departmental procedures.
  - a. All per diem and mileage payment requests to be processed through payroll are encouraged to be submitted within the quarter the activity occurred; however, such requests must be submitted prior to or within the last payroll of the fiscal year during which the activity occurred.
  - b. Fraudulent reporting of hours, per diem, mileage processed through payroll and/or leave time will subject an employee to discipline up to and including termination and potential legal penalties. Supervisory approval for hours and/or leave time entered into the payroll system is required prior to the processing of payroll.

**TRAVEL & TRAINING POLICY #511-ADOPT REVISION**

**21/ BE IT RESOLVED**, that the Allegan County Board of Commissioners hereby approves the revised Travel and Training Policy #511, as attached, to be implemented immediately.

Moved by Commissioner Dugan, seconded by Commissioner Kapenga to approve the resolution as presented. Motion carried by roll call vote. Yeas: 5 votes. Nays: 0 votes.

**ALLEGAN COUNTY  
POLICY**



**TITLE: TRAVEL AND TRAINING  
POLICY NUMBER: 511**

**APPROVED BY: Board of Commissioners**

**EFFECTIVE DATE: May 11, 2023**

1. **GENERAL:** Allegan County supports employee training for work-related purposes to the extent of the departmental budgets. Where employees are required to travel for work or work-related training, reimbursement may be requested and will be approved subject to all applicable County policies. This policy addresses reimbursements requested through the Accounts Payable (non-payroll related) process. Policy #306 Payroll and Reporting applies to payroll-processed reimbursements.
2. **MILEAGE:** Mileage reimbursement will be at the rate approved by the Allegan County Board of Commissioners through the Budget Policy. Non-exempt employees who are required to travel as part of their workday will be paid their normal wage for those hours spent in travel.
3. **TRAINING EXPENSE:** The cost of registration or fees to attend training or conferences is subject to each departmental budget and must be approved by the department head.
4. **MEALS/LODGING/TRANSPORTATION:** While on approved County business or training outside of Allegan County, an employee will be reimbursed for reasonable expenses for meals, transportation, and lodging, as established by the Board of Commissioners. Refer to the Budget Policy for travel/mileage requirements.
5. **OTHER EXPENSES:** Reasonable taxi fares are reimbursable as a means of travel from and to return to airports, and traveling between conference and hotel sites. Parking fees, phone calls for county business (including faxes), and automobile rental will also be reimbursed to the extent it is a reasonable and necessary expense.
6. **DOCUMENTATION AND REIMBURSEMENT:** Receipts must be attached to a County Travel Expense Voucher when submitted for audit and reimbursement. All requests for reimbursement are encouraged to be submitted within the quarter the activity occurred; however, any requests submitted after January 31<sup>st</sup>, immediately following the fiscal year during which the activity occurred, will be denied.
7. This provision does not include the purchase of alcoholic beverages, tobacco, or any goods or services illegal in nature to unallowable by law, or in-room movies while on County business. Forms can be obtained by contacting the Finance Department.

**ACTION ITEMS:****BOARD OF COMMISSIONERS - APPROVE 2023/27 COUNTY STRATEGIC PLAN**

**22/ WHEREAS**, on March 9, 2023, the Board of Commissioners (Board) reaffirmed the adoption of the 2023/27 Strategic Plan components as presented, along with carrying over various ongoing projects; and

**WHEREAS**, on April 13, 2023, the Board of Commissioners completed its Board strategic planning processing incorporating new initiatives; and

**WHEREAS**, a new 2023/27 County Strategic Plan incorporates all the Board's directives.

**THEREFORE BE IT RESOLVED** the Board approves the 2023/27 County Strategic Plan; as attached.

Moved by Commissioner Dugan, seconded by Commissioner Kapenga to approve the resolution as presented. Motion carried by roll call vote. Yeas: 5 votes. Nays: 0 votes.

DRAFT



# Allegan County Board of Commissioners

## 2023/27 Strategic Plan

Approved: May 11, 2023

### 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 2<sup>nd</sup> and 4<sup>th</sup> 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](http://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

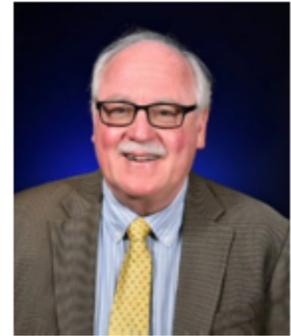
- Fillmore Township
- Laketown Township
- Overisel Township
- Salem Township
- City of Holland

#### Jim Storey

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

*County Commissioner since 2013*

*Board Chairperson 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](mailto:mdeyoung@allegancounty.org)

*County Commissioner since 2000*

*Board Chairperson 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 136<sup>th</sup> Avenue  
Hamilton, Michigan 49419  
Ph: (616) 218-2599  
Email: [dkapenga@allegancounty.org](mailto:dkapenga@allegancounty.org)

*County Commissioner since 2007*

*Board Chairperson 2017-2018  
Board Vice-Chair 2010; 2015-2016;  
2022-2023*



District 4

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

**Scott Beltman**

3110 130<sup>th</sup> Avenue  
Hopkins, Michigan 49328

**Phone:** (616) 292-1414

**Email:** [sbeltman@allegancounty.org](mailto: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](mailto: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 122<sup>nd</sup> Avenue  
Allegan, Michigan 49010

**Phone:** (269) 673-0239

**Email:** [rsarro@allegancounty.org](mailto:rsarro@allegancounty.org)

*Administrator since 2006*



## 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 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

DRAFT

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)	START	COMPLETE	STATUS	COMMENTS
<b>EE 2.1 Maintain employee labor relations</b>					
By December 31, 2026, have 12 Collective Bargaining Agreements ratified, signed, and posted to the County's website.			Dec-26	Ongoing	
Maintain an accessible team site with full organizational access (Agendas, minutes, etc.)				Ongoing	
Continue proactive meetings (quarterly or more as needed) to gather input from employee groups and share information.				Ongoing	
	How do wages translate into quality of life/local economy?			Not started	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).
	Comparable county turnover			Not started	
	Engagement Survey			Not started	
	Study current workplace trends, needs, philosophies			Not started	

**STRATEGIC GOAL: Continuously improve PROCESSES**

**PRIORITY CI 1: Be efficient and cost-effective**

OBJECTIVE(S)	TASK(S)	START	COMPLETE	STATUS	COMMENTS
<b>CI 1.1 Facilities Master Plan</b>			Dec-23	Ongoing	all facilities
<b>CI 1.2 Courthouse and County Services Building Renovation</b>			Dec-24	Ongoing	
	request for proposal for construction services in September		Sep-23	Not started	
<b>CI 1.3 Development of Organization Energy Plan</b>			Dec-27	Ongoing	To save energy reduce lost, Led implementation install SMART switches or proximity Expand existing energy plan(s) to determine whether county gov't can take advantage of energy production options. Solar addition individual brings an building (perv).

**STRATEGIC GOAL: Maintain FINANCIAL STABILITY**

**PRIORITY FS.1: Develop and maintain a balanced operating budget**

OBJECTIVE(S)	TASK(S)	START	COMPLETE	STATUS	COMMENTS
<b>FS 1.1 Annual Budget</b> BOC Adopts Final Budget (P.A. 156 of 1891 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.			10/12/2023	Ongoing	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 mandater".
	Set Road Commissioner	8/1/2023	10/12/2023	Not started	
	Set Elected Official & Deputy Salaries (Act 154 of 1879)	8/1/2023	10/26/2023	Not started	
	Set 2023 Co Millage Rates	5/1/2023	6/8/2023	Not started	
	2023 Tax Levies	9/1/2023	10/26/2023	Not started	
<b>FS 1.2 Audit</b> 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.				Ongoing	No audit findings of "material weakness" or "significant deficiency". No deficiency letters from the State.

**PRIORITY FS.3: Execute long-term financial planning**

OBJECTIVE(S)	TASK(S)	START	COMPLETE	STATUS	COMMENTS
<b>FS 3.1 Debt Elimination</b>		Oct-21		Ongoing	
<b>FS 3.2 Former Rock Tenn</b>		Jan-21		Ongoing	BOC resolution to adopt Brownfield Plan

STRATEGIC GOAL: Provide valuable and necessary quality services to CUSTOMERS						
PRIORITY CS.1: Deliver affordable and accessible services						
OBJECTIVE(S)	TASK(S)	START	COMPLETE	STATUS	COMMENTS	
CS.1.1 <b>Parks and Recreation</b> 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 threew grants and future growth.		Dec-24	Ongoing		
CS.1.2 <b>Modernization of Parks</b>	Increase knowledge among the community and potential visitors of county places to visit.  Wifi and facilities access.  Work with state officials (governor, DNR, legislators), to gain greater variety of uses for this largest tract of land in the county.  All safe usable, to the public within, standard in being clean, kept up, people will want to come to, signage		Dec-26	Not started	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.	
CS.1.3 <b>Marketing of Parks, Recreation and Tourism</b>	Hire a tourism advocate to market and develop an attraction plan for out-of-county visitors and develop relations with hospitality providers				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	
	Public up-to-date mapping for county roads and attractions in both standard map size and the Z-maps format  Park Manager present updates at local units		Dec-23	Executing		
CS.1.4 <b>Public Health</b>	Service levels, fees/funding analysis			Not started		
CS.1.5 <b>Access to Health Services</b>	Presentation of current reality -- what have we learned from CHINA and what measures are in the CHIP the county can be monitoring or assisting with at the Board level?		Dec-27	Not started	Metro Health West -- larger facility; School grant program for access to wellness services	
CS.1.6 <b>Transportation</b>	Current reality/annual report update since the incorporation of the additional funding.  Follow-up to citizen annual report.		Dec-26 Dec-23	Ongoing	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?	
CS.1.7 <b>Accessibility of Recycling to West Side</b>	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)	START	COMPLETE	STATUS	COMMENTS	
CS.3.1 <b>Broadband Wired Infrastructure Expansion Project</b> Implement accessible availability of reliable internet connectivity, with a preference of broadband speeds (minimum 25mbps, desired 100mbps+, download)	all contracts by December 2024  expenditures complete by December 2026		Dec-24 Dec-26	Ongoing Not started	ARPA Requirements	
CS.3.2 <b>Mobile Wireless Coverage Drop Zones</b>			Dec-24	Not started	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.	

CS 3.3	DNR State Game Area	Research other models (e.g., northern counties) and what the State's current plans may be and willingness for change of use.		Dec-27	Not started	
		Address concerns to Natural Resources Commission and Legislature				
		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)				
		Utilize MAC Conference to inquire of Commissioner Mielke (Newaygo)				
CS 3.4	Water Quality and Availability Plan	all contracts by December 2024		Dec-24	Ongoing	ARPA Requirements
		expenditures complete by December 2026		Dec-26	Not started	
CS 3.5	Sustainable Business Park	Recycling coordinator review the work that has been done to date (with help from Dan Wedge), request, add any new insights. Advantages/Challenges.		Dec-26	Not started	Are we funding the match request? Board decisions to date have been to not fund it from ARPA. Tribe support to the project?

CS 3.6	Corridor Development	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.		Dec-27	Not started	Long-term planning, gain awareness from local leaders as to existing plans for development of these corridors.
		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	Chair Storey, and Commissioner Beltman are meeting with stakeholders and Chair Storey is working with MAC staff.		Dec-27	Monitoring	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.
CS 3.8	Housing	Schedule BOC presentation to inform on all existing efforts and plans on this topic and have Board identify any gaps.			Not started	
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.			Not started	
CS 3.10	PACE Program	Schedule BOC presentation to inform on all existing efforts and plans on this topic and have Board identify any gaps.			Not started	What exactly is the program, what would the county's role be, advantages/challenges, what if the County does not implement this?
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.		Dec-26	Ongoing	EM plans, what is status of DV resources and SRO contracts?

**ELECTIONS - COMMUNITY MENTAL HEALTH BOARD**

23/ Chairman Storey opened nominations to fill the remainder of a 3-year term on the Community Mental Health Board; term to expire 3/31/2024.

Commissioner Storey nominated Jessica Castaneda, 3996 Rabbit River Ln, Dorr (Family Member)

Moved by Storey, seconded by Dugan to close the nominations and cast a unanimous ballot for Jessica Castaneda as nominated. Motion carried by voice vote. Yeas: 5 votes. Nays: 0 votes.

**PUBLIC PARTICIPATION - NO COMMENTS**

24/ Chairman Storey opened the meeting to public participation and as there were no comments from the public, he closed the meeting to public participation.

**ADJOURNMENT UNTIL MAY 25, 2023 AT 1:00 P.M.**

25/ Moved by Commissioner Dugan, seconded by Commissioner Beltman to adjourn until May 25, 2023 at 1:00 P.M. The motion carried by voice vote and the meeting was adjourned at 2:27 P.M. Yeas: 5 votes. Nays: 0 votes.



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Deputy Clerk

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Board Chairperson

Minutes approved during the 00/00/2023 Session