

STATE OF MICHIGAN

BOARD OF COMMISSIONERS OF THE COUNTY OF ALLEGAN

**BOARD OF COMMISSIONERS – REAFFIRM 2025-29 STRATEGIC PLAN COMPONENTS**

**WHEREAS**, the Allegan County Board of Commissioners has reviewed its 2025-29 Strategic Plan; and  
**WHEREAS**, the Strategy Plan contains values, goals and goal statements, strategic priorities, objectives, tasks, measurements (trends), and projects.

**THEREFORE BE IT RESOLVED** that the Board reaffirms the 2025-29 Board Strategic Plan, as presented.

DRAFT



# Allegan County Board of Commissioners

## 2025-29 Strategic Plan

Approved:

## 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 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

### Craig Van Beek

4290 Summer Creek Dr.  
Dorr, Michigan 49323  
Ph: (616) 299-6668  
Email: [cvanbeek@allegancounty.org](mailto:cvanbeek@allegancounty.org)



- 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 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

### Brad Lubbers

5683 133rd Avenue  
Hamilton, Michigan 49419  
Ph: (616) 218-5069  
Email: [blubbers@allegancounty.org](mailto:blubbers@allegancounty.org)



District 4

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

**Scott Beltman**

Vice-Chair

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

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

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

*Board Vice-Chair 2025  
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**

Chair

318 21st Street  
Otsego, Michigan 49078

**Phone:** (269) 694-5276

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

*Board Chair 2025  
Board Vice-Chair 2019-2021  
County Commissioner since 10/27/2016*



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*





# 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.*