

Strategic Plan
and
2021-2022 Business Plan

John Shay, Interim County Administrator



Ottawa County
Where You Belong.®

Board of Commissioners

Back Row (Left to Right):

Doug R. Zylstra – District 3

Joseph S. Baumann – District 2

Allen Dannenberg – District 4, Vice-Chair

Randall J. Meppelink – District 5

Francisco C. Garcia – District 1

Kyle J. Terpstra – District 6

Matthew R. Fenske – District 11, Chair

Front Row (Left to Right):

Philip D. Kuyers – District 9

Roger A. Bergman – District 10

Gregory J. DeJong – District 8

James H. Holtvluwer – District 7



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Strategic Planning Process Summary

Ottawa County, the seventh-largest county in Michigan, is a beautiful community of 291,830 people located along the Lake Michigan shoreline. The government that serves the community is comprised of approximately 1,200 employees and elected officials with occupations as diverse as nursing, parks, corrections, administration, and law enforcement.

An 11-member Board of Commissioners, each elected to a two-year term, governs the County. The Board of Commissioners establishes the general direction of government and provides oversight of administrative functions of the County. The Board appoints a County Administrator who manages the budget, provides leadership and management of Board initiatives, and oversees general County operations. The remaining operations are managed by either elected officers (Clerk/Register of Deeds, Water Resources Commissioner, Prosecutor, Sheriff, and Treasurer), statutory boards (Community Mental Health), or the judiciary.

While the Board of Commissioners had conducted strategic planning activities in the past, the County had not had an active strategic plan, mission, or organizational values in place for several years, so in 2004 the Board began collecting information needed to develop a plan. This included the employee and resident surveys, a study of mandated services, employee input on the mission statement, evaluations of several departments, a wage and classification study, the United Way Community Needs Assessment, and definitions of the County's financing tools

After collecting and considering this information, the Board met on March 23 and 24, 2006, to begin work on its strategic plan. That initial plan was adopted and implemented over the next two years. The Board now meets annually to review the strategic plan and develop an accompanying business plan comprised of objectives that serve as action steps toward achieving the strategic plan.

The Board of Commissioners met on May 13, 2021, to review the current Strategic plan and create the Business Plan for fiscal year 2022. This involved a review of the strengths, weaknesses, opportunities, and threats (SWOT) facing the County, a confirmation of major goals, and the development and ranking of objectives. After the Board established draft objectives, Administration assigned resources to each objective and developed outcome measures which will indicate success in completing the plan's goals. The results of the process follow.



Strategic Planning Components

A *Vision* statement indicates how an organization views its ideal or ultimate goal. The Board of Commissioners has established the following vision statement:

Where you belong.

A *Mission* statement assists an organization in easily communicating to a variety of constituencies what it does, who it serves, and why it does so. The Board of Commissioners has established the following mission statement:

Ottawa County is committed to excellence and the delivery of cost-effective public services.

Goals focus the direction of an organization's work under the guidance from the vision and mission statement. Goals are relatively static in nature and will not often change.



What do we want to do?

Goals

1. To maintain and improve the strong financial position of the County
2. To contribute to the long-term economic, social, and environmental health of the County
3. To maintain and enhance communication with citizens, employees, and other stakeholders
4. To continually improve the County's organization and services



Goal 1: To maintain and improve the strong financial position of the County

Objective 1: Maintain and improve current processes and implement new strategies to retain a balance budget.			
Provide information to the Board necessary to make key decisions in order to adopt the budget by the end of September.		<ul style="list-style-type: none"> Administrator Fiscal Services 	9/30/2022
Annually adopt the Capital Improvement Plan, identifying and prioritizing projects and the funding to pay for it.	<ul style="list-style-type: none"> Budget timeline is on pace to meet established deadlines. 	<ul style="list-style-type: none"> Administrator Fiscal Services Facilities 	9/30/2022
Annually review millage rates during the budget process.		<ul style="list-style-type: none"> Administrator Fiscal Services 	9/30/2022
Adopt strategies to address remaining pension and retiree health liabilities.		<ul style="list-style-type: none"> Continuing to evaluate 	<ul style="list-style-type: none"> Administrator Fiscal Services Human Resources
Identify strategies to contain the cost of health benefits, including health plan design, bidding out our health plan to the market, and implementation of the health management plan.	<ul style="list-style-type: none"> Maintain zero percent health insurance increase 	<ul style="list-style-type: none"> Administrator Fiscal Services Human Resources 	ongoing
Identify financial threats and approve strategies to mitigate those threats.	<ul style="list-style-type: none"> Review department fees on a rotating 2–3-year schedule 	<ul style="list-style-type: none"> Administrator Fiscal Services 	ongoing
Maintain the health of the Insurance Authority while investing funds for projects that lower County liabilities.	<ul style="list-style-type: none"> OCIA balance at healthy levels Significant investment made to lower liability 	<ul style="list-style-type: none"> Administrator Fiscal Services 	ongoing

Goal 1: To maintain and improve the strong financial position of the County

Objective 2: Maintain and improve the financial position of the County through legislative advocacy.

Maintain a list of legislative priorities with regular tracking and reporting to the Board.	<ul style="list-style-type: none"> Legislation action plan and reporting are maintained monthly 	<ul style="list-style-type: none"> Administrator 	ongoing
Maintain legislative positions with associated talking points that can be used with legislators, the public and other stakeholders.	<ul style="list-style-type: none"> Continue quarterly GCSI reports at Board meetings 	<ul style="list-style-type: none"> Administrator 	ongoing
Coordinate legislative actions with our lobbyist and the Michigan Association of Counties (MAC).	<ul style="list-style-type: none"> Maintain communication with legislators, GCSI and MAC 	<ul style="list-style-type: none"> Administrator 	ongoing
Meet with legislators to maintain and enhance relationships and County influence in State decisions.	<ul style="list-style-type: none"> Continue hosting biannual Legislative Forum 	<ul style="list-style-type: none"> Administrator 	ongoing

Objective 3: Maintain or improve bond credit ratings.

Maintain a balanced budget with pro-active strategies.	<ul style="list-style-type: none"> FY2022 Budget was balanced and adopted in September 2021 	<ul style="list-style-type: none"> Administrator Fiscal Services 	9/30/2022
Present high-quality information to bond rating agencies in order to maintain Aaa bond ratings.	<ul style="list-style-type: none"> Continue communication with bond rating agencies to maintain top ratings 	<ul style="list-style-type: none"> Administrator Fiscal Services 	ongoing

Goal 2: To contribute to long-term economic, social and environmental health of the County

Objective 1: Consider initiatives that contribute to the economic health and sustainability of the County and its residents.			
Collaborate with community partners in order to address the shortage of affordable housing.	<ul style="list-style-type: none"> Continue with support of Housing Next 	<ul style="list-style-type: none"> Administrator 	ongoing
Facilitate work with stakeholders to plan for completion of M-231.	<ul style="list-style-type: none"> Continue work on M-231 terminus point with one of two parcels purchased Discussion with MDOT continue 	<ul style="list-style-type: none"> Administrator Dept. of Strategic Impact 	ongoing
Maintain regular communication and the relationship with the Ottawa County Road Commission.	<ul style="list-style-type: none"> Maintain quarterly meeting with OCRC 	<ul style="list-style-type: none"> Administrator Dept. of Strategic Impact 	ongoing
Continue work to facilitate and support a countywide approach and contribute to economic development in the County.	<ul style="list-style-type: none"> Continue full participation with Lakeshore Advantage Countywide public transportation continues to be studied Continue to improve countywide broadband access 	<ul style="list-style-type: none"> Administrator Dept. of Strategic Impact 	ongoing
Recognize and support the role of agriculture in our economy.	<ul style="list-style-type: none"> Continue with comprehensive farmland preservation strategy based on countywide survey 	<ul style="list-style-type: none"> Administrator Dept. of Strategic Impact 	ongoing

Goal 2: To contribute to long-term economic, social and environmental health of the County

Objective 2: Consider initiatives that contribute to the social health and sustainability of the County and its residents.

<p>Address current issues, including the opioid epidemic, increasing suicide rates, and the funding/provisions of mental health services.</p>	<ul style="list-style-type: none"> Continue to link mental health services to social, criminal justice, law enforcement and education systems through CCBHC award Received approximately \$10 million in grant funding over next 4 years. 	<ul style="list-style-type: none"> Administrator Public Health Community Mental Health Sheriff Prosecutor's Office Courts 	<p>ongoing</p>
<p>Continue to provide for the public safety and health of residents in the County through the Department of Public Health and Community Mental Health.</p>	<ul style="list-style-type: none"> Ottawa remains 2nd healthiest county in the State Continue to provide for public safety in the County through the work of the Sheriff, Prosecutor, and Courts 	<ul style="list-style-type: none"> Public Health Community Mental Health 	<p>ongoing</p>
<p>Walk the talk of our vision "Where You Belong" by continuing the work of ensuring that the County is a welcoming place to support a globally diverse workforce in our community.</p>	<ul style="list-style-type: none"> Continue with Gateways for Growth initiative Continue to provide Learning Community of Practice to local municipalities 	<ul style="list-style-type: none"> Administrator DEI Office 	<p>ongoing</p>

Goal 2: To contribute to long-term economic, social and environmental health of the County

Objective 3: Consider initiatives that contribute to the environmental health and sustainability of the County and its residents.

Implement the Comprehensive Groundwater Management Strategies Plan.	<ul style="list-style-type: none"> Seeking state funding for proposed groundwater monitoring network Considering countywide groundwater ordinance 	<ul style="list-style-type: none"> Dept. of Strategic Impact 	ongoing
Pursue deployment of coordinated countywide future land use vision.	<ul style="list-style-type: none"> Pursing coordinated land-use growth strategy for County 	<ul style="list-style-type: none"> Dept. of Strategic Impact 	12/31/2022
Continue to support the work of the Parks and Recreation Commission and the Parks Foundation.	<ul style="list-style-type: none"> With financial goal for Grand River Greenway reached, work continues to collaborate with the Parks Foundation to develop engagement opportunities 	<ul style="list-style-type: none"> Parks and Recreation 	ongoing
Continue to support the Agricultural Preservation Board by discussing options to more aggressively pursue farmland preservation.	<ul style="list-style-type: none"> Working to preserve three additional agricultural parcels for a total of five parcels 	<ul style="list-style-type: none"> Dept. of Strategic Impact 	ongoing

Goal 3: To maintain and enhance communication with citizens, employees, and other stakeholders

Objective 1: Regularly review and update communication strategies that guide the work of the County.			
Provide regular updates to the Board regarding communication strategies.	<ul style="list-style-type: none"> Continue annual updates on GovDelivery and social media citizen communication metrics 	<ul style="list-style-type: none"> Administrator 	ongoing
Consider and evaluate new opportunities and methods of communications with stakeholders.	<ul style="list-style-type: none"> Commissioners continue to attend local board meetings Bi-annual newsletter to begin distribution in January 2022 	<ul style="list-style-type: none"> Administrator 	ongoing
Objective 2: Maximize communication with citizens.			
Provide talking points for Commissioners on various topics for use when interacting with the public and other stakeholders	<ul style="list-style-type: none"> Administrator will continue to provide timely updates on key issues and projects 	<ul style="list-style-type: none"> Administrator 	ongoing
Evaluate existing and new technology and initiatives to improve engagement with citizens; including social media, GovDelivery and Zoom.	<ul style="list-style-type: none"> Continue upward trend of GovDelivery subscribers through additional department topics 	<ul style="list-style-type: none"> Administrator 	ongoing
Develop additional informational pieces to inform citizens about their Commissioners.	<ul style="list-style-type: none"> Nine of 11 Commissioner bios on miOttawa.org 	<ul style="list-style-type: none"> Administrator 	ongoing
Continue to improve miOttawa.org by increasing and improving the information and services that citizens can access.	<ul style="list-style-type: none"> Continue seeking opportunities for virtual access on miOttawa.org Public comment form created for virtual response 	<ul style="list-style-type: none"> Administrator 	ongoing
Stream and record Board of Commissioner, Finance & Administration, Planning & Policy, Health & Human Services and Talent & Recruitment meetings for public viewing.	<ul style="list-style-type: none"> Board of Commissioner meetings will continue to stream to YouTube Standing committee meetings will stream to YouTube starting in November 2021 	<ul style="list-style-type: none"> Administrator Clerk's Office 	ongoing

Goal 3: To maintain and enhance communication with citizens, employees, and other stakeholders

Objective 3: Continue to develop and implement methods of communicating with employees.			
Continue to develop and use effective methods for communications with employees, including newsletters, employee portal, GovDelivery and all-staff emails.	<ul style="list-style-type: none"> Regular employee surveys will continue via emailed Qualtrics survey Continue encouraging staff and departments to utilize SharePoint/Office 365 to continually share project activities and statuses 	<ul style="list-style-type: none"> Administrator Human Resources 	ongoing
Continue brown bag lunches and other information sessions.	<ul style="list-style-type: none"> Continue with quarterly, virtual brown bag lunches Continue the Labor-Management Cooperation Committee. 	<ul style="list-style-type: none"> Administrator 	ongoing

Objective 4: Evaluate communication with other key stakeholders.			
Meet with community leaders on a regular basis, increasing the involvement of Commissioners with the community.	<ul style="list-style-type: none"> Continue with participation in chamber functions, LAUP, Minority Business Awards, etc. 	<ul style="list-style-type: none"> Administrator 	ongoing
Continue communications with local units of government.	<ul style="list-style-type: none"> Continue offering regular Local Unit meetings Utilize GovDelivery to communicate with local units on key points and projects 	<ul style="list-style-type: none"> Administrator 	ongoing

Goal 4: To continually improve the County's organization and services.

Objective 1: Conduct activities and maintain systems to continually improve to gain efficiencies and improve effectiveness.

Develop and incorporate systems of creativity (continuous improvement and innovation) for all employees.	<ul style="list-style-type: none"> Continue to provide employee training on LEAN tools including Toyota KATA and Design Thinking Developing an AITA Innovator Assessment manager's report to share countywide. 	<ul style="list-style-type: none"> Administrator Human Resources 	ongoing
Explore possible uses of artificial intelligence (AI) in County operation and service provision.	<ul style="list-style-type: none"> Kiosk programming is being developed for use with the Clerk's Office 	<ul style="list-style-type: none"> Administrator Innovation and Technology 	12/31/2022

Objective 2: Continue to perform program evaluations and implement outcome-based performance measurement systems.

Conduct organizational efficiency/structure reviews and program evaluations.	<ul style="list-style-type: none"> Continue working with internal departments to evaluate programs and provide recommendations 	<ul style="list-style-type: none"> Dept. of Strategic Impact 	ongoing
Continue to improve performance measurement systems and benchmarks relative to budgeted resources.	<ul style="list-style-type: none"> Obtain outcome-based updates from each department to include in Performance Outlines for use in the Budget Book 	<ul style="list-style-type: none"> Dept. of Strategic Impact 	ongoing
Continue to maintain and improve dashboards and other reports to increase transparency and demonstrate outcomes.	<ul style="list-style-type: none"> Maintain performance dashboard by annually updating 19 datasets Continue to collect residential, commercial and construction activity from local units Maintain annual population estimates Maintain monthly unemployment statistics 	<ul style="list-style-type: none"> Dept. of Strategic Impact 	ongoing

Goal 4: To continually improve the County's organization and services.

Objective 3: Maintain and expand investments in the human resources and talent of the organization.

<p>Develop approaches to attract and retain talent, including elements such as competitive wages, benefits packages, and flexible work environments.</p>	<ul style="list-style-type: none"> • Topyx will continue to be utilized for employee training • Wage Study results will be implemented in January 2022. Continue to review wage and benefit levels to maximize attraction and retention of talent. • Continue to offer employee tuition reimbursement • Will identify succession planning method 	<ul style="list-style-type: none"> • Administrator • Human Resources 	<p>ongoing</p>
<p>Continue to develop approaches to expand and retain a diverse workforce.</p>	<ul style="list-style-type: none"> • Continue to provide DEI training for staff 	<ul style="list-style-type: none"> • Human Resources • DEI Office 	<p>ongoing</p>

Objective 4: Examine opportunities for increased cooperation and collaboration with local government and other partners.

<p>Examine and evaluate possibilities for service collaboration and make cost-effective services available to units of government.</p>	<ul style="list-style-type: none"> • Continue to extend land-use data and evaluation services to local units and non-profits • Assessing services will continue to be offered and provided to local units 	<ul style="list-style-type: none"> • Administrator • Dept. of Strategic Impact • Equalization Department 	<p>ongoing</p>
<p>Continue to improve culture of collaboration and teamwork among County departments/offices/agencies/courts.</p>	<ul style="list-style-type: none"> • Interdepartmental work team emphasis continues 	<ul style="list-style-type: none"> • Administrator 	<p>ongoing</p>

A formal statement of organizational values was developed to clearly identify not only the principles upon which the organization is based, but the way in which it treats its employees and residents.

We recognize the importance of the *Democratic Process* in the accomplishment of our mission and hold it as a basic value to respect the rule of the majority and the voted choices of the people; to support the decisions of duly elected officials; and to refrain from interference with the elective process.

We recognize the importance of the *Law* in the accomplishment of our mission and hold it as a basic value to work within, uphold, support, and impartially enforce the law.

We recognize the importance of *Ethics* in the accomplishment of our mission and hold it as a basic value to always act truthfully, honestly, honorably and without deception; to seek no favor; and to receive no extraordinary personal gain from the performance of our official duties.

We recognize the importance of *Service* in the accomplishment of our mission and hold it as a basic value to treat each resident as a customer; to do all we can, within the bounds of the County's laws, regulations, policies and budget, to meet requests for service.

We recognize the importance of *Employees* in the accomplishment of our mission and hold it as a basic value to treat each employee with professional respect, recognizing that each person using his or her trade or vocation makes a valuable contribution; to treat each employee impartially, fairly and consistently; and to listen to the recommendations and concerns of each.

We recognize the importance of *Diversity, Equity and Inclusion* in the accomplishment of our mission and hold it as a basic value proactively engage and understand a variety of perspectives across all human differences. We seek to ensure respectful, fair treatment and full, equal access to opportunities and resources so all may thrive and achieve their full potential. We believe every person's voice adds value.

We recognize the importance of *Professionalism* in the accomplishment of our mission and hold it as a basic value that each employee will perform to the highest professional standards and to his or her highest personal capabilities.

We recognize the importance of *Stewardship* of public money in the accomplishment of our mission and hold it as a basic value to discharge our stewardship in a responsible, cost-effective manner; always remembering and respecting the source of the County's funding.





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