

# Allegan County Board of Commissioners



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

**Steve McNeal, Chairman**  
**Don Black, Vice Chairman**

DISTRICT 1  
Terry Burns  
616-403-0427  
tburns@  
allegancounty.org

**ANIMAL SHELTER TASK FORCE MEETING - Draft Minutes**  
Thursday, March 27, 2008 - 7:30 A.M.  
Spartan Meeting Room - Ground Level - Health Services Building

DISTRICT 2  
Steve McNeal  
269-751-7271  
smcneal@  
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**CALL TO ORDER:**  
Meeting called to order at 7:40 A.M.

DISTRICT 3  
Paul VanEck  
616-688-5619  
pvaneck@  
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**ROLL CALL:**  
See attendance sheet attached.

DISTRICT 4  
Mark DeYoung  
616-681-9413  
mdeyoung@  
allegancounty.org

**DISCUSSION ITEMS:**

**Fundraising - Barb Hoag, Consultant**

Ms. Hoag presented materials with regard to her fundraising expertise and past experience with fundraising in Allegan County (attached). She has worked with MSU on Camp Kidwell 10-12 years ago, the Road Commission on the New Richmond Bridge Renovation, the Parks Commission with Phase I on the New Richmond Bridge and Bysterveld Park in Dorr. Most recently she is working with the Medical Care Facility on their Households FIDS Project; that groundbreaking will be on April 18<sup>th</sup>. She only works with capital campaigns.

DISTRICT 5  
Dean Kapenga  
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DISTRICT 6  
Max R. Thiele  
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She informed on campaign plans; they're multifaceted. She explained it starts at the top of a pyramid, and must have a team of committed workers, an advisory group or task force, and a campaign committee; small group of people for prospecting. Project needs a lead gift of at least 15%; who is the biggest supporter who is sure the plan gets carried out. Add to that the top 10 donors that are committed to helping with the campaign. She explained it is important to know what it is we want; exactly what it is going to cost; where located; and be exact on what the group is asking for.

DISTRICT 7  
Don Black  
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She said the actual cages could be donated. She spoke of considering endowments along with the campaign so things can be taken care of down the road. She advised not to fall short so that fundraising would be needed later on. Prospect research is very important. Some people are going to love the project and want to be involved with it. The vision needs to be developed so the group can talk to people about it. Have to know what the need is, the vision, the cost, accountability, how funds will be managed, and sincerity.

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DISTRICT 9  
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DISTRICT 10  
Jon C. Campbell  
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RSarro informed that the Board of Commissioners has authorized the task force to move ahead to get the actual blueprint and cost analysis. He explained the situation with the decision yet to be made for either repairs or construction of a

DISTRICT 11  
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**Mission Statement**

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

new facility. The County is bound to fix the drains (cost of \$120,000). Questions the group had were to what level can the County fund a fundraiser? How does it differ from a millage campaign? Barb explained that it is a political process; takes time and money. A committee will have to go and tell a story about a millage campaign. Are there regulations for government to prevent funding to help with; does it fall under this category. They have some flexibility to raise funds, but can we fund the effort. In other projects, her fees did not come out of the campaign dollars. Contracts go to the attorney general; the State has reviewed and understands that government dollars and being used to pay. She'll leave us with business profile and her license from the attorney general for her license.

Ms. Hoag walked the committee through a checklist designed to reflect whether it knows what is needed to proceed. It is a fundraising test that gives a campaign character. Again, mentioned creating a vision, developing a plan, and a case (why someone should give to you - with needs and goals), and then promotional materials. She cannot do that but can help with it.

JConnell - there are 5 keys to a good capital campaign - advisory, family, lead gifts, prospecting very important (donors excellent to get). Endowment - is there a guideline that this could be 50% over cost. Kevin Sweeny - MSP does Bailey's Doggie Run to raise money; a 5K run. It would be a great idea to fundraise for Allegan. Events - primary thing is public relations. Get corporate sponsors.

### Staffing

The info on staffing changes/challenges needs to be developed yet. MLarsen would work on citizen complaints. It all boils down to the lack of staffing. It is indirectly connected 1) THalstead can't do animal control things because he is at the shelter; 2) one person is just not enough. DKapenga - we don't know about half the things that don't get taken care of. Need to have the amount of calls that come in that do not get taken care of. MLarsen - need to see if there is some other resources in the sheriff department that could help compile the information. For THalstead to gather that is extra time that will be taken from the regular duties that he cannot even take care of right now. RSarro - consider if it is a seasonal thing instead of hiring a full time person. Animal Control has never been able to get away from the shelter to be able to handle just animal control. RSarro concerned - we have to know how many calls, how many we were able to respond to, we need to know the gap. We need the facts and figures to make a business decision. DKapenga - we need to have the stories to show where these lead to but the stats are important. Objectivity is our biggest ally at this point. We need the stories, but strengthen the position by looking at the other sides. The number of times we can't respond is larger. Be prepared for questions; it will be a challenge - the data and statistics and balance of the stories.

JConnell will look into the horse population and try and get some figures on that. People are not knowledgeable on the facts. We're not fighting this issue, but fighting every other issue. We need to work on educating the public. DKapenga - in educating them we can create if there is a need or not; get a survey out there. Showing revenue or loss of revenue and showing numbers of need and stories should raise the issue to higher priority. Final piece - isn't our goal not to be a kill shelter but to adopt out as much as we can. That should be told to the public. We have to have a facility that can handle

the volunteer staff that will no doubt be available as part of staffing. RSarro - have to get goals defined - that must be addressed and answered; is the County going to promote adoption or just house dogs until they get euthanized. It was mentioned there was tour by a couple commissioners this week and some construction managers (Heckman). A tour for all commissioners who would like to see the shelter should be offered.

### **Design Build**

BWakeman brought up some points. In general, committee discussed whether it should be work by the hour - work as they go along the job (paid by the hour instead of by the job). Conception was that we hadn't given thought to the condition of the building. Drains - castings that do the trap have eroded. Block construction was looked at and fiberglass walls. Dogs and cats can scratch the fiberglass; it gets contaminated. As for the drains - solids don't go down. They should be picked up instead. Expense to replace - would have to replace the main line (was not laid normal for it to drain evenly). Air handling - low ceilings can't put duct work in. RSarro - these are important points to bring up; could take the Board on a tour and point things out. He explained that we need a full and thorough investigation of the repairs. We need to have capital requests in by June 12.

### **WRAP UP:**

RSarro recommends the committee write a communication to the Board of how we are going to do the rest of the plan. Create one prior to capital deadline.

- Schedule tour; identifies when building plan and cost analysis together; also include analysis of building renovations and then have Board approve that plan.
- Staffing - has to be turned in by May 30<sup>th</sup>. Set our targets on all documentation, justification turned in by May 30 with all other requests.
- RSarro will work with BWakeman on the tour, and will outline the dates we'll have everything else together.
- MLarsen will work with THalstead and maybe JConnell to assist - get all to points and report back to us; all data to go through. Have to have this by the end of April at the latest.
- Task force to get back on April 17 @ 7:30am with full case study on staffing needs. JHull/THalstead will bring a list of prioritized concerns. If possible, see what other counties are doing.
- Do tour on May 1 @ 8am before the board planning session @ 9:30am, need feedback from board as to if anything we want to have architect look into.

### **ADJOURNMENT:**

Meeting adjourned at 9:40 AM. Next meeting was set for April 17 @ 7:30 in the Nederveld Room - County Services Building.

Minutes submitted by Denise Wilson, Executive Assistant, Administration.

**Barbara J. Hoag Consulting L.L.C.**  
**1059 Eastwood, SE**  
**Grand Rapids, MI 49506**

**Phone: 616 949-4434**

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**E-mail: [bjhoagconsult@comcast.net](mailto:bjhoagconsult@comcast.net)**

**Profile**

Barbara J. Hoag Consulting L.L.C. is a limited liability company, ID Number B88044, and was formed in 2001. Barbara J. Hoag is the owner and sole provider of services.

Barbara J. Hoag is a consultant in Fund Raising Management and prior to forming her own consulting business was employed by a variety of nonprofit organizations as a grant writing fundraiser.

Ms. Hoag attended The Fundraising School at the Indiana University Center of Philanthropy, and received her Certificate in Fundraising Management in 1999. She is licensed by the State of Michigan, Department of Attorney General, MIFR # 20895. Ms. Hoag has been a member of the Association of Fundraising Professionals, #00976519, since 2000. This organization has over 28,000 members across North America who adhere to the AFP Code of Ethical Principles and Standards of Professional Practice.

While qualified to assist in all aspects of fundraising, Ms. Hoag prefers to concentrate her efforts on Capital Campaigns. A few present and past clients include:

- Allegan County Medical Care Facility
- The Michigan Center for Early Christian Studies – Ann Arbor, MI
- The City of East Grand Rapids
- Allegan County Parks, Recreation & Tourism
- Allegan County Road Commission
- Camp Kidwell Campaign of the Allegan County MSU Extension
- Outdoor Discovery Center of Wildlife Unlimited – Holland, MI
- Jellema House of Grand Rapids, MI
- Grand Rapids Ballet
- Grand Rapids Chamber Choir
- West Michigan Horticultural Society

Ms. Hoag serves her community:

- President and Chairwoman of the Kent County Parks Foundation
- President of the Nature Society of Western Michigan
- Past Chairwoman of the Board of the International Low Level Radioactive Waste Research and Education Institute
- Past Chairwoman of the Board of the West Michigan Environmental Action Council
- Past First Ward City Commissioner (two terms) for the City of East Grand Rapids

STATE OF MICHIGAN  
DEPARTMENT OF ATTORNEY GENERAL  
MIKE COX

License to Solicit Charitable Contributions

BARBARA J. HOAG CONSULTING, L.L.C.

MIFR 20895

*a professional fund raiser, is hereby authorized to solicit and receive from the public donations or sell memberships in the State of Michigan for charitable purposes pursuant to the provisions of 1975 PA 169, and is given the above license number.*

*This license shall not be deemed to authorize the soliciting of funds in any township, village or city in this State without having first obtained any required separate township, village or city license or permit to do so from the officials of the township, village or city.*

*Effective May 16, 2007*

**Mike Cox**  
**Attorney General**

*THIS LICENSE EXPIRES June 30, 2008*

**Barbara J. Hoag Consulting, L.L.C.**  
**Consultant in Fund Raising Management**  
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Member AFP  
License - MIFR #20895

**Barbara J. Hoag Consulting, L.L.C.**

**2008 Fee Schedule**

**Statement:** I work by contract only. Fees are structure in several ways and may vary to meet the needs of the organizations served.

- \$1,000 per day for consulting less than five days (\$500 per ½ day training, meetings etc.)
- \$3,500 per month for a three month contract of consulting and planning plus all expenses are to be reimbursed plus mileage
- \$3,000 per month for a six month contract plus mileage and all expenses
- \$3,000 per month for capital campaign coordination (minimum 12 months contract) plus mileage and all other expenses
- Feasibility Studies priced individually, starting at \$12,000, depending on the number of respondents requested plus mileage and all other expenses
- \$3,500 Operational or Campaign Development Plan
- \$150 per hour for grant writing
- \$500 for case development

Other tasks desired will be quoted upon request. Public relations and material development would be done by someone else since my expertise is fund raising. I prefer to meet with your organization and learn about your particular needs so that I can design a proposal to fit those needs. Managing Major Donor Gifts should be a part of an entire development program. My license with the Michigan Attorney General's office requires me to submit a signed contract before beginning work with all non profit organizations.

# Major Capital Campaign Characteristics

**Are you planning a major dinner without recipes or a menu? Are you building a house without a floor plan? Are you driving to Alaska without a map? The key to a successful venture like the three mentioned above or a capital campaign all begin with a well defined plan.**

## **The Campaign Plan**

This will be your blueprint for success. It will tell you who does what, when they do it and how to do it. The large goal with carefully identified needs - a “stretch” - for the organization need to be defined. The plan will give you a gift table and timeline to keep the momentum going during the campaign.

The five basic principles include:

- Advisory Group
- Family on board
- Lead gifts
- Sequential solicitation - inside out and top down
- Face -to-face solicitation (Volunteer driven)

## **Prospect Research**

You can never know too much about your prospects. I will train your volunteers in the best way to reach a potential donor. We want you to obtain quality over quantity of gifts through special naming opportunities and by accepting pledges over three to five years. We want everyone to have an opportunity to participate, at whatever level, but we must encourage the “stretch”  
Example - A dollar a day over three years is a \$1,000 gift that may be payroll deduction.

## **Campaign Materials**

Today we are a visual society. Is the architect on board to help with further design materials? Who will help with PR? We will need to develop materials that people can read, perhaps a video they can watch or a website they can visit. As your consultants we will help with the development of a strong case statement that fully details the needs, the goal, a request for support and strong testimonials from committed volunteers, donors and constituents. We also need a theme and letterhead, pledge card and other communication tools.

## **Volunteers**

Do you have key volunteers to serve on your advisory committee? I will work with you on identifying the top three to five you will feel most comfortable working with. Their job will be to prioritize names to determine who can successfully recruit your campaign leaders and to help with many other details as the plan evolves.

## **Volunteer Training**

All workers will need to be briefed on the campaign, the need, the goal, the timing and the giving opportunities. The most important part of a face-to-face meeting is the request and the follow-up. Volunteers need to be prepared.

## **Ongoing Campaign Support**

This means keeping the momentum going through cultivation events like “office tours” to inform prospects; publicity tools; a public kick off at the half-way point; and special donor recognition.

## **Referrals for Other Interviews**

Who will be responsible to answer interview requests and campaign questions?

## **Needs**

Campaign Advisory Group (3-5 individuals)

Board Development Committee (Secures gifts from commissioners, staff etc.)

Prospect Review Committee

Advance Gifts Committee (seeks the highest gifts)



# Capital Campaign Test for Readiness

Range of Score	Your organization's Score	
0-5	___	<b>1. A sound plan for the future</b>
0-5	___	<b>2. Written case, needs and goals based on the plan</b>
0-5	___	<b>3. An informed constituency</b>
0-5	___	<b>4. A history of market involvement - in other words, you're doing your job right</b>
0-5	___	<b>5. A history of gift support</b>
0-5	___	<b>6. A prospect development plan - a research system</b>
0-5	___	<b>7. An efficient record keeping system</b>
0-5	___	<b>8. A creative, functioning communications plan</b>
0-10	___	<b>9. Competent staff - time and training</b>
0-15	___	<b>10. An involved, concerned, and contributing commission/board of directors</b>
0-15	___	<b>11. Potential lead gift contributor (typically 15% of the total )</b>
0-15	___	<b>12. Capable volunteer leadership</b>

**STAFFING CONCERNS  
BY DR. JIM CONNELL**

**Concerns To Be Addressed By Animal Control**

- **Animal Husbandry issues**  
Respond to calls of improper care feeding and housing of not only Dogs and cats but also horses and other large animals. As time goes by animal owners do not tend to basic husbandry practices.
- **Animal Conflict Issues**  
Respond and to some degree mediate disputes arising from management and control or lack thereof relating to disputes between people over animals. Animal control should be in the lead in cases of animal attacks destruction of property and animal property disputes
- **Personal Conflict Issues**  
Respond and Mediate Personal Conflict arising from animal related issues  
"Your dog pooped in my yard"  
Enforce current laws and regulations  
Kennel inspections , Rabies compliance, Loose dog

**Concerns To Be Addressed By Animal Shelter Staff**

- Optimize chances for adoption
- Maximize exposure and availability for adoption.
- Pleasant setting for selection
- Attentive staff to guide the adoption process
- Maximize compliance with Spay and Neuter policy
- Maximize a healthy atmosphere and cleanliness to minimize disease
- Cooperate and coordinate volunteers
- Institute low cost Spay and Neuter availability

**STAFFING CONCERNS  
BY JANET AND KEN MOSHER**

**Animal Control Understaffed**

- When walking my leashed dogs I fear for both our safety due to dogs I see running loose
- Animal abuse and neglect not being addressed
- Both pets and strays not vaccinated against rabies and other deceases.
- Feral cats breeding and spreading disease among domestic cats
- Dog kennels not being monitored.
- Unlicensed pets owners not being ticketed. Revenue lost to the county

### Animal Shelter Understaffed

- The hours the shelter is open is not conducive to adoption, or to serving the public. Revenue lost.
- Animals being euthanized instead of adopted out. Revenue lost
- Spread of disease in the shelter
- Number of animals in the shelter is low indicating strays are running loose
- Lack of staff to exercise dogs.
- Lack of staff to update the Petfinder website. Revenue lost
- Volunteers no longer allowed at the shelter. Revenue lost.
- No follow up on neutering adopted animals
- Lack of staff to contact microchip companies for animals that are micro chipped and could be returned to their owners. Revenue lost
- Lack of staff to contact vets offices to try to identify pets with that vets rabies tags. Revenue lost
- Allegan shelter has a reputation has a high kill shelter, not an image the county residents should be satisfied with.

<b>STAFFING CONCERNS BY NANCY MANCHIP</b>
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- The limited hours of operation make it very difficult to adopt or look for a lost pet. It is also difficult for rescues to come to the shelter to pick up dogs. I know of at least one rescue group that made arrangements to pick up a dog and when they arrived at the scheduled time, no one was at the shelter because the deputy was out on a call.
- A full time person at the shelter could assist potential adopters with choosing the right animal for their home. This would lead to fewer returns and hopefully fewer euthanized animals.
- A full time person could work with rescues to get more cats out of the shelter. I believe there are many feral cats that are brought to the shelter; however, there are many who are not feral and would make great pets (owner surrenders and the many kittens and mother cats during "kitten season"). I believe there are rescues out there who would take cats and kittens, but at this time they are not being put up on Petfinder. In the future, if cats and kittens were put on Petfinder, perhaps someone from the community or a rescue group would come to the shelter and adopt.
- A full time person could start a fostering program for dogs and cats so that fewer animals are euthanized. This would also allow for the animals to get out of the shelter into a more healthy and disease free environment.

- As mentioned earlier, with a full time person at the shelter, dogs and cats would be fed and cleaned in a timely manner. Currently, with the weekend schedule, I feel the animals are being neglected by going over 24 hours without having kennels cleaned and having regular meals provided.
- I agree with Janet that there is a negative attitude in the communities of Allegan County that the shelter is a high kill organization. Many times when an animal's stray period is up, the animal is euthanized, even if it is adoptable and there is room at the shelter. This is not a good image for the shelter or for the county.

Animal Shelter Task Force  
 Sign in Sheet  
 Thursday, March 27, 2008 @ 7:30 AM  
 MSU Spartan Room – Health Services Building

Members	Phone	Email	Signature
Rob Sarro, Allegan County Administrator	269-673-0239	<a href="mailto:rsarro@allegancounty.org">rsarro@allegancounty.org</a>	<i>Rob Sarro</i>
Dean Kapenga, Commissioner	269-751-8586	<a href="mailto:dkapenga@allegancounty.org">dkapenga@allegancounty.org</a>	<i>Dean Kapenga</i>
Jim Hull, Undersheriff	269-673-0420	<a href="mailto:jhull@allegancounty.org">jhull@allegancounty.org</a>	<i>Jim Hull</i>
Tim Halstead, Animal Control	269-673-0519	<a href="mailto:thalstead@allegancounty.org">thalstead@allegancounty.org</a>	<i>Tim Halstead</i>
William Hinz, Environmental Health Officer – Health Department	269-673-5411	<a href="mailto:whinz@allegancounty.org">whinz@allegancounty.org</a>	<i>William Hinz</i>
Nancy Manchip, Volunteer	616-878-3416	<a href="mailto:nmanchip@netscape.net">nmanchip@netscape.net</a>	<i>Nancy Manchip</i>
Dr. Jim Connell, Town & Country, Vet. Michelle <a href="mailto:cmbeeman@btc-bci.com">cmbeeman@btc-bci.com</a>	(269) 673-5654	<a href="mailto:drjim1@verizon.net">drjim1@verizon.net</a>	<i>Dr. Jim Connell</i>
*Dr. Wendy Osman, Dept. of Agr. Rep.	616-446-1784	<a href="mailto:Osmanw@michigan.gov">Osmanw@michigan.gov</a>	<i>Dr. Wendy Osman</i>
Denise Wilson	269-673-0239	<a href="mailto:dwilson@allegancounty.org">dwilson@allegancounty.org</a>	<i>Denise Wilson</i>
Janet & Ken Mosher (alternate volunteers)	269-751-8964	<a href="mailto:Kmosher567@netzero.com">Kmosher567@netzero.com</a>	<i>Janet &amp; Ken Mosher</i>
Bob Wakeman, Facilities Management Director	269-673-0220	<a href="mailto:bwakeman@allegancounty.org">bwakeman@allegancounty.org</a>	<i>Bob Wakeman</i>
Mike Larsen, Lt.	269-673-0550 ext 4520	<a href="mailto:mlarsen@allegancounty.org">mlarsen@allegancounty.org</a>	<i>Mike Larsen</i>

*Barbara J. Hoag*  
*Steve McNeal*

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