

STATE OF MICHIGAN

BOARD OF COMMISSIONERS OF THE COUNTY OF ALLEGAN

BOARD OF COMMISSIONERS – APPROVE 2026-30 STRATEGIC PLAN COMPONENTS

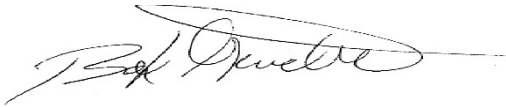
WHEREAS, the Allegan County Board of Commissioners has reviewed its 2026-30 Strategic Plan; and

WHEREAS, the Strategic Plan contains a strategy map, values, goals and goal statements, strategic priorities, objectives, tasks, measurements (trends), and projects.

WHEREAS, the County Administrator has recommended replacing the term “educate” with “inform” and “feedback” with “participate” on the County Strategy Map based on input.

THEREFORE, BE IT RESOLVED that the Board approves the changes to the strategy and reaffirms the remainder of the strategic plan components for the 2026-30 Board Strategic Plan.

ATTEST, A TRUE COPY



_____, Clerk-Register

APPROVED: March 12, 2026

cc: Admin. – Finance - Human Resources



Allegan County Board of Commissioners

2026-30 Strategic Plan

Approved: March 12, 2026

County of Allegan Strategic Plan

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

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

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

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

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

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

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

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

Respect

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

Integrity

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

Commitment

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

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

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

Honesty

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

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

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

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

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

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

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

Allegan County Board of Commissioners

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

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

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

District: Area of Representation: Commissioner:

- ▼
- District 1**
- Fillmore Township
 - Laketown Township
 - Overisel Township
 - Salem Township
 - City of Holland

Craig Van Beek

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



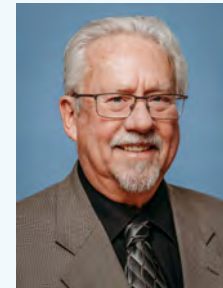
- District 2**
- Dorr Township
 - Leighton Township
 - Wayland Township
 - City of Wayland

Mark DeYoung

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

County Commissioner since 2000

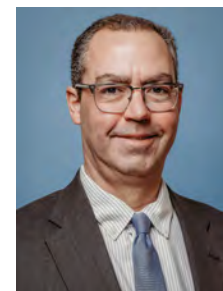
*Board Chair 2011-2016
Board Vice-Chair 2009*



- 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



District 4

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

Scott Beltman

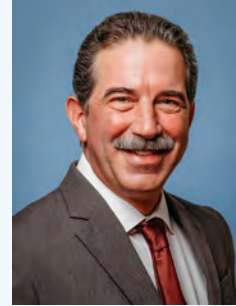
3110 130th Avenue
Hopkins, Michigan 49328

Phone: (616) 292-1414

Email: sbeltman@allegancounty.org

County Commissioner since 2023

Board Vice-Chair 2025
Board Chair 2026



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) 207-4120

Email: gdugan@allegancounty.org

County Commissioner since October 27, 2016

Board Vice-Chair 2019-2021
Board Chair 2025



County Administrator

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

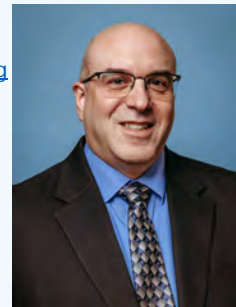
Robert J. Sarro

3283 122nd Avenue
Allegan, Michigan 49010

Phone: (269) 673-0239

Email: rsarro@allegancounty.org

Administrator since 2006





Allegan County Strategy Map

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

Provide valuable and necessary quality services to our

CUSTOMERS

- Deliver affordable and accessible services
- Engage and inform 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

Mission:

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

Continuously improve our

PROCESSES

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



Allegan County Board of Commissioner's Approved Strategic Plan



2025 - 2029

STRATEGIC GOAL: Support a united and ENGAGED WORKFORCE

PRIORITY EE 1: Foster a positive, team-based work environment

OBJECTIVE(S) / TASK(S)	EST. START	START	EST. COM	COMPLETE	STATUS	COMMENTS
EE.1.1 Maintain employee engagement level similar to benchmark						Gauge and enhance overall employee engagement within the organization through a targeted survey, identifying key drivers and areas for improvement.
EE.1.1.1 Phase 2 - Analyze Focus Group Results Engagement Survey	Jan-24	Jan-24	Jun-24	Jun-25	Active	Phase II: Human Resources has met with Service Areas to share data and solicit feedback plans to improve future survey results. Gibson has received all the focus group data and will be assisting with compiling all the data received from Service Areas. They will provide a summary with suggested areas of focus by department and organizationally by end of June.
EE.1.1.2 Phase 3 - Develop Action Plans Engagement Survey	Jun-24		Jul-24		Not Started	Phase III: Action Plan (includes studying current workplace trends, needs, & philosophies), Support and Implementation.
EE.1.1.3 Phase 4 - Monitor Engagement Survey	Aug-24		May-25		Not Started	Phase IV: Monitor Action Plan

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

OBJECTIVE(S) / TASK(S)	EST. START	START	EST. COM	COMPLETE	STATUS	COMMENTS
EE.2.1 Proactively maintain employee labor relations						
EE.2.1.1 By December 31, 2027, have 12 Collective Bargaining Agreements ratified.			Dec-27		Active	
EE.2.1.2 2022/23 County Recruitment and Retention Plan		Jan-22			Active	Many items in this plan have been completed. Recently HR has developed new hire touchpoints and "stay" interview questions and process. Linked In Recruiter implemented and actively being used.
EE.2.1.3 Comprehensively analyze and evaluate the significance of turnover rates among new employees within the organization, distinguishing between those with 0 to 12 months of tenure and those with 1 year and above.		Jun-25	Nov-25		Active	Turnover data was gathered for 2017-2022, updates applied to that data through 2023. Data now needs updated through 2024 and then data needs analyzed. This update and analyzation will be completed in 2025.
EE.2.1.4 Comparable county turnover	May-25		Dec-25		Not Started	HR to reseach comparable county practices with regard to turnover trending. Determining if the other counties trend new employee turnover or just overall turnover. HR is also analyzing Allegan County Turnover for existing employees from 2017-2024.
EE.2.2 Update Employee Handbook		Jan-24	Dec-26		Active	

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

OBJECTIVE(S) / TASK(S)	EST. START	START	EST. COM	COMPLETE	STATUS	COMMENTS
EE.2.3 Maintain a compensation system that represents at least the comparable market's midpoint						
EE.2.3.1 Conduct an independent analysis of the current wage plan						
EE.2.3.2 Phase 1 - Compensation/Market Study	Apr-25	Mar-25	Aug-25		Active	The county's agreement with Gallagher has been amended so that they can conduct the market study. The number of "benchmark positions" is being expanded based on feedback. The study does not focus on job description changes, reclassifications, etc. The study is focused on the wage ranges for comparable positions as they currently exist. The element of employment duration (seniority) is also being looked at. The consultant conducts the study with the highest degree of independence. When the County receives the data, we will review it with the groups.
EE.2.3.3 Phase 2 - County review of Market Study results		Sep-25	Oct-25		Not started	

PRIORITY EE 3: Promote safety and wellness

OBJECTIVE(S) / TASK(S)	EST. START	START	EST. COM	COMPLETE	STATUS	COMMENTS
EE.3.1 Perform a work space analysis						
EE.3.1.1 Phase 1 - County Services Building		Apr-25	Jun-25		Active	
EE.3.1.2 Phase 2 - Courthouse					Not Started	
EE.3.1.3 Phase 3 - Youth Home					Not Started	
EE.3.1.4 Phase 4 - Animal Shelter					Not Started	
EE.3.1.5 Phase 5 - Transportation					Not Started	
EE.3.1.6 Phase 6 - Human Services Building					Not Started	
EE.3.1.7 Phase 7 - Sheriff's Office & Corrections Center					Not Started	
EE.3.1.8 Phase 8 - Medical Care Community					Not Started	

STRATEGIC GOAL: Continuously improve PROCESSES							
PRIORITY CI 1: Be efficient and cost-effective							
OBJECTIVE(S) / TASK(S)		EST. START	START	EST. COM	COMPLETE	STATUS	COMMENTS
CI.1.1	Facilities Master Plan					Active	On November 19 and 20, 2024, representatives from Wightman’s team performed building condition assessments of the remaining County buildings. This data will be used to develop a building condition report that will be used in the next step of the process, which is future planning with stakeholders.
CI.1.1.3	Phase 3 - Youth Home	Jun-24		Dec-25		Not Started	On November 19-20, 2024, the building was reviewed in accordance with the condition assessment reporting standards in preparation for building a full report of the findings.
CI.1.1.4	Phase 4 - Animal Shelter	Sep-24		Dec-24		Not Started	On November 19-20, 2024, the building was reviewed in accordance with the condition assessment reporting standards in preparation for building a full report of the findings.
CI.1.1.6	Phase 5 - Transportation	Nov-24		Dec-24		Not Started	On November 19-20, 2024, the building was reviewed in accordance with the condition assessment reporting standards in preparation for building a full report of the findings.
CI.1.1.5	Phase 6 - Human Services Building	Mar-25		Dec-25		Not Started	On November 19-20, 2024, the building was reviewed in accordance with the condition assessment reporting standards in preparation for building a full report of the findings.
CI.1.1.8	Phase 8 - Medical Care Community	Sep-25		Dec-25		Not Started	On November 19-20, 2024, the building was reviewed in accordance with the condition assessment reporting standards in preparation for building a full report of the findings.
CI.1.2	Courthouse Renovation						12/14/23 - Board awarded project to Breckering with a budget of not to exceed 10.5M.
CI.1.2.3	Phase 3 - CH Renovation	Oct-24	Aug-24	Jun-25		Active	On March 6, 2025, the Clerk and Vital Records staff moved into its new offices. Relocation of the files/records too the better part of two weeks to complete. The construction team can now concentrate on renovating the entire center area where the Treasurer, Clerk and Vitals offices were to make ready for the new Prosecuting Attorney office. On April 4, the circuit court jury assembly room will be completed, followed by the new Records Management suite and FOC hearing room later in the month.
CI.1.3	Eden Replacement Solution	May-24	Mar-25	Dec-27		Active	On March 1, 2027, the Eden solution will reach its end of life, and as such, the Board has added this to its 5 YR Strategic Plan. While it will remain operational, technical support and updates will no longer be available. To ensure a smooth transition, Administration has formed a cross-functional Steering Team to guide the selection and implementation of its replacement—similar to the original Steering Team that selected Eden in 2003. This project is expected to span at least the next two years. The first meeting was held on March 24, 2025.
CI.1.4	Update County Energy Management Policy	Jun-24		Dec-24		Not Started	

STRATEGIC GOAL: Maintain FINANCIAL STABILITY							
PRIORITY FS.1: Develop and maintain a balanced operating budget							
OBJECTIVE(S) / TASK(S)		EST. START	START	EST. COM	COMPLETE	STATUS	COMMENTS
FS.1.1	Annual Budget BOC Adopts Final Budget (P.A. 156 of 1851 MCL 46.1), Public Hearing, adopt millage, and general appropriations act. Based on the Uniform Budgeting Act, the budget shall be passed prior to the ensuing budget year. Michigan treasury manual states 1-2 months prior to the end of the fiscal year as a recommended timeline.						As part of the budget process, the Board sets Road Commissioner, Elected, Millage Rates and Tax Levies. On January 9, 2025, Board adopted Budget Policy. As part of the timeline, the Board Planning Calendar will reflect appropriate dates.
FS.1.1.1	FY2026-2030 Budget	Feb-25	Jan-25	Oct-25		Active	
FS.1.1.2	FY2027-2031 Budget	Feb-26		Oct-26		Not started	
FS.1.1.3	FY2028-2032 Budget	Feb-27		Oct-27		Not started	
FS.1.1.4	FY2029-2033 Budget	Feb-29		Oct-29		Not started	
FS.1.1.5	FY2030-2034 Budget						
FS.1.2	Audit Provide financial structures and training that creates a culture of strong internal control, culminating in well-prepared workpapers/financial report with a clean audit opinion.						
FS.1.2.1	FY2024 Audit	Jan-25	Jan-25	Jul-25	Jun-25	Completed	submitted to the State on 6/29/2025.
FS.1.2.2	FY2025 Audit	Jan-26		Jul-26		Not started	
FS.1.2.3	FY2026 Audit	Jan-27		Jul-27		Not started	
FS.1.2.4	FY2027 Audit	Jan-28		Jul-28		Not started	
FS.1.2.5	FY2028 Audit	Jan-29		Jul-29		Not started	
FS.1.2.6	FY2029 Audit	Jan-30		Jul-30		Not started	
PRIORITY FS.3: Execute long-term financial planning							
OBJECTIVE(S) / TASK(S)		EST. START	START	EST. COM	COMPLETE	STATUS	COMMENTS
FS.3.1	Debt Elimination	Oct-21	Oct-21			Active	Allegan County has historically maintained a low level of debt. State law restricts municipal debt to 10% of the total Taxable Value. The County's debt calculation shows that as of June 28, 2024, the debt level is .43%. This demonstrates the County's discipline to borrow only when necessary to meet essential needs, such as financing construction projects with long-term benefits for residents. The Courthouse and County Service Building renovations were funded 100% internally, with zero usage of additional borrowing. The County is nearly complete with the Debt usage for the Courthouse renovations, as \$7,115,352 has been transferred out of the \$10.5 M. The remaining \$3.385 M will be used in 2025. After that point, the County can refocus on building the balance up in order to pay down the debt.
FS.3.2	Research Potential Tax Limitation Renewal						
	Gauge ISD and Township Support						

STRATEGIC GOAL: Provide valuable and necessary quality services to CUSTOMERS

PRIORITY CS.1: Deliver affordable and accessible services

OBJECTIVE(S) / TASK(S)		EST. START	START	EST. COM	COMPLETE	STATUS	COMMENTS
CS.1.1	Parks and Recreation Plan 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.		Oct-23	Dec-24		Tabled	On October 24, 2024, the Board tabled this topic until the Parks Advisory Board meets to present a plan to include a funding plan. On December 12, the Parks Advisory Board (PAB) met and reviewed several future parks' service levels scenarios with funding that supports the Rec plan. The PAB made a recommendation pending positive feedback on the millage question from the Community Survey, recommending the Board of Commissioners to place a five-year millage at a rate of 0.225 on the ballot. (Scenario 5 developed by the PAB would show an example of all that could be completed).
CS.1.1.1	Parks and Recreation Funding (Outline various funding options for the Board, review parks plan and categorize the service level options)						
CS.1.2	Modernization of Parks					On Hold	The Board requested a list of projects with established costs from the Parks Advisory Board through the survey process. A draft list has been compiled and is slated for the June 4th Parks Advisory Board. Once a recommendation is ready, it will be brought back to the Board for direction. On July 13, 2023, Parks Management presented to the Board an update. The draft 2025-29 Parks Recreation plan includes many public driven modernization and upgrades. These are all on hold until future funding is identified.

PRIORITY CS.3: Collaborate locally and regionally

OBJECTIVE(S) / TASK(S)		EST. START	START	EST. COM	COMPLETE	STATUS	COMMENTS
CS.3.1	Broadband Wired Infrastructure Expansion Project Implement accessible availability of reliable internet connectivity, with a preference of broadband speeds (minimum 25mbps, desired 100mbps+, download)	Jun-22	Jun-22	Dec-26		Active	Project with 123Net received \$28,458,824 in funding for the 11,024 locations identified across the county. Winter construction was a bit slow, but 123Net is still on track to complete the entire project before the end of 2025. Areas of resident property requiring reseeding due to disruption during construction will be restored in May and June. Any safety hazards or other construction concerns should be reported to the 123Net Construction Hotline (616) 608.9654 for the fastest response.
CS.3.2	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		Active	A meeting was held among the State DNR, Representative Smit, Midwest Strategy Group, the County, and other stakeholders to discuss the potential use of the state game area for biking. DNR maintains that such activity is restricted and not permitted under land use and funding agreements. The County Administrator is working through Midwest to get specific documentation on the origins of those restrictions. Maintenance of hiking trails around Ely also needs to be explored with DNR, public has reported these are not being maintained.
	Address concerns to Natural Resources Commission and Legislature					Active	Midwest Strategy Group have been assigned to assist. (Board update with list of dates of NRC meetings)
	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)					Monitoring	Board sent a letter to the DNR seeking the use of the game area for bike trails, and no action has been taken to date. Continue to seek information as to any legitimate restrictions first before sponsoring larger community/stakeholder meetings.

STRATEGIC GOAL: Provide valuable and necessary quality services to CUSTOMERS

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

OBJECTIVE(S) / TASK(S)		EST. START	START	EST. COM	COMPLETE	STATUS	COMMENTS
CS.3.3	Maintain Quality and Availability of Water		Jun-22	Dec-24		Active	
CS.3.3.1	Monitoring Wells			Dec-26		Active	Monitoring wells are being installed in Gun Plain, Watson, Ganges, Valley, Allegan (Little John Lake Park), and Dorr Townships by Michigan Geological Services. These six, plus the two wells installed last year in Trowbridge Township and the Allegan County Dumont Lake Campus, are the beginning of 20 monitoring wells planned for Allegan County. A well driller survey and research in the Well Logic database has revealed that between 5-10% of wells are low production. The group is continuing work on a Private Residential Well Assistance Program, expected to kick off in early 2024. The Michigan Groundwater Survey (MGS) has installed three (3) monitoring wells this fall as part of the Allegan County Groundwater Study. The plan is to install an additional 3 – 4 wells this year. This will bring the total monitoring wells to 12 to 14 wells in Allegan County. With the installation of the monitoring wells, the Board may seek to ensure ongoing monitoring is occurring through regular reporting.
CS.3.3.2	Well & Sewer Assistance Program						
CS.3.3.3	Community Education Programs						
CS.3.4	Material Management Plan					Active	On March 31, the county received notification that the MMP work program was approved by the Michigan Department of Environment, Great Lakes and Energy (EGLE) with an increased grant budget amount of \$112,404.75. The next steps will be to finalize the grant and begin the important planning process. The MMP Committee will review the request for a consultant proposal at the June 3 meeting. Based on the approved work program timeline, the goal is to hire a consultant by the end of 2025.
CS.3.5	Corridor Development (Long-term planning, gain awareness from local leaders as to existing plans for development of these corridors.)		Aug-23		N/A	Monitoring only	There has been no new activity since the Lakeshore Advantage developer day. Lakeshore Advantage continues to monitor activity in the region. On August 3, 2023, Lakeshore Advantage hosted its inaugural Developer Day, highlighting current developments and shovel-ready sites in Ottawa and Allegan counties. Between the Regional Planning Commission, Board of Public Works, MDOT, Lakeshore Advantage, Commissioner representation we may need to rely on updates and/or specific requests where we can assist. However, a specific strategic project may not be successful as we do not have SMART goals/outcomes to be able to guide a project and we do not have authority over the areas. This could be escalated to the Regional Planning Commission. Joint Meeting with Tribe on April 11. [TRANSITION TO A GOAL OF INCREASING INTERACTION WITH RPC (or LAKESHORE?) with INCREASED COMMUNICATIONS AND FACILITATION which would include a focus on the corridor development]. Developer Day 2025 - Lake Advantage is hosting a Developer Day planned for August 7, 2025 in Allegan and Ottawa County. This will be a Bus tour and Networking with developers with a focus on Housing and Industrial development Opportunities.
	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.					Not Started	
	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).					Not Started	
	Increase the involvement of the Regional Planning Commission and, to the extent applicable, Lakeshore Advantage of the expansion of the 131 Corridor					Not Started	New Project Addition 4/25/2024. There has been no new activity since the Lakeshore Advantage developer day on August 10, 2023. Lakeshore Advantage continues to monitor activity in the region. A member of the Gun Lake Tribe recently joined the Lakeshore Advantage Board.
CS.3.6	Calkins Dam (Two prior Board actions of support) Chair Storey, and Commissioner Beltman are meeting with stakeholders and Chair Storey is working with MAC staff.		Aug-23		N/A	Monitoring, Will remain available for escalation	The workgroup met four times ending their work in December 2024. The workgroup identified the community priorities with the top three being: Outdoor Recreation; Dam Safety; Retaining the Lake-Like Impoundment. The BOC received the final report from Consumers Energy in February 2025. Next Steps: Consumers Energy reported they are still working through the RFP process and will share the final decision with the workgroup before information goes to the media. A follow-up meeting will be scheduled within two weeks following the decision to review the final outcome and discuss further steps.

STRATEGIC GOAL: Provide valuable and necessary quality services to CUSTOMERS

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

OBJECTIVE(S) / TASK(S)		EST. START	START	EST. COM	COMPLETE	STATUS	COMMENTS
CS.3.7	Housing (Partnerships with community efforts, such as Hom Flats at River Street and the Housing Stock Workgroup, to encourage housing expansion)					Monitoring	The developer, Magnus Capital Partners (HoM Flats at River), submitted their site plan and proposal to MSHDA in the fall of 2024. MSHDA has asked for additional environmental work. A workgroup was formed to determine what is needed and review the work completed to date. The Workgroup includes the County, Otsego City, EPA, MSHDA, EGGLE, Magnus, and an environmental consultant.
CS.3.8	Using Brownfield Redevelopment for Housing						
CS.3.9	Child Care		Jan-24		N/A	Monitor only	Community Action of Allegan County (CAAC) conducted an Early Education Services; Community Needs Assessment (CNA) in FY22-23. On March 10, 2023, the Ottawa Area Intermediate School District (ISD) received a \$150,000 state grant to help expand access to childcare for families in the region. The Regional Childcare Coalition planning meeting occurred on January 23, 2024. The point should be stressed that vacant school buildings should be fully explored as assets to help with this issue. [EXPLORE PARTNERSHIP WITH CAAC FOR PHYSICAL BUILDING SITE TO ASSIST IN CHILD CARE NEEDS WILL REPLACE THIS BROADER PROJECT AND WE WILL REMAIN ENGAGED IN GENERAL CHILD CARE NEEDS DISCUSSIONS]
	Schedule BOC presentation to inform on all existing efforts and plans on this topic and have Board identify any gaps.					Not Started	
	participate in the Regional Childcare Coalition and explore a partnership with Community Action of Allegan County for expanded opportunity					Monitoring	On April 25, 2025 West Regional Childcare Coalition reported that Vibrant Futures and The Right Place have been awarded the West Regional Childcare Coalition grant to lead the action agenda to increase or expand childcare in all thirteen counties of Region 4, representing Allegan, Barry, Ionia, Kent, Lake, Mecosta, Mason, Montcalm, Muskegon, Newaygo, Osceola, Ottawa and Oceana counties.
CS.3.10	PACE Program			Jun-23		Active	The County has received all the PACE documents drafted for Allegan County to establish a County Wide PACE program. Next steps are for legal review.
CS.3.11	Board appointed committee bylaw review and changes (with focus on standardization)						
CS.3.12	National Community Survey (Priorities)						
CS.3.12.1	The Economy in Allegan County (deeper research into the concerns of the citizens and evaluate possible tactics to aim towards improvement or education)						
CS.3.12.2	Health and Wellness in Allegan County (continue the Community Health Needs Assessment for more specific data, and participate in the development of the Community Health Improvement Plan)						
CS.3.12.3	Safety in Allegan County (Update on current service and safety related gaps if they exist)						
CS.3.13	Sale of the county-owned overflow parking lot (broker led process, if the City desires to have an interest or control of the property, the City would be eligible to submit an offer through the broker)		Jun-25			Active	The County is working with a Broker to obtain the estimated listing date and property value.
CS.3.14	Evaluate options for increasing accessibility to service (in-person and digitally, balancing win/win strategies for customers and employees e.g., 4/10 scheduling).						