



Ottawa County

Where You Belong[®]

Strategic Plan and 2020-2021 Business Plan



Ottawa County
Board of Commissioners

Back Row (Left to Right): Doug R. Zylstra – District 3, Joseph S. Baumann – District 2,
Allen Dannenberg – District 4, Randall J. Meppelink – District 5, Francisco C. Garcia – District 1,
Kyle J. Terpstra – District 6, Vice-Chair Matthew R. Fenske – District 11

Front Row (Left to Right): Phillip D. Kuyers – District 9, Chair Roger A. Bergman – District 10,
Gregory J. DeJong – District 8, James H. Holtvluwer – District 7

Strategic Planning

Process Summary

Ottawa County, the eighth-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 August 6, 2020, to review the current Strategic plan and create the Business Plan for fiscal year 2020-2021. 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.

The four goals of the Board of Commissioners are:

- 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.*

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.

Business Plan 2020-2021

Objectives, Deliverables, Outputs and Outcomes

While goals are relatively static in nature, the objectives that assist in accomplishing the goals are likely to change annually. Deliverables are items that give further meaning and substance to an objective. Outputs are specific items of action and outcome indicators are a measure of success, demonstrating the impact of actions conducted to achieve goals and objectives.



Ottawa County
Where You Belong.

Prior to setting goals, members of the Board of Commissioners examined the strengths, weaknesses, opportunities, and threats affecting the County as a whole. The items in each category are not ranked by importance, nor is this intended to be an all-inclusive list, however it forms a basis for the development of goals and objectives. In addition, the items identified provide a view of potential issues that may impact the environment in which the County provides services in the near- or long-term future.

Strengths

- Team
- Dedicated and competent staff
- Financial stability
- Citizens' trust in County
- Quality of life
- Location
- Parks system
- Collaboration with local units of government
- Farming community
- County facilities
- Innovative with respect for tradition
- Growth
- Rebrand
- Great reputation
- Transparency
- Proactive response
- Relationship with MAC
- Groundwater
- Industry-diversity
- Business philanthropy
- County leadership team
- County employees
- Good relationship between BOC and elected officials
- Yearly strategic planning
- 3-year cycle of policy review
- DEI
- Faith Base

- Growth/loss of farmland
- Insufficient diversity with elected officials and employees
- Groundwater
- Broadband
- Expanding LEAN
- Lack of housing options
- CMH funding
- Funding for special projects
- Public transportation
- Non-unified MPO's
- Lack of countywide planning
- Legal structure of county government
- Rule of law
- Unfunded mandates
- Economic impact of COVID
- DEI
- COVID tourism
- Religion

WEAKNESSES

OPPORTUNITIES

- Proactive force for diversity—DEI
- Family Justice Center
- Promote housing choice
- Groundwater
- Countywide planning with local units of government
- Employees working remotely
- Recruit/attract quality employees
- Employee professional development
- Emerging technology
- Effect of municipal decisions on climate change
- Growth
- Land use
- Health preparedness plan
- Maintain fiscal condition
- Collaboration with local units of government to streamline operations
- Religion
- Grand River/Recreation
- Services for elderly to stay in homes

- Highwater levels
- Economic impact of COVID
- Increased demand for CMH services due to COVID
- Diversity
- COVID's impact on schools
- Protests
- COVID's impact on tourism
- Aging population
- Increased violence
- State/Federal legislation
- Social media
- Erosion of trust in media
- More divisive society
- Lack of state support for M-231

THREATS

Goal I: 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 balanced budget.

- Provide information to the Board necessary to make key decisions in order to adopt the budget by the end of September.
- Annually adopt the Capital Improvement Plan, identifying and prioritizing projects and the funding to pay for it.
- Annually review millage rates during the budget process.
- Continue to evaluate and adopt strategies to address remaining pension and retiree health liabilities.
- Continue 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.
- Identify financial threats and approve strategies to mitigate those threats.
- Maintain the health of the County financing tools.
- Maintain the health of the Insurance Authority, while investing funds for projects that lower County liabilities.

- Work is progressing or complete on all listed deliverables.
- Budget timeline is on pace to meet the deadlines established.
- Updated to an annual user fee increase model. The goal is to review the fees on a rotating schedule every two or three years. The Sheriff has already reviewed some fees, including the inmate billing process. Independent from Fiscal Services, Public Health has also reviewed some of its fees and moved to a risk-based model.
- Implementing zero percent health insurance increase
- OCIA balance at healthy levels, significant investment made to lower liability.

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.
- Maintain legislative positions with associated talking points that can be used with legislators, the public and other stakeholders.
- Coordinate legislative actions with our lobbyist and the Michigan Association of Counties (MAC).
- Continue meeting with our legislators to maintain and enhance relationships and County influence in State decisions.
- In accordance with legislative protocols, focus efforts to preserve and enhance the budgetary and administrative authority of the County, enhance the fiscal position of the County and court system, and maintain or increase current levels of revenue sharing.

- The legislation action plan and reporting are being maintained monthly with the Planning and Policy Committee.
- The County is in frequent communication with legislators, GCSI and MAC on important legislative issues.

Objective 3: Maintain or improve bond credit ratings.

- Maintain a balanced budget with pro-active strategies.
- Present high-quality information to bond rating agencies.
- Continue to strive for "triple-triple" bond ratings.

- The 2021 budget, adopted in September, was balanced.
- Communicate with bond rating agencies to maintain top ratings from all rating agencies.

What will we do to get there?

Goal 2: To Contribute to the 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.

- Continued involvement and support of the Housing Next coalition in order to address the shortage of affordable housing.
- Facilitate work with stakeholders to plan for completion of M-231.
- Maintain regular communication and the relationship with the Road Commission.
- Continue work to facilitate and support a county-wide approach and contribution to economic development in the County.
- Recognize and support the role of agriculture in our economy.
- Comply with MIDC standards set for the Public Defender Office.
- Assess feasibility of “futuring” plan by 2022.
- Study countywide public transportation

- County Administrator is a member of Housing Next Leadership Council.
- Work on M-231 terminus point ongoing. County has purchased one of two parcels needed for the terminus. Discussions with MDOT to continue.
- Road Commission quarterly meetings held.
- Full participation with Lakeshore Advantage continues.
- Planning and Performance Improvement deploys comprehensive farmland preservation implementation strategy based on countywide survey results. Closed on Kruithoff property PDR in Chester Twp.
- The feasibility of a “futuring” plan is assessed by 2022.
- Countywide public transportation is studied.

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

- Address current issues, including: the opioid epidemic, increasing suicide rates and the funding/provision of mental health services.
- Continue to provide for the health of residents in the County through the Department of Public Health and Community Mental Health.
- Continue to provide for public safety in the County through the work of the Sheriff, Prosecutor and Courts.
- Walk the talk of our vision “Where You Belong”, support the Diversity, Equity and Inclusion Office to continue the work of ensuring that the County is a welcoming place to support a globally diverse workforce in our community.

- CMH continues to work with the Lakeshore Regional Entity to resolve the contract dispute with MDHHS, focusing on a solution to the region’s past financial liabilities. CMH is working with the Community Mental Health Association of Michigan to address the proposed redesign of the public mental health system. Millage dollars have allowed the hiring of new staff, including a grant writer and additional mental health staff in the jail.
- Ottawa County named 2nd healthiest County in the State.
- County vision “Where you belong” is making an impact. Candidates for employment having been attracted by that statement on miOttawa.org
- The Diversity, Equity and Inclusion Director is working on developing a strategic plan and has completed an implicit bias template.

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

- Resolve the Southwest Ottawa Landfill issue.
- Implement Comprehensive Groundwater Management Strategies Plan.
- Pursue deployment of Coordinated County-wide Future Land Use Vision.
- Complete and implement groundwater action and governance plan.
- Continue to support the work of the Parks and Recreation Commission and the new Parks Foundation.
- Continued support of the Agricultural Preservation Board, discussing options to more aggressively pursue farmland preservation.
- Continue efforts related to water quality and beach sand quality.
- Review and report on the status of the County being part of multiple Metropolitan Planning Organizations.

- Public Health completed review of risk-based models and presented a fee structure that includes two categories of risk. The Board approved the fee structure on May 1, 2020, which is when the annual food license fees are due.
- Obtaining costs estimates for partial slurry wall for Southwest Ottawa Landfill Slurry Wall project. Evaluating options to reduce operating costs.
- MSU Groundwater Study completed. Seeking state funding for proposed groundwater monitoring network and potential County ordinance.
- Public Health has allocated \$20,000 to water sustainability initiative. EH manager and Communications Specialist are working with PPI staff and other member of groundwater task force to identify and implement new education strategies. As of April 1, the team paused the project due to COVID-19 response.
- Planning and Performance Improvement pursuing coordinated land-use growth strategy for County.
- Grand River Greenway fundraising committee making major headway (developed Grand River Greenway campaign and Grand River Greenway Corporate outreach program).
- Planning and Performance Improvement nearing completion of MPO report with emphasis on enhancing collaboration with regional MPO agencies.
- Ag Preservation Board working to permanently preserve third, fourth and fifth agricultural parcels; Planning and Performance Improvement deploying comprehensive farmland preservation strategy plan.

What will we do to get there?

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 in this goal area.

- Provide regular updates to the Board regarding communication strategies.
- Consider and evaluate new opportunities and methods of communication with stakeholders.



- Annually updates Board with GovDelivery citizen communication metrics.
- Commissioners are regularly attending their local board meetings and communicating with these stakeholders.
- Corporation Counsel to develop effective means to communicate with Board independent of Board meetings.

Objective 2: Maximize communication with citizens.

- Provide talking points for Commissioners on various topics for use when interacting with the public and other stakeholders.
- Evaluate existing and new technology and initiatives to improve engagement with citizens; including social media, GovDelivery and Zoom.
- Develop additional informational pieces to inform citizens about their Commissioners, the County relationship with the Road Commission and other topics.
- Continue to improve www.miOttawa.org, increasing and improving the information and services that citizens can access.
- Provide timely and thorough information updates on key issues and events, like the M-231 project.
- Stream and record Board of Commissioner meetings for public viewing.



- Continued success with social media and GovDelivery, subscribers are continually increasing. Monthly evaluations show increasing social media and email subscribers.
- Public Health, along with IT, has developed, a COVID information page and a statistical dashboard, which are both updated daily with the most current information available.
- Existing electronic communication tools are regularly used to inform citizens about key concepts, including services (e.g. online service center), quality (e.g. awards) and value (e.g. tax dollar report).
- Created two new GIS election apps (Find My Polling Place and Find My Elected Official).
- Seven of 11 Commissioner bio's on miOttawa.org.
- Began conducting Board meetings via Zoom and livestreaming them on YouTube.
- MiOttawa.org use and revenue continue to grow.
- Administrator provides timely updates to Commissioners on key issues and projects.

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.
- Continue the Labor-Management Cooperation Committee.
- Continue brown-bag lunches and other information sessions.



- All methods of communication with employees are regular and well received.
- Ongoing IT Newsletter.
- Sent out several employee surveys dealing with County's COVID-19 response.

Objective 4: Evaluate communication with other key stakeholders.

- Meet with community leaders on a regular basis, increasing the involvement of Commissioners with the community.
- Continue the M-231 run.
- Conduct a Board of Commissioners meeting at GVSU in conjunction with the Student Senate and host a "Commissioner Ice Cream Social" in each quadrant.
- Continue communications with local units of government, including the use of legislative forums, all-unit meetings and the Administrator's Digest.
- Coordinate with OAISD for outreach to high school students.
- Conduct a Board of Commissioner meeting at Hope College by 2022.



- Commissioners are more involved in the community than ever before. Increased participation in chamber functions, LAUP, Minority Business Awards, etc.
- Commissioners are regularly attending their local board meetings and communicating with these stakeholders.
- Legislative Forums and all local unit meetings continue.

What will we do to get there?

What do we want to do?

Goal 4: To Continually Improve the County's Organization and Services.

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

- Continue and expand the "4 C's" initiative by adding a fight "C" (collaboration).
- Develop and incorporate systems of creativity (continuous improvement and innovation) for all employees.
- The broadband plan is implemented.
- Explore possible uses of artificial intelligence (AI) in County operation and service provision.
- Develop citizen engagement approach.
- Improve WIFI in County facilities.
- Evaluate constructing County campground.
- Update Campus Master Plan.

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

- Conduct organizational efficiency/structure reviews and program evaluations.
- Continue to improve performance measurement systems and benchmarks relative to budgeted resources.
- Continue to maintain and improve dashboards and other reports to increase transparency and demonstrate outcomes.
- Implement LEAN projects in three new areas.

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

- Continue to develop approaches to attract and retain talent, including elements such as competitive wages, benefit packages and flexible work environments.
- Continue to develop approaches to expand and retain a diverse workforce.
- Continue the investment in employee training and development through talent development and tuition reimbursement.
- Develop a succession planning method.
- Conduct DEI training for all staff.

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

- Examine and evaluate possibilities for service collaboration and make cost-effective services available to units of government.
- Continue to improve culture of collaboration and teamwork among county departments/offices/agencies/courts.

Status Update

- Adding the 5th "C" of Collaboration.
- Collaborating with HR to develop a Creativity training for all staff.
- Developing an AITA Innovator Assessment manager's report to share countywide.
- Major progress with online innovation 2.0 playbook.
- Design thinking process nearly completed.
- Planning and Performance Improvement continues to pursue public-private partnership strategies to address areas of County with lack of broadband.
- Making CPTED-related improvements to facilities and conducting CPTED training for employees to improve security at County facilities.
- Facilities Maintenance is updating the Campus Mater Plan.
- The Purchasing initiative is generally on-schedule. The revised Purchasing Policy was passed by the Board in March, but countywide training was delayed due to COVID-19. Many departments were involved in the process of reviewing and updating the policy. The delay in training doesn't impact everyone. Fiscal is still planning to provide countywide training when staff return to the office.
- Online citizen engagement approach is developed.
- WIFI is being upgraded in County facilities.
- Construction of County Campground is evaluated.

- Planning and Performance Improvement is currently working with Public Health to evaluate Ottawa Food, Wear One, the Suicide Prevention Coalition, Pathways to Better Health and the Community Health Improvement Plan. The Department is also working with Parks and Public Health to evaluate Step It Up and a new Community Walking Group program.
- Planning and Performance Improvement continues to work with each department and court to update all Performance Outlines to the outcome-based format, with 37 of the 44 departmental outlines updated. Annual, performance, outline data continue to be collected for use in the Budget Book.
- Planning and Performance Improvement maintains the County's web-based Performance Dashboard by updating 19 datasets annually. The Department also continues to collect residential/commercial, construction, activity data from each local unit, as well as maintain annual population estimates and monthly, unemployment statistics.
- Public Health, Fiscal Services and CMH have made major progress with LEAN implementation. IT is starting a LEAN project on implementing a best practices project management system.

- Leadership Cohort training is complete. We are engaging in Crucial Conversation training to assist our employees in having hard conversations.
- Implemented an eLearning program to replace instructor-led IT courses.
- Developed significant capacity to deliver online training opportunities for employees.
- Staff receives DEI training.

- Agreements to provide IT Support Services to Polkton Township.
- Agreement to provide Assessing Service Agreement with the City of Hudsonville.
- Interdepartmental work team emphasis continues. Ambassador program is going strong. Leadership Cohorts are progressing well.
- Planning and Performance Improvement has extended its land-use data and evaluation services to the local units of government. The Department assisted Spring Lake Village with statistics, data and maps to update its Master Plan. Evaluation services are also being provided to the Lakeshore Nonprofit Alliance, the City of Holland and the City of Coopersville.

What will we do to get there?

Assigned Resources and Deadlines

Once objectives, deliverables and outputs have been established, it is important to assign deadlines and resources to ensure that the plan activities are completed.

Ottawa County Board of Commissioners Business Plan: Deadlines and Resources	Projected Completion	Resources Assigned
Goal 1: To Maintain and Improve the Strong Financial Position of the County.		
Objective 1: Maintain and improve current processes and implement new strategies		
Provide information to the Board necessary to make key decisions in order to adopt the budget by the end of September.	9/22/2021	Administrator, Fiscal Services
Annually adopt the Capital Improvement Plan, identifying and prioritizing projects and the funding to pay for it.	8/24/2021	Administrator, Fiscal Services, Facilities
Annually review millage rates during the budget process.	9/30/2021	Administrator, Fiscal Services
Continue to evaluate and adopt strategies to address remaining pension and retiree health liabilities.	9/30/2021	Administrator, Fiscal Services, Human Resources
Continue 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.	9/30/2021	Administrator, Fiscal Services, Human Resources
Identify financial threats and approve strategies to mitigate those threats.	9/30/2021	Administrator, Fiscal Services
Maintain the health of the County financing tools.	9/30/2021	Administrator, Fiscal Services
Maintain the health of the Insurance Authority, while investing funds for projects that lower County liabilities.	9/30/2021	Administrator, Fiscal Services
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.	Ongoing	Administrator
Maintain legislative positions with associated talking points that can be used with legislators, the public and other stakeholders.	Ongoing	Administrator
Coordinate legislative actions with our lobbyist and the Michigan Association of Counties (MAC).	Ongoing	Administrator
Continue meeting with our legislators to maintain and enhance relationships and County influence in State decisions.	Ongoing	Administrator
In accordance with legislative protocols, focus efforts to preserve and enhance the budgetary and administrative authority of the County, enhance the fiscal position of the County and court system, and maintain or increase current levels of revenue sharing.	Ongoing	Administrator
Objective 3: Maintain or improve bond credit ratings.		
Maintain a balanced budget with pro-active strategies.	9/30/2021	Administrator, Fiscal Services
Present high-quality information to bond rating agencies	Ongoing	Administrator, Fiscal Services
Continue to strive for "triple-triple" bond ratings.	Ongoing	Administrator, Fiscal Services
Goal 2: To Contribute to the 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.		
Continued involvement and support of the Housing Next coalition in order to address the shortage of affordable housing.	Ongoing	Administrator
Facilitate work with stakeholders to plan for completion of M-231.	Ongoing	Administrator, Planning
Maintain regular communication and the relationship with the Road Commission.	Ongoing	Administrator, Planning
Continue work to facilitate and support a county-wide approach and contribution to economic development in the County.	Ongoing	Administrator
Recognize and support the role of agriculture in our economy.	Ongoing	Administrator, Planning
Assess feasibility of "futuring" plan by 2022	12/31/2022	Administrator
Objective 2: Consider initiatives that contribute to the social health and sustainability of the County and its residents.		
Address current issues, including: the opioid epidemic, increasing suicide rates and the funding/provision of mental health services.	Ongoing	Administrator, Public Health, CMH, Sheriff, Prosecutor, Courts
Continue to provide for the health of residents in the County through the Department of Public Health and Community Mental Health.	Ongoing	Public Health, CMH
Continue to provide for public safety in the County through the work of the Sheriff, Prosecutor and Courts.	Ongoing	Sheriff, Prosecutor, Courts
Walk the talk of our vision "Where You Belong", establish Diversity, Equity and Inclusion Office to continue the work of ensuring that the County is a welcoming place to support a globally diverse workforce in our community.	Ongoing	Administrator
Objective 3: Consider initiatives that contribute to the environmental health and sustainability of the County and its residents.		
Implement Comprehensive Groundwater Management Strategies Plan.	9/30/2021	Planning
Pursue deployment of Coordinated County-wide Future Land Use Vision.	12/31/2021	Planning
Complete and implement groundwater action and governance plan.	12/31/2021	Planning
Continue to support the work of the Parks and Recreation Commission and the new Parks Foundation.	Ongoing	Parks
Continued support of the Agricultural Preservation Board, discussing options to more aggressively pursue farmland preservation.	Ongoing	Planning
Continue efforts related to water quality and beach sand quality.	Ongoing	Administrator, Parks, Public Health, MSU Ext.

Review and report on the status of the County being part of multiple Metropolitan Planning Organizations.	12/31/2021	Administrator
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 in this goal area.		
Provide regular updates to the Board regarding communication strategies.	Ongoing	Administrator
Consider and evaluate new opportunities and methods of communication with stakeholders.	Ongoing	Administrator
Objective 2: Maximize communication with citizens.		
Provide talking points for Commissioners on various topics for use when interacting with the public and other stakeholders.	Ongoing	Administrator
Evaluate existing and new technology and initiatives to improve engagement with citizens; including social media, GovDelivery and Zoom.	Ongoing	Administrator
Develop additional informational pieces to inform citizens about their Commissioners, the County relationship with the Road Commission and other topics.	Ongoing	Administrator
Continue to improve www.miOttawa.org, increasing and improving the information and services that citizens can access.	Ongoing	Administrator
Provide timely and thorough information updates on key issues and events, like the M-231 project.	Ongoing	Administrator, Planning
Stream and record Board of Commissioners meetings for public viewing.	Ongoing	Administrator
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.	Ongoing	Administrator
Continue the Labor-Management Cooperation Committee.	Ongoing	Administrator, Human Resources
Continue brown-bag lunches and other information sessions.	Ongoing	Administrator
Objective 4: Evaluate communication with other key stakeholders.		
Meet with community leaders on a regular basis, increasing the involvement of Commissioners with the community.	Ongoing	Administrator
Continue the M-231 run.	Ongoing	Administrator
Conduct a Board of Commissioners meeting at Hope College and GVSU in conjunction with the Student Senate and host a "Commissioner Ice Cream Social" in each quadrant.	12/31/2022	Administrator
Continue communications with local units of government, including the use of legislative forums, all-unit meetings and the Administrator's Digest.	Ongoing	Administrator
Goal 4: To Continually Improve the County's Organization and Services.		
Objective 1: Conduct activities and maintain systems to continuously improve to gain efficiencies and improve effectiveness.		
Continue and expand the "4 C's" initiative by adding a fifth "C" (collaboration).	9/30/2021	Administrator, Human Resources
Develop and incorporate systems of creativity (continuous improvement and innovation) for all employees.	9/30/2021	Administrator, Human Resources
The broadband plan is implemented.	Ongoing	Planning
Explore possible uses of artificial intelligence (AI) in County operation and service provision.	12/31/2021	Administrator, IT
Complete analysis of purchasing process.	12/31/2021	Administrator, IT
Objective 2: Continue to perform program evaluations and implement outcome- based performance measurement systems		
Conduct organizational efficiency/structure reviews and program evaluations.	Ongoing	Planning
Continue to improve performance measurement systems and benchmarks relative to budgeted resources.	Ongoing	Planning
Continue to maintain and improve dashboards and other reports to increase transparency and demonstrate outcomes.	Ongoing	Planning
Objective 3: Maintain and expand investments in the human resources and talent of the organization.		
Continue to develop approaches to attract and retain talent, including elements such as competitive wages, benefit packages and flexible work environments.	Ongoing	Administrator, Human Resources
Continue to develop approaches to expand and retain a diverse workforce.	Ongoing	Administrator, Human Resources
Continue the investment in employee training and development through talent development and tuition reimbursement.	Ongoing	Administrator, Human Resources
Develop a succession planning method.	Ongoing	Administrator, Human Resources
Objective 4: Examine opportunities for increased cooperation and collaboration with local government and other partners.		
Examine and evaluate possibilities for service collaboration and make cost-effective services available to units of government.	Ongoing	Administrator, Planning
Continue to improve culture of collaboration and teamwork among county departments/offices/agencies/courts.	Ongoing	Administrator



Ottawa County

Where You Belong

Ottawa County is located on Lake Michigan's spectacular freshwater coastline where nature is cherished and protected. More than the lakeshore, you'll find the people of Ottawa County friendly yet driven, working hard to succeed in charming downtown small businesses, at manufacturing hubs with global impact and on acres passed down from generations. We embrace creativity and believe that diversity makes us stronger. We resolve that our public services must be high-quality and cost-effective. We are innovative and never wait for someone to solve our problems for us. We are friendly neighbors chipping in, lending a hand and making sure you know Ottawa County is where you belong.