

Oceana County

Board of Commissioners



2022 - 2024 + **Strategic Plan**

Sustainable strategies for enhancing overall financial health

Creating connections through inter-departmental and cross-sector collaborations

Board of Commissioners

Robert H. Walker – Board Chair (District 7)

Paul Erickson – Board Vice Chair (District 4)

Craig Hardy (District 3)

Ron Christians (District 1)

Tim Beggs (District 5)

Phil Morse (District 6)

Martha Meyette (District 2)

Focus (Goals)

1. Continually work to improve the overall financial health of the county and its various budgets
2. Administration shall be responsive to the Board and its need for information to make informed decisions
3. The Board shall commit to serving as a “friend of visioning¹ and local investments”
4. Strengthen relationships with stakeholders and build trust in government
5. Strengthen countywide emergency services (police, EMS, fire, emergency mgmt., 911)

¹ Visioning: the development of a plan, goal, or vision for the future.

Mission

The mission of Oceana County is to provide efficient, effective, responsive government with the highest quality services in a fiscally responsible manner to promote the health, safety and general welfare of all Oceana County citizens, guests, and visitors.

Source: www.oceana.mi.us

Board of Commissioners

Strategic Plan



Goal: Continually work to improve the overall financial health of the county and its various budgets

Action Steps	Responsible Parties	Progress Indicators	Frequency	Results / Evidence
Monitor changes in fund balances for major funds (i.e., #101, #210, #405, #445)	Administration	% (or \$) change in fund balances for major funds	No less than Quarterly	Fund balances are stable over time with commitments/spending that support the Board's strategic goals
Analyze the effects of wage and fringe benefit improvements on fiscal health	Administration	% (or \$) change in annual personnel costs (union & non-union employees)	Ongoing	Change (+/-) in annual personnel costs are no more than 2 times the calculated increase in taxable property values for the fiscal year
Develop strategies to address unfunded pension liability	Administration & Board	Approved board resolution(s); annual MERS actuarial report	Annually	Decrease in unfunded pension liability for all DB plans Note: HB 5054 may provide fed/state funding
Complete a facilities needs assessment and develop strategies to accomplish requirements	Maintenance & Administration	Needs assessment report finalized	Annual updates following initial assessment	Assessment report prepared and reviewed by the Board; strategies with funding mechanisms identified and approved by Board
Develop strategies to set aside funds for long term facility improvements	Administration & Board	Approved board resolution(s); increased fund balance (#445)	Annually	Increased availability of funds for facility improvements
Complete an assessment of mandated services to inform the Board about mandatory vs. discretionary spending	Administration, Department Heads & Court Officials	Assessment report finalized	Biennial following initial assessment	Assessment report prepared and reviewed by the Board
Identify opportunities to reduce or eliminate duplicated services and/or programs	Administration, Department Heads & Court Officials	Applicable topics discussed with the Board	Ongoing	Applicable topics discussed with the Board; approved Board resolutions supporting changes

Board of Commissioners

Strategic Plan



Goal: Administrative responsiveness to the Board and its need for information to make informed decisions

Action Steps	Responsible Parties	Progress Indicators	Frequency	Results / Evidence
Analyze, assess, evaluate, compile, and present financial and operational information; including policy matters, public interest topics, etc.	Administration & Other Internal / External Stakeholders	Board satisfaction with information provided	Ongoing	Preparation of reports, presentations, discussions that adequately inform the Board

Board of Commissioners

Strategic Plan



Goal: Board commits to serving as a “friend of visioning and local investments”

Action Steps	Responsible Parties	Progress Indicators	Frequency	Results / Evidence
Relying on information from the 2022 workforce and economic diversification study, the Board shall support training programs and schools; explore educating youth in entrepreneurship; and support the Oceana County Economic Alliance and similar entities	Board, Administration, External Stakeholders	Meetings, presentations, discussions with the planned outcome of training programs for skilled trades	Ongoing	Training programs and facilities that meet the needs of a changing workforce; enhancing the local economy through new economic development initiatives; outreach efforts are impactful
Facilitate completion of a housing needs assessment; develop strategies to increase affordable housing	Board, Administration, External Stakeholders (i.e., Dogwood Community Dev)	Meetings, presentations, discussions leading to an assessment study; funding assistance from the county	Ongoing	Assessment report prepared and reviewed by the Board; strategies approved by the Board to increase affordable housing
Explore additional funding strategies for parks and recreation	Board, Administration, Parks and Recreation Commission, External Stakeholders	Increased funding, enhanced parks and recreation services, completion/update of master plan, user surveys or feedback cards	Ongoing	Increased parks and recreation services; consistently use a method to receive user feedback
Partner with Chambers of Commerce (or similar) to support initiatives	Board, Administration, External Stakeholders	Meetings, presentations, discussions; funding assistance from the county	Ongoing	Stakeholders confirm that outreach efforts are meaningful, impactful

Board of Commissioners

Strategic Plan



Goal: Strengthen relationships with stakeholders and build trust in government

Action Steps	Responsible Parties	Progress Indicators	Frequency	Results / Evidence
Develop a communications plan for community stakeholders	Board, Administration, Other Stakeholders	Plan developed and strategies implemented	Ongoing	Methods and information continually available to the public
Build “bridges” with local units and identify opportunities to collaborate	Board, Administration, Other Stakeholders	Regular attendance at local meetings; invitations for local officials to connect with the county	Ongoing	More frequent engagement leads to program or service collaboration
Develop opportunities for citizens to learn about their county government	Board, Administration, Other Stakeholders	Enhanced web site; educational materials published; increased access to county officials	Periodic	Static material and active learning opportunities are used by the public
Identify opportunities to collaborate with schools and senior organizations	Board, Administration, Other Stakeholders	Meetings, presentations, discussions	Periodic	Collaborative initiatives are implemented
Convene schools and historical society to educate youth & encourage them to stay in the county	Board, Administration, Other Stakeholders	Youth outreach efforts (materials, “fairs”)	Periodic	Outreach efforts performed; youth feedback if life goals include Oceana County
Complete a “branding (motto)” initiative (i.e., a community theme like volunteerism)	Board, Administration, Other Stakeholders	Meetings, presentations, discussions; minimal funding	One time, but “brands” or “mottos” may chg over time	A brand/motto is adopted by the Board
Evaluate and adapt the public’s access to committee and Board meetings	Board, Administration, Other Stakeholders	Changes implemented, increased public satisfaction	Periodic	Changes implemented that result in increased public satisfaction and trust in county gov

Board of Commissioners

Strategic Plan



Goal: Strengthen countywide emergency services (police, EMS, fire, emergency mgmt, 911)

Action Steps	Responsible Parties	Progress Indicators	Frequency	Results / Evidence
Reassess goals from the 2015 Fire Department Cooperative Efforts Feasibility Study and determine their applicability to current fire operations	Board, Administration, Fire Agencies, Emergency Management, and others	Meetings, discussions, presentations, confirmed selection and implementation of appropriate action steps	Ongoing	Builds, or strengthens, a sustainable system of services.
Promote county-wide adoption of the National Fire Code to support fire inspection and prevention programs for commercial businesses	Board, Administration, Fire Agencies, Emergency Management, and others	Meetings, discussions, presentations	Ongoing	Promotes life safety and property protection by giving local fire departments the authorization to enforce life safety and fire prevention codes in commercial and industrial settings.
Explore opportunities to cross train law enforcement officers to be certified as emergency medical first responders	Board, Administration, Sheriff and Local Police Chiefs, Medical Control, and others	Meetings, discussions, presentations, and if deemed appropriate, implemented in one or more agencies	Ongoing	Additional responders would improve response times for medical emergencies to begin initial treatment and/or life saving measures.
Concerted effort to promote EMS education	Board, Administration, Life EMS, Medical Control, and other community stakeholders			

Rank Order of Objectives

September 18, 2021 Strategic Planning Session



Oceana County Strategic Planning Session September 18, 2021 Objective Ranking	
Objective	Rank
Commit to data driven decisions & good governance (resolution, motion?)	44
County facilitate ongoing work to establish a trade school	39
Assess where there is duplication in services/programs to increase efficiency	38
Complete a housing needs assessment	30
Plan to fund pension liability	29
Review regulations impacting private industry	26
Complete mandated services study	25
Develop communication plan for various community stakeholders	23
Complete County facilities needs assessment/campus master plan	20
Build bridges with Townships- Identify strategies for collaboration	18
Evaluate opportunities for collaboration between County & Townships	15
Explore additional funding strategies for parks	12
Partner with Chambers of Commerce to support each other's efforts	9
Convene stakeholders to explore educating youth in economic development & entrepreneurship	9
Study how to diversify workforce & economic engines	9
Educate residents about local government- citizens academy	9
Investigate collaboration between schools & senior organizations	7
Convene stakeholder group on planning for post-secondary education	7
Complete plan to identify & remediate groundwater concerns	7
Convene schools & historical society to educate youth & encourage them to stay in the County	4
Complete a branding (motto) initiative- possible theme "volunteer community"	3
Evaluate Board of Commissioner meeting access	2
Build a collaboration clearing house/stakeholder inventory	0
Convene local governments on timing of utility work	0

SWOT Analysis

September 18, 2021 Strategic Planning Session



Oceana County examined the strengths, weaknesses, opportunities, and threats affecting the department as a whole. The items in each category are not ranked by importance, nor is this intended to be an all-inclusive list. 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

- Agricultural growth/tourism
- Beautiful landscape (water)
- County employees
- Resort trade (Summer tax base)
- Board/ Commission volunteers
- Low density population
- Community cooperation & trust
- Strong schools
- Low debt
- Agriculture research center
- Healthcare system
- Hunting/fishing access/expertise
- Faith community
- Working relationship between County & Agriculture
- Diversity
- Great place to raise a family
- Outdoor rec/parks/trails
- Brainpower– talent in Boards/ Commissioners/foundations
- Airport
- Cooperative efforts across public safety agencies
- Oceana County fairgrounds plans/vision
- Love Inc.
- Community Foundation
- MSU Extension
- Bike Trail

OPPORTUNITIES

- Broaden tourism season (early spring, late fall)
- More events (shoulder seasons)
- Later school start (student employees)
- Food starting block– build on
- Internet (mobile workers) live in Oceana & employed elsewhere
- TrustStream internet extending
- Federal funds ARPA & infrastructure
- More senior housing = more housing for others
- Housing non-profit partnerships
- Economic development partnerships
- Value of libraries– more is better
- Regionalization of services
- Brownfield Development Authority
- Post-secondary education
- More activities for kids
- Bring in industrial growth/ economic growth
- New agricultural research center
- Regionalization of fire service
- More County involvement with the Hispanic Center
- Council on Aging & the Ladder –expand for senior socialization
- Development of Expressway Exits
- Love Inc.

- Community engagement
- Long term planning
- Economic development
- Affordable housing
- Vocational post-secondary education (availability)
- Limited workforce
- Aging facilities
- Lack of County recreation space (e.g. waterfront)
- Lack of shoulder season business opportunities
- Lack internet
- High poverty rate
- Lack inclusion of Hispanics in leadership
- Employers can not get and/or keep workers

- Stagnant economy
- Younger generation not in Trades
- Lack of good payment structure in Trades
- "City Slickers" coming in & changing Oceana County
- Environmental threats– Ag. & in framework of real science
- Lack volunteer firefighters & medical first responders
- Lack of young people involvement
- Impacts of weather events
- Unknown of national debt on local government
- Losing industry, especially when reliant on a few
- Taxes raised for small business
- Government restriction in private enterprise & personal property
- Lack of housing
- Funds for roads

- Lack diversity– heavy tourism & agriculture
- Brain Drain– brightest leaving
- Lack of well paying jobs
- Bad roads
- More children going into our schools
- Limited tax base
- Parts of County outside community college districts
- Fragmentation across community & lack of central "business district"
- Lack of skilled trades people
- Lack of senior housing
- Empty, deteriorating commercial buildings

- Expending money elsewhere, not locally (e.g. Car dealers)
- Polarization that makes collaboration difficult
- Lack of succession planning– public & private
- Families not prioritizing education
- Clustered housing developments/ zoning
- High/increasing tax rate
- Unfunded mandates
- Pension liability
- Protecting ground water
- Government overreach
- Strings attached to state/federal \$
- Poverty rates (inability to afford house purchase)
- Absentee landlords
- Duplication in government entities & services/programs

WEAKNESSES

THREATS