



# MANISTEE COUNTY BOARD OF COMMISSIONERS STRATEGIC PLAN

2014-2019



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Dear Colleagues and Friends,

We are pleased to present the first Strategic Plan for Manistee County prepared by the Manistee County Board of Commissioners with the facilitation assistance of the Alliance for Economic Success. This Strategic Plan was first adopted on September 9, 2014.

This is a time of dynamic change. Even while we are welcoming new and different employers and applauding positive, transformational initiatives and achievements throughout our County we also have increased demand for shrinking financial resources that support County programs, services and infrastructure. At the same time, there is a need for leadership to address needs and priorities that encompass health and human services, employment, natural resources and recreation, infrastructure and overall community development.

The need to unify the County's governing body around clear priorities and actions and opportunities was an important catalyst for preparing this Strategic Plan, as was the need to communicate our vision, missions and strategic goals with our many stakeholders.

We welcome and invite input on this plan and your participation and support in attaining the strategic goals for Manistee County.

Sincerely,

Ken Hilliard, Chair \_\_\_\_\_

Jim Krolczyk, Vice-Chair \_\_\_\_\_

Richard Schmidt \_\_\_\_\_

Brook Shafer \_\_\_\_\_

Mark Bergstrom \_\_\_\_\_

Jeff Dontz \_\_\_\_\_

Alan Marshall \_\_\_\_\_

*Adopted September 9, 2014*



After a yearly review of the Plan, and during a public meeting, the Board of Commissioners unanimously approved the revisions and additions on February 16, 2016.

Sincerely,

Jeff Dontz, Chair \_\_\_\_\_

Brook Shafer, Vice-Chair \_\_\_\_\_

Richard Schmidt \_\_\_\_\_

Karen Goodman \_\_\_\_\_

Mark Bergstrom \_\_\_\_\_

Ken Hilliard \_\_\_\_\_

Alan Marshall \_\_\_\_\_

*Adopted February 16, 2016*



## PURPOSE OF THE STRATEGIC PLAN

The purpose of this Strategic Plan is to provide the County Board of Commissioners and the people they represent with a guide for identifying and addressing the needs and opportunities of Manistee County. It is a Plan that will be used by the Commission in fulfilling their obligations to Manistee County. The Plan is intended to be a living, breathing document that will be adjusted to respond to evolving needs and conditions. It will be formally evaluated by the Commission annually to ensure it is appropriately updated to reflect current and emerging conditions. Further, the Commission is unified that this Plan will be implemented and will serve as a guidepost for the Commission's agenda of work and for evaluating the progress of the Commission.

## VISION STATEMENT

Our vision reflects what we believe can and should be the "ideal state" for Manistee County:

***"Manistee County and its many stakeholders are unified around strategies and plans that create places and opportunities that attract families, businesses, jobs and visitors, supporting a consistent upward trend in the County's prosperity."***

## MISSION STATEMENT

Our mission reflects what the Manistee County Board of Commissioners does and must do to attain our vision:

***"Through leadership, collaboration and forward looking decisions, programs and services, the Manistee County Board of Commissioners directs resources and creates an environment that achieves prosperity throughout Manistee County."***

## VALUES

The values of the Manistee County Board of Commissioners guide and influence our decisions, programs and services. They include:

- Ethical, exemplary behavior
- Fiscal responsibility and integrity
- Acting in the best interest of the people of Manistee County
- Continuously improving our County and our programs and services that support it
- Consistency in our actions and decisions
- Recognizing and making full use of complementary resources in achieving our vision, mission and strategic goals
- Maintaining an open mind and listening to our stakeholders
- Maintaining the public trust
- Transparency in our actions and decisions
- Protecting our natural resources for future generations
- Fair treatment of employees



- Flexibility to respond to changing conditions
- Being proactive and prospective as opposed to reactive and regressive
- Pride in our many diverse communities
- Awareness of current conditions and trends
- Exemplary customer service

## STATE OF THE COUNTY LETTER

Manistee County has become recognized throughout Michigan as a place where communities are unifying around positive change, driven by a strong and open collaborative process that embraces all interests and views.

Many of our townships and villages have taken the lead by developing new, best practice master plans that are far more than documents simply satisfying state law – they are blueprints for community action and improvement.

County-wide, we are leveraging our iconic, diverse and abundant natural resources by making them available for use and enjoyment by people of all ages, needs and abilities. Increasingly, visitors, new residents and businesses are coming to Manistee, attracted by the “place” that has been and is being created.

Our manufacturing base is strong, getting stronger and is here to stay. We have tremendous opportunities to continue to build our manufacturing base, making best use of our human and natural assets.

The progress to strengthen Manistee’s downtown, anchored by the newly restored Vogue Theatre on one end and the marvelous new Lake Michigan beach facilities on the other will bring thousands of new visitors to our community.

We are improving and expanding accessibility and the quality of health care county-wide.

And we are doing all this while preserving the character, historic quality and uniqueness of our communities and special places.

While progress is being made, much remains to be done. A primary purpose of this Strategic Plan is to establish the collective priorities for action by the County Board of Commissioners so that the State of the County will continue to improve and be recognized by all as a place where people want to play, live and work.



## ROLES AND RESPONSIBILITIES OF THE MANISTEE COUNTY BOARD OF COMMISSIONERS

The chief legislative and policy-making body of Manistee County Government is the 7-member Board of Commissioners.

### COMMISSIONERS' ROLE AND RESPONSIBILITIES:

**SET BUDGET:** Adopt an annual County budget for operating expenses and capital expenditures. This includes annual budgets of independently elected County officials, the County Clerk, the Drain Commissioner, Circuit Court and District Court Judges, and the Prosecutor.

**SEEK FUNDING:** Raise money to fund the County's operations by levying property taxes, setting fees, selling bonds or borrowing and accepting grants in aid.

**MONITOR EXPENDITURES:** Monitor County expenditures, audit bills monthly as required by statute except where there is a board of auditors.

**TAXATION:** Adopt equalization of tax assessments County-wide.

**SET COMPENSATION:** Set compensation of all elected officials, many appointed officials and County employees according to statutory authority.

**MAKE APPOINTMENTS:** Appoint a number of department heads and members of a number of boards and commissions.

**DEVELOP PERSONNEL POLICIES:** Establish personnel policies and procedures for a number of County departments and jointly with elected officials concerning their departments.

**PROVIDE AND MAINTAIN FACILITIES:** Provide for necessary facilities and equipment for County government operation and for maintenance of such facilities and equipment.

**PARTICIPATE IN PROGRAMMING:** Provide for County participation in several county and multi-County human service and other programs.

**PARTNER AND COLLABORATE WITH LOCAL, INTERSTATE, TRIBAL AND REGIONAL GOVERNMENTS:** Assist local units of government, through intergovernmental contracts, in areas of public works, human services, law enforcement, etc., sometimes granting the full faith and credit of the county to secure borrowing for local projects. Develop partnerships with governments at all levels to attain the goals of the County.

**ADOPT ORDINANCES:** Adopt, if desired by people, zoning in rural areas and other ordinances as provided by law.

**HIRE COUNTY ADMINISTRATOR:** Select a County Administrator/Controller to supervise the day-to-day operations of County departments.



**MANAGE COUNTY OWNED PROPERTIES:** Determine the sites of County buildings, and purchasing or disposing of County-owned properties and facilities.

**INFLUENCE POLICY:** The Board has an oversight function to assess the performance of County Departments, boards, authorities, councils, commissions and committees and provide direction or assistance to meet the needs of the County.





## ORGANIZATIONAL STRUCTURE

The Manistee County government organizational structure includes elected officials, County departments, committees and boards, authorities, councils and commissions.

Elected officials are elected by the people of Manistee County and are directly responsible to their constituency. Many officials have offices with staff that work to carry out their mandated obligations.

The County Departments, while not elected, provide services to the residents of the County. Many of these services are either mandated by statute or are essential to the tasks of running of county government.

In order to effectively address issues and provide a link between County Board of Commissioners, who carries responsibility for the governance and those who are hired and appointed to govern the County, Commissioners sit on a number of Committees. The Committees are made up of County employees, elected officials and appointed officials. These Committees address a number of topics and are charged with specific functions.

In addition to the Committees, Commissioners and County staff work closely with a network of nonprofit organizations that address important needs and priorities throughout the County. Some of these support entities are County specific while others are regional and even State-wide organizations.

Together, the entities work together to ensure that the County is addressing the needs of its residents..

## ORGANIZATIONAL STRUCTURE FOR THE COMMISSION AND COUNTY OPERATIONS

### ELECTED OFFICIALS OFFICES

- Clerk's Office
- Drain Commission Office
- Prosecutor's Office
- Treasurer's Office
- Sheriff's Office
- Register of Deeds Office

### COUNTY DEPARTMENTS

- Equalization Department
- Planning Department
- Maintenance & Custodial Department
- Emergency Management Department
- Information Technology Department
- MSU Extension
- Veterans Trust

### COMMITTEES

- Executive/Joint Court Committee
- Green Team/Recycling Committee



- House Review Committee
- Personnel Committee
- Public Safety Committee
- Regional Summit Committee
- Technology/Information Committee
- Ways & Means/Finance/Equalization/Investment/Physical Resources Committee

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#### BOARDS, AUTHORITIES, COUNCILS AND COMMISSIONS

- Airport Authority
- Planning Commission
- Brownfield Redevelopment Authority
- Manistee County Board of Canvassers
- Centra Wellness Network Board
- Department of Human Services Board – DHS
- Intermediate School Board of Education Board Members
- Jury Board
- Library Board
- Medical Examiner
- Transportation Board of Directors
- Prison Liaison Board
- Road Commission Board
- Tax Allocation Board
- Veterans Counselor
- Northwest Michigan Council of Governments Workforce Development Board
- West Shore Medical Center Board of Trustees
- West Shore Health Center Board
- Council on Aging
- Alliance for Economic Success
- Brownfield Commission
- Alliance for Economic Success
- Area Agency on Aging of Northwest Michigan
- Central Wellness Network
- District Health Department No. 10
- FiveCap Board

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#### SUPPORTING ORGANIZATIONS (RESPONSIBILITIES OF THE COMMISSION VARIES)

- 2-1-1 Action Team
- 9-1-1/Central Dispatch Board
- Agricultural Society (Fair) Board



- Bar Lake Improvement Board
- Bear Lake Improvement Board
- Betsie River Natural River Zoning Review Board & Pine River Natural River Zoning Review Board
- Chamber Alliance
- Conservation Resource Alliance
- Household Hazardous Waste
- Human Services Coordinating Body
- Local Development Funding Authority
- Local Revenue Sharing Board
- Manistee/Benzie Community Corrections Advisory Board
- Manistee County Chapter of MTA
- Manistee Manufacturing Council
- Manistee County Fire Fighter Association
- Medical Care Facility Liaison
- Michigan Municipal Risk Management Authority
- Northern Counties Association
- Northern Michigan Substance Abuse Services Board
- Northwest Michigan Council of Governments
- Northwest Michigan Council of Governments Solid Waste Advisory Council
- Prison Liaison Committee
- Solid Waste Council
- West Shore Medical Center Liaison





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## COUNTY DISTRICTS AND COMMISSIONER'S CONSTITUENTS

**DISTRICT 1:** All of Arcadia, Bear Lake, Pleasanton Townships, and that portion of Onekama Township East of M22 and North of Eight Mile Road, except the Village of Onekama

**DISTRICT 2:** All of Springdale, Cleon, Maple Grove and Marilla Townships

**DISTRICT 3:** All of Norman, Dickson, and Brown Townships

**DISTRICT 4:** All of Stronach Township, the Village of Eastlake and all of Filer Township lying South of Merkey Road and 21<sup>st</sup> Street

**DISTRICT 5:** Part of Onekama Township, being the Village of Onekama and all of Onekama Township lying South of Eight Mile Road and that portion of Onekama Township lying West of M22 and North of Portage Lake and all of Manistee Township except the Village of Eastlake

**DISTRICT 6:** That portion of the City of Manistee lying West of Maple Street and all of the City North of the Manistee River, a portion of Filer Township lying North of Merkey Road and 21<sup>st</sup> Street in Filer Township

**DISTRICT 7:** That portion of the City of Manistee lying East of Maple Street and South of the Manistee River

# Manistee County Board of Commissioner Districts (2010)

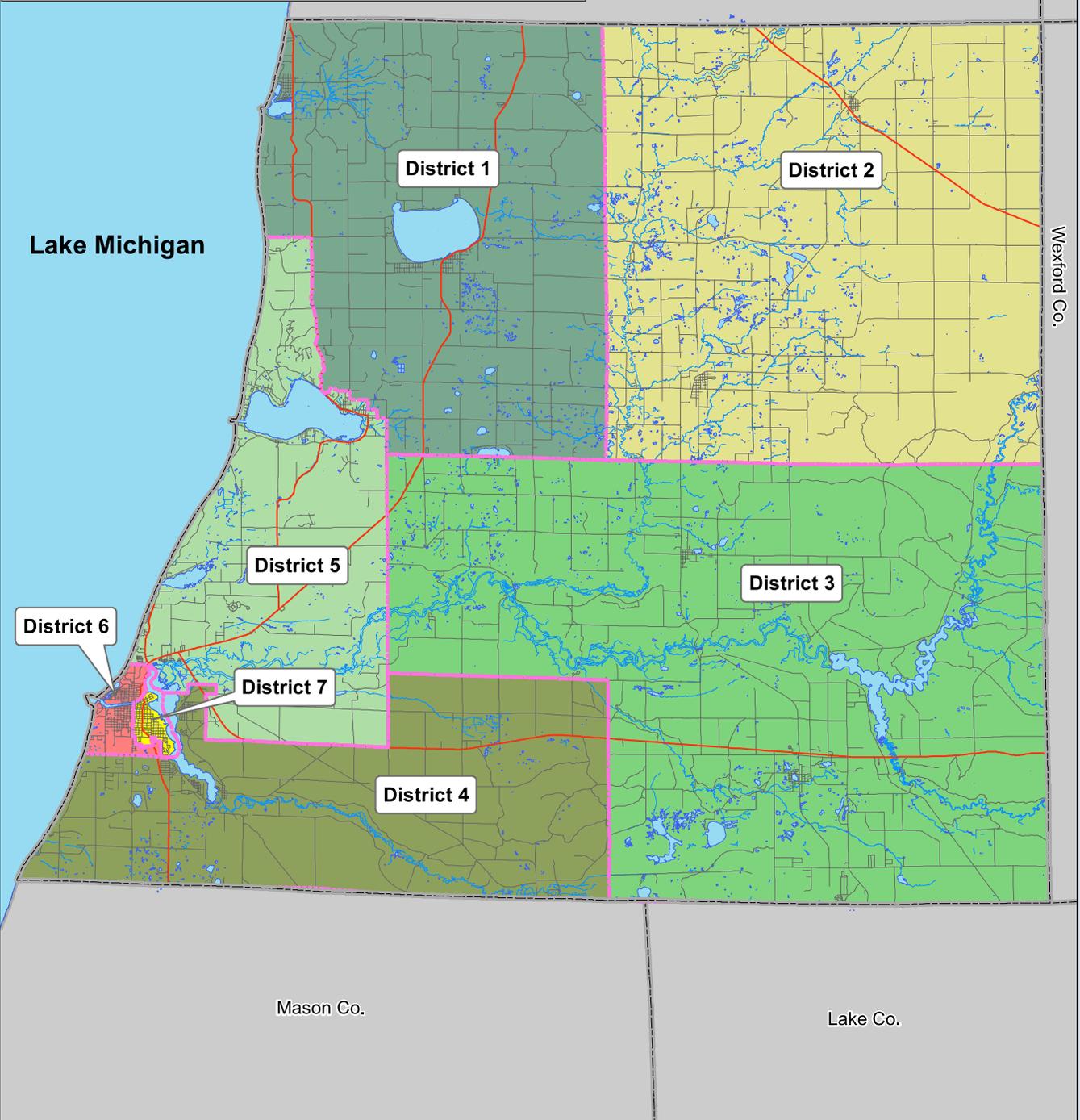
## Legend

- Highways
- Local Roads
- Streams
- Water Bodies
- Manistee County
- Adjacent Counties

**Manistee Co. 2010 Commissioner Districts**

- District 1
- District 2
- District 3
- District 4
- District 5
- District 6
- District 7

0 1 2 4 6 8 10 12 Miles



## AREAS OF STRATEGIC FOCUS

The County Board of Commissioners developed goals, strategies and action items after a process of stakeholder input facilitated by the Alliance for Economic Success (AES) and careful deliberations. Based on input from stakeholders resulting in the development of seven areas of strategic focus and the corresponding goals:

### GOALS, STRATEGIES AND ACTIONS

The areas of strategic focus and corresponding goals are:

1. **Economic and Community Development.** To have viable job options, economic opportunities and prosperous communities.
2. **County Government Operations.** To have the operations of the County Government be fiscally responsible, technologically innovative, striving for strong leadership held accountable, effectively communicating and providing safety to all citizens.
3. **Employment and Training.** To have a County where residents have quality education and training opportunities that allow them to reach their full potential.
4. **Health and Human Resources.** To be a County where you can receive affordable, quality medical care.
5. **Infrastructure.** To maintain public infrastructure and transportation services.
6. **Natural Resources.** To be good stewards of our natural resources
7. **Recreational Development.** Provide quality recreational opportunities to utilize the natural resources.



**GOAL #1 ECONOMIC & COMMUNITY DEVELOPMENT:** *TO HAVE VIABLE JOB OPTIONS, ECONOMIC OPPORTUNITIES, AND PROSPEROUS COMMUNITIES.*

**STRATEGY #1.1: DEVELOPMENT READY**

**To achieve a development ready county based upon the goals contained in township, village and tribal government plans and strategies.**

**ACTIONS:**

- 1.1.1 Create an assessment coordinated by AES that identifies current regulatory processes and establishes partnerships for streamlining the permitting, licensing and approval processes, setting a high standard for responsiveness to business development and expansion.
- 1.1.2 The creation by AES of a standard approach where true development interests have a single point of contact for connecting them with all resources to achieve their business development goals in the most efficient way possible.
- 1.1.3 Strategic support provided by AES, to communities throughout the County to assist them in achieving their development priorities, ranging from infrastructure to business retention, expansion and attraction of businesses, development of alternative funding resources and the development of plans and strategies.
- 1.1.4 Support the development of a method to provide a “one stop shopping” for permitting whereby the County and AES acts as the ombudsman in providing uniformity while still honoring individual community authority and autonomy.

**STRATEGY #1.2 TOURISM:**

**Support and encourage the continued growth and development of our tourism industry, fully leveraging the “Pure Michigan” brand, and to support communities, businesses and nonprofits that are involved with making Manistee County a leading destination for four-season enjoyment.**

**ACTIONS:**

- 1.2.1 Support and encourage a branding initiative that coincides with the Pure Michigan campaign in order to link to a larger promotional platform.



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**STRATEGY #1.3 HOUSING:**

**Support efforts that create diverse and livable housing opportunities.**

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**ACTION:**

1.3.1 Support Housing & Neighborhood Planning Strategy initiative that would utilize Networks Northwest Housing Target Market Analysis, the development of specific analysis of housing market needs, and identify ideal locations and ability to pay.

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**STRATEGY #1.4 INDUSTRY: MANUFACTURING**

1.4.1 Support and work to implement the Manufacturing Strategy ensuring that it addresses retention, expansion, and attraction of manufacturing.

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**STRATEGY #1.5 INDUSTRY: AGRICULTURE**

1.5.1 With an understanding that agriculture is an important economic component to Manistee County, work to develop an agriculture and rural scenic character plan paying special attention to identifying key issues and collaborative opportunities in order to further our efforts to support this important economic sector.



**GOAL #2 COUNTY GOVERNMENT OPERATIONS:** *TO HAVE THE OPERATIONS OF THE COUNTY GOVERNMENT BE FISCALLY RESPONSIBLE, TECHNOLOGICALLY INNOVATIVE, STRIVING FOR STRONG LEADERSHIP HELD ACCOUNTABLE, EFFECTIVELY COMMUNICATING AND PROVIDING SAFETY TO ALL CITIZENS.*

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**STRATEGY #2.1 FINANCE:**

**Ensure that fiscal accountability is reflected yearly in the preparation and implementation of the budget.**

**ACTIONS:**

- 2.1.1 Review yearly the budget to ensure that the budget is balanced and operating within current revenues and forecasts future revenues and expenses.
- 2.1.2 Develop a plan for accelerating the payment of unfunded liabilities (pension and OPEB).
- 2.1.3 Maintain and/or improve the County's current bond rating by working with the appropriate individuals to ensure improvements occur.
- 2.1.4 Begin succession planning for the County Controller's office as well as other offices, which includes financial management functions performed by the County Treasurer.
- 2.1.5 Create a plan for long term funding of non-mandated services.
  - Discussed yearly (AES)

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**STRATEGY #2.2 TECHNOLOGY:**

**Advance technological innovation and collaboration by understanding current demands and needs developing solutions to the deficiencies while recognizing opportunities for shared services to fill the gaps identified.**

**ACTIONS:**

- 2.2.1 Work with the Clerk's office to preserve County records.
- 2.2.2 Adopt and develop where appropriate a record retention schedule for all County and Court documents.
- 2.2.3 Develop a technology replacement schedule for all equipment and software.
- 2.2.4 Work toward establishing an Information/Technology resource, which will manage and streamline all technology related functions.
- 2.2.5 Identify technology improvement needs and budget for those improvements.
- 2.2.6 Work with other entities to potentially cost share technology functions.
- 2.2.7 Pull together a "Team" of folks from municipalities, other organizations, and the County to talk about creating the infrastructure (new department, service sharing, use of local businesses, etc.) to ensure a sound technology support system.
- 2.2.8 Create the infrastructure (new department, service sharing, use of local businesses, etc.) to combine and coordinate shared service needs (example: County Work Order System).



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### **STRATEGY #2.3 LEADERSHIP & ACCOUNTABILITY:**

**Create the culture that promotes effective leaders who hold themselves, and are held by the public, accountable for their actions.**

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**ACTIONS:**

- 2.3.1 Continue to support different methods and options to communicate with the public by building the communication systems necessary to reach as many residents as possible.
- 2.3.2 Continue to be accessible to your constituents through all types of communication options.

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### **STRATEGY#2.4 COMMUNICATIONS:**

**Provide effective and timely communication to elected and appointed officials, county departments, support organizations, citizens and all other interested individuals.**

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### **STRATEGY #2.5 SAFETY:**

**Strive for leading practice in efforts to ensure safety throughout the County.**

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**ACTIONS:**

- 2.5.1 Work towards an ongoing understanding and fulfilling County’s responsibility for law enforcement.
- 2.5.2 Develop benchmarks to measure and understand the issues of law enforcement
- 2.5.3 Review the County budget in relationship to the benchmarks for law enforcement to ensure that there is adequate funding for public safety.
- 2.5.4 Identify and address safety measures at all County buildings.
- 2.5.5 Inventory and assess County owned buildings to identify maintenance issues.
- 2.5.6 Provide frequent reports as a standing agenda item on the law enforcement activities State wide, and especially through MAC, with an emphasis on reporting changes and seeing to provide timely input to local legislators on matters of concern to the County.



**GOAL #3 EDUCATION & TRAINING:** *TO HAVE A COUNTY WHERE RESIDENTS HAVE QUALITY EDUCATION AND TRAINING OPPORTUNITIES THAT ALLOW THEM TO REACH THEIR FULL POTENTIAL.*

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**STRATEGY #3.1 COUNTY YOUTH EDUCATIONAL OPPORTUNITIES:**

**Give students an opportunity to shadow local elected officials and learn about government at the County and possibly the township or city level.**

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**ACTIONS:**

- 3.1.1 Invite youth to train and work County and Township elections by attending Superintendents meetings to forward this invitation.
- 3.1.2 Arrange for a mock trial at the County court.
- 3.1.3 Arrange for a job-shadowing day in County Departments and Offices.
- 3.1.4 Contact the four County school districts and Manistee Catholic Central to address their high school government classes.
- 3.1.5 Support the Library's Strategic Plan and their endeavors to provide educational support to the residents of the County.
- 3.1.6 Sponsor and staff a booth at the Career Expo.

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**STRATEGY #3.2 CRADLE TO CAREER EDUCATIONAL OPPORTUNITIES**

**Support K-12 education and provide opportunities for technical training and higher education for the citizens of Manistee County.**

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**ACTIONS:**

- 3.2.1 Examine other counties efforts to provide technical training and higher education opportunities.
- 3.2.2 Identify and support sources for technical training and higher education in our area. .
- 3.2.3 Identify available buildings that might be used as technical training facilities.
- 3.2.4 Provide County governmental participation on the Launch Manistee Leadership Team.



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## STRATEGY #3.3 COUNTY EMPLOYEE EDUCATIONAL OPPORTUNITIES

**Support efforts to provide County employees and elected officials with continuing education opportunities.**

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**ACTIONS:**

- 3.3.1 Provide opportunities and funding for professional development, continuing education and skills development for Manistee County employees and elected officials.
  - 3.3.2 Provide support and funding for required skills development for new responsibilities and federal or state mandated programs for Manistee County employees and elected officials.
  - 3.3.3 Continue to create and sustain a County continuing education development fund.
-



**GOAL #4 HEALTH & HUMAN RESOURCES:** *TO BE A COUNTY WHERE YOU CAN RECEIVE AFFORDABLE, QUALITY HEALTH CARE AND PREVENTION SERVICES.*

**STRATEGY #4.1 BEHAVIOR HEALTH SERVICES:**

**Collaborate with health care professionals seeking ways to expand opportunities for viable physical and behavioral health care.**

**ACTIONS:**

- 4.1.1 Create opportunities to communicate with the health care community to create constant communication and collaboration.
- 4.1.2 Continue efforts to support and promote 211 services.

**STRATEGY #4.2 SENIOR CARE:**

**In partnership with the Manistee County Council on Aging and other appropriate organizations, advance opportunities to take care of seniors.**

**ACTIONS:**

- 4.2.1 Encourage and support the development of County wide marketing and promotional materials highlighting County Government services and programs.
- 4.2.2 Support the rotation of MCCOA to different areas of the County to host programs and provide services.
- 4.2.3 Support the senior living experience in the County so that the senior community is flourishing.

**STRATEGY #4.3 MEDICAL FACILITIES**

**Work to support medical facilities.**

**ACTIONS:**

- 4.3.1 Continually strive to keep the hospital and medical care viable.
- 4.3.2 Host forums with the medical care community to generate ideas, opportunities and collaboration to identify problems and create solutions to the problems.

**STRATEGY #4.4 PREVENTION**

**Develop policies and provide support to programs that focus on prevention.**



**GOAL #5 INFRASTRUCTURE:** *TO MAINTAIN AND DEVELOP PUBLIC INFRASTRUCTURE AND TRANSPORTATION SERVICES WHILE SEEKING WAYS TO ENHANCE AND EXPAND THOSE SERVICES.*

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**STRATEGY #5.1 MUNICIPAL SEWER & WATER:**

**Forward opportunities to maintain, enhance and expand the infrastructure along the US 31 commercial corridor with an emphasis upon municipal sewer.**

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**ACTIONS:**

- 5.1.1 Complete the LRBOI/Manistee Township and Filer Township sewer line project

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**STRATEGY #5.2 ROADS:**

**Engage all interests in transportation planning in order to support and improve our system of roads**

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**ACTIONS:**

- 5.2.1 Commission the development of a Transportation Plan that will evaluate, assess, design and provide guidance on the siting of transport facilities (generally streets, highways, bike lanes and public transport lines).
- 5.2.2 Encourage the development of a Transportation Plan spear headed by the County Road Commission.

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**STRATEGY 5.3 NON-MOTORIZED TRANSPORTATION:**

**Maintain, enhance and expand non-motorized transportation opportunities.**

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**ACTIONS:**

- 5.3.1 Support the completion of a County Recreation Plan that includes non-motorized trails and trail systems.
- 5.3.2 Help obtain grant funds and local funds to maintain, enhance and expand non-motorized trails including both land and water trail systems.



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## **STRATEGY 5.4 DEEP WATER PORT:**

**Maintain, enhance and expand the Manistee County deep-water port.**

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### **ACTIONS**

- 5.4.1 Support the development and implementation of a plan for maintaining, enhancing and expanding the deep-water port for business development.
- 5.4.2 Support efforts and work with other entities to continue funding to dredge the commercial and recreational ports in Manistee County and along the West Michigan shoreline.

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## **STRATEGY 5.5 BLACKER AIRPORT:**

**Identify funding opportunities to maintain, enhance and expand the use and development of Manistee County Blacker Airport.**

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### **ACTIONS**

- 5.5.1 Find grant opportunities.
- 5.5.2 Expand revenue generating airport services.
- 5.5.3 Maintain, enhance and expand an Airport Marketing Plan.
- 5.5.4 Maintain and enhance commercial and private service.
- 5.5.5 Determine necessary ownership to receive FAA funding

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## **STRATEGY #5.6 PUBLIC TRANSPORTATION:**

**Maintain, enhance and expand public transportation services.**

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### **ACTIONS**

- 5.6.1 Explore opportunities to develop transportation alternatives for the elderly, low income, one-parent families, youth, physically challenged and other individuals in need of public transportation.
- 5.6.2 Look to expand Dial-A-Ride service to evenings and weekends to assist the elderly to attend scheduled programming.
- 5.6.3 Offer a set number of free rides through Dial-A-Ride for the elderly similar to what is offered in Benzie County.
- 5.6.4 Consider opportunities that may present themselves regarding utilizing private contributions for public transportation.
- 5.6.5 Consider determining the pros and cons of a freeway expansion and/or improvement plan.



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**STRATEGY #5.7 RAIL:**

**Maintain, enhance and expand rail services.**

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**ACTIONS**

- 5.7.1 Conduct a study on the rail network to evaluate whether it is meeting the needs of the County and to ensure that this asset is fully leveraged for economic opportunity.



**GOAL #6 NATURAL RESOURCES:** *TO BE GOOD STEWARDS OF OUR NATURAL RESOURCES.*

**STRATEGY #6.1 RECYCLING:**

**Adopt a policy to have County recycling.**

**ACTIONS:**

- 6.1.1 Launch a public awareness and informational campaign to educate the public about the benefits of a County wide recycling program
- 6.1.2 Determine if PA69 program is the right fit for the County.
- 6.1.3 Collect and analyze data regarding recycling needs, contracts, weight of total recycled material produced, cost, administration and other factors that would help make informed decisions.

**STRATEGY #6.2 NATURAL RESOURCES STEWARDSHIP:**

**Identify and encourage environmental stewardship principles and policies for the County.**

**ACTIONS:**

- 6.2.1 Support a drainage district analysis developed in collaboration between local experts, State and Federal agencies.
- 6.2.2 Continue to support the recommendations of planning documents and implementation efforts found within the County Hazard Mitigation Plan, U.S. Forest Management Plan, County Recreation Plan, and various watershed plans.



**GOAL #7 RECREATIONAL DEVELOPMENT: *PROVIDE QUALITY RECREATIONAL OPPORTUNITIES TO UTILIZE THE NATURAL RESOURCES.***

**STRATEGY #7.1 RECREATION PLAN IMPLEMENTATION**

**Lend support and assistance where opportunities exist to help implement the Manistee County Recreation Plan.**

**ACTIONS:**

- 7.1 Support the creation of a County-wide Recreation Leadership Team that would be made up of members of each community in Manistee County that would work to implement the Recreation Plan.
- 7.2 Continue to support the Alliance for Economic Success in their efforts to implement the Recreation Plan.
- 7.3 Continue to support the Manistee County Planning Department in their efforts to implement the Recreation Plan.
- 7.4 Continue to support and create Resolutions of Support that seek collaboration and partnerships to implement the Recreation Plan.
- 7.5 Continue to support and champion individual community adopted recreation plans.
- 7.6 Support and champion the implementation of the Manistee County specific recreation goals.

**STRATEGY #7.2 RECREATION FOR ALL**

**Lend support and assistance where opportunities exist to help ensure access to recreation for all users, ages, and abilities.**



## **IMPLEMENTATION OF ACTION ITEMS**

### **COUNTY IMPLEMENTATION TOOLS**

The implementation of the County Strategic Plan is the responsibility of the County Board of Commissioners working in partnership with interests through the County and Michigan.

With that said, at their disposal is a number of County staff, appointed individuals, volunteers and other entities working to achieve common goals. The tools Commissioners' have to implement the plan are found within their statutory mandates established by State law Act 156 of 1851 County Boards of Commissioners. Among those tools authorized for Commissioners to utilize include setting a budget, monitoring expenditures, seeking funding, setting compensation, developing personnel policies, participate in programming, collaborating with local, regional, tribal and state governments and entities, making appointments, providing maintenance for County owned facilities, adopting ordinances and influencing and establishing (to some extent) policy.

In addition, Commissioners can and should use their position as the representative of the communities they represent and as a County, speaking in unity to state and federal lawmakers and other governmental bodies and officials to influence policy and actions for the betterment of the County.

### **VOLUNTEERISM AND LEADERSHIP TEAMS**

To achieve productive and lasting results, it is critical that people and organizations strive to develop and work in unity for positive change.

This Strategic Plan invites, encourages and, in many cases, relies on the support and participation of people and organizations outside of County government to be part of the leadership driving positive change. Throughout the County, leadership teams have formed, largely driven by volunteers, as a means to get things done.

These leadership teams build community capacity, create economies of scale and build a critical mass for achieving remarkable results. In a time of shrinking financial resources, the County Board of Commissioners wants to both applaud and support these community-driven, volunteer-led initiatives that will be critical to achieving the shared goals of the County.



## EVALUATIONS

It is strongly recommended that the County Board of Commissioners create a committee to review annually this Strategic Plan to ensure that it remains current and is being implemented. This Committee will also undertake the task of communicating the many accomplishments achieved during the course of the review period.

Further, the Alliance for Economic Success will work with the County Board of Commissioners in the preparation of an implementation tool that would assist them in achieving the goals, strategies and actions.

## APPENDICES

### #1 DESCRIPTION OF COUNTY BOARD OF COMMISSIONERS COMMITTEES

#### **Executive/Joint Court Committee**

This committee's functional areas of responsibility include issues regarding County Administration, County Clerk, Prosecuting Attorney, Register of Deeds, County Board, Circuit Court, Friend of the Court, District Court, Probate Court, Child Care, Law Library, Elections, Resolutions.

#### **Green Team/Recycling Committee**

This committee is responsible for all solid waste and recycling related issues and focuses on conservation and energy reduction techniques. The Committee is also part of the Energy Fair Advisory Board.

#### **Housing Review Committee**

Reviews and supervises MSHDA funds being spent locally by the Housing Program Administrator. Meets on an as-needed basis.

#### **Personnel Committee**

This committee reviews and makes recommendations for policy and programs in the areas of personnel, classifications, collective bargaining, compensation, fringe benefits and employee grievances. Also maintains a central policy handbook and the Board Rules of Procedure handbook.

#### **Public Safety Committee**

This committee reviews and makes recommendations in operations and policy. Functional areas of responsibility include: Emergency Services, Sheriff Department, Secondary Road Patrol, Marine Patrol, Jail, Animal Control, 9-1-1/Central Dispatch and other public safety operations.

It is the duty of this committee to work in conjunction with Administration to study and advise the Board with respect to matters which otherwise are not covered by the Ways & Means or Physical



Resources Committee.

### **Regional Summit Committee**

This committee plans a Regional Summit at least once per year, using a facilitator (new each time). Meetings are moved around the County each year. This committee is also in charge of Employee Recognition Dinner and has a goal of 75% attendance rate.

### **Technology/Information Committee**

This committee assesses and evaluates present computer equipment and systems as well as plans for upgrades in software and uniformity in systems. In addition, the committee plans for internet service county-wide (broadband) and microfilming and/or best method of preserving records. They also continue to work in G.I.S. systems.

### **Ways & Means/Finance/Equalization/Investment/Physical Resources Committee**

This committee serves as the financial watchdog of the County. This Committee works with the County Controller/Administrator, the Finance Officer and all Departments, Courts and Agencies, in the preparation of the annual budget. They review and make recommendations on all requests for new funding, including staff, new programs and equipment. They also review all claims for payment and will approve payment as provided in the Appropriation Act, as well as, status of approved capital improvements. This committee is also responsible for Equalization Department issues and works with the County Treasurer on policy regarding the County's investments. Functional areas of responsibility include Building Authority, Equalization Department, County Treasurer, non-profit organizations, insurance and unemployment.



## #2 LETTER SENT TO THE STAKEHOLDERS

Hello!

The Alliance for Economic Success is working to help the Manistee County Board of Commissioners prepare the first ever County Strategic Plan. In order to help the County Commissioners make decisions, AES is conducting stakeholder meetings to provide an opportunity for their voices to be heard. Ultimately, a process that is inclusive and transparent will result in a plan that is representative of the County. AES has met, and will continue to meet, with many folks representing a diverse range of interests in the County. We would like to meet with the Manufacturers Council to ask them a few questions. These questions are the same questions asked to all stakeholders interviewed.

The purpose of the strategic plan is to involve the commissioners, staff and key individuals and groups in preparing a plan that addresses the strategic priorities of Manistee County that are within the control of the County Board of Commissioners. The purpose of this meeting is to obtain your input about the opportunities and issues facing the County in the next three years, the priorities that ought to be addressed by the Commissioners.

The questions that we will be discussing are:

1. If you think about the next three years, what do you think are the most significant 3-4 opportunities for Manistee County that should and can be addressed by the County Commissioners? Any ideas about what should be done to ensure we do not lose or miss these opportunities?
2. IF you think about the next three years, what in your view are the 3-4 most important issues facing the County that can be addressed by the County Commissioners? What are your ideas about what should be done to address these issues?
3. How do you feel a county commission strategic plan will benefit the County?
4. How do you feel the completed strategic plan should be used by the Commission?
5. How do you feel the completed strategic plan should be shared with others?
6. Do you have concerns about the process or the results?

Thank you for your participation. All opinions are welcomed during the process. After today's discussion if you feel that you'd like to share additional information or thoughts, please feel free to contact us at 723-4325 or [tamarabuswinka@charter.net](mailto:tamarabuswinka@charter.net).

Thank you so much for your time.



Sincerely,  
Tim Ervin and Tamara Buswinka  
Alliance for Economic Success

