



DEXTER TOWNSHIP

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TRUSTEES

Strategic Planning Session – Meeting Agenda August 28, 2023 6:00 PM

5:45-6:00: Pre-workshop – come early to serve yourselves

6:00-6:15: Welcome and Introductions

6:15-6:30: Refresher of budget and mandated/permissive functions of a general law Township

6:30-6:45: SWOT: Strengths, Weaknesses, Opportunities Threats

6:45-7:15: Strategic Plan gap analysis

7:15-7:45: Brainstorm public process for setting strategic priorities

7:45-8:00: Wrap-Up



STRATEGIC PLAN 2021



INTRODUCTION

The Board of Trustees for Dexter Township contracted with Place + Main Advisors, LLC to perform strategic planning services for the community. As part of these services, Place + Main Advisors conducted a two-day strategic planning session which included a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis by the board, development of Vision and Mission Statements, and development of goals for the Township. This document is the result of these activities.

TOWNSHIP BOARD

Diane Ratkovich, Supervisor

Michelle Stamboulellis, Clerk
Karen Nolte, Trustee

Maris Metz, Treasurer
Laura Sanders, Trustee

Jeffrey McDole, Trustee
Karen Sikkenga, Trustee



VISION, MISSION, + VALUES STATEMENTS

Vision and Mission Statements provide direction for the Township going forward. The Vision defines the end goal for the community, while the Mission defines the Township's role in making the vision come to fruition.

VISION

In 2031, our township is an engaged community that preserves the natural beauty and ecology of sustainable farms, waterways, open space, and residential areas. We enjoy clean and plentiful water resources, quality roads, communications, and infrastructure that better our daily lives.

MISSION

Dexter Township is a policy-driven, collaborative organization that maximizes its efficiency, equity, and effectiveness to achieve the community's vision.

VALUES (Listed Alphabetically)



Communicative



Environmentally Conscious



Deliberative



Fiscally Responsible



Engaged



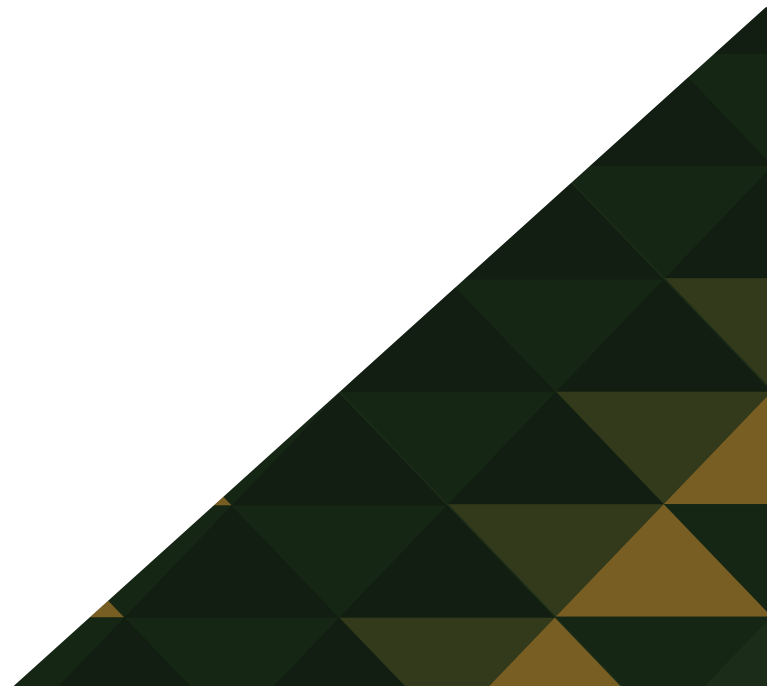
Transparent

Public Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

On Sunday, October 10, 2021, the township conducted a SWOT Analysis as part of the strategic planning session at the Portage Yacht Club. The SWOT and strategic planning were facilitated by Place + Main Advisors' Joe Borgstrom.

Each topic was given between five to seven minutes for the attendees to call out things they felt belonged in the respective categories. When input session was complete, attendees were asked to rank their top three in each category. The rankings were color coded and weighted based on importance. (Example- the most important strength was awarded a blue sticker and was worth three points. The second most important strength was given a yellow sticker and awarded two points, and the third was awarded a green sticker and awarded one point.) The point values were then tallied. The results follow on subsequent pages.

Following the SWOT, the Board developed Vision and Mission statements. In addition, the board worked to create a list of values to communicate guides principles they wish the Township to operate under. These were then followed by an extensive goal setting exercise to determine what the Board wants to accomplish in the next 3-5 years.



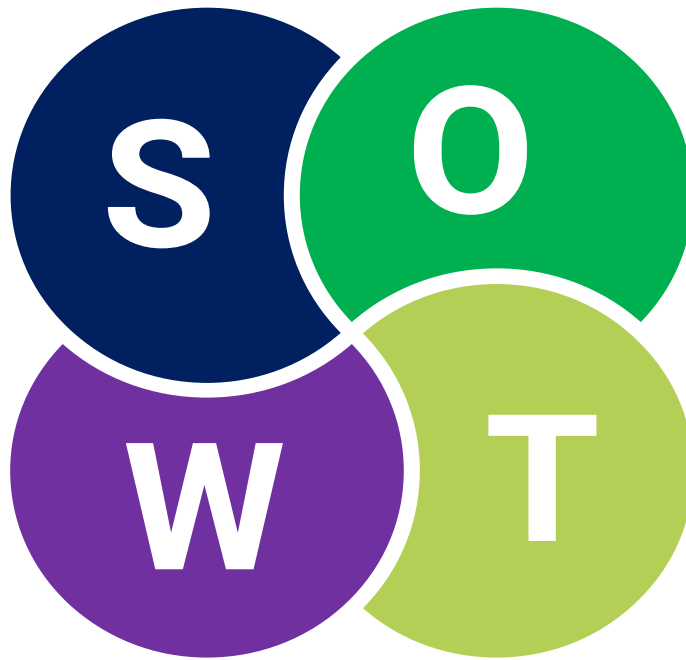
TOP SWOT RESPONSES

STRENGTHS

- Open Space/Lakes/Nature
- Financially Stable
- Entrepreneurial

OPPORTUNITIES

- Preservation
- Advance Planning for Land Use
- Fix Infrastructure
- Value-Added Ag Center



WEAKNESSES

- Internal/External Communication
- Community Participation
- Government/Organizational Legal Restraints

THREATS

- Divisiveness
- Pollution/Environment/Water
- Loss of What Makes It Special
- Misinformation/Social Media

STRATEGIC GOALS

Strategic Goals are the overarching goals that guide the specific objectives the Township will pursue. These goals may change over time, but define what the township's purpose will be for the next five to ten years. The Township Board concentrated on four major themes, or pillars, for the goals of the Township. These are:

Good Government

Conduct government operations in a clear and transparent nature

Environmental Stewardship

Be good stewards of the environment through township government policies, operations, and programs

Communication

Improve communication within the Township organization and with residents and stakeholders

Community Enrichment

Provide amenities and programs to increase the quality of life of residents

STRATEGIC GOALS: GOOD GOVERNMENT

The goals of the Good Government pillar are geared toward the overarching goal of “Conduct government operations in a clear and transparent nature.”

01

Create written policies and procedures for day-to-day operations of the township government

05

Improve recycling operations

02

Be fiscally responsible

06

Improve local collector road quality

03

Encourage and facilitate improved broadband and cellular access

07

Provide effective quality control with affiliate organizations

04

Assess and make recommendations on single-hauler trash pickup

08

Provide ongoing training and education to township board and committees



STRATEGIC GOALS: ENVIRONMENTAL STEWARDSHIP

The goals of the Environmental Stewardship pillar are geared toward the overarching goal of "Be good stewards of the environment through township government policies, operations, and programs."

01

Establish and provide education of appropriate management of natural areas

02

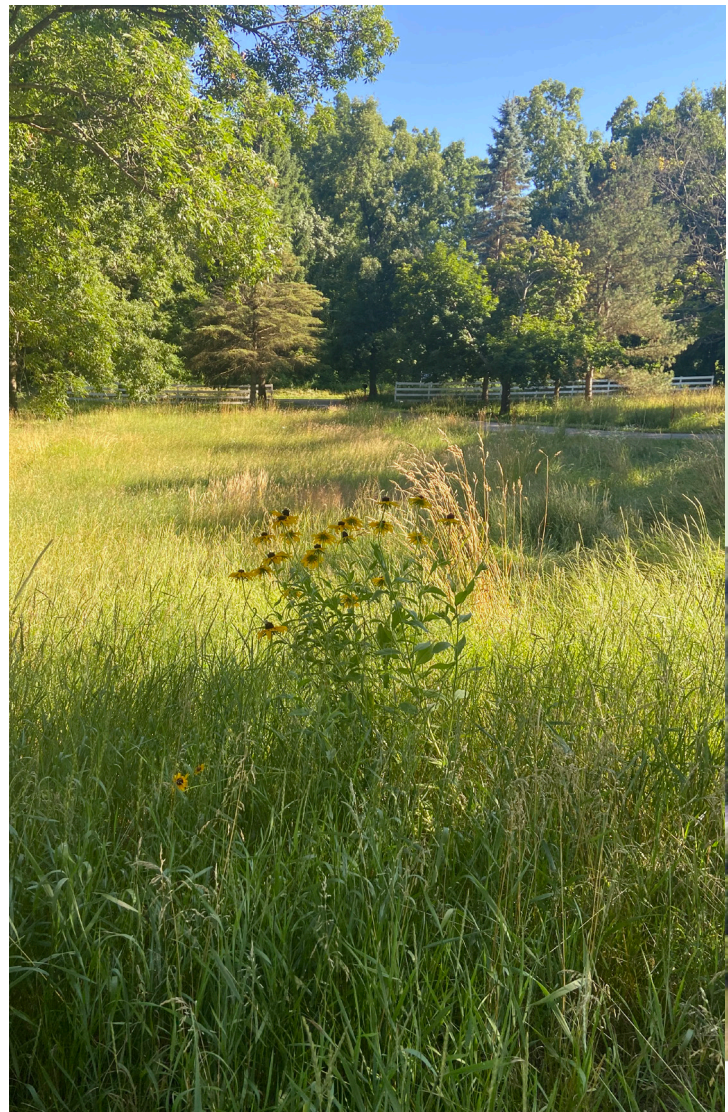
Encourage preservation of land and waterways

03

Protect and improve water quality

04

Reduce environmental impact of township operations



STRATEGIC GOALS: COMMUNICATION

The goals of the Communication pillar are geared toward the overarching goal of "Improve communication within the Township organization and with residents and stakeholders."

01

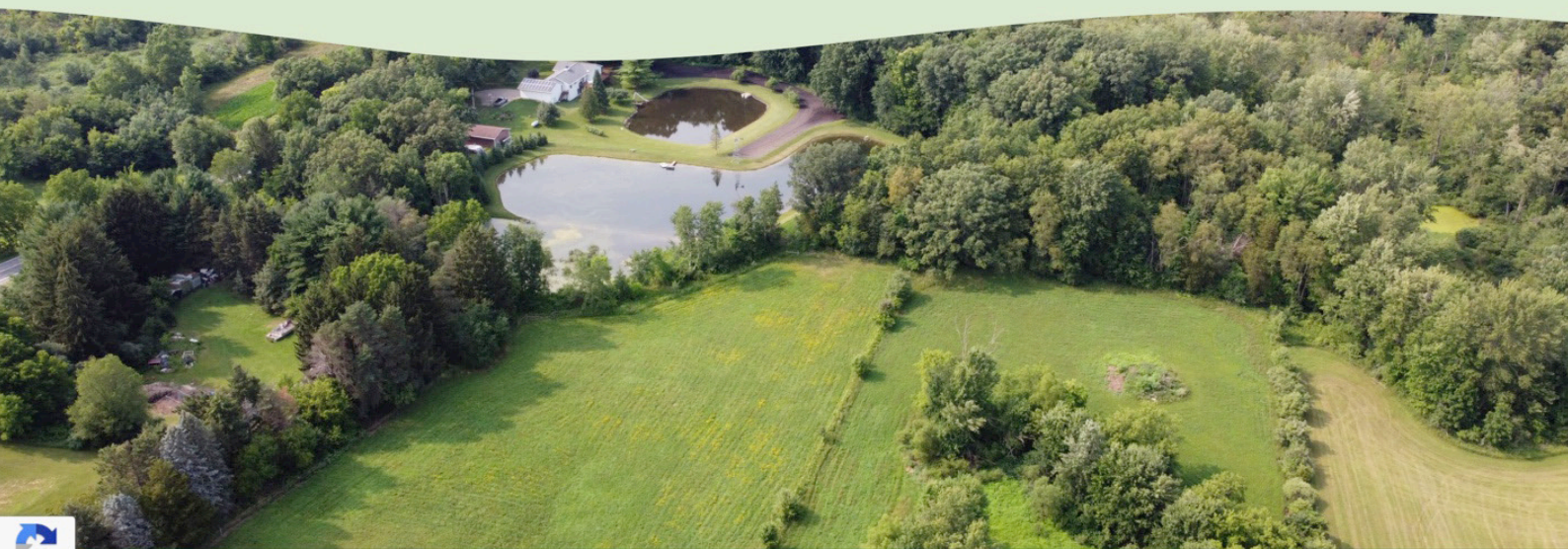
Create and manage external communication to residents and stakeholders

02

Create and manage internal communications to boards, committees, and staff



[HOME](#) [GOVERNMENT](#) [BOARDS](#) [CALENDAR](#) [ABOUT](#) [ORDINANCES](#) [CONTACT](#)

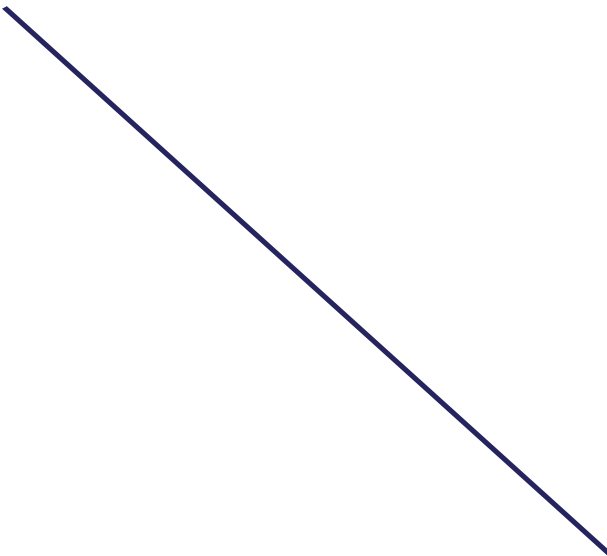


STRATEGIC GOALS: COMMUNITY ENRICHMENT

The goals of the Community Enrichment pillar are geared toward the overarching goal of "Provide amenities and programs to increase the quality of life of residents."

01*Encourage public art***04***Fund a youth mental health program for residents***02***Facilitate quality parks, recreational opportunities, and trails within the township***05***Encourage greater community engagement through the usage of township facilities***03***Facilitate the creation of an Ag Center as a community hub for social and agricultural benefit*

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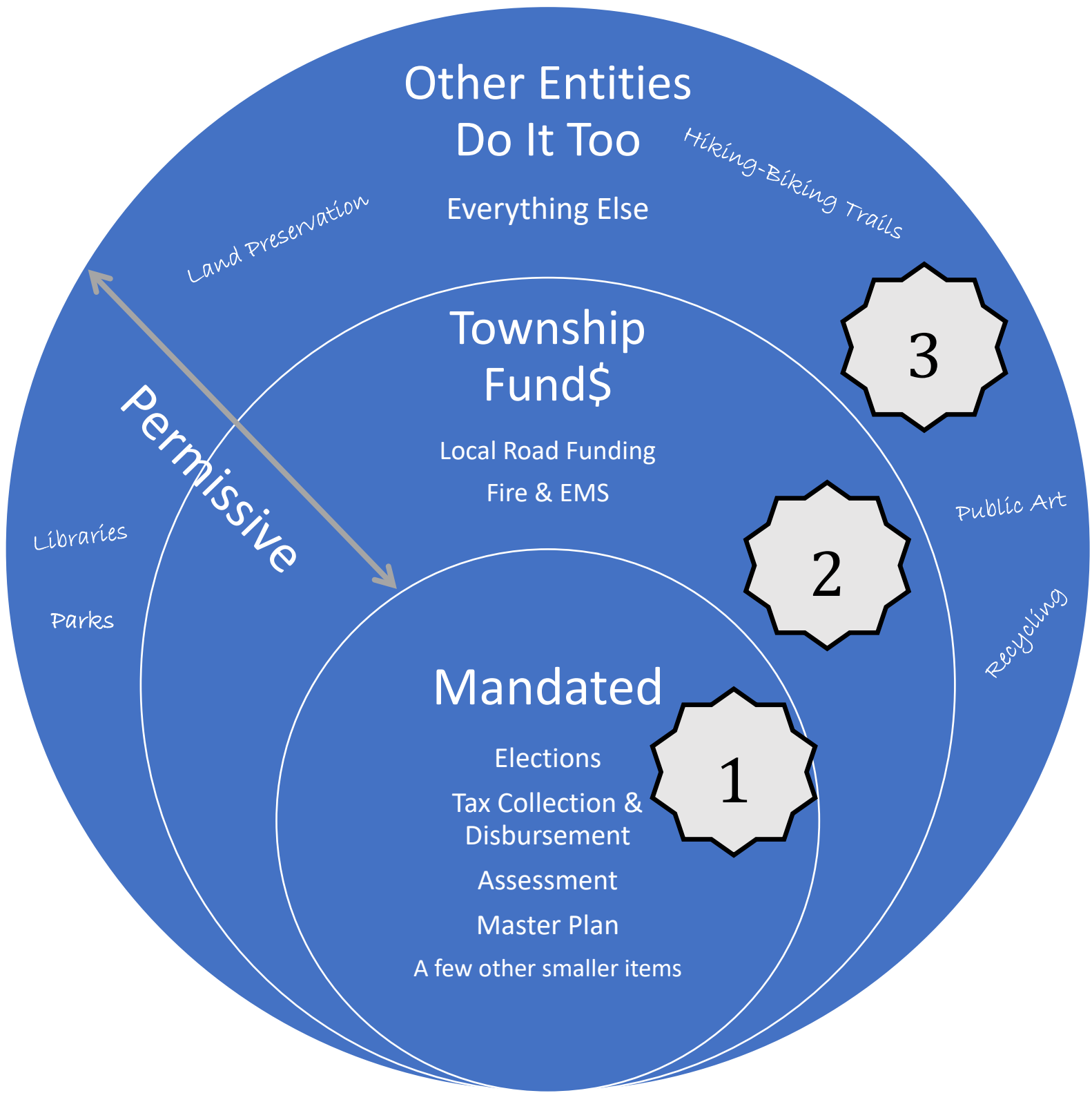
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**PLACE
+MAIN
ADVISORS**

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General Law Township Priorities



General Fund Balances	
\$2.3M	one-time strategic purposes
\$2M	cash balances, emergencies, & capital



GOOD GOVERNMENT

Conduct government operations in a clear and transparent nature

01 Create written policies and procedures for day-to-day operations of the township government

In process

02 Be fiscally responsible

In process

03 Encourage and facilitate improved broadband and cellular access

Broadband: **In process**

Cellular: **Not started**

04 Assess and make recommendations on single-hauler trash pickup

In process

05 Improve recycling operations

Complete

06 Improve local collector road quality

Complete

07 Provide effective quality control with affiliative organizations

Not started

08 Provide ongoing training and education to township board and committees

Not started

Celebrate!
Local Roads
Broadband



ENVIRONMENTAL STEWARDSHIP

Be good stewards of the environment through township government policies, operations, and programs

01 Establish and provide education of appropriate management of natural areas

In process

02 Encourage preservation of land and waterways

In process

03 Protect and improve water quality

In process

04 Reduce environmental impact of township operations

In process

Celebrate!
Land
Preservation
Program &
Funding



COMMUNICATION

Conduct government operations in a clear and transparent nature

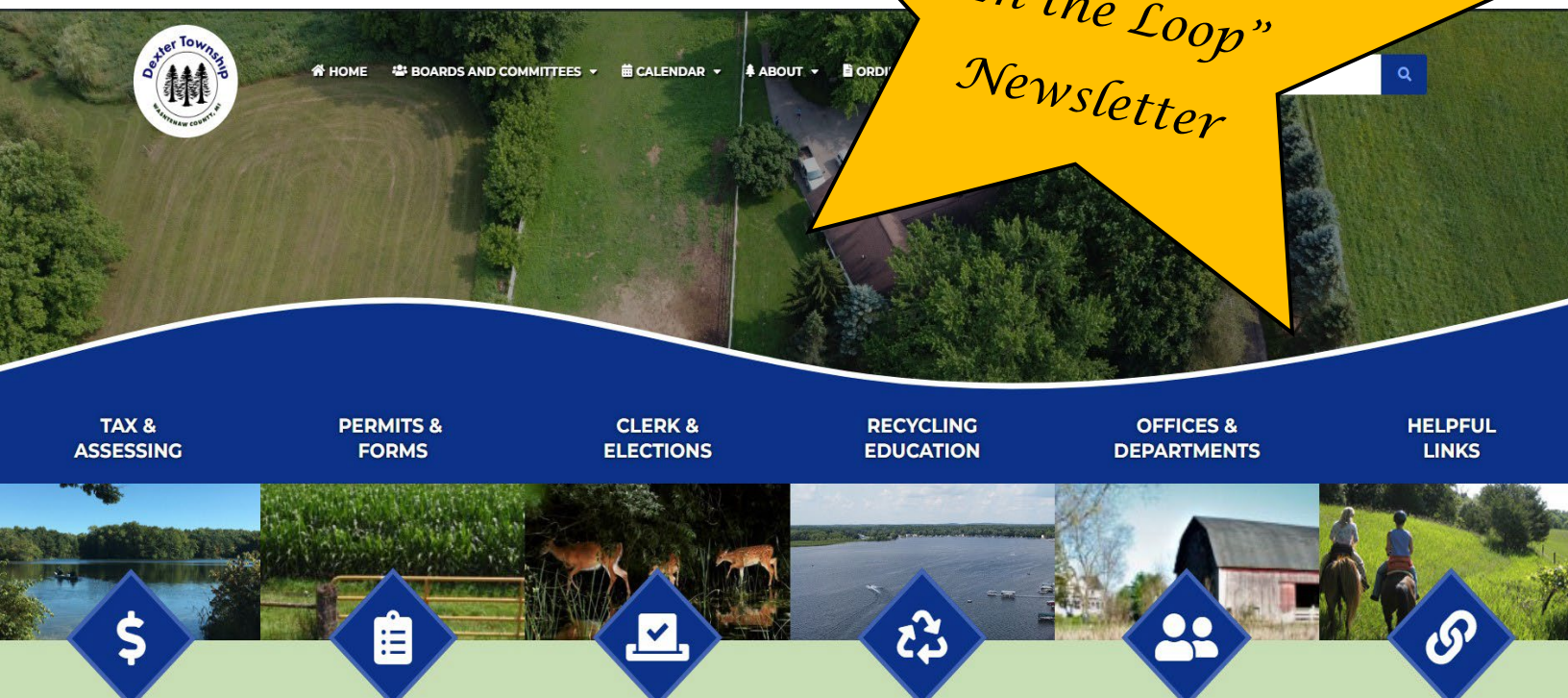
01 Create and manage external communication to residents and stakeholders

Complete

02 Create and manage internal communication to board, committees, and staff

Complete

Celebrate!
"In the Loop"
Newsletter



COMMUNITY ENRICHMENT

Provide amenities and programs to increase the quality of life of residents

01 Encourage public art
Not started

02 Facilitate quality parks, recreational opportunities, and trails within the township
Not started

03 Facilitate the creation of an Ag Center as a community hub for social and agricultural benefit
Not started

04 Fund a youth mental health program for residents

Not started

05 Encourage greater community through the usage of township facilities
In process



Celebrate!
Clean-up days
Community Events
Plastic film
recycling