



# 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 Stambouellis, 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

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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.

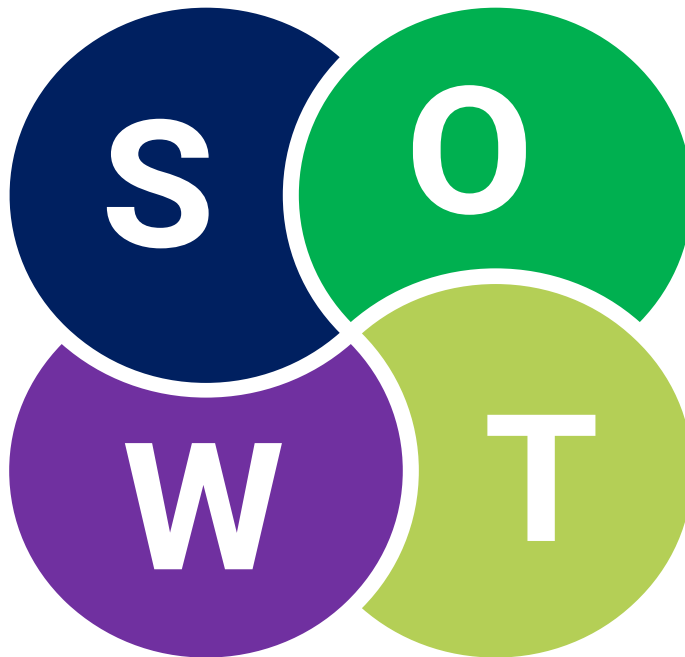
# TOP SWOT RESPONSES

## 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**

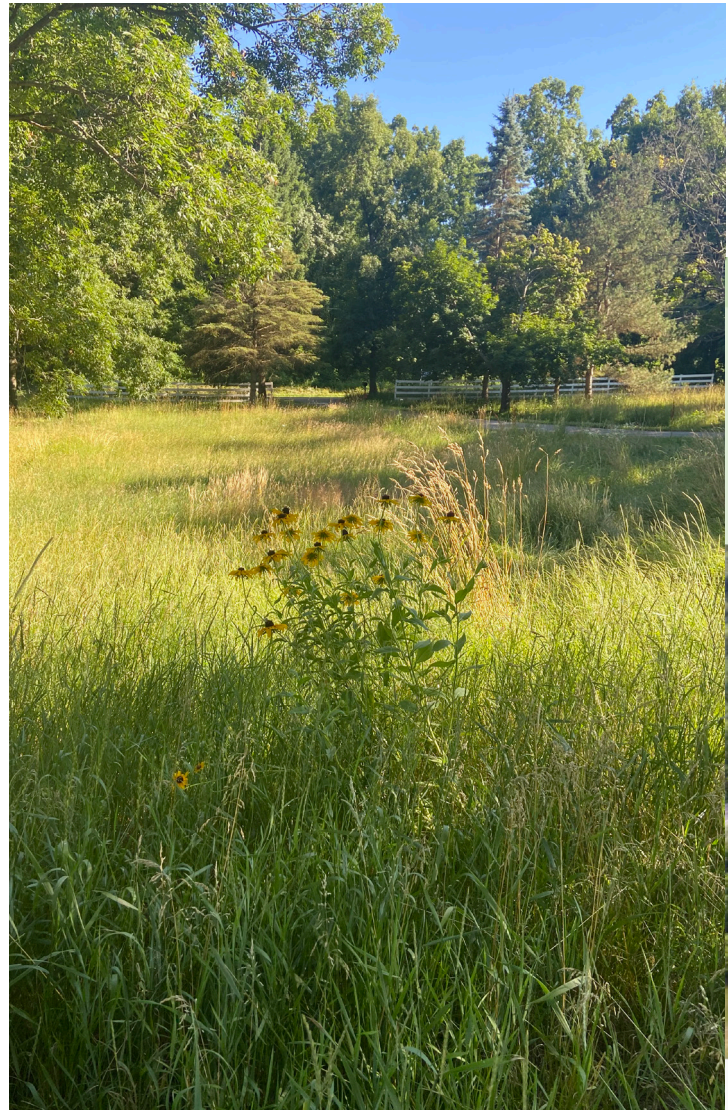
*Encourage preservation of land and waterways*

**03**

*Protect and improve water quality*

**04**

*Reduce environmental impact of township operations*





# STRATEGIC GOALS: COMMUNICATION

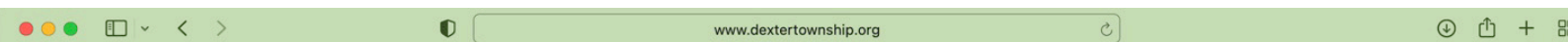
The goals of the Communication pillar are geared toward the overarching goal of “Improve communication within the Township organization and with residents and stakeholders.”

01

*Create and manage external communication to residents and stakeholders*

02

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



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## 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*

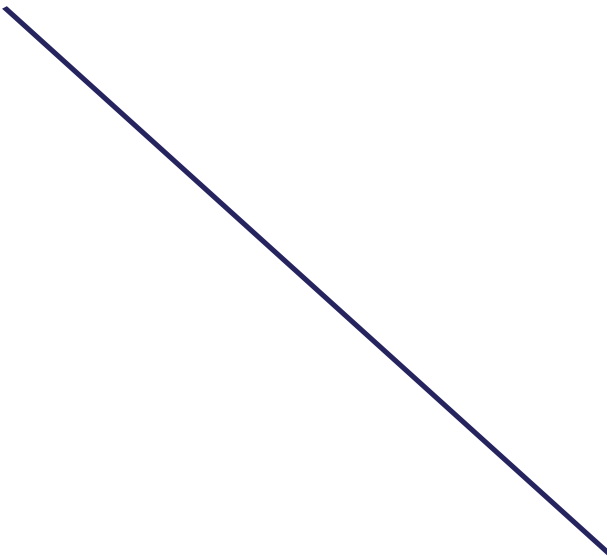
**02** *Facilitate quality parks, recreational opportunities, and trails within the township*

**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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