

PLANNING & PERFORMANCE IMPROVEMENT

ANNUAL REPORT 2009/2010

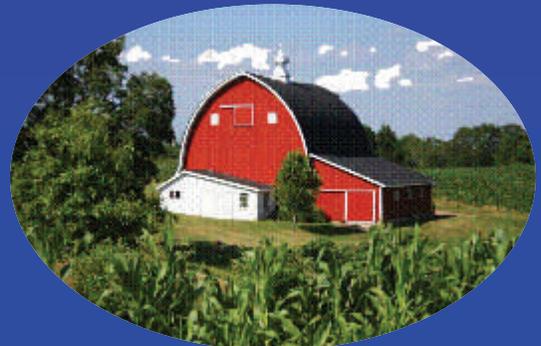
Economic Development



Strategic Planning & Program Evaluations



General Land Use Planning





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the members of the Ottawa County Board of Commissioners.

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TABLE OF CONTENTS

I.	Executive Summary.....	1
II.	Department Overview.....	2
III.	Planning Commission Overview.....	2
IV.	Goals.....	3
V.	Accomplishments.....	4
VI.	Closing.....	21

Appendix

Planning and Performance Improvement Department Organizational Chart.....	A
Planning and Performance Improvement Department Strategic Outline.....	B
Ottawa County Planning Commission (2010).....	C1
Planning Commission Summary of Duties.....	C2
Restructured Planning and Performance Improvement Department.....	D
Agricultural Business Incubator Steering Committee.....	E
Brownfield Redevelopment Authority Board (2010).....	F
Ottawa County Economic Development Office (OCEDO).....	G
Ottawa County Agricultural Preservation Board (2010).....	H
Existing and Proposed Standardized Zoning District Maps.....	I1
Existing and Proposed Standardized Land Use District Maps.....	I2
Status of Standardized Mapping Adoption in Ottawa County.....	I3
Countywide Corridor Plan Map.....	J
Pioneer Resources and Georgetown Seniors Ridership Totals.....	K
Michigan Local Government Benchmarking Consortium Members.....	L
Grantmanship Assistance.....	M
Ottawa County Remonumentation Committee.....	N
Ottawa County Remonumentation Peer Group.....	O
Remonumentation Program Status.....	P

EXECUTIVE SUMMARY

The Planning and Performance Improvement Department continues to administer and initiate programs which increase economic development in the County and protect and improve quality of life. The Department's strategic planning and outcome-based evaluation efforts for County programs and services improve organizational performance and maximize the use of financial resources. The Department also continues to fulfill its statutory obligations as well as develop a proactive, credible, leadership role in the community.

The projects completed this past year indicate that the Department's goals are being achieved. These projects also reflect the extent of communication and collaboration (through joint projects and partnerships) that exists between the County, local units of government, and other organizations.

A few of the highlights from 2009/2010 are as follows:

- Restructured the Department by combining the Environmental and Transportation Planner positions into one, creating an **Economic Development Coordinator** position
- Identified qualified projects within the County to receive **\$20.6 million** in Recovery Zone Economic Development Bonds and **\$31 million** in Recovery Zone Facility Bonds
- Saved over **\$4.4 million** (cumulative) as a result of evaluation recommendations that modified, privatized, or discontinued ineffective County programs and services
- Verified the cost-effectiveness of over **\$15 million** (cumulative) in County programming and services
- Completed a comprehensive **Time Study and Materials Analysis** of the Electronic Content Management (ECM) System. This Study is being utilized to justify the need for legislative changes that would result in an additional \$12.9 million in County savings over the next 25 years
- Completed **Program Evaluations** of the Cognitive Behavioral Therapy Program (CBT) and Inmate Case Management and Treatment Program
- Finalized a comprehensive **Strategic Plan** for the Communities Helping Ottawa Obtain a Safe Environment Program (CHOOSE)
- Assisted in developing outcome measures of success for County Departments as part of the County's **Performance-Based Budgeting System**
- Issued a Request-for-Proposal (RFP) to conduct a **Comprehensive Water Resources Assessment**
- Obtained State Approval of the County's **Purchase of Development Rights (PDR) Program**
- Published an Ottawa County **Environmental Data Book**

In addition, the Planning and Performance Improvement Department staff has been involved in several other administrative-support duties that include project research, data collection, and data dissemination. Staff members have also participated in several planning and economic development initiatives such as the exploration of an Agricultural Business Incubator and the reestablishment of a Tree Legacy Committee. The Planning and Performance Improvement Department also worked with several other agencies and departments in 2009/2010 to obtain and/or process over **\$3.5 million** in grant awards and nearly **\$4.8 million** in state and federal allocations.

Overall, 2009/2010 was a productive year for the Planning and Performance Improvement Department, and it is our expectation that 2010/2011 will produce similar results.

DEPARTMENT OVERVIEW

The Planning and Performance Improvement Department is comprised of 6.5 permanent positions (**Attachment A**). The Department is responsible for initiating programs to increase economic development and protecting and improving quality of life in Ottawa County, as well as for conducting outcome-based evaluations of County programs and services to improve organizational performance and maximize the use of financial resources. In addition, the Department provides statistical data that is used by County departments and local agencies to justify requests for grant funding and performs reviews of grant applications and award requirements to protect the County from any permanent financial obligations. The Planning and Performance Improvement Department also provides oversight to the County Remonumentation Plan for public survey corners. Each Department goal is listed in the next section of this report, with further detail provided in the Planning and Performance Improvement Department Strategic Outline (**Attachment B**).

PLANNING COMMISSION OVERVIEW

A County Planning Commission (**Attachment C1**) was created pursuant to MCL 125.101 et seq. (Act 282 of 1945 as amended) through an ordinance passed by the Ottawa County Board of Commissioners on August 8, 1989. The ordinance authorizes the Planning Commission to establish Rules and Bylaws to govern its operations. In addition to the ordinance, the County Board approved a list of duties for the Planning Commission that is outlined in a document titled "Summary of Duties" (**Attachment C2**).

County Planning Commissions are directed by state statute to establish county development plans that promote the health, safety, morals, order, convenience, prosperity, and general welfare of county residents. Further, County Planning Commissions are given the authority to conduct studies, investigations, and surveys related to the economic, social, environmental, and physical development of the County.

The Board of Commissioners, as authorized by the previously mentioned statute, has also designated the County Planning Commission as a Metropolitan County Planning Commission. This designation permits the Planning Commission to encourage intergovernmental coordination on all related state and local planning activities and to serve as a liaison to local, regional, and state planning organizations.

The Planning Commission is also responsible for fulfilling the requirements of three additional statutory mandates: the first is to review applications by farmers to include or remove their Ottawa County farmland from the State of Michigan's PA 116 Program (Act 451 of 1994) - Farmland and Open Space Preservation Act, as amended); the second is to review township zoning amendments (Act 110 of 2006 - Michigan Zoning Enabling Act); and the third is to review and provide a statement as to whether township or municipal master plans are consistent with the County Plan and any adjoining city, village, township, or regional master plans (Act 33 of 2008 - Michigan Planning Enabling Act).

GOALS

GOAL ONE: Increase economic development in Ottawa County.

GOAL TWO: Protect and improve quality of life in Ottawa County.

GOAL THREE: Improve organizational performance and maximize the use of financial resources.

GOAL FOUR: Oversee the County Remonumentation Plan for public land survey corners pursuant to Act 345 of 1990.

ACCOMPLISHMENTS

GOAL ONE: Increase economic development in Ottawa County.

Accomplishment One: Reorganization of the Planning and Performance Improvement Department

The Planning and Performance Improvement Department has combined the Environmental and Transportation Planner positions into one, creating an Economic Development Coordinator position. The Economic Development Coordinator will administer the County's Brownfield Redevelopment Authority (BRA) and the Land Bank Authority (LBA). This position will also develop and complete economic development initiatives such as the Revolving Loan Fund and an Agricultural Business Incubator.

Environmental, transportation, and land use planning projects have been prioritized and will be managed by the remaining Land Use Planner. The restructuring of the Department is illustrated in **Attachment D**. As a result of this restructuring the Planning and Performance Improvement Department has had to scale back or take a reduced role in certain projects. For instance, a representative from the Department is no longer able to attend meetings of the Friends of the North Bank Trail; however, technical assistance is still provided as time allows. Additionally, the Excellence Through Training Program has been scaled back, but still includes the Basic Planning Commission and Zoning Board of Appeals Trainings.

Accomplishment Two: Allocation of Federal Recovery Zone Bond Funding

In August 2009, Ottawa County was notified that it would be receiving \$20,697,000 in Recovery Zone Economic Development Bond (RZEDB) funding for public works projects and \$31,045,000 in Recovery Zone Facility Bond (RZFB) funding for certain private sector initiatives. These funds were distributed to the County through the American Recovery and Reinvestment Act (ARRA).

The Planning and Performance Improvement Department identified qualified projects in the County to receive the RZEDB and RZFB allocations. The projects selected to receive bond funds are as follows:

- **Recovery Zone Economic Development Bonds:** Ottawa was the first county in Michigan to allocate a Recovery Zone Bond allotment. An RZEDB award of \$5.6 million was allocated to the City of Grand Haven in August 2009 for their Washington Avenue Improvement Project.



The Planning and Performance Improvement Department recommended a second RZEDB allocation of \$6.4 million to the City of Coopersville for upgrades to their wastewater treatment system, as well as for public infrastructure improvements to accommodate growth in the community. These bonds were allocated in April 2010.

A Park Township drain project (\$6.2 million) and a Request Foods infrastructure project (\$2.5 million) are currently being considered for the County's remaining RZEDB allotment.

- **Recovery Zone Facility Bonds:** In October 2009, the Planning and Performance Improvement Department developed an Application Form and Selection Criteria for the County's RZFB allotment. A Scoring System was also developed to ensure that each RZFB applicant received an unbiased assessment of their project. Four applications were received for RZFB: the Alden Place Project in Spring Lake Village; Beechtree Commons in Grand Haven; Continental Dairy Products in Coopersville; and the Hilton Garden Inn & Conference Center in Grand Haven.

Based on the recommendation of an RZFB Allocation Report that was completed by the Planning and Performance Improvement Department in February 2010, Ottawa County allocated the entire RZFB allotment to the Michigan Strategic Fund for the Continental Dairy Products project. The

project includes construction, renovation, and equipment purchases to convert the vacant Delphi facility located in the City of Coopersville into a milk processing plant. The plant will be capable of processing four million pounds of milk daily into longer shelf life products such as butter, cream, condensed milk and milk powder. The project will create 70 permanent, full-time jobs over the next two years at a total cost of \$90.5 million.

Accomplishment Three: Renaissance Zones

The Planning and Performance Improvement Department worked in conjunction with Request Foods and Holland Charter Township to successfully process an Agricultural Processing Renaissance Zone designation to accommodate a proposed plant expansion. This designation, which the Board of Commissioners approved, will result in a \$40.6 million investment in the new facility and the creation of 250 new jobs.

Additionally, the Department has also been working on another project involving a Renaissance Zone designation that would potentially result in 800 to 1,000 new jobs.

Accomplishment Four: Revolving Loan Fund

Another economic development tool being researched by the Planning and Performance Improvement Department is a Revolving Loan Fund (RLF) Program. The RLF is designed to assist businesses by providing direct loans which, along with low-cost interest, are paid back directly to the revolving fund. Loan funds can typically be used for any legitimate business purpose, including the purchase of land and buildings, machinery and equipment, furniture and fixtures, or leasehold improvements. Working capital loans would also be available for the purchase of inventory, the financing of receivables, or other business operating needs.

Accomplishment Five: Miscellaneous Collaboration

Several meetings were scheduled during 2009/2010 with federal and state agencies to determine the best approach to obtain Stimulus funding and other grants for economic development projects in Ottawa County. These meetings also included chambers of commerce, Lakeshore Advantage, Ottawa County Economic Development Office, and West Michigan Regional Planning Commission. In addition, the Planning and Performance Improvement Department coordinated a tour of the former Delphi Plant in Coopersville and the Bio Economy Institute in Holland for representatives of the Economic Development Administration (EDA) in Chicago. This provided an opportunity for community representatives to pitch their projects to EDA officials to secure grant funding for infrastructure needs. Finally, the Department participated in the Lakeshore Advantage Biz Blitz. This program involves contacting and surveying preselected businesses in the Holland-Zeeland area to better understand their challenges and local economic conditions.

Accomplishment Six: Agricultural Technology Business Incubator

The implementation of an Agricultural Technology Business Incubator in Ottawa County is currently being executed by the Planning and Performance Improvement Department. A business incubator is designed to nurture entrepreneurs and their businesses during the critical formative years. This mentoring process will increase job opportunities and set the stage for future growth, job creation, tax-base expansion, and revitalization of the area.

The Agricultural Incubator concept has garnered substantial support in Ottawa County in large part due to the incubator's focus on establishing



businesses that are connected to agriculture. Agriculture is a core industry in Ottawa County and one of the most sustainable of all business sectors. Further, the agri-business sector has the potential to become a high-growth market especially in areas associated with new high-tech processes. The Incubator will utilize the knowledge and expertise of local farmers, food processors, and other agricultural leaders in the region to create start-up businesses that are focused on value-added agricultural products and markets.

The three areas of agricultural operations that would be targeted by the County's Agricultural Business Incubator would include, but not be limited to, the following:

- Sustainability:** Renewable energy, waste management, nutrient management systems, green fertilizer, green pest management, etc.
- Technology & Productivity:** Implement equipment, food processing equipment, agricultural management software, veterinary equipment, etc.
- Innovation:** Precision agriculture, advanced agricultural operations, new uses for agricultural products, etc.

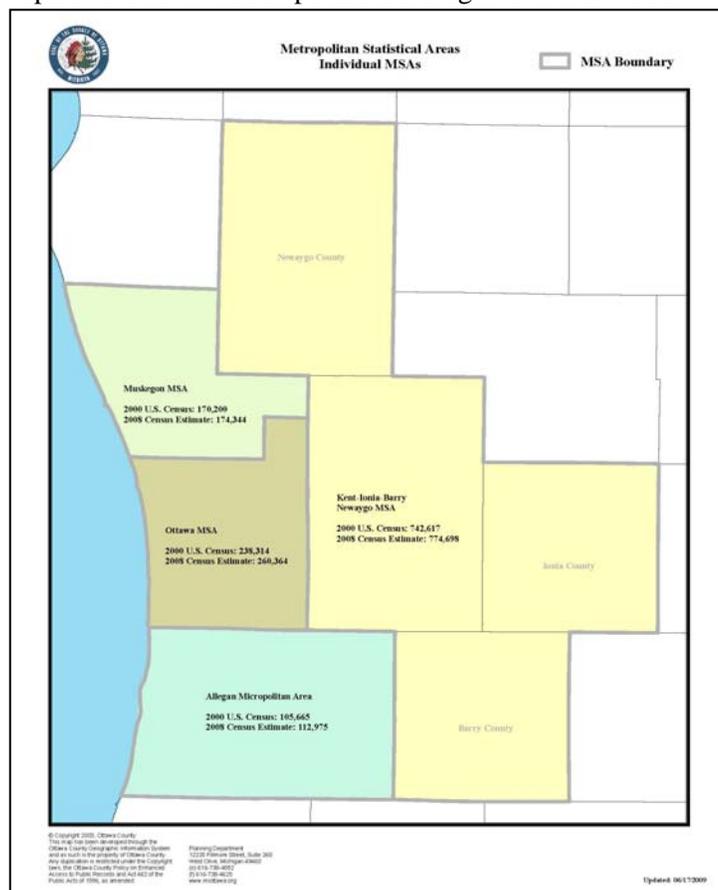
The Planning and Performance Improvement Department is exploring the options of having a feasibility study conducted that will verify whether or not the incubator concept can sustain itself in the region. If the concept proves feasible, a virtual Incubator will be launched to provide incubation services without a physical structure. A move to a physical Agricultural Business Incubator structure would be considered if the virtual Incubator is a success.

The Agricultural Business Incubator Steering Committee members are provided in **Attachment E**.

Accomplishment Seven: Metropolitan Statistical Area Assessment

The Planning and Performance Improvement Department continues to pursue a dialog with the Office of Management and Budget (OMB) to modify its standards for defining metropolitan statistical areas (MSAs). The OMB's present standards divide the region into three smaller MSAs - each of which fall below the minimum population thresholds that many large relocating businesses consider favorable to a region. Ottawa County became its own single county MSA (Holland-Grand Haven) after the 2000 Census. It was 317 individuals short from reaching the OMB's 25% commuter-threshold which would have allowed it to be included with the larger Grand Rapids MSA. The OMB's standards have created a serious misconception regarding the economic size of this region.

In May 2009, the County Planning Commission approved a Resolution which supports having Ottawa County join the Kent County (i.e. Grand Rapids) region in order to achieve an MSA that has a population of more than 1,000,000. This Resolution was forwarded to the OMB.



The Planning and Performance Improvement Department has since communicated with the OMB's Statistical Policy Division on multiple occasions requesting feedback as to whether the OMB will modify its standards before release of the 2010 Census. The Department also forwarded an April 2009 letter from the State's Demographer (Ken Darga) which stated, "*Under previous standards...the [Grand Rapids-Holland] metropolitan area would have included a different set of counties that better reflected the economic relationships and shared identities within this region...Although the standards that were used for designating outlying counties after the 1990 Census do leave room for improvement, they would be much better than the simplistic standard currently in use.*"

At this time, the OMB has not indicated whether its standards for defining MSAs will be revised.

Accomplishment Eight: Brownfield Redevelopment Authority

A Brownfield Redevelopment Authority (BRA) was created in June 2008 by the Ottawa County Board of Commissioners to assist with the clean-up of contaminated properties in Port Sheldon and Olive Townships. In June 2009, the BRA was amended to promote the redevelopment of environmentally distressed, blighted, or functionally obsolete properties in communities throughout the County that do not



have their own BRA. The BRA, which has a nine member board (**Attachment F**), is an important economic development tool that permits municipalities to use tax-increment financing to capture the taxes from the improved portions of a redeveloped property for demolition, site preparation, and environmental clean-up.

In October 2009, the Planning and Performance Improvement

Department submitted a grant application to the Environmental Protection Agency's (EPA) Brownfield Program to obtain funding to compile an inventory of the contaminated sites in Ottawa County. This application for funding was denied by the EPA in April 2010. However, the Department did receive feedback from the EPA to assist with strengthening the grant application for future funding requests. Several of the EPA's suggestions are being incorporated into a second grant application that will be submitted by the County in October 2010.

Accomplishment Nine: Ottawa County Economic Development Office

The Planning and Performance Improvement Department continues to provide administrative oversight for the Ottawa County Economic Development Office (OCEDO) contract. A summary of the OCEDO's major work activities for the second half of 2009 are provided in **Attachment G**.

GOAL TWO: Protect and improve quality of life in Ottawa County.

Accomplishment One: Comprehensive Water Resource Assessment

In May 2010, the Ottawa County Planning Commission issued a Request-for-Proposal (RFP) to hire a consultant for the purpose of conducting a Comprehensive Water Resources Study. The Study will address the many challenging issues associated with groundwater quality and quantity as well as elevated water table levels in Ottawa County.



Flooded property at the corner of Port Sheldon and 144th due to higher-than-normal water table levels (June 10, 2008)

The Study is designed to provide decision-making tools that will, at a minimum, accomplish the following objectives:

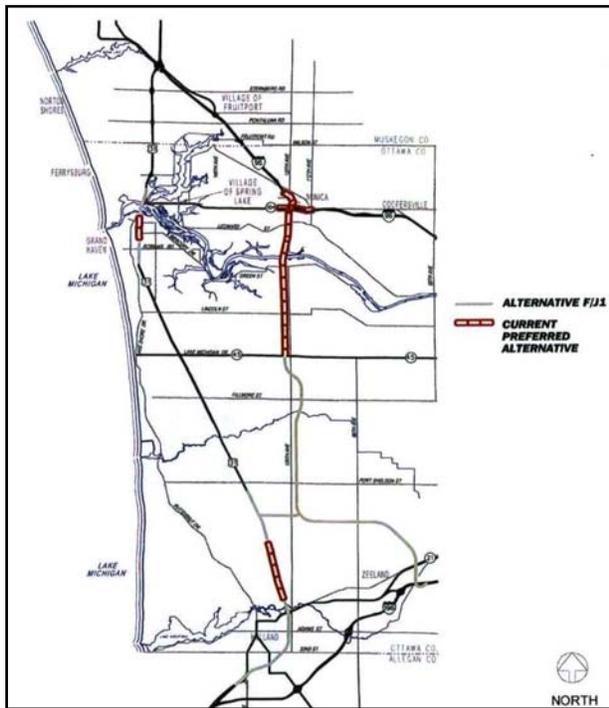
- Minimize the impact of development on an aquifer's ability to sustain current and future water withdrawal demands, as well as any adverse effects on water table levels and surface water levels
- Minimize the impact of development water withdrawals on domestic well quality (e.g. brine and nitrates)
- Minimize the potential infiltration of wastewater contaminants (e.g. nitrates, phosphates, pharmaceuticals, industrial/household chemicals) in areas relying on septic systems and domestic wells
- Minimize the potential hydrologic impacts of impervious surfaces that may be associated with new development such as reductions in groundwater recharge, reductions in surface water quality, and rapid surges in surface water levels
- Prevent the negative effects of elevated water table levels on new development (e.g. basements, foundations, and footings)

In June 2010, a Selection Committee, comprised of members of the Ottawa County Planning Commission and the Planning and Performance Improvement Department, was appointed to review and score the 11 proposals received in response to the RFP. It is anticipated that a consultant will be hired by August 2010.

Accomplishment Two: Purchase of Development Rights Program

In April 2008, the Ottawa County Board of Commissioners passed an ordinance that established a countywide Purchase of Development Rights (PDR) Program. The State of Michigan Farmland Preservation Office officially approved the Ottawa County PDR Program on January 20, 2010. The primary purpose of the Program is to increase the capability of farmers and local units of government in Ottawa County to access state and federal funding for farmland preservation. The PDR Program allows local farmers to sell the development rights of qualified farmland while still maintaining ownership of the land.

The Ottawa County Agricultural Preservation Board (**Attachment H**) was established to administer the PDR Program. The members of this Board are passionate about agricultural preservation and are working proactively to ensure this is achieved in Ottawa County. To assist with their agricultural preservation efforts, the Board established a Funding Committee and a Public Relations Committee in March 2010.



will be \$35 million.

In order to accommodate current and future transportation needs in the most cost-effective manner, it is the goal of the Board of Commissioners to ensure that the bridge is constructed so as to allow for future bridge expansion to four lanes including a non-motorized path crossing. The cost to construct a non-motorized crossing could range from \$5 to \$15 million depending on the type of structure that would be needed. MDOT has indicated that the non-motorized crossing will need to be funded through grants and other local sources.

The Ottawa County Board of Commissioners and the Planning and Performance Improvement Department are working with federal and state legislators, MDOT officials, and other agencies to ensure that every effort is made to obtain funding for the Project.

Accomplishment Five: Countywide Wireless Broadband Network Initiative

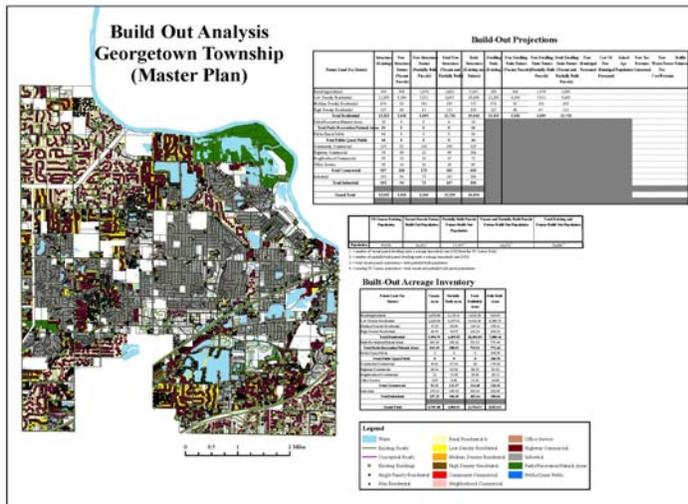
More than ninety-five percent of the County’s population has access to a high-speed, fully-mobile wireless broadband network. The deployment of this network is the result of an innovative public-private partnership that did not require the expenditure of any public tax dollars. Since 2008, Sprint has invested nearly \$1,000,000 to expand its existing broadband network to underserved areas in the County.

In August 2009, the County submitted an application to the National Telecommunications Information Association (NTIA) to obtain stimulus funding to construct three new communications towers in the remaining underserved areas of the County. In early 2010, the County was informed by the NTIA that its application for stimulus funding was denied. Only two broadband projects in Michigan received a grant award. Merit Network Inc. was awarded \$33.3 million to build a 955 mile fiber-optic network across thirty two counties, and Michigan State University was awarded \$895,482 to extend broadband service to eighty existing library computer centers.

The Department submitted a second application to the NTIA for stimulus funding in March 2010. Approximately \$2.6 billion in funding is available for this second round of applications. Funds are scheduled to be awarded by September 30, 2010.

Accomplishment Six: Countywide Build-Out Analysis

The Planning and Performance Improvement Department is continuing to develop a Countywide Build-Out Analysis utilizing a Geographic Information System (GIS).



Build-Out Analysis Map of Georgetown Township

A build-out analysis is used to calculate the maximum number of structures that could be constructed on the vacant and partially built acres of a community given the current zoning ordinance, master plan and environmental constraints. From these calculations future population projections are computed. Next, the impact of future development and population growth is extrapolated for several factors. These factors include infrastructure capacity, demand and cost for public services, new tax revenue, and traffic volumes.

In August 2009, a build-out analysis was completed for Georgetown Township. This analysis was subsequently utilized by the Township during their Master Plan process. A build-out analysis has been initiated for the City of Coopersville with completion scheduled for August 2010.

Accomplishment Seven: Standardized Land Use District Titles and Colors for Master Plan and Zoning Maps

The Ottawa County Planning and Performance Improvement Department continues to work with local units of government throughout the County to encourage and facilitate the adoption of Standard Land Use District Titles and Colors for master plan and zoning maps (**Attachments I1 and I2**). During 2009/2010, the Standardized Colors and Titles were adopted by Polkton, Wright and Olive Townships. The current adoption status for each community is included in **Attachment I3**.

Standardization will allow for easy viewing of commercial, retail, and industrial properties across the County on a single map, reducing the time and effort staff and consultants spend analyzing local zoning ordinances and master plans. It will also give citizens a better understanding of the location and type of land use districts in their community and in surrounding communities. Standardization does not change density, use, or any other local zoning ordinance and comprehensive land use plan requirements that have been adopted by local units of government.

Accomplishment Eight: Countywide Corridor Plan

During 2009, the Planning and Performance Improvement Department completed a model corridor overlay district ordinance for the M-104 corridor in conjunction with Spring Lake and Crockery Townships. The model ordinance contains standards for building setbacks, access management (driveway spacing, service drives, etc.), landscaping, signage, and natural feature preservation. The ordinance is designed to maintain the safety, efficiency, and aesthetics of the corridor and to preserve it for future expansion and improvements, if needed. The completion of the model is



M-104 Corridor Open House

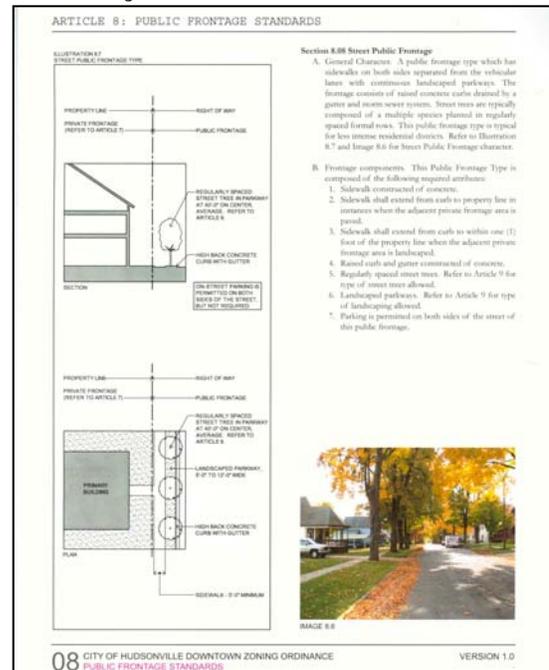
part of an on-going effort to implement the Countywide Corridor Plan (**Attachment J**).

During the development of the model, several meetings were held with stakeholders to obtain their input and ensure that their concerns were addressed. After revisions were made and the model was complete, Spring Lake and Crockery Townships began the process of incorporating the concepts into their zoning ordinances. Both Townships have adopted the recommended principles of the model.

Accomplishment Nine: Urban Smart Growth Demonstration Project

Nederveld Inc. is finalizing a draft version of a completely rewritten Zoning Ordinance for the City of Hudsonville as part of the County's Urban Smart Growth Demonstration Project. Several unique and highly-innovative planning documents have already been prepared for the City as part of this Project including an award-winning Architectural Design Elements Portfolio (ADEP) and Downtown Master Plan.

The new Zoning Ordinance will be comprised of multiple innovative and creative elements which are not common to planning documents used by other communities including: site disposition standards; public open space standards; and environmental and sustainability standards. It is anticipated that the innovative techniques and planning principles developed and implemented in the City as part of this Project will serve as a model for other urban communities striving to enhance the vibrancy, livability, and aesthetic character of their respective communities.



Accomplishment Ten: Public Transportation Assistance Specialized Services Grant

The Planning and Performance Improvement Department continues to act as the pass-through agency for the Specialized Services Grant Program. This grant program supplies operating assistance for transportation services that are provided primarily to elderly and disabled persons.

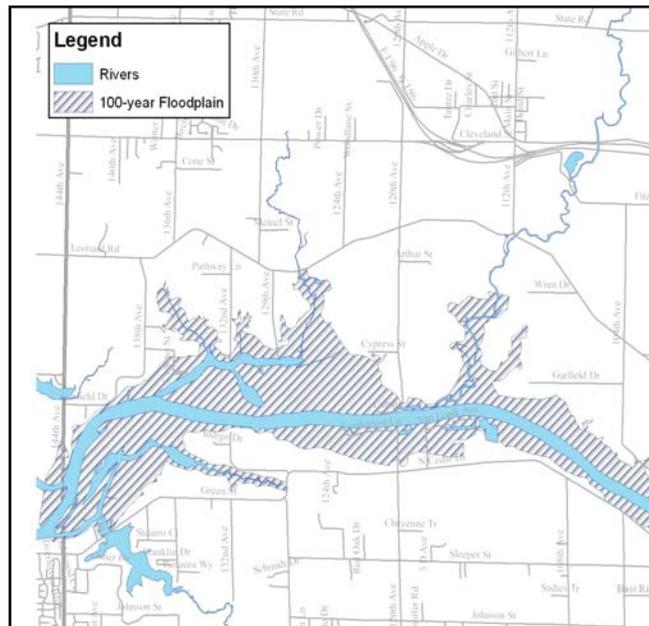


As the pass-through agency, the Planning and Performance Improvement Department submits the annual grant application, prepares subcontracts, reports ridership information to the Michigan Department of Transportation (MDOT) on a quarterly basis, and processes payments to the grant recipients, Georgetown Seniors and Pioneer Resources. In addition, the Department participates in the Specialized Services Coordination Committee which monitors the performance and services provided by the grant recipients. The total grant amount

awarded for Fiscal Year 2010 is \$157,569. Georgetown Seniors and Pioneer Resources received \$48,113 and \$109,456, respectively. Ridership totals are outlined in **Attachment K**.

Accomplishment Eleven: FEMA Flood Insurance Rate Maps

The Planning and Performance Improvement Department continues to work with the Flood Insurance Rate Maps (FIRMs) project consultants in order to provide updates to local units of government regarding the status of the project and other critical deadlines. The updated FIRMs will include a revised 100-year floodplain (see map at right) based on recent studies and field observations. This work is being done as part of the Federal Emergency Management Agency's (FEMA) National Flood Insurance Program (NFIP) Map Modernization Initiative.



On August 13, 2009, the Planning and Performance Improvement Department and officials from the Michigan Department of Environmental Quality (DEQ) held a training session for local units of government to explain the regulatory requirements of the NFIP and the map adoption process.

The updated FIRMs are scheduled for distribution to each local unit in July 2010. Once the FIRMs are distributed, there is a 90 day window for appeals. If there are no appeals, the revised FIRMs will be published in October 2010.

Accomplishment Twelve: Integrated Road Salt Management Plan

The Integrated Road Salt Management Plan (IRSMP) includes the monitoring of four primary variables in order to determine if the Ottawa County Road Commission's initiatives to reduce road-salt usage are having a positive impact on blueberry production. These variables are: groundwater (sodium and chloride levels); blueberry twigs (dieback and bud mortality); root-zone water (sodium and chloride levels); and irrigation ponds (sodium and chloride levels).



Well closure (May 2009)

Test wells have been used to monitor sodium and chloride levels in the groundwater over a period of several years. During that time, the water levels in certain test wells completely dried up and in other locations water levels increased significantly. This variation in water levels made it impossible to draw reliable conclusions from the available data. As a result, the Planning and Performance Improvement Department capped all of the test wells in 2009.

Michigan State University Extension (MSUE) is continuing to monitor twig dieback, bud mortality, root-zone water samples and irrigation pond samples. The data collected thus far indicates varying degrees of salt reduction along secondary roads. However, MSUE staff indicates that results are still inconclusive and anticipates being able to extrapolate conclusions from the data by 2013.

Accomplishment Thirteen: Wind Energy Standards and Project Assessments

Communities throughout the State and Country continue to contact the Planning and Performance Improvement Department requesting permission to use the Model Wind Energy Ordinance language in their own community zoning plans. The Department also continues to provide research, mapping, and technical assistance, as well as facilitation services to communities that are grappling with wind energy projects/issues. Additionally, the Department has been actively involved in wind energy initiatives that are being spear-headed by local universities, utility companies, and private wind farm developers.

Accomplishment Fourteen: Tree Legacy Committee

The Tree Legacy Committee is being reestablished in light of concerns from citizens regarding tree trimming along scenic roads in the County such as Lakeshore Drive and Stanton Street. During the next year, the Planning and Performance Improvement Department will work with the Tree Legacy Committee in order to finalize the Ottawa Tree Planting and Replanting Guidebook. The Committee may also create a Tree Preservation Model Ordinance to ensure that the aesthetic beauty of County roads with existing tree canopies is maintained.



Stanton Street (September 7, 2004)



Stanton Street (June 14, 2010)

Accomplishment Fifteen: On-Staff Planner and Zoning Administrator Meetings

As a result of the restructuring of the Planning and Performance Improvement Department, it was not possible to offer an On-Staff Planner and Zoning Administrators Meeting during the past year. However, the Department has received positive feedback for organizing these countywide planning meetings and plans to continue hosting at least one meeting per year. The next meeting is planned for fall 2010.

Accomplishment Sixteen: On-Staff Planner and Zoning Administrator E-mail Inquiry Service

The Planning and Performance Improvement Department continues to coordinate the On-Staff Planner and Zoning Administrators E-mail Inquiry Service. Some of the e-mail service topics that were proposed for discussion during the past year include landscaping regulations, hunting/firearm regulations, wind turbine setbacks, tree removal requirements, architectural standards for home additions, and holiday yard decoration regulations.

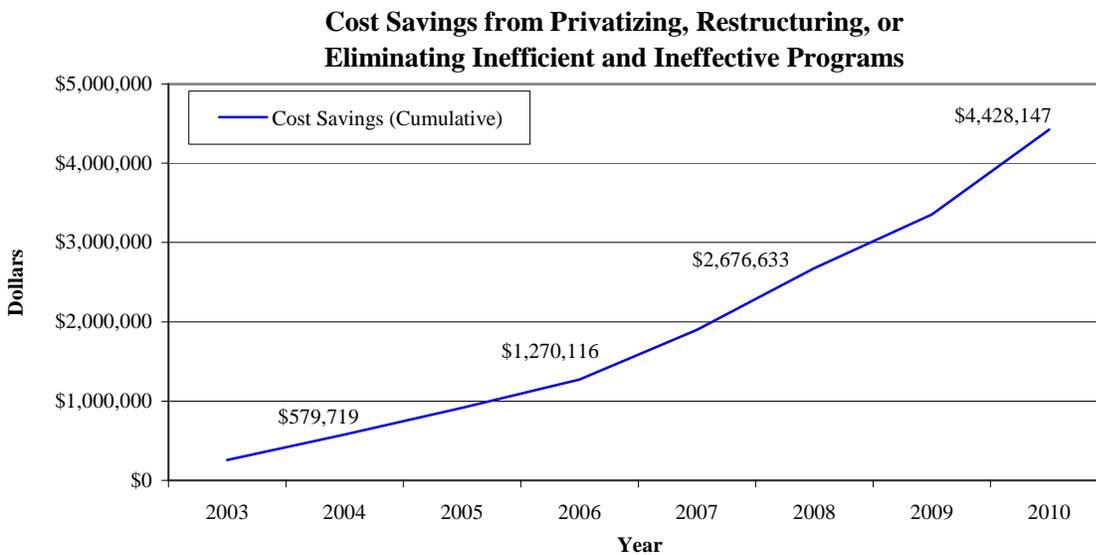
GOAL THREE: Improve organizational performance and maximize the use of financial resources.

Accomplishment One: Performance Improvement

Ottawa County remains at the forefront among counties in Michigan, and nationally, in verifying the cost-effectiveness of its programs and services. This is largely attributed to the strategic planning and outcome-based evaluation efforts of the Planning and Performance Improvement Department.

Over the past few years, the Department has gained a strong reputation for completing high-quality, creditable evaluations. County staff and department heads have also begun to embrace the outcome-based evaluation process in an effort to strengthen the effectiveness of their respective programs and services.

Since 2003, evaluations completed by the Department have saved over **\$4.4 million** as a result of recommendations that modified, privatized, or discontinued ineffective programs and services. Moreover, and to the credit of County employees as a whole, over **\$15 million** in programming and services has been verified as cost-effective through the evaluation process.



A summary of the strategic planning and program evaluation efforts that have occurred over the last year is as follows:

Strategic Planning

The following strategic plans were completed and/or initiated in 2009/2010:

- **Communities Helping Ottawa Obtain a Safe Environment Program:** In 2009, the Planning and Performance Improvement Department completed a Preliminary Evaluation of the Communities Helping Ottawa Obtain a Safe Environment (CHOOSE) program. As part of the evaluation, it was recommended that the CHOOSE program be restructured to concentrate services in the southwest-quadrant of Ottawa County. Following this evaluation, a Strategic Plan was developed for the restructured CHOOSE Program by the Planning and Performance Improvement Department, in cooperation with Public Health officials. The Plan consists of a Strategic Outline as well as a Performance Analysis that defines the target measures of success for each action component and baseline/benchmark measures that will be used to assess program performance and effectiveness. An administrative evaluation of the restructured program is scheduled to commence in July 2010.
- **Inmate Case Management and Treatment Program:** In January 2010, County Administration allocated PA 2 dollars to conduct assessments of unsentenced inmates

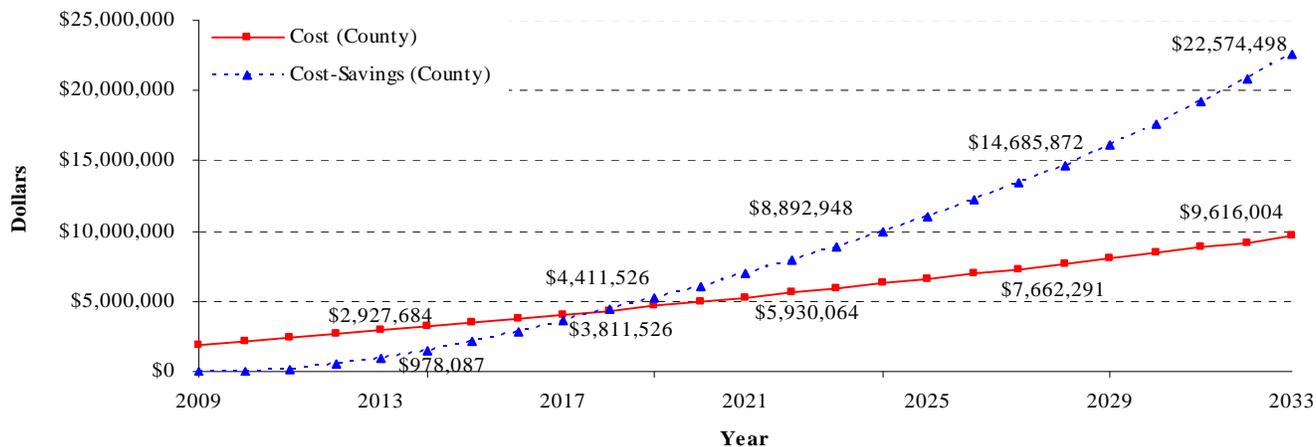
with substance abuse issues. These assessments were an additional component of the Inmate Case Management and Treatment (ICMT) Program. The ICMT Program started in 2008 to provide case management and treatment services to jail inmates who are not eligible to receive CMH treatment but show signs of mental illness. In response to the restructuring of the ICMT Program, a revised Strategic Plan was developed by the Planning and Performance Improvement Department in conjunction with the Sheriff's Office and the Probation and Community Corrections Department. An interim administrative evaluation of the restructured program is scheduled to commence in September 2010.

Administrative and Outcome-Based Evaluations

The following program evaluations were completed and/or initiated in 2009/2010:

- Sobriety/Drug Treatment Court Programs:** A comprehensive evaluation commenced in April 2010 to verify whether the County Sobriety/Drug Treatment Courts are achieving the agreed-upon outcomes. For this evaluation, the Planning and Performance Improvement Department will measure the recidivism rates of program graduates against matched-pair comparison group offenders who did not participate in the programs. A cost-effectiveness analysis will also be conducted to compare the cost and effects of the programs to standard probation. This evaluation is expected to be published in the fall of 2010.
- Electronic Content Management System Evaluation:** In February 2010, the Planning and Performance Improvement Department completed a comprehensive study that quantifies the actual efficiencies that have been gained from implementing the Electronic Content Management (ECM) System in eleven County departments. The evaluation process required collecting time data over a four-year period to verify labor and material efficiencies from the automated technology system. This is the first, full-scale Evaluation that verifies, through time analysis, the actual time and material savings from using an ECM system to process court documents as well as the resulting cost-savings. The analysis is being used to reduce staffing through attrition. The results are also being used to justify the need for legislative changes at the state level that would encourage greater utilization of technology, thereby further reducing labor and material cost. The County will achieve a return on its investment and realize a cost-savings of \$12.9 million over 25 years from the ECM system if the legislative amendments are enacted (see graph below).

ECM System Cost-Savings to County if Legislation is Amended to Permit Paperless Workflow



- Cognitive Behavioral Therapy Program:** This evaluation assesses whether the Cognitive Behavioral Therapy (CBT) Program is administered efficiently and whether

beneficial, cost-effective outcomes are being achieved. This is accomplished by analyzing administrative and operational program components as well as completion rates, recidivism rates, and cost. This evaluation revealed that as a result of continuing to contract with Catholic Charities to administer the CBT Program, the County saved nearly \$53,000 during Fiscal Year 2008. Based on the efficient administration of the program and the overall cost-effectiveness, it was recommended that the contract with Catholic Charities be extended for an additional two years.

- Inmate Case Management and Treatment Program:** This interim administrative evaluation assesses whether the Inmate Case Management and Treatment (ICMT) Program is administered efficiently. The administrative functions that were measured involved the ICMT Case Manager's ability to maintain high program enrollment levels, adherence to the program's target population criteria, and administration of the primary components of the program. Also included in this evaluation is an overview of program completion rates, treatment plan completion rates, jail diversions, and program cost. An outcome-based evaluation of the ICMT Program is slated for completion in 2011.

Accomplishment Two: Performance-Based Budgeting

The Planning and Performance Improvement Department continues to assist Fiscal Services in ensuring that each County department has outcome measures to accurately depict the performance and cost-effectiveness of their respective programs and services. These measures are used in the County's Performance-Based Budgeting system and ultimately play an important role in budget decisions related to departmental personnel requests, technology initiatives, and program funding.

As part of this process, the Planning and Performance Improvement Department works closely with departments to develop Strategic Outlines that clearly define their outcome measures of success. The creation of these Outlines is not a quick or simple process. The initial draft of a department's Outline typically requires a minimum of four to five meetings with department directors. It is also anticipated that each Outline will require revisions over a three year period. This intensive and lengthy process is necessary to ensure the County Board is receiving data that accurately reflects departmental performance and cost-effectiveness, especially if department budgets are dependent on outcome-based success.

As of June 2010, revised Strategic Outlines have been created for eleven (22%) of the County's fifty departmental budgets. The remaining Outlines are expected to be completed by April 2011 – which is the point at which Fiscal Services will be releasing their 2012 performance-based budget document.

Fund: (1010) General Fund		Department (7211) Planning/Performance Improvement	
Function Statement			
The Planning and Performance Improvement Department initiates programs to increase economic development and to protect and improve quality-of-life in Ottawa County. The Department also conducts outcome-based evaluations of County programs and services to improve organizational performance and maximize the use of financial resources. The Department also provides statistical data that is used by County departments and local agencies to justify requests for grant funding, and performs reviews of grant applications and award requirements to protect the County from any permanent financial obligations.			
Mission Statement			
Provide services to increase economic development, maintain and improve quality of life, improve organizational performance, and maximize the use of financial resources			
TARGET POPULATION	<ul style="list-style-type: none"> • County Board and Administration • Elected Offices and County Departments • Local Leaders, Agencies, and Citizens • Community Planners 		
	Goal 1: Increase economic development in Ottawa County Objectives: <ol style="list-style-type: none"> 1) Increase investment in local businesses 2) Increase the number of new businesses relocating to Ottawa County 3) Promote collaboration among the County's economic development agencies in order to maximize existing resources, obtain additional resources, and minimize duplication of resources 4) Foster the development and expansion of businesses that produce services and products associated with the agribusiness sector of our economy 5) Utilize the County's Brownfield Redevelopment Authority to attract and retain businesses 		
PRELIMINARY GOALS & OBJECTIVES	Goal 2: Protect and improve quality-of-life in Ottawa County Objectives: <ol style="list-style-type: none"> 1) Develop decision-making tools that can be utilized by local county officials to mitigate/reduce the impacts of development on aquifers and surface waters, as well as to ensure that future development is not negatively impacted by elevated water table levels 2) Maintain a Purchase of Development Rights Program that allows local units of government and farmers to access funding for farmland preservation 3) Determine the feasibility of creating/expanding a regional public transit network 4) Advocate for construction of the US-21 bypass 		
	Goal 3: Improve organizational performance and maximize the use of financial resources Objectives: <ol style="list-style-type: none"> 1) Evaluate County programs and services, and provide recommendations for continuation, consolidation, expansion, privatization, or discontinuation 2) Establish performance-based budgeting measures for County departments 3) Provide statistical data to bolster county and community grant applications 4) Protect the County from any ongoing financial obligations that may result from accepting state/federal grants 		
ACTION/PRIORITY COMMITMENTS	Goal 4: Provide excellent customer service/satisfaction Objectives: <ol style="list-style-type: none"> 1) Provide thorough and satisfactory services 2) Provide interactions with customers that is courteous, respectful, and friendly 3) Provide timely responses to service requests 		
	Goal 5: Improve quality and cost-efficiency of work processes through innovation Objectives: <ol style="list-style-type: none"> 1) Develop and implement new processes to contain cost, improve efficiency, and increase customer service 2) Assess department staffing ratios 		
Goal 1: Recovery Zone Bonds, Coordinated Economic Development Plan, Agribusiness Business Incubator, Brownfield Redevelopment Authority, Investor Attraction Plan, Metropolitan Statistical Area Designation, Revolving Loan Fund Goal 2: Comprehensive Water Resources Study, Purchase of Development Rights, West Michigan Transit Linkages Study, US-21 Goal 3: Strategic Planning, Administrative and Outcome-based Evaluations, Performance-Based Budgeting, Statistical Research, Data Books, Grants Administration Goal 4: Customer First Program Goal 5: Strategic Performance and Innovation Plan			
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Accomplishment Three: Michigan Local Government Benchmarking Consortium

The Planning and Performance Improvement Department is the County's primary point of contact for the



Michigan Local Government Benchmarking Consortium (MLGBC). The MLGBC aims to bring cities, villages, townships, and counties from all over the state together to produce meaningful and relevant performance measures for the purpose of benchmarking. The ability to benchmark against other communities is useful to identifying opportunities for performance improvement and increased cost-effectiveness. A list of MLGBC members is provided in **Attachment L**.

As a member of the Consortium, Ottawa County is requested to complete a comprehensive survey each year. The survey

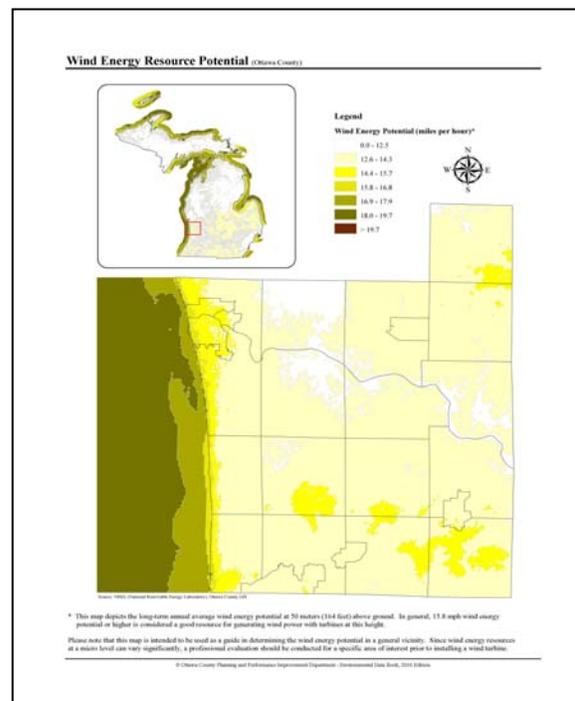
covers a variety of services that include, but are not limited to: law enforcement, parks and recreation, information technology, equalization, and road maintenance. The Planning and Performance Improvement Department is responsible for the collection and compilation of the County's survey data. For Fiscal Year 2009, survey data was compiled from eight County departments. The survey results for all MLGBC members will be released later this year.

Accomplishment Four: Data Book

In April 2010, the Planning and Performance Improvement Department published an Ottawa County Environmental Data Book. This Data Book is comprised of seven detailed, highly-graphic chapters that are filled with data tables, charts and graphs, photographs, and GIS-based maps. These data may be used for a variety of purposes such as preparing applications to secure grant funding, promoting quality of life in Ottawa County, or marketing opportunities for economic development.

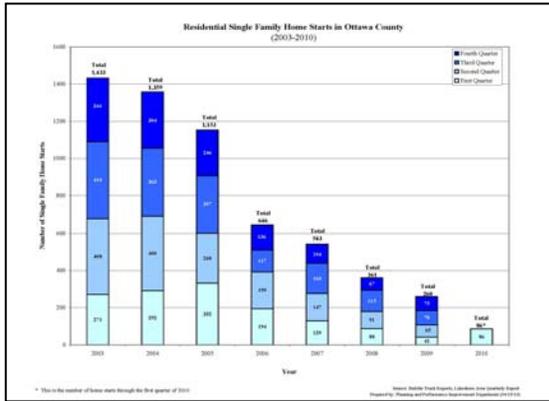
The entire document is available for download through the Department's website. To make it easier for users to view and download the document, each data topic is available in its own individual .pdf file. Countywide GIS data maps are also available that contain interactive hyperlinks whereby users may access individual map files for each local unit of government by clicking on the countywide map.

The Environmental Data Book is the third in a series of topical data books published by the Planning and Performance Improvement Department. A Demographic Data Book and Health Data Book were previously completed and may also be accessed through the County's website.



Accomplishment Five: Countywide Trends in Construction Activity

Local media, officials, and economic development agencies frequently request information from the Planning and Performance Improvement Department regarding construction activity throughout the County. Until recently, the Department was only able to provide limited data due to the fact that published residential construction reports merely track the number of permits issued - not construction completed. In addition, commercial construction reports are often costly to obtain.



In order to obtain accurate, comprehensive construction data for the County, the Planning and Performance Improvement Department contacted each local unit of government to request their assistance in providing residential and commercial construction data on a quarterly basis. Receipt of these data will allow for ongoing analysis of countywide trends in construction activity that will be readily available to media, local officials, and economic development agencies. As of the first quarter 2010, eighteen (75%) of the County's twenty-four local units of government have agreed to provide the requested data.

Accomplishment Six: Requests for Research and Facilitation Assistance

The Planning and Performance Improvement Department strives to provide customers with quality statistical research and technical report compilation assistance. During 2009/2010, a total of 64 requests for assistance were received and fulfilled. The following are some examples of the requests:

- Presentation Regarding the Benefits of Electronic Content Management (ECM) Systems:** The Planning and Performance Improvement Department is currently preparing a presentation to promote the benefits of ECM technology to state legislators and court officials. This presentation is intended to encourage legislative amendments that will permit a completely paperless workflow in Michigan courts. The findings of the Department's 2010 Evaluation of the County's ECM system serve as the primary justification for the proposed statutory changes.
- Major Initiatives Compilation:** The Planning and Performance Improvement Department compiled the summaries of major initiatives that commenced and/or were completed by the County Board of Commissioners in 2009 to enhance County residents' quality of life and increase the effectiveness of County government. The summaries were used in the Letter of Transmittal for the Comprehensive Annual Financial Report for the Fiscal Year ending on December 31, 2009.
- Demographic and Economic Data Compilation:** The Planning and Performance Improvement Department continues to compile a variety of demographic and economic data for use by County departments, local units of government and community agencies for planning, grant applications, and presentations. These data include, but are not limited to, population estimates and projections, unemployment rates, and residential home starts.
- Human Resources Wage and Classification Study:** The Planning and Performance Improvement Department assisted the Human Resources Department with a Wage and Classification Study by graphically representing the wages of several County positions in relation to comparable counties utilizing scatter plot graphs. The graphs depict the minimum and maximum wage of a position for each comparable county, as well as the average and median position wage for all comparable counties in relation to Ottawa County's wage parameters for a position.
- Fred Meijer Kenowa Trail Mailing:** The Planning and Performance Improvement Department assisted Jamestown Township with creating a mailing list for nearly 100 residents along the proposed Fred Meijer Kenowa trail. This mailing was created using GIS in order for the Township to distribute a letter to each resident updating them on plans for the new pathway project.

Accomplishment Seven: Grant and Allocation Administration

The administration and oversight of grant-making efforts and allocated funds from State and Federal agencies is performed by the Ottawa County Planning and Performance Improvement Department. The Department reviews grant applications to ensure that programs are consistent with the goals of the requesting agency/department and the County Board; that evaluation components are in place; and to

protect the County against any unintended consequences of accepting the requested funding (i.e. hidden costs to the County). The Department is also able to provide statistical data that may be useful in grant writing as well as assistance with submitting applications online.

In 2009, the Department's grantsmanship activities included administering, procuring, and/or processing more than **\$3.5 million** in grant funding for the County. The Department also administered and processed nearly **\$4.8 million** in direct funding allocations from State and Federal agencies (**Attachment M**).

Accomplishment Eight: Supervised Visitation and Safe Exchanges Grant Program

The Planning and Performance Improvement Department continues to provide administrative assistance to the Ottawa County Supervised Visitation Grant Program Advisory Committee. The Supervised Visitation Program provides a safe environment for supervised visitation and exchanges of children between parents in situations involving domestic violence or abuse.

The Department provides assistance by submitting progress reports, attending County Advisory Committee meetings, attending grant sponsored trainings and providing a single point of contact between the U.S. Department of Justice and the County Advisory Committee.

Accomplishment Nine: Legislative Analysis

Thus far, during the 2009/10 legislative session, a total of 92 bills were identified as having a potential impact on Ottawa County. Forty-two of these bills were determined to have a direct impact on Ottawa County operations (i.e. Budgetary Authority, Administrative Authority, Court Issues, Revenue Sharing). A full reporting of lobbyist performance measures will be provided at the end of the legislative session (December 31, 2010).

GOAL FOUR: Oversee the County Remonumentation Plan for public land survey corners pursuant to Act 345 of 1990.

Accomplishment One: Administration of the Land Survey Remonumentation Program

The Planning and Performance Improvement Department provides administrative oversight for the Survey and Remonumentation Grant Program, the Remonumentation Committee (**Attachment N**), and the Remonumentation Peer Group (**Attachment O**). As of December 2005, the Remonumentation Program Peer Group members had finished the monumentation of all physical Public Land Survey (PLS) corners in Ottawa County.



The Setting of Coordinates phase (i.e. establishing GPS coordinates for each corner) was initiated in 2007. A pilot program was completed in Georgetown and Port Sheldon Townships that year. In 2008, eight more Townships were completed: Allendale, Holland, Jamestown, Park, Polkton, Olive, Robinson, and Zeeland (**Attachment P**). The setting of coordinates phase was scheduled to be completed during the 2009 grant year; however, a work stoppage order was issued mid-year due to the State's inability to ensure a timely repayment of county funds that had been invested to expedite the Program .

In order to ensure the program is completed in a timely manner and to ensure the County is repaid for funds invested, the Planning and Performance Improvement Department has been working with the County lobbyist and state legislators to amend the State Remonumentation Act. The proposed legislative changes would require reimbursement of expedited funds within 20 years.

CLOSING

Ottawa County offers an exceptional quality of life. The County has nearly thirty miles of shoreline along one of the largest bodies of fresh water in the world, an educated, pioneering, and motivated workforce, strong family values, and vibrant and culturally-rich communities. In 2010, Ottawa County was also ranked as the safest and healthiest metropolitan area in the nation and the top area in the nation for meeting the basic needs of residents and for providing some of the best schools and educational opportunities in Michigan. Residents of the City of Holland were also ranked as the second ‘happiest’ in the nation. In addition, the County has one of the lowest millage rates among all counties in the State.

Over the last year, the Planning and Performance Improvement Department completed and initiated multiple programs to help maintain and enhance the County’s reputation as a great place to live and to do business. The Department also continued its strategic planning and outcome-based evaluation efforts in order to maximize the County’s use of financial resources. This has been well-received by local officials and taxpayers who learn of the County’s commitment to verify that programs and services are cost-effective and achieve outcome-based results. To date, the Department has saved more than \$4.4 million in public tax dollars as a result of recommendations that modified, privatized, or discontinued ineffective County programs and services. Moreover, \$15 million in County programming and services has been verified as being cost-effective through the evaluation process.

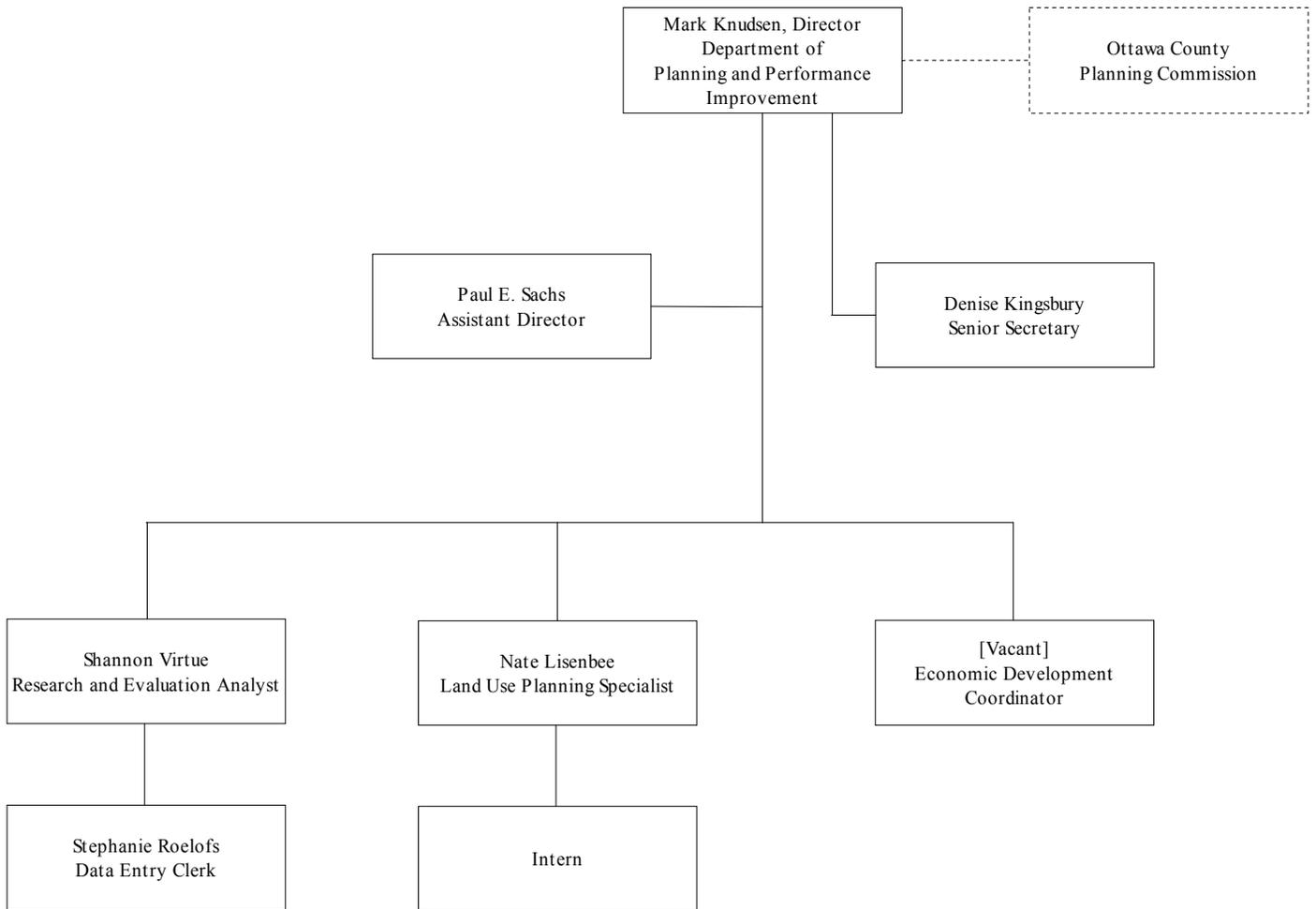
The success of these projects is the result of the talent and hard work of Department staff. As in past years, staff continued to juggle various assignments simultaneously while maintaining a disciplined regiment to complete high-quality and beneficial projects. In light of recent reductions in staffing-levels, staff has remained diligent and persevering. To that point, it is only fitting to recognize their outstanding contributions to the County.



Back Row (left to right): Mark Knudsen, Paul Sachs, Nate Lisenbee
Front Row (left to right): Stephanie Roelofs, Denise Kingsbury, Shannon Virtue

Attachments

ATTACHMENT A - Departmental Organizational Chart



ATTACHMENT B - Departmental Strategic Outline

Function Statement

The Planning and Performance Improvement Department initiates programs to increase economic development and to protect and improve quality of life in Ottawa County. The Department also conducts outcome-based evaluations of County programs and services to improve organizational performance and maximize the use of financial resources. The Department also provides statistical data that is used by County departments and local agencies to justify requests for grant funding, and performs reviews of grant applications and award requirements to protect the County from any permanent financial obligations.

Mission Statement

Provide services to increase economic development, maintain and improve quality of life, improve organizational performance, and maximize the use of financial resources

TARGET POPULATION	<ul style="list-style-type: none"> • County Board and Administration • Elected Offices and County Departments • Local Leaders, Agencies, and Citizens • Community Planners
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Increase economic development in Ottawa County</p> <p style="padding-left: 20px;">Objectives:</p> <ol style="list-style-type: none"> 1) Increase investment in local businesses 2) Increase the number of new businesses relocating to Ottawa County 3) Promote collaboration among the County’s economic development agencies in order to maximize existing resources, obtain additional resources, and minimize duplication of resources 4) Foster the development and expansion of businesses that produce services and products associated with the agribusiness sector of our economy 5) Utilize the County’s Brownfield Redevelopment Authority to attract and retain businesses <p>Goal 2: Protect and improve quality of life in Ottawa County</p> <p style="padding-left: 20px;">Objectives:</p> <ol style="list-style-type: none"> 1) Develop decision-making tools that can be utilized by local/county officials to mitigate/reduce the impacts of development on aquifers and surface waters, as well as to ensure that future development is not negatively impacted by elevated water table levels 2) Maintain a Purchase of Development Rights Program that allow local units of government and farmers to access funding for farmland preservation 3) Determine the feasibility of creating/expanding a regional public transit network 4) Advocate for construction of the US-231 bypass <p>Goal 3: Improve organizational performance and maximize the use of financial resources</p> <p style="padding-left: 20px;">Objectives:</p> <ol style="list-style-type: none"> 1) Evaluate County programs and services, and provide recommendations for continuation, consolidation, expansion, privatization, or discontinuation 2) Establish performance-based budgeting measures for County departments 3) Provide statistical data to bolster county and community grant applications 4) Protect the County from any ongoing financial obligations that may result from accepting state/federal grants <p>Goal 4: Provide excellent customer service/satisfaction</p> <p style="padding-left: 20px;">Objectives:</p> <ol style="list-style-type: none"> 1) Provide thorough and satisfactory services 2) Provide interaction with customers that is courteous, respectful, and friendly 3) Provide timely responses to service requests <p>Goal 5: Improve quality and cost-efficiency of work processes through innovation</p> <p style="padding-left: 20px;">Objectives:</p> <ol style="list-style-type: none"> 1) Develop and implement new processes to contain cost, improve efficiencies, and increase customer service 2) Assess department staffing ratios
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1: Recovery Zone Bonds, Coordinated Economic Development Plan, Agricultural Business Incubator, Brownfield Redevelopment Authority, Investor Attraction Plan, Metropolitan Statistical Area Designation, Revolving Loan Fund</p> <p>Goal 2: Comprehensive Water Resources Study, Purchase of Development Rights, West Michigan Transit Linkages Study, US-231</p> <p>Goal 3: Strategic Planning, Administrative and Outcome-based Evaluations, Performance-Based Budgeting, Statistical Research, Data Books, Grants Administration</p> <p>Goal 4: Customer First Program</p> <p>Goal 5: Strategic Performance and Innovation Plan</p>

ATTACHMENT B - Departmental Strategic Outline

	Annual Measures	Target	2008 Actual	2009 Actual	2010 Estimated	2011 Projected	
SELF-REPORTED AND OUTPUT MEASURES	Goal 1-1: Value of RZFB dollars distributed	-	n/a	n/a	\$31.1 million	n/a	
	Goal 1-1: Revolving Loan Fund remains available to local units	-	n/a	Yes	Yes	Yes	
	Goal 1-2: % of local units adopting standardized mapping colors and terminologies in their master plans (adoption of the standards is dependant on when the community will be updating their master plan)	> 90%	42%	58%	71%	92%	
	Goal 1-2: % of local units adopting standardized mapping colors and terminologies in their zoning ordinances (adoption of the standards is dependant on when the community will be updating their ordinance)	> 90%	12%	21%	42%	58%	
	Goal 1-3: Complete a coordinated economic development plan	-	n/a	n/a	n/a	Completed	
	Goal 1-4: Complete an agricultural technology business incubator feasibility study	-	n/a	n/a	Completed	n/a	
	Goal 1-5: Obtain grant funding to conduct a countywide brownfield site inventory	-	n/a	n/a	n/a	Obtained	
	Goal 2-1: Complete comprehensive water resources study	-	n/a	n/a	n/a	Completed	
	Goal 2-2: County PDR program remains available to local units	-	n/a	Yes	Yes	Yes	
	Goal 2-3: Complete West-Michigan transit linkages study	-	n/a	n/a	Completed	n/a	
	Goal 2-4: Complete Phase I of U-231 Bypass construction	-	n/a	n/a	n/a	Completed	
	Goal 3-1: # of strategic plans completed for programs and initiatives targeted for evaluation	2	2	2	2	2	
	Goal 3-1: # of administrative evaluations completed	2	1	1	2	2	
	Goal 3-1: # of outcome-based evaluations completed	2	0	1	2	2	
	Goal 3-2: % of departmental performance-based budgets reviewed to ensure outcome measures are included	100%	n/a	28%	75%	100%	
	Goal 3-3: # of requests fulfilled for data/research assistance	> 30	34	32	50	60	
	Goal 3-3: # of specialized/technical reports completed (e.g. Human Services Survey, Mental Health Diversion Report, RZFB, Benchmarking Consortium Report)	2	2	2	3	3	
	Goal 3-3: # of data books updated and/or completed	1	0	1	1	1	
	Goal 3-4: % of grants that result in an unintentional ongoing financial obligation to the County	0%	0%	0%	0%	0%	
	Goal 3-4: Value of grant awards processed	>\$1 million	\$4.5 million	\$8.2 million	\$8 million	\$8 million	
	Goal 4-1: % of customers satisfied with Department services	100%	100%	100%	100%	100%	
	Goal 4-2: % of customers indicating interaction with department staff was courteous, respectful, and friendly	100%	100%	100%	100%	100%	
	Goal 4-3: % of customers satisfied with staff response time	100%	100%	100%	100%	100%	
	Goal 5-1: # of new processes implemented that result in a positive return-on-investment, increased efficiency, and/or improved customer satisfaction	2	1	1	2	2	
	Goal 5-2: Department FTEs per capita (<i>benchmarked</i>)	-	1:30,693	1:34,927	1:40,301	1:40,301	
	OUTCOME MEASURES	Goal 3: Cost-savings resulting from implemented recommendations for program improvement, modification, or discontinuation	≥\$150,000	\$674,320	\$573,131	\$862,022	\$650,963
		Goal 3: Verified cost-effective programming	≥\$150,000	\$5,636,562	\$5,654,598	\$6,057,358	\$6,191,171
Goal 5: Cost of Department per capita (<i>benchmarked</i>)		-	\$2.30	\$2.51	\$2.43	\$2.40	

ATTACHMENT C1 - Ottawa County Planning Commission (2010)

<u>Name/Address</u>	<u>Representing</u>	<u>Term</u>	<u>Expires</u>
Matthew Hehl (Amy) 14468 88 th Avenue Coopersville, MI 49404 837-6761 (H) mhehl@miottawa.org	Commissioner	3 years	1/1/11
Jim Holtvluwer (Rachel) 8092 Weatherwax Drive Jenison, MI 49428 457-6133 (H) 723-2760 (Cell) jholtvluwer@miottawa.org	Commissioner	3 years	1/1/11
Adam Kantrovich (Jennifer) 15367 Hofma Drive Grand Haven, MI 49417 994-4570 (W) 638-7671 (Cell) akantrov@msu.edu	Public School Board or Administrative Employee of a School District	3 years	1/1/11
Jim Miedema 2984 16 th Avenue Hudsonville, MI 49426 896-8562 (H) 896-8376 (W) 896-7271 (F) jmiedema@twp.jamestown.mi.us	Financial/Sociological/ Academic	3 years	1/1/11
Bill Miller 17829 40th Avenue Conklin, MI 49403 899-2678 (H&O) 899-2104 (F) 262-5168 (Cell) rafd53@aol.com	Agriculture	3 years	1/1/11
Roman Wilson 13512 Hidden Creek Drive Grand Haven, MI 49417 935-9875 (H) 844-5050 (W) romanw@lakeshoreenvironmental.com	Environmental	3 years	1/1/11
Jeffrey P. Wincel 14563 Woodpine Drive Holland, MI 49424 399-9585 (H) 393-4911 (W) 403-0028 (C) Jeff_Wincel@LSCConsultingGroup.com	Business/Industrial/ Tourism	3 years	1/1/11

ATTACHMENT C2 - Planning Commission Summary Of Duties

Primary duty is to create, revise, and maintain an Ottawa County development plan to promote, plan and coordinate the County's economic, social and physical growth, and environmental impact.

Make studies, investigations, and surveys relative to economic, social and physical development and their environmental impact on the County.

Formulate plans and make recommendations for the most effective economic, social and physical development of the County and its environmental impact on the County.

Cooperate with all departments of State and Federal governments and public agencies concerned with programs directed toward the economic, social and physical development of the County, and environmental impact on the County and seek maximum coordination of County programs with these agencies.

Perform any and all functions necessary or desirable to secure the financial aid or cooperation of the federal government in carrying out the functions of the planning commission.

Consult with representatives of adjacent counties with respect to their planning so that conflicts in overall county plans may be avoided.

Review proposed land transactions by County board, department or agency for consistency with the County Development Plan and report to and advise the County Board of Commissioners regarding the proposal.

Consult and advise public officials and public agencies, private organizations and agencies and citizens within the County to develop adequate support and understanding of the objectives of the County Plan.

Serve as the coordinating agency for all planning committees and commissions within the County.

Serve as the metropolitan county planning commission with the following specific duties:

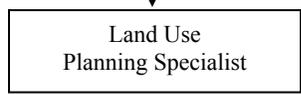
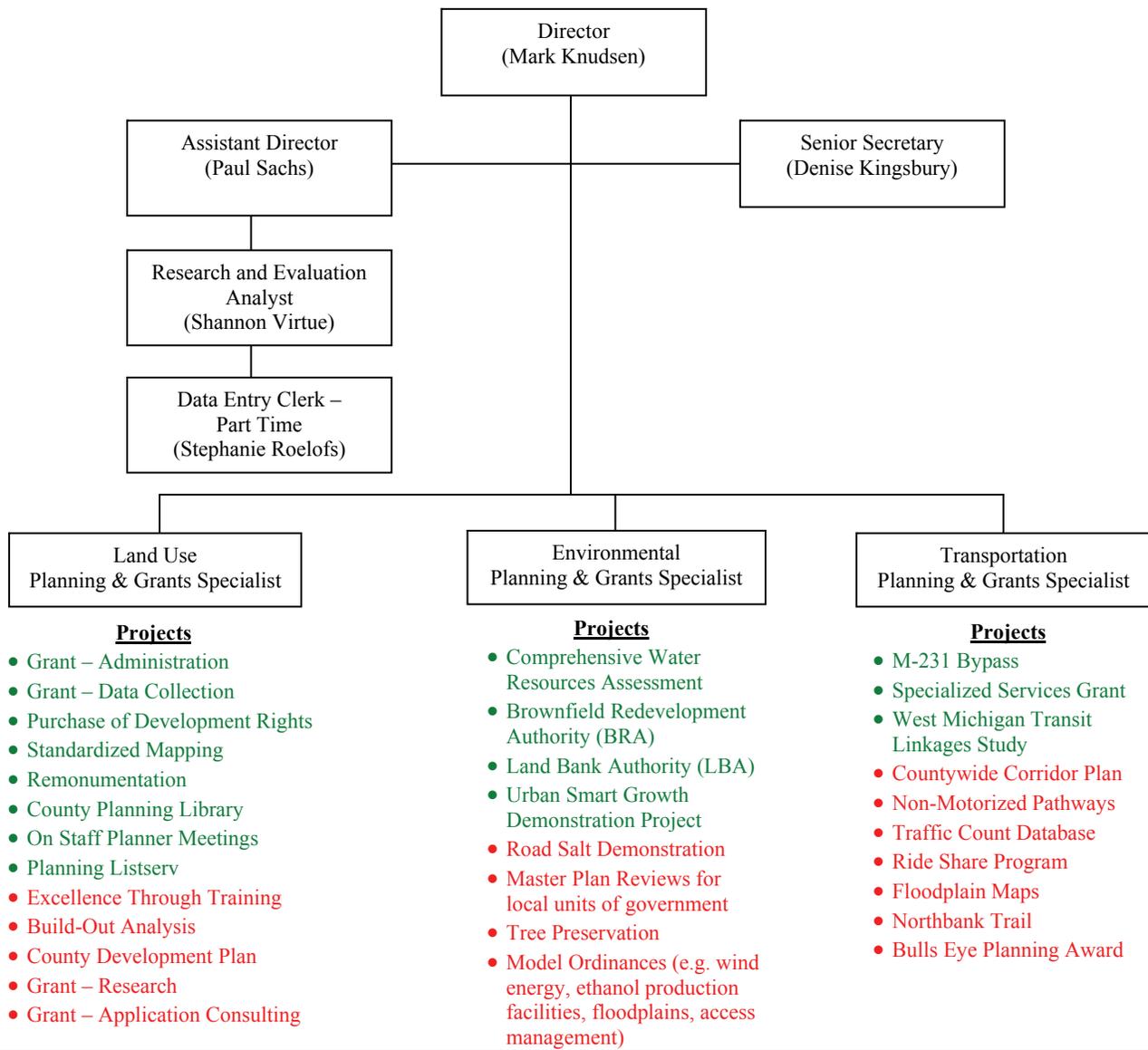
Preparation of general physical plans with respect to pattern and intensity of land use, the provision of public facilities and environmental impact together with long-range physical plans for such development.

Programming of capital improvements based on relative urgency together with definitive financial plans.

Coordination of all related plans and the departments of subdivisions of the government concerned.

Intergovernmental coordination of all related activities among the state and local governmental agencies concerned.

ATTACHMENT D - Restructured Planning and Performance Improvement Department



- Projects**
- Grant – Administration
 - Grant – Data Collection
 - Purchase of Development Rights
 - Remonumentation
 - County Planning Library
 - On Staff Planners Meetings
 - Planning Listserv
 - Basic Trainings for Planning and Zoning Officials
 - Comprehensive Water Resources Assessment
 - Urban Smart Growth Demonstration Project
 - M-231 Bypass
 - Specialized Services Grant
 - West Michigan Transit Linkages



- Projects**
- Brownfield Redevelopment Authority (BRA)
 - Land Bank Authority (LBA)
 - Standardized Mapping
 - Agricultural incubator
 - Comprehensive Economic Development Plan
 - Revolving Loan Fund (possible)
 - Recovery Zone Facility Bonds
 - Stimulus grants & other grants
 - GIS-based Economic Development Projects
 - Data and Research
 - Land Use/Infrastructure Planning
 - Technical Assistance

ATTACHMENT E - Agricultural Business Incubator Steering Committee

Dr. Adam Kantrovich, Director
Ottawa County Michigan State University Extension

Cliff Meeuwsen, President
Zeeland Farm Services

Harley Sietsema, President
Sietsema Farms

Ken Rizzio, Director
Ottawa County Economic Development Office

Kojo Quartey, Dean
School of Business Davenport University

Mark Knudsen, Director
Ottawa County Planning and Performance Improvement Department

Matt Hehl, Ottawa County Commissioner

Jim Miedema, Supervisor
Jamestown Township

Steve Patrick, City Manager
City of Coopersville

Undetermined Representative
Muskegon Community College

ATTACHMENT F - Brownfield Redevelopment Authority Board (2010)

Director

Term Ending Date

Mr. Edward Mayo

949 Meadow Lark Court
Holland, Michigan 49424
E-mail: ed.mayo@wmich.edu
Home Phone: (616) 392-7360
Cell Phone: (616) 405-0257

Reappointed February 1, 2009
Term Ends January 31, 2015

Mr. Philip Kuyers – Vice Chair

Ottawa County Commissioner, District 2
10090 120th Avenue
West Olive, Michigan 49460
E-mail: PKuyers@miottawa.org
Home Phone: (616) 875-8978
Cell Phone: (616) 218-2534

Term Ends January 31, 2015

Mr. Roger Rycenga - Chair

Ottawa County Commissioner, District 6
10170 76th Avenue
Allendale, Michigan 49401
E-mail: RRycenga@miottawa.org
Home Phone: (616) 895-4932

Term Ends January 31, 2015

Mr. James A. Kieft

16468 Briar Court
Spring Lake, Michigan 49456
E-mail: nancykieft@sbcglobal.net
Home Phone: (616) 846-6902
Work Phone: (616) 892-4100

Term Ends January 31, 2011

Mr. William L. Raymond

Director, Michigan Works!/Community Action Agency
12251 James Street, Suite 300
Holland, Michigan 49424
E-mail: BRaymond@miottawa.org
Home Phone: (616) 396-1514
Work Phone: (616) 393-5601
Fax: (616) 393-5612

Term Ends January 31, 2014

ATTACHMENT F - Brownfield Redevelopment Authority Board (2010)

Director

Term Ending Date

Mr. Ken Rizzio

Director, Ottawa County Economic Development Office
6676 Lake Michigan Drive
P.O. Box 539
Allendale, Michigan 49401
E-mail: krizzio@altelco.net
Work Phone: (616) 892-4120
Fax: (616) 895-6670

Reappointed February 14, 2008
Term Ends January 31, 2014

Mr. Alan G. Vanderberg,

County Administrator, County of Ottawa
12220 Fillmore Street, Room 310
West Olive, MI 49460
E-mail: AVanderberg@miottawa.org
Work Phone: (616) 738-4068
Fax: (616) 738-4888

Reappointed February 14, 2008
Term Ends January 31, 2014

Mr. Bradley J. Slagh - Secretary

Treasurer, County of Ottawa
12220 Fillmore Street, Room 155
E-mail: BSlagh@miottawa.org
Home Phone: (616) 994-4505
Fax: (616) 994-4509

Appointed February 14, 2008
Term Ends January 31, 2014

Ms. Laurie Larsen

14400 160th Avenue
Grand Haven, Michigan 49417
E-mail: byuview2@chartermi.net
Home Phone: (616) 842-2901
Cell Phone: (616) 430-0394
Work Phone: (231) 727-6522
Fax: (231) 727-6548

Term Ends January 31, 2014

Ottawa County Economic Development Office, Inc.

6676 LAKE MICHIGAN DRIVE • P.O. BOX 539 • ALLENDALE, MICHIGAN 49401 • PHONE 616 892-4120 • FAX 616 895-6670

DATE: January 28, 2010

TO: OCEDO Board of Directors
Ottawa County Board of Commissioners
Financial Contributors

FROM: Kenneth J. Rizzio, Executive Director



RE: **Work Activities for the 2nd half of 2009**

For your information, this memo provides a summary of the major work activities that I completed between July 1st and December 31st of 2009. Please feel free to make copies of this memo for your Board/Council/Commission members. If you have any questions or would like additional information (on most of these items), please call me at 892-4120 or e-mail to: krizzio@altelco.net Thank you.

I. Industrial Retention, Expansion & Attraction Activities:

Industrial retention visits were made to 10 manufacturing firms in Ottawa County. Most of these visits were made jointly with Bill Kratz, Business Development Manager for the MEDC. The firms visited were located in the City of Hudsonville; and the Townships of Allendale, Holland, Jamestown, Olive, Polkton, Tallmadge and Wright.

Continued to assist with the location of Continental Dairy Products, Inc./CS Facilities, LLC's proposed new \$ 100 million milk processing plant on the former Delphi property in the City of Coopersville. Wrote several sections of the City's application for a \$ 6.4 million USDA loan to help finance needed improvements to the municipal wastewater treatment system. Prepared an application for a \$ 2.4 million CDBG infrastructure grant also for the utility upgrade. Prepared an application for a \$ 960,000 MDOT Economic Development Fund Category-A Grant for the re-construction of a portion of Randall Street. Prepared a Supplement to Fiscal Statement Form for the Company's P.A. 198 Tax Abatement Application. Currently, assisting the Company apply for the \$ 31 million in available Recovery Zone Facility Bond allocation from Ottawa County. This dairy project will create 70 direct new jobs over the next two years; 150 construction jobs at peak construction; and an estimated 447 indirect new (spin-off) jobs in other economic sectors.

Participated in the application process for a High-Tech MEGA Tax Credit for CRI of Allendale. This defense contractor is proposing an investment of \$ 3 million and the creation of approximately 50 new jobs in Allendale and the City of Walker.

ATTACHMENT G - Ottawa County Economic Development Office

Wrote the Environmental Review Record, a Notice of Intent and a CDBG-R (ARRA) Infrastructure Grant Application in the amount of \$ 890,000 for Phase II on-site wastewater pretreatment system upgrades to support an internal expansion (machinery & equipment acquisition) at Quincy Street, Inc. This food processor in Holland Township will create 18 new jobs in the next 24-months.

Prepared a revised Notice of Intent for a \$ 500,000 CDBG Implementation Grant for Saturn Electronics & Engineering, Inc., a manufacturer of solenoids located in the City of Coopersville. The original CDBG grant offer at the end of 2008 was not accepted by the Company because of the rapidly downward trending automotive production volumes. Proposed now is a \$ 14.5 million internal expansion project with the creation of 26 new jobs over the next two years. A revised CDBG grant application will be prepared.

Continued to administer the following two CDBG grant funded projects for Holland Township (with the preparation of progress reports & payment requests): the Wastewater Pre-treatment System & Road Improvements/Boar's Head Provisions Expansion Project AND the Wastewater Pre-treatment/Request Foods, Inc. Expansion Project.

Prepared, edited and/or helped process P.A. 198 industrial facilities tax abatement applications for the following 5 manufacturing firms:

<u>Manufacturers</u>	<u>Communities</u>	<u>Investments</u>	<u>Jobs</u>	
			<u>Existing</u>	<u>New</u>
Sara Lee Foods*	Olive Twp	\$ 7,222,731	850	30
Ottawa Development*/** (Michigan Wood Fibers)	Blendon Twp	175,000	0	6
Dutch Treat Salads	Zeeland Twp	337,215	8	6
Zeeland Farm Services	Zeeland Twp	1,184,000	180	2
Laser Dynamics	Allendale Twp	<u>2,552,000</u>	<u>47</u>	<u>4</u>
TOTALS		\$ 11,470,946	1,085	48

* Plant Rehabilitation District

** Denied by the State Tax Commission (OD was ruled a non-manufacturer)

Assisted H.S. Die & Engineering, Inc./H.S. Technologies, Inc. in Tallmadge Township and Aggressive Tool & Die, Inc. in the City of Coopersville prepare applications for the designation of their sites as Tool & Die Recovery Renaissance Zones. The MEDC approved both applications.

Assisted at least six prospects searching for industrial sites in the Townships of Allendale, Georgetown and Holland; and in the Cities of Coopersville, Hudsonville and Zeeland. One of the prospects was Port City Racing, who has purchased the former Amstore

Building in the City of Coopersville. Port City Racing provides engineering, new product development and the custom fabrication of components for the automotive racing industry. The Company has approximately 40 employees.

Prepared a Notice of Intent for a \$ 500,000 CDBG Economic Development Infrastructure Grant for another industrial prospect considering a \$ 44.2 million manufacturing plant expansion project to be located either in SW Ottawa County or out-of-state (at a site near its Corporate Headquarters). The proposed expansion project would create 20 new jobs over two years. The Environmental Review process was also started- the first wetlands public notice was prepared. The MEDC's incentives package was not accepted; the project went out-of-state.

II. Small Business Counseling Activities:

OCEDO is a satellite office of Region 7 of the Michigan Small Business & Technology Development Center Program at Grand Valley State University. Over the last six months, at least 48 short-term clients located throughout Ottawa County were assisted with information on how to start a business; where to obtain financing; what are the required licenses & permits; how to write a business plan; and what local, State and federal business assistance programs are available to assist them. OCEDO also assisted 16 long-term clients with one-on-one counseling. Those clients were located in the Cities of Coopersville, Holland and Hudsonville; and the Townships of Allendale, Blendon, Georgetown, Holland, Tallmadge, Wright and Zeeland.

III. Other Activities:

Participated in meetings of the Kent-Ottawa-Muskegon Foreign Trade Zone (KOM-FTZ) Authority Board (currently serving as Chairman); Hudsonville Economic Development Committee, Allendale Area Chamber of Commerce (Board of Directors & Building Enhancement Grant Program Committee) and the Hudsonville Parks Board. A Michigan Natural Resources Trust Fund Grant application will be written for the proposed construction of an Interpretive Center in the Hudsonville Nature Center.

Provided input into several proposed projects of the Ottawa County Department of Planning & Performance Improvement, including the Agricultural Technology Incubator, Economic Development Software, Revolving Loan Program and Recovery Zone Facility Bond Allocation. Also promoted Ottawa County's Energy Audit Grants Program to nine manufacturers located in the following Townships: Holland, Jamestown, Olive, Spring Lake, Tallmadge and Zeeland; and the Cities of Hudsonville and Zeeland.

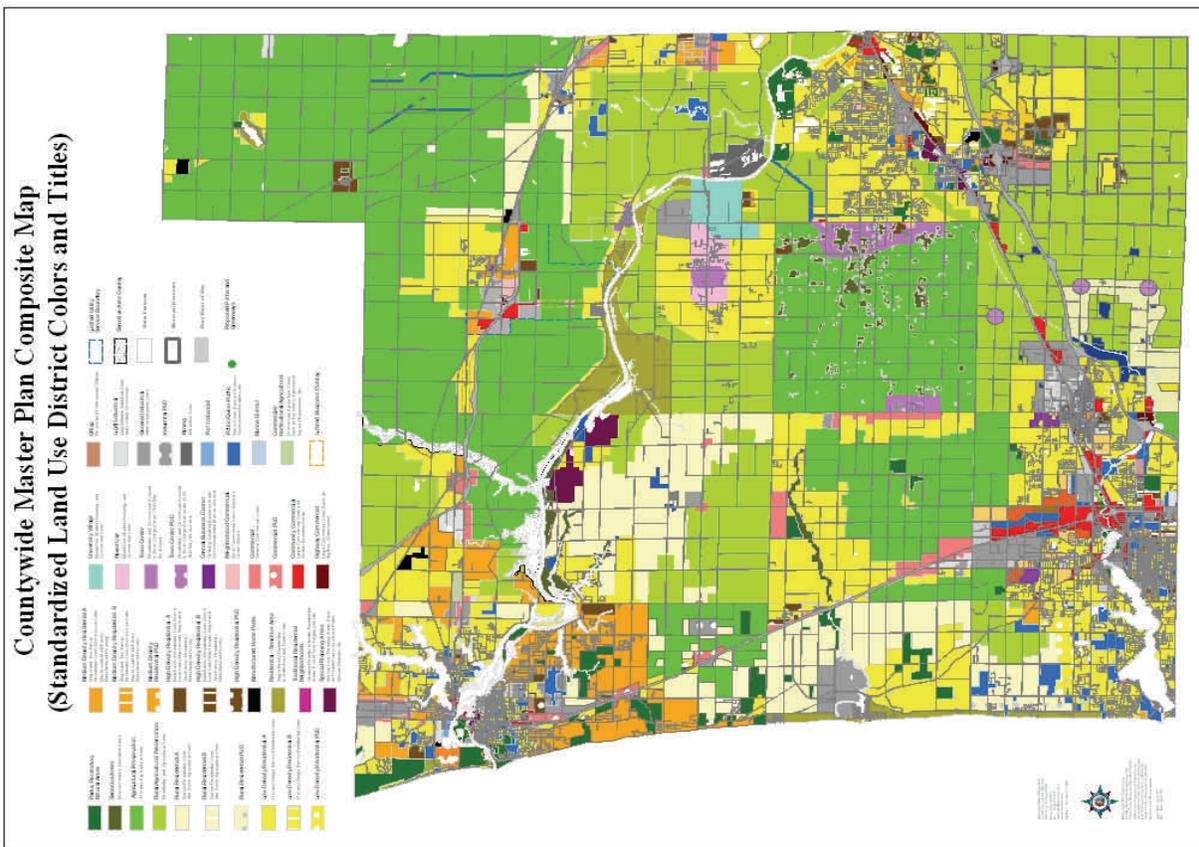
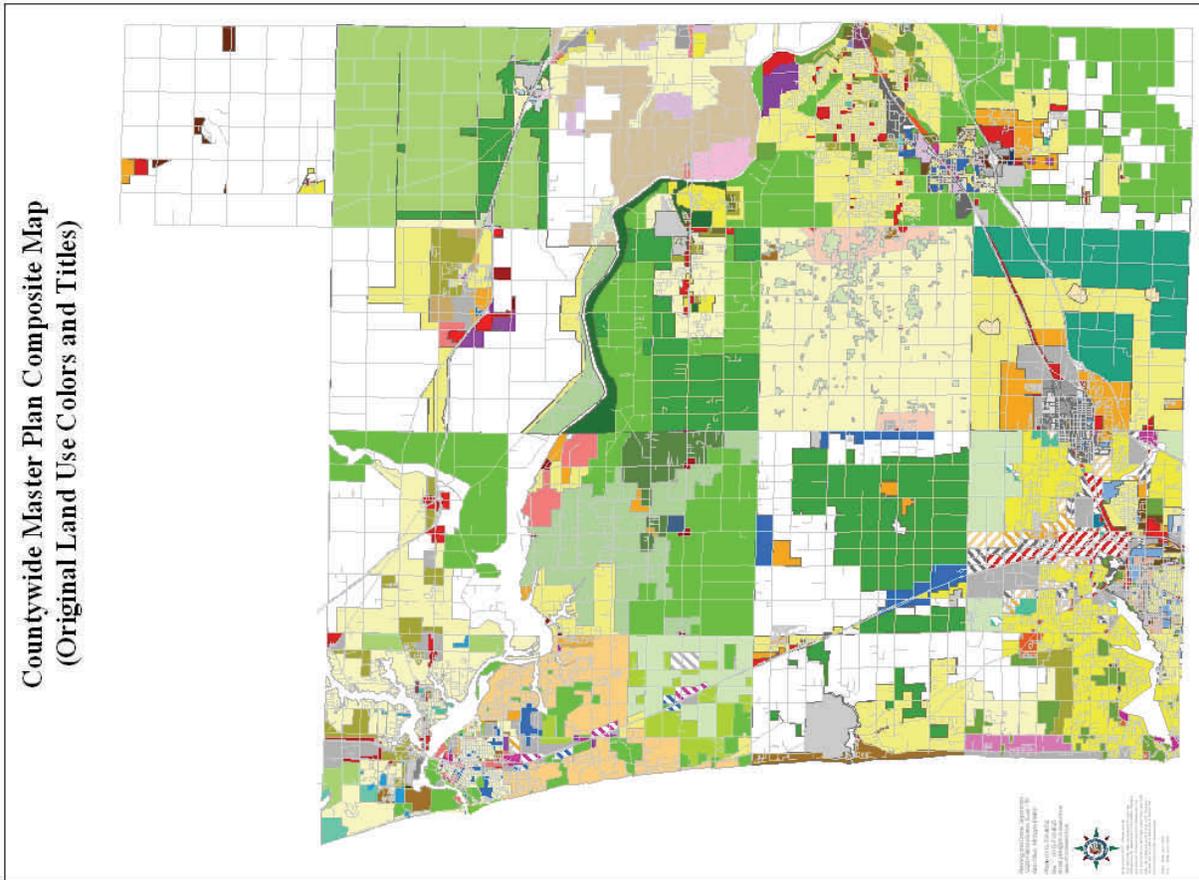
Began discussions with Muskegon County officials on establishing a Regional Wastewater Treatment Initiative which will include Muskegon County, northern Ottawa County and northwestern Kent County.

1/28/2010

ATTACHMENT H - Ottawa County Agricultural Preservation Board (2010)

<u><i>Name/Address</i></u>	<u><i>Representing</i></u>	<u><i>Term</i></u>	<u><i>Expires</i></u>
Michael Bronkema	Agriculture	3 years	12/31/12
Greg DeJong	Real Estate/Development	3 years	12/31/12
Anne Engvall	Township Government	2 years	12/31/11
Matthew Hehl (vice-chair)	Board of Commissioners	1 years	12/31/10
Luke Meerman	Agriculture	2 years	12/31/11
Clifford Meeuwsen (chair)	Agriculture	1 years	12/31/10
Bill Miller	Local Conservation	1 years	12/31/10

ATTACHMENT I2 - Existing and Proposed Standardized Land Use District Maps



ATTACHMENT I3 - Status of Standardized Mapping Adoption in Ottawa County

Local Unit	Master Plan		Zoning Ordinance	
	District Colors	District Titles	District Colors	District Titles
Allendale				
Blendon	✓	✓	✓	✓
Chester	X	X	X	X
Coopersville				
Crockery	✓	✓	✓	✓
Ferrysburg	✓	✓	✓	✓
Georgetown	✓	✓		
Grand Haven Township	✓	✓	✓	✓
Grand Haven City	✓	✓	✓	✓
Holland City				
Holland Township	✓	✓	✓	✓
Hudsonville	✓	✓	✓	✓
Jamestown	✓	✓	✓	✓
Olive	✓	✓	✓	✓
Park	✓	✓	✓	✓
Polkton	✓	✓	✓	✓
Port Sheldon	✓	✓	✓	✓
Robinson	X	X	X	X
Spring Lake Village	✓	✓	✓	✓
Spring Lake Township	✓	✓	✓	✓
Tallmadge	✓	✓	✓	✓
Wright	✓	✓	✓	✓
Zeeland Township	✓	✓	✓	✓
Zeeland City	✓	✓	✓	✓

Legend

✓ = Representatives of the local unit of government have indicated that they intend to adopt the Standard Titles and/or Colors as updates are made

✓ = Standardized Titles and/or Colors have been adopted

Blank = Local Unit of Government has not yet been contacted.

X = Local Unit of Government does not intend to adopt at this time

ATTACHMENT J - Countywide Corridor Plan Map

Ottawa County Countywide Corridor Plan



ATTACHMENT K - Pioneer Resources and Georgetown Seniors Ridership Totals

TABLE 1

Georgetown Seniors Rides Provided	Actual FY 2001	Actual FY 2002	Actual FY 2003	Actual FY 2004	Actual FY 2005	Actual FY 2006	Actual FY 2007	Actual FY 2008	Actual FY 2009	Projected FY 2010
Rides Provided	13,648	14,620	14,965	13,294	15,488	19,539	15,684	18,549	16,246	16,000

TABLE 2

Pioneer Resources*	Actual FY 2006	Actual FY 2007**	Actual FY 2008	Actual FY 2009	Projected FY 2010
Rides Provided	102,489	43,507	38,417	45,510	43,507

* In fiscal year 2006, Pioneer Resources became a sub-recipient of the Specialized Services Grant.

** Beginning in FY 2007, Pioneer Resources received additional grant funding that was not passed-through Ottawa County. This new grant funding was utilized to transport Specialized Service-eligible passengers. This table only includes the rides provided from the grant funding that is passed-through Ottawa County.

ATTACHMENT L - Michigan Local Government Benchmarking Consortium Members

County Members

Bay County
Branch County
Calhoun County
Ottawa County
Saginaw County

Township Members

Delhi Charter Township
Delta Charter Township
DeWitt Charter Township
Holland Charter Township
Meridian Township

City Members

City of Albion
City of Auburn Hills
City of Battle Creek
City of Birmingham
City of Buchanan
City of Cadillac
City of Eastpointe
City of Ferndale
City of Holland
City of Lansing
City of Lathrup Village
City of Madison Heights
City of Manistee
City of Marshall
City of Orchard Lake
City of Otsego
City of Plainwell
City of Pleasant Ridge
City of Rochester Hills
City of Saginaw
City of Saline
City of Springfield
City of Sturgis
City of Warren
City of Wyoming
City of Zeeland

Village Members

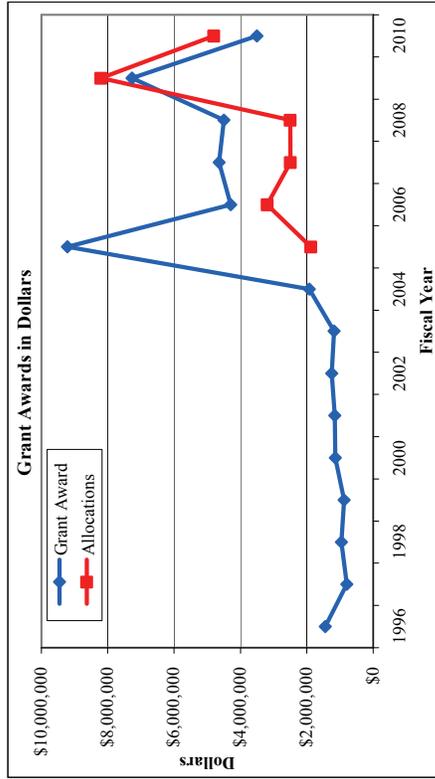
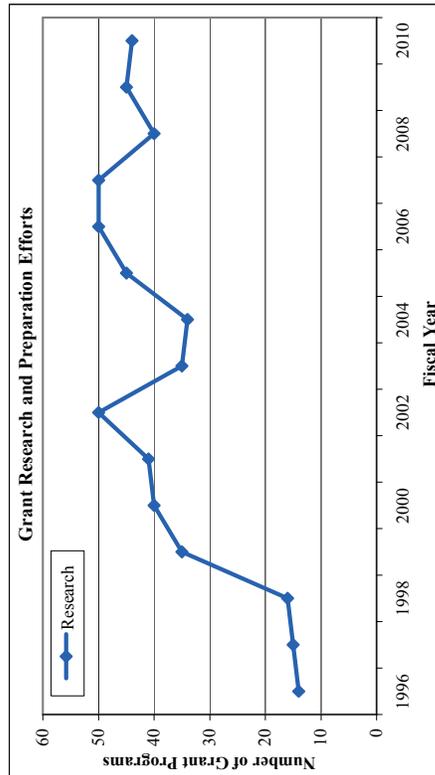
Village of Quincy

Michigan Road Commission Members

Muskegon County Road Commission
Road Commission for Oakland County
Van Buren Road Commission

ATTACHMENT M - Grantmanship Assistance

Grantsmanship Efforts	Actual FY 1996	Actual FY 1997	Actual FY 1998	Actual FY 1999	Actual FY 2000	Actual FY 2001	Actual FY 2002	Actual FY 2003	Actual FY 2004	Actual FY 2005	Actual FY 2006	Actual FY 2007	Actual FY 2008	Actual FY 2009	Actual FY 2010
Research	14	15	16	35	40	41	50	35	34	45	50	50	40	45	44
Grant Award	\$1,439,223	\$794,662	\$958,498	\$872,014	\$1,139,402	\$1,152,752	\$1,250,000	\$1,179,356	\$1,930,229	\$9,211,725	\$4,292,839	\$4,643,290	\$4,500,000	\$7,269,000	\$3,500,000
Allocations	N/A	\$1,880,923	\$3,189,215	\$2,493,747	\$2,500,000	\$8,202,000	\$4,800,000								



ATTACHMENT N - Remonumentation Committee

<u>Representing County Commissioners</u>	<u>Expires</u>	<u>Representing Road Commission</u>	<u>Expires</u>
Commissioner James Holtvluwer 8092 Weatherwax Drive Jenison, MI 49428 616-457-6133 (h) 616-723-2760 (c)	1/11	Brett Laughlin, P.E. Ottawa County Road Commission PO Box 739 Grand Haven, MI 49417 616-842-5400 (o)	1/12
<u>Register of Deeds</u> Gary Scholten 414 Washington Street Grand Haven, MI 49417 616-846-8240		<u>Representing Surveyors (3)</u> Randall Feenstra, P.S. 0-1210 Eighth Avenue Grand Rapids, MI 49544 616-457-7050 (o) 616-837-9178 (h)	1/12
<u>Representing Supervisors/Assessors (2)</u> D. Dale Mohr, Supervisor Georgetown Township P.O. Box 769 Jenison, MI 49429 616-457-2340 (h) 616-837-6876 (w)	1/11	Rodney Unema, P.S. 4548 Bauer Road Hudsonville, MI 49426 616-531-3660 (o)	1/11
Ryan Cotton, Manager Spring Lake Village 102 W. Savidge Street Spring Lake, MI 4945 616-842-1393 Ext. 2	1/12	Donald Schiele, P.S. 15306 State Road Spring Lake, MI 49456 616-847-0928 (h) 616-846-2549 (w)	1/11
<u>Representing Real Estate Attorneys</u> Randall S. Schipper 321 Settlers Road Holland, MI 49423 616-392-1821 (o)	1/11	<u>County Representative</u> Randall Feenstra, P.S. 0-1210 Eighth Avenue Grand Rapids, 49544 616-457-7050 (o) 616-837-9178 (h)	1/11
<u>Representing Realtors</u> R. Dale Sall 2339 Bridlewood Drive Hudsonville, MI 49426 Dalesall@remax.net 616-896-9250 (h) 616-669-0990 Ext. 25 (w) 616-896-9286 (f)	1/12		

ATTACHMENT O - Remonumentation Peer Group

Donald Schiele, P.S.

16471 136th Avenue
Nunica, MI 49448
P- (616) 846-2549
H- (616) 847-0928
F- (616) 846-2549

Exxel Engineering

Attn: Rod Unema
5252 Clyde Park, SW
Grand Rapids, MI 49509
runema@exxelengineering.com
P- (616) 531-3660
F- (616) 531-2121

Feenstra & Associates

Attn: Randy Feenstra
7482 Main Street
Jenison, MI 49428
randy@feenstrainc.com
P- (616) 457-7050
F- (616) 457-8680

Holland Engineering

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418 E. 8th Street
Holland, MI 49423
slampen@hollandengineering.com
dlansky@hollandengineering.com
P- (616) 392-5938
F- (616) 392-2116

Latitude Engineering & Surveying

9 E. Main Street
Zeeland, MI 49464
mbailey@latitude-inc.com
P- (616) 748-9551
F- (616) 748-9557

Nederveld Associates

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Hudsonville, MI 49426
mnederveld@nedervled.com
P- (616) 669-5190
C- (616) 437-5031
F- (616) 669-6699

Pathfinder Engineering

Attn: Jack Bueche
795 Clyde Court SW
Byron Center, MI 49315
P- (616) 878-3885
F- (616) 878-4559

Tru-Line Surveying

Attn: Maurice Rosema
P.O. Box 708
Jenison, MI 49429
truline@altelco.net
P- (616) 457-1711
C- (616) 813-9874
F- (616) 457-8740

Williams & Works

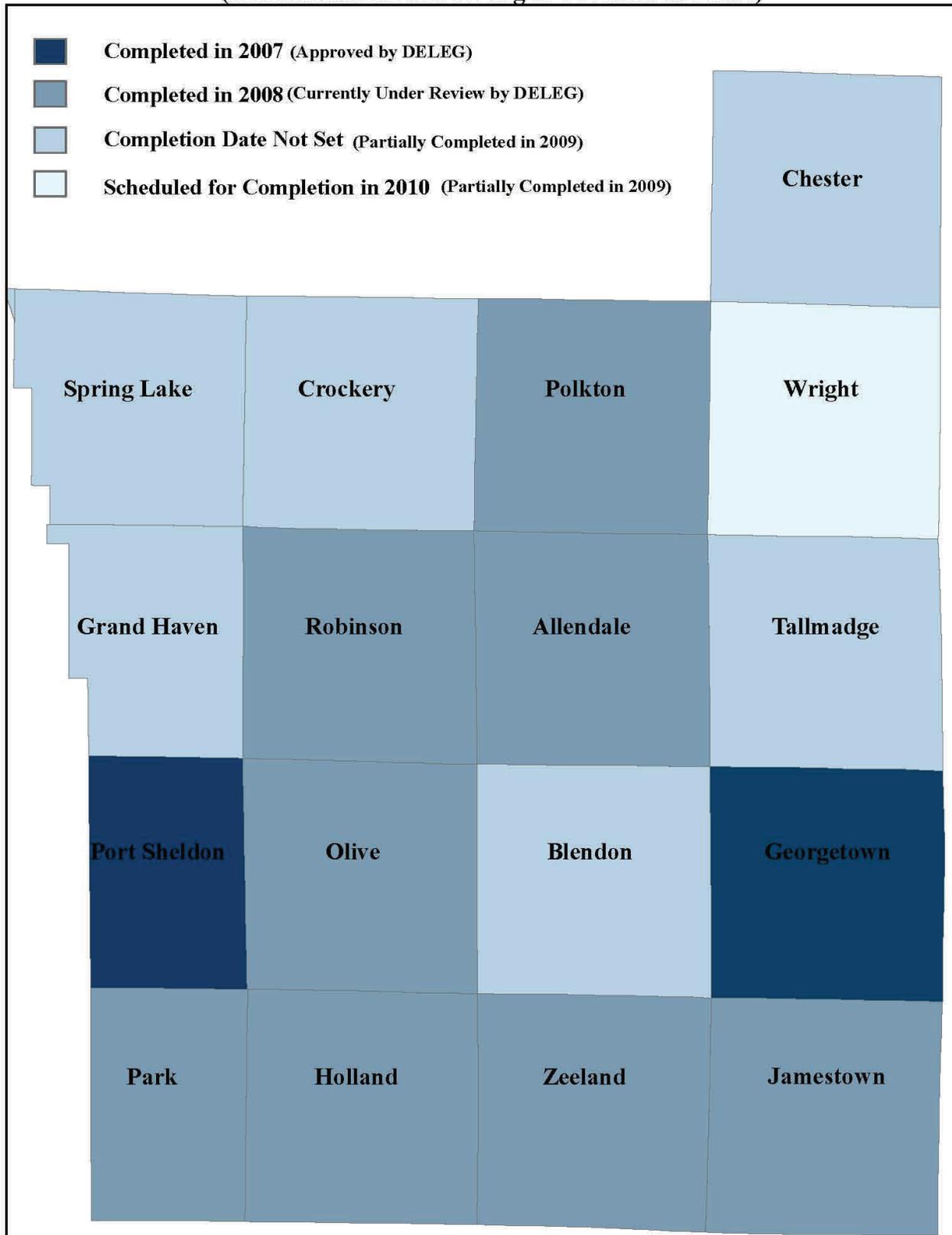
Attn: Jim Leitch
549 Ottawa Ave. NW
Grand Rapids, MI 49503
leitch@williams-works.com
P- (616) 224-1500
C- (616) 293-9182
F- (616) 224-1501

Ottawa County Representative

Randy Feenstra
7482 Main Street
Jenison, MI 49428
randy@feenstrainc.com
P- (616) 457-7050
F- (616) 457-8680

ATTACHMENT P - Remonumentation Program Status

Ottawa County Remonumentation Program Status (Monumentation and Setting of Coordinates Phase)





Planning and Performance Improvement Department
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West Olive, Michigan 49460
(616) 738.4852
plan@miottawa.org