



Gregory J. DeJong
Chairperson

Roger A. Bergman
Vice-Chairperson

Ottawa County

Board of Commissioners

To All Ottawa County Commissioners:

The Ottawa County Board of Commissioners will meet on **Tuesday, December 10, 2019 at 1:30 pm** for the regular December meeting of the Board at the Ottawa County Fillmore Street Complex in West Olive, Michigan.

The Agenda is as follows:

1. Call to Order by the Chairperson
2. Invocation – Commissioner Bergman
3. Pledge of Allegiance to the Flag
4. Roll Call
5. Presentation of Petitions and Communications
6. Public Comments and Communications from County Staff
 - A. Outstanding Customer Service Award Recipient
 - I. Christine Wolff, External Recipient
 - B. Legislative Update, Bob DeVries, GCSI
7. Approval of Agenda
8. Actions and Reports
 - A. Consent Resolutions:

From the County Clerk/Register

- I. Board of Commissioners Meeting Minutes
Suggested Motion:
To approve the Minutes of the [November 26, 2019 Board of Commissioners meeting](#).

Francisco C. Garcia Joseph S. Baumann Douglas R. Zylstra Allen Dannenberg Randall J. Meppelink
Kyle J. Terpstra James H. Holtvluwer Philip D. Kuyers Matthew R. Fenske

12220 Fillmore Street | West Olive, Michigan 49460 | 616-738-4898 | miOttawa.org

From Administration

2. [Accounts Payable for November 18 - 30, 2019](#)

Suggested Motion:

To approve the general claims in the amount of \$2,481,116.40 as presented by the summary report for November 18 - 30, 2019.

3. [Ottawa County Planning and Performance Improvement 2019 Annual Report](#)

Suggested Motion:

To receive for information the Ottawa County Planning and Performance Improvement 2019 Annual Report.

4. [Ottawa County Corporation Counsel 2019 Annual Report](#)

Suggested Motion:

To receive for information the Ottawa County Corporation Counsel 2019 Annual Report.

B. Action Items:

From Administration

1. [Approve the Contract for Diversity Equity and Inclusion Department Strategic Services](#)

Suggested Motion:

To authorize the Board Chairperson and Clerk/Register to execute the contract with Inclusion Performance Strategies (IPS) for the not-to-exceed cost of \$30,000.

C. Appointments: None

D. Discussion Items:

From Administration

1. [Ottawa County Planning and Performance Improvement Annual Report](#)

(Presented by: Paul Sachs, Director of Planning and Performance Improvement)

2. [Ottawa County Corporation Counsel Annual Report](#)

(Presented by: Douglas Van Essen, Corporation Counsel)

3. [Fourth Quarter Update to 2018 – 2019 Business Plan](#)

4. Report of the County Administrator Review Committee

9. Report of the County Administrator

10. General Information, Comments, and Meetings Attended

A. Closing Remarks, Board Chair DeJong

11. Public Comments

12. Adjournment



**PROPOSED
PROCEEDINGS OF THE OTTAWA COUNTY
BOARD OF COMMISSIONERS
NOVEMBER SESSION – SECOND DAY**

The Ottawa County Board of Commissioners met on Tuesday, November 26, 2019, at 1:30 p.m. and was called to order by the Chair.

Commissioner Fenske pronounced the invocation.

The Clerk/Register led in the Pledge of Allegiance to the Flag of the United States of America.

Present at roll call: Francisco Garcia, Joseph Baumann, Douglas Zylstra, Allen Dannenberg, Randall Meppelink, Kyle Terpstra, James Holtvluwer, Gregory DeJong, Philip Kuyers, Matthew Fenske. (10)

Absent: Roger Bergman. (1)

Public Comments and Communications from County Staff

- A. Steve Kempker, Ottawa County Sheriff, explained the upcoming Sheriff's Department events and dates.
- B. Neighborhood Housing Services – A power point presentation was presented by Rhonda Kleyn, Neighborhood Housing Services.

B/C 19-223 Joseph Baumann moved to approve the agenda of today as presented. The motion passed.

B/C 19-224 Matthew Fenske moved to approve the following Consent Resolutions:

- 1. To approve the Minutes of the November 12, 2019 Board of Commissioners meeting, the November 12, 2019 Board of Commissioners Work Session and the October 24, 2019 Board of Commissioners Work Session.
- 2. To receive for information the Correspondence Log.
- 3. To approve the general claims in the amount of \$9,096,837.64 as presented by the summary report for November 4-15, 2019.
- 4. To approve the 2019 and 2020 budget adjustments per the attached schedule.

The motion passed as shown by the following votes: Yeas: Kyle Terpstra, James Holtvluwer, Douglas Zylstra, Philip Kuyers, Randall Meppelink, Joseph Baumann, Matthew Fenske, Allen Dannenberg, Francisco Garcia, Gregory DeJong. (10)

- B/C 19-225 Douglas Zylstra moved to approve the Resolution to allow the Board of Commissioners the option of purchasing insurance benefits at their own cost. The motion passed as shown by the following votes: Yeas: Philip Kuyers, James Holtvluwer, Francisco Garcia, Allen Dannenberg, Douglas Zylstra, Kyle Terpstra, Randall Meppelink, Joseph Baumann, Matthew Fenske, Gregory DeJong. (10)
- B/C 19-226 Kyle Terpstra moved to approve and authorize the Board Chairperson and Clerk/Register to sign a Resolution of support for groundwater sustainability initiatives. The motion passed as shown by the following votes: Yeas: Francisco Garcia, Matthew Fenske, Douglas Zylstra, Allen Dannenberg, Kyle Terpstra, Randall Meppelink, James Holtvluwer, Joseph Baumann, Philip Kuyers, Gregory DeJong. (10)
- B/C 19-227 Philip Kuyers moved to approve the amendment to the grand agreement with the Michigan Department of Natural Resources for the Bend Area Expansion. The motion passed as shown by the following votes: Yeas: Allen Dannenberg, Joseph Baumann, Matthew Fenske, Randall Meppelink, Kyle Terpstra, Francisco Garcia, James Holtvluwer, Douglas Zylstra, Philip Kuyers, Gregory DeJong. (10)
- B/C 19-228 Joseph Baumann moved to approve the Board Chairperson and Clerk/Register to execute the agreement with Issue Media Group, Inc. The motion passed as shown by the following votes: Yeas: Philip Kuyers, James Holtvluwer, Randall Meppelink, Kyle Terpstra, Francisco Garcia, Matthew Fenske, Allen Dannenberg, Joseph Baumann, Gregory DeJong. (9)
- Nay: Douglas Zylstra. (1)
- B/C 19-229 Joseph Baumann moved to approve and authorize the Board Chairperson and Clerk/Register to sign the Conservation Easement Option Agreement with James C. Klein Trust in the amount of \$585,000.00 for 168.2 acres located in Chester Township, Michigan. The motion passed as shown by the following votes: Yeas: Matthew Fenske, Douglas Zylstra, Philip Kuyers, Francisco Garcia, James Holtvluwer, Joseph Baumann, Randall Meppelink, Allen Dannenberg, Kyle Terpstra, Gregory DeJong. (9)
- Nays: Kyle Terpstra. (1)
- B/C 19-230 Joseph Baumann moved to approve and authorize the Board Chairperson and Clerk/Register to sign the Master Services Agreement with CDW-G to serve as the County's Microsoft Partner to facilitate a Microsoft Enterprise Agreement and Volume Licensing Agreements and assist with professional services for the implementation of associated solutions, including Microsoft Office 365, for the not-to-exceed price of \$77,940. The motion passed as shown by the following votes: Yeas: Douglas Zylstra, Matthew Fenske, Joseph Baumann, Philip Kuyers, Francisco Garcia, Randall Meppelink, Allen Dannenberg, James Holtvluwer, Kyle Terpstra, Gregory DeJong. (10)
- B/C 19-231 Joseph Baumann moved to approve retaining the law firm of Hanson Bridgett pursuant to its engagement letter dated November 11, 2019 to assist Ottawa County in negotiating, finalizing and implementing an Integrated Project Delivery contract for the new Family Justice Center Project for the not-to-exceed price of \$40,000. The motion

passed as shown by the following votes: Yeas: Joseph Baumann, Francisco Garcia, Randall Meppelink, James Holtvluwer, Douglas Zylstra, Kyle Terpstra, Philip Kuyers, Allen Dannenberg, Matthew Fenske, Gregory DeJong. (10)

B/C 19-232 Joseph Baumann moved to approve the Board Chairperson and Clerk/Register to sign the Resolution for match funding for Spoonville Trail Phase II. The motion passed as shown by the following votes: Yeas: Kyle Terpstra, James Holtvluwer, Douglas Zylstra, Philip Kuyers, Randall Meppelink, Joseph Baumann, Matthew Fenske, Allen Dannenberg, Francisco Garcia, Gregory DeJong. (10)

B/C 19-233 Joseph Baumann moved to approve the Board Chairperson and Clerk/Register to sign a Master Services Agreement and attached Statement of Work with Trace3, LLC to provide professional computer security services to qualify, support and continuously improve the County's IT security profile for the not-to-exceed price of \$41,400. The motion passed as shown by the following votes: Yeas: Philip Kuyers, James Holtvluwer, Francisco Garcia, Allen Dannenberg, Douglas Zylstra, Kyle Terpstra, Randall Meppelink, Joseph Baumann, Matthew Fenske, Gregory DeJong. (10)

The Administrator's report was presented.

Several Commissioners commented on meetings attended and future meetings to be held.

B/C 19-234 Joseph Baumann moved to adjourn at 2:33 p.m. subject to the call of the Chair. The motion passed.

JUSTIN F. ROEBUCK, Clerk/Register
Of the Board of Commissioners

GREGORY DEJONG, Chairman
Of the Board of Commissioners

Action Request



| | |
|-------------------------------|---|
| Committee: | Board of Commissioners |
| Meeting Date: | 12/10/2019 |
| Requesting Department: | Fiscal Services |
| Submitted By: | Karen Karasinski |
| Agenda Item: | Accounts Payable for November 18 - 30, 2019 |

Suggested Motion:

To approve the general claims in the amount of \$2,481,116.40 as presented by the summary report for November 18 - 30, 2019.

Summary of Request:

Approve vendor payments in accordance with the Ottawa County Purchasing Policy.

Financial Information:

| | | | | | |
|----------------------------|-----------------------------------|---------------------|---|-----------------------------|------------------------------|
| Total Cost: \$2,481,116.40 | General Fund Cost: \$2,481,116.40 | Included in Budget: | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> N/A |
|----------------------------|-----------------------------------|---------------------|---|-----------------------------|------------------------------|

If not included in budget, recommended funding source:


Action is Related to an Activity Which Is: Mandated Non-Mandated New Activity

Action is Related to Strategic Plan:

Goal: Goal 1: To Maintain and Improve the Strong Financial Position of the County.


Objective: Goal 1, Objective 1: Maintain and improve current processes and implement new strategies to retain a balanced budget.

Administration: Recommended Not Recommended Without Recommendation

County Administrator: 

Committee/Governing/Advisory Board Approval Date:

Total CHECKS | EFTs | WIRES

| | |
|---|--|
|  <p>Ottawa County Where You Belong.</p> | Dates: November 18, 2019 to November 29, 2019 |
|---|--|

I hereby certify that to the best of my knowledge the List of Audit Claims, a summary of which is attached, constitutes all claims received and audited for payment. The amount of claims to be approved totals:

\$2,481,116.40

=====

| | |
|----------------|--------------|
| 1,059 INVOICES | 2,481,116.40 |
|----------------|--------------|

=====



Karen Karasinski
Fiscal Services Director

12-3-19

Date

We hereby certify that the Board of Commissioners has approved
the claims on Tuesday, December 10, 2019


Greg DeJong, Chairperson
Board of Commissioners

Justin Roebuck
Clerk/Register of Deeds

Total CHECKS | EFTs | WIRES

| | | |
|---|-----------------------------------|------------|
|  | Dates: November 18, 2019 | |
| | to November 29, 2019 | |
| Total of all funds: \$2,481,116.40 | | |
| 0000 | TREASURY FUND | 5,171.73 |
| 1010 | GENERAL FUND | 391,727.24 |
| 1500 | CEMETERY TRUST | 0.00 |
| 2081 | PARKS & RECREATION | 71,533.43 |
| 2160 | FRIEND OF COURT | 14,734.16 |
| 2180 | OTHER GOVERNMENTAL GRANTS | 34,042.98 |
| 2210 | HEALTH | 56,635.85 |
| 2220 | MENTAL HEALTH | 606,169.71 |
| 2221 | MENTAL HEALTH MILLAGE | 74,504.82 |
| 2225 | SUBSTANCE USE DISORDER | 81,545.32 |
| 2271 | SOLID WASTE CLEAN-UP | 75,627.25 |
| 2272 | LANDFILL TIPPING FEES | 12,182.22 |
| 2340 | FARMLAND PRESERVATION | 7,312.00 |
| 2430 | BROWNFIELD REDEVELOPMENT | 0.00 |
| 2444 | INFRASTRUCTURE FUND | 0.00 |
| 2550 | HOMESTEAD PROPERTY TAX | 0.00 |
| 2560 | REGISTER OF DEEDS AUTOMATION FUND | 5,076.00 |
| 2600 | PUBLIC DEFENDERS OFFICE | 21,018.49 |
| 2620 | FEDERAL FOREITURE | 0.00 |
| 2602 | WEMET | 7,821.78 |
| 2630 | SHERIFF GRANTS & CONTRACTS | 42,020.18 |
| 2631 | CONCEALED PISTOL LICENSING | 0.00 |
| 2901 | DEPT OF HUMAN SERVICES | 0.00 |
| 2920 | CHILD CARE - PROBATE | 25,560.71 |
| 2970 | DB/DC CONVERSION | 0.00 |

Total CHECKS | EFTs | WIRES

| | | |
|---|------------------------------------|------------|
|  Ottawa County <i>Where You Belong.</i> | Dates: November 18, 2019 | |
| | to November 29, 2019 | |
| Total of all funds: \$2,481,116.40 | | |
| <hr/> | | |
| 3010 | DEBT SERVICE | 0.00 |
| 4020 | CAPITAL IMPROVEMENTS | 23,428.20 |
| 5160 | DELINQUENT TAXES | 1,566.94 |
| 5360 | LAND BANK AUTHORITY | 0.00 |
| 6360 | INNOVATION & TECHNOLOGY | 192,677.79 |
| 6450 | DUPLICATING | 0.00 |
| 6550 | TELECOMMUNICATIONS | 6,047.56 |
| 6641 | EQUIPMENT POOL | 155,886.02 |
| 6770 | PROTECTED SELF-FUNDED INSURANCE | 0.00 |
| 6771 | EMPLOYEE BENEFITS | 68,639.58 |
| 6772 | PROTECTED SELF-FUNDED UNEMPL INS. | 0.00 |
| 6775 | LONG-TERM DISABILITY INSURANCE | 0.00 |
| 6780 | OTTAWA CNTY-INSURANCE AUTHORITY | 0.00 |
| 6810 | DB/DC CONVERSION FUND | 0.00 |
| 7010 | TRUST & AGENCY | 358,445.63 |
| 7015 | TRUST & AGENCY JUVENILE COURT | 1,210.80 |
| 7040 | IMPREST PAYROLL | 20,096.59 |
| 7210 | LIBRARY PENAL FINE | 35.00 |
| 7360 | OPEB TRUST | 1,996.56 |
| 8010 | SPECIAL ASSESS. DRAINS | 109,901.86 |
| 8011 | DRAINS-CAPITAL PROJECTS FUND | 0.00 |
| 8020 | DRAINS-REVOLVING | 0.00 |
| 8510 | DRAINS-DEBT SERVICE FUND | 0.00 |
| 8725 | INLAND LAKE IMPROVEMENT | 0.00 |
| 8800 | BROWNFIELD REDEVELOPMENT AUTHORITY | 8,500.00 |

Action Request



| | |
|-------------------------------|---|
| Committee: | Board of Commissioners |
| Meeting Date: | 12/10/2019 |
| Requesting Department: | Ottawa County Planning and Performance Improvement |
| Submitted By: | Regina MacMillan |
| Agenda Item: | Ottawa County Planning and Performance Improvement 2019 Annual Report |

Suggested Motion:

To receive for information the Ottawa County Planning and Performance Improvement 2019 Annual Report.

Summary of Request:

In accordance with the 2017/2018 Rules of the Ottawa County Board of Commissioners:

Section 4.6 - Annual Reports From Departments of County Government - It is the policy of the Board of Commissioners to receive annual, written and oral Reports from all Departments of County government. Written reports shall be in a form approved by the County Administrator and shall, in the ordinary course, be submitted directly to the Board of Commissioners through the County Administrator's Office

Financial Information:

| | | | | | |
|--------------------|---------------------------|---------------------|------------------------------|-----------------------------|---|
| Total Cost: \$0.00 | General Fund Cost: \$0.00 | Included in Budget: | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input checked="" type="checkbox"/> N/A |
|--------------------|---------------------------|---------------------|------------------------------|-----------------------------|---|

If not included in budget, recommended funding source:

Action is Related to an Activity Which Is: Mandated Non-Mandated New Activity

Action is Related to Strategic Plan:

Goal: Goal 3: To Maintain and Enhance Communication with Citizens, Employees, and Other Stakeholders.

Objective: Goal 3, Objective 1: Regularly review and update communication strategies that guide the work of the County in this goal area.

Goal 3, Objective 4: Evaluate communication with other key stakeholders.

Administration: Recommended Not Recommended Without Recommendation

County Administrator:

Alan G. Vandenberg

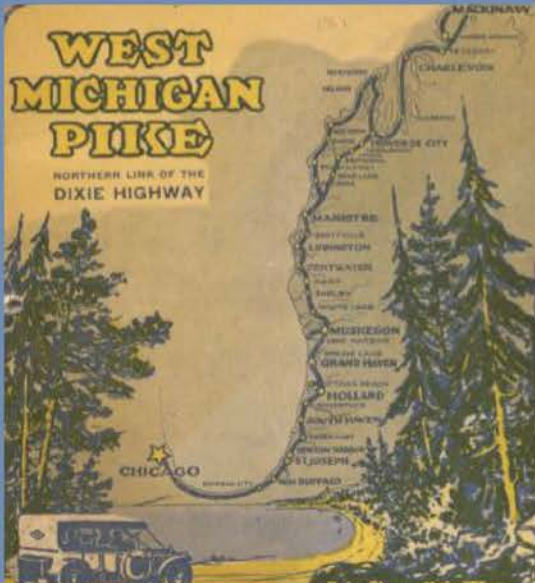
Committee/Governing/Advisory Board Approval Date:



Ottawa County
Where You Belong

Planning & Performance Improvement

Fiscal Year 2019 Annual Report





Ottawa County

Where You Belong[®]

The activities and programs of this
Department are brought to you by the
Ottawa County Board of Commissioners.

Gregory J. DeJong, Chairperson
Roger A. Bergman, Vice Chairperson
Joseph S. Baumann
Allen Dannenberg
Matthew R. Fenske
Francisco C. Garcia
James H. Holtvluwer
Philip D. Kuyers
Randall J. Meppelink
Kyle J. Terpstra
Doug R. Zylstra

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DIRECTORS NOTE

With a plethora of projects to guide local units of government, citizens and visitors, it was another busy year fulfilling the Planning & Performance Improvement Department's mission. From landing a grant to expand a mobile hotspot lending program to all County libraries to creating a Groundwater Sustainability Initiative plan to protect our groundwater, staff has effected change and improved services for the public.

The Department was instrumental in creating a Brownfield Investment Program (BIP) to address brownfield needs in the county. This program helps provide incentives for Phase I and possibly Phase II site assessments for Ottawa County projects. A Farmland Preservation Survey created by the Department asked 1,600 landowners to offer their thoughts. With more than 400 contacts responding, the data showed a majority supported farmland preservation goals. The Farmland Preservation program netted two new properties in Blendon and Chester townships. Department planners worked diligently throughout the year to craft the Groundwater Sustainability Initiative plan and ordered promotional materials for outreach. This initiative will ensure the stressed aquifer is protected. The Performance Improvement division partnered with the Lakeshore Nonprofit Alliance (LNA) to collect and analyze data for LNA's Nonprofit Community Assessment. This in-depth survey was a first for the LNA. The continuous flow and variety of projects is a testament to the strength of our staff.

The Department welcomed three new staff members: A Research and Data Analyst; a Project Support Specialist; and a Land Use Planning Specialist.

We do serious work in this department, but it's not all serious: from enjoying a round of mini-golf at Captain Sundae in Holland Township to enjoying seasonal fare at Post Family Farm in Hudsonville, staff makes spending time outside the office a priority with monthly social gatherings at Ottawa County haunts. Teamwork is at the core of our success, and I'm grateful for the sharp and diligent minds we have collaborating in this office!



Top row (from left): Paul Sachs, Shannon Virtue, Becky Huttenga, Julie Lamer, Doug Huesdash
Bottom row (from left): Pam Vanden Heuvel, Matt Chappuies, David Kurili, Rich Lakeberg, James Kilborn

ORGANIZATIONAL CHART

BOARDS/COMMISSIONS:

Ottawa County
Planning Commission

Ottawa County
Housing Commission

ACRE AgTech
Board of Directors

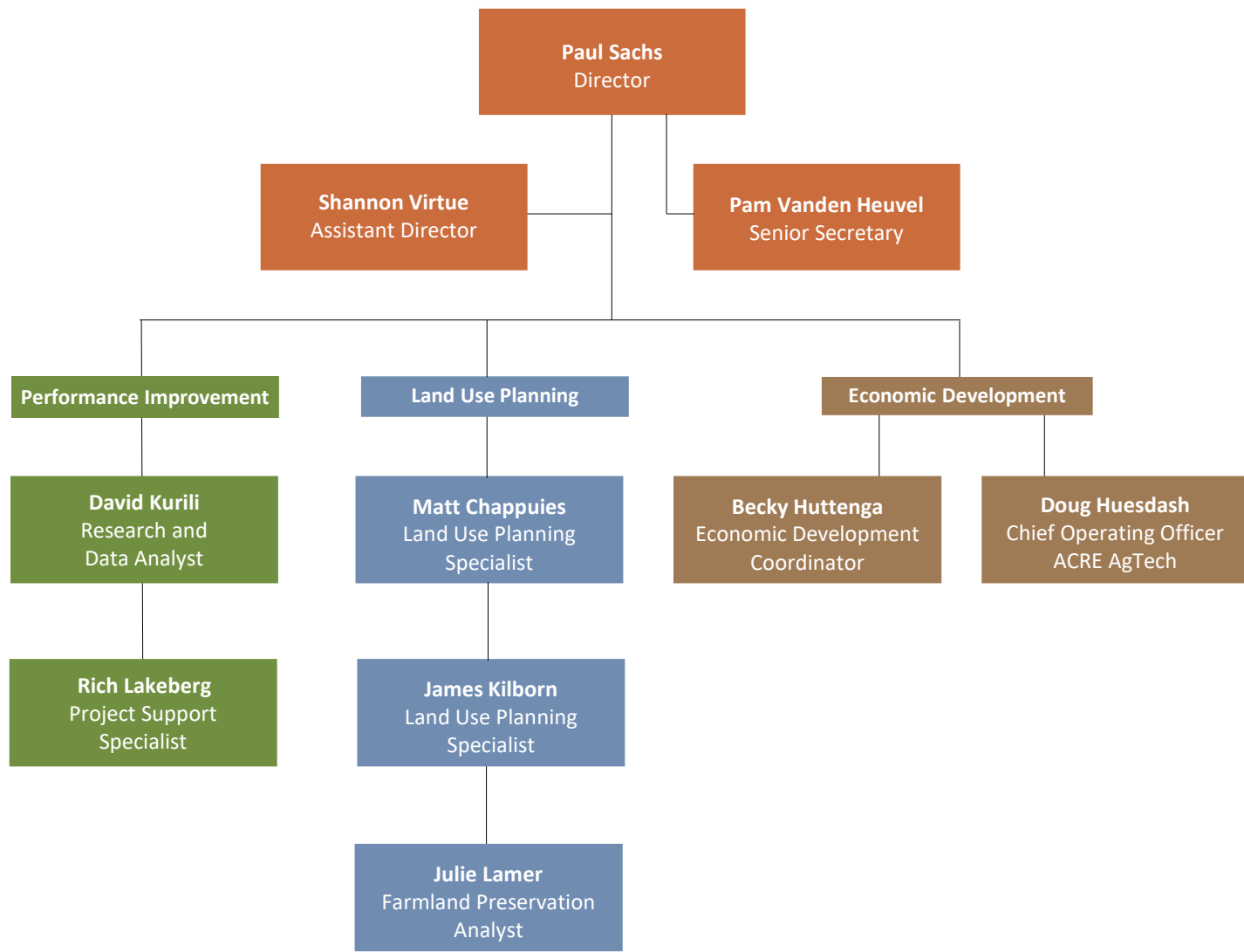
Broadband Advisory
Committee

Brownfield Redevelopment
Authority Board/Economic
Development Corporation

Groundwater Task Force/
Groundwater Executive
Committee

Remonumentation
Committee/Peer Group

Agricultural
Preservation Board



PERFORMANCE IMPROVEMENT PROJECTS

The Performance Improvement Division continues its effort to improve organizational performance and maximize the use of financial resources.

Lakeshore Nonprofit Alliance

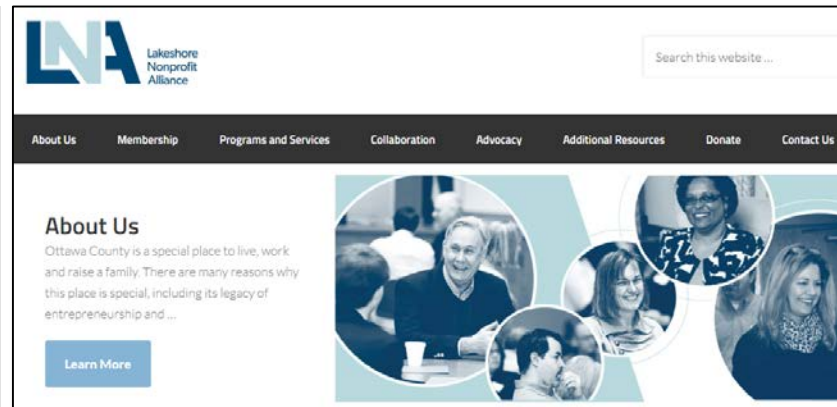
The Department spent a great deal of time this past year working on the LNA Nonprofit Community Assessment — a first-of-its-kind data collection project to help the LNA measure the overall health of the local nonprofit community.

The assessment tracks important outcomes for Ottawa County-area nonprofits including demographic data, retention and talent level of staff, board practices, compensation data, and the degree to which organizations are following best financial and operational practices.

The results of the assessment will help inform where strategic focus is needed to improve the overall effectiveness of local nonprofits.

The Department reviewed survey questions and provided feedback to LNA, collected survey responses, analyzed the survey data, and compiled the results in an aggregate format.

Three highly-visual reports were produced for the LNA — a Summary Report, a Main Report, and a Supplemental Report that featured crosstabulations of two or more survey questions. LNA will be paying the County for these services.





Wear One

The Department continues to work with the Ottawa County Department of Public Health on a report of the Wear One program. The report will serve as a five-year progress report of Wear One — covering its history, program activities, and goals.

The report will also include the results of the first survey on sexual activity and sexual health of the Wear One program’s target population — individuals 18-24 years of age who reside in Ottawa and Allegan counties. The survey data was gathered to serve as a baseline measurement and to help inform the future direction of the Wear One program. The Department designed the survey, worked with the Department of Public Health to collect survey responses from the target population, analyzed the survey data, and created graphics and charts to explain the survey results.

Suicide Prevention Coalition

The Department began working with the Ottawa County Suicide Prevention Coalition to help them create a strategic plan.

The Department led coalition members in a “post-up” activity to generate ideas about what they could do to make a positive impact in the community, collected anonymous survey data from coalition members, and compiled statistics to explain the history of suicide in Ottawa County.

Using this data, the Department drafted a strategic plan for the coalition. The plan will be finalized in the next of couple months.

STRATEGIC PLANNING RESULTS

Members of the Ottawa County Suicide Prevention Coalition participated in a strategic planning session on June 11, 2019 that was facilitated by the Ottawa County Planning and Performance Improvement Department. The members were asked to consider the question:

“What can/should the Suicide Prevention Coalition do to make a positive impact in the community?”

The members brainstormed their ideas individually, then took turns presenting their ideas to the group. Members then worked together to group their responses into main categories.

Finally, members voted on the ideas — both the main categories as well as the individual ideas. The voting protocol is explained at right. The data collected during the strategic planning session is provided on the following pages.

| Main categories | Individual ideas |
|--|--|
| ● = most important idea to implement in the community (2 votes per member) | ● = most important to implement in the community (3 votes per member) |
| ● = most feasible for the Coalition to implement (2 votes per member) | ● = most feasible for the Coalition to implement (3 votes per member) |

Ottawa Food

The Department completed a two-year evaluation of five Ottawa Food programs in January 2019. These programs address Ottawa Food’s three priority areas for Ottawa County — eliminate hunger; increase healthy eating habits; and increase the sourcing of local food.

After reviewing the results of the evaluation, Ottawa Food approached the Department for assistance in evaluating three of its programs during the 2019 farmers market season. The Department will be analyzing and evaluating the 2019 Ottawa Food programs over the next several months.

Results for Target Measures (as defined in grant)*

Target: 1 pantry will distribute 30 CSA half-shares with 30 participants in the program

Result: **1 pantry distributed 18-20 CSA half-shares to 18-20 households in 2018**



EVALUATE


your township's programs and services

Chances are, you weren't a certified assessor when you ran for township office. Your only experience with tax collection was receiving your property tax bill in the mail. Ran a class election back in high school? It probably didn't involve special equipment or precincts.

Most township board members don't come to their elected position with extensive expertise in township services. It's not your job to know every detail—that's why the township has staff, consultants and others to help accomplish the township's programs and services. But as a board member, the buck ultimately stops with you. Your residents elected you to ensure that the township fulfills your vision and meets residents' needs. They expect their elected officials to set standards and ensure accountability to meet those standards.

Some township officials may believe that without a large staff or department heads, the evaluation process does not apply to them. The reality is that responsibility is shared for members of all sizes. All townships have at least

This continuing education article and accompanying self-assessment are worth 2.0 education credits in MTA's Township Governance Academy. See page 27 for details.



OBJECTIVE

- To examine the roles and responsibilities of township officials in ensuring township programs and services best serve and meet the needs of residents.

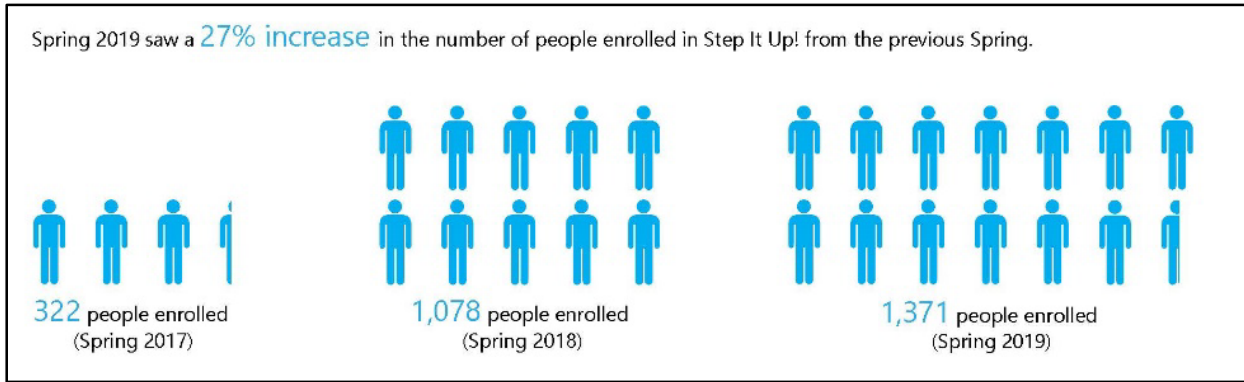
Holland City

The Department began working with the City of Holland to help them evaluate their 30+ boards, commissions, and committees (BCC). As part of this pilot project, the Department designed an evaluation tool that allows each board to assess its performance on a variety of characteristics of effective board functioning, review the intent/purpose of the BCC, and identify progress made on achieving goals/priorities set the previous year.

The Department collected confidential data from BCC members and staff liaisons and is currently in the process of analyzing that data. The goal of the study is to identify strengths as well as areas for improvement. This is the first **Local Unit Data and Evaluation Services** project of the Department, a new service option that was first presented at the 2018 Fall Local Unit meeting.

Step It Up

The Department continues to participate in the Step It Up! program as an active member of the committee. During the spring of 2019, the Department analyzed participant survey and weekly activity data. The Department is also gathering and analyzing data from participants to help the committee plan for the 2020 Step It Up program.



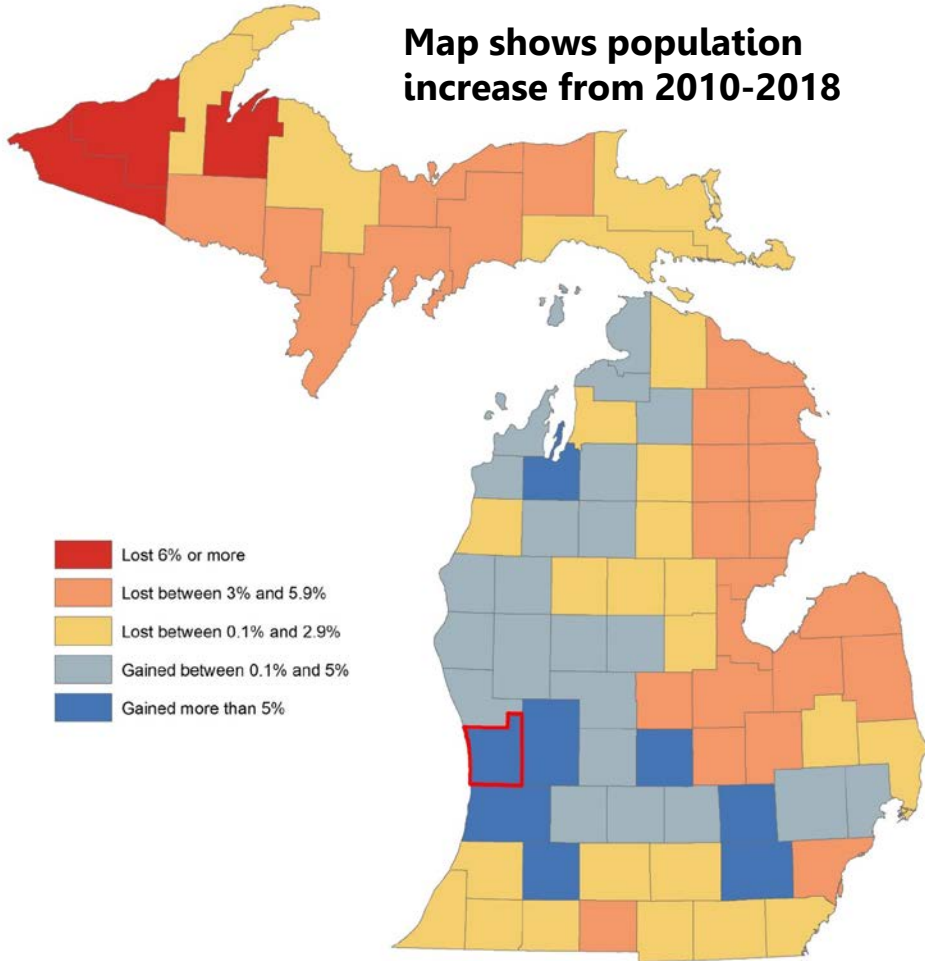
Ottawa Walks

The Department joined the Ottawa Walks committee this year — a new committee that supports the year-round, volunteer-led, free, neighborhood walking groups program. Ottawa Walks was created in response to participants of Step It Up! requesting a year-round program. The Department created a participant tracking system as well as surveys to document the participant experience and measure the impact of the program on participant health.

Demographic and Economic Data Compilation

The Department maintains an assortment of up-to-date demographic and economic statistics for Ottawa County and its local units of government on the County webpage. These include annual population estimates and projections, unemployment statistics, and residential/commercial construction activity data.

Map shows population increase from 2010-2018



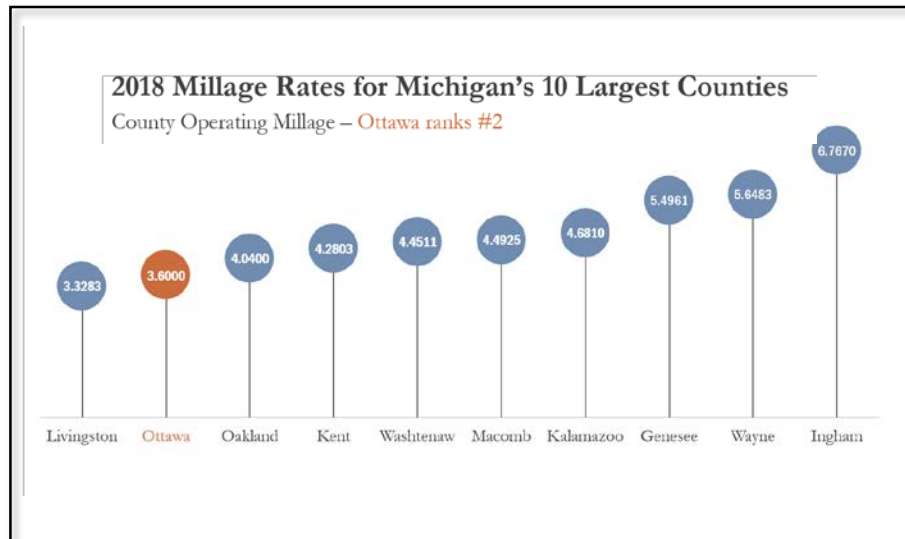
County Department Performance Outlines

The Department is continuing to work with the Departments/Courts in the County to update all Performance Outlines to the new template. This involves working one-on-one with Department/Court leaders to refine their goals, objectives, and measures. During fiscal year 2019, five outlines were updated to the new format, bringing the total outlines updated to 42 of 43 outlines. Next year, the Department will work with the two newest County Departments to help them create an outline.

Research and Data Assistance

The Department continues to assist County departments and local organizations with requests for County statistics and other data. Some of the assistance provided by the Department during the past year include:

- Assisted with grant applications and financial projections to help fund the Ottawa County Diversity, Equity, and Inclusion office.
- Created an organizational chart for the Family Justice Center building project to illustrate the committees responsible for project oversight.
- Crafted lollipop graphs to depict county millage rate data for a Fiscal Services' presentation (pictured below).
- Assisted Harbor Transit with locating Millennial-aged population data for use in marketing estimates.
- Provided Census tract population data to GIS for use in a Department of Public Health project.



County Dashboards

The Department continues to maintain the County's web-based Performance Dashboard by updating 19 datasets annually. The County and State Government Dashboard includes Ottawa County and Michigan statistics in highly visual, interactive charts and graphs.

The State's data is lagging behind Ottawa County's data because the State has not updated its dashboard metrics since December 2018, prior to the change in administration. Plans for future updates from the new State administration have not been communicated yet.

Sheriff's Senior Volunteer Program



The Department continues to provide the Sheriff's Office with program statistics for its Senior Volunteer Program. The program statistics include the number of hours spent on each volunteer activity, the number of miles traveled to complete each activity, the number of hours of volunteer service provided by each Senior Volunteer, and other ancillary program statistics such as the number of handicapped parking violations discovered.

LAND USE PLANNING PROJECTS

The Land Use Planning Division continues its effort to protect and improve the quality of life in Ottawa County as well as provide administrative support to the Ottawa County Planning Commission (**Appendix A**) and the Ottawa County Housing Commission (**Appendix B**).

Future Land Use Vision

Ottawa County is at the forefront of incredible efforts and initiatives to enhance and improve the quality of life for residents and visitors. Some of these include affordable housing ingenuities, water education and conservation efforts, agricultural preservation tools, non-motorized transportation connectivity and marketing plans, and much more.

In light of all of these, the Department has spearheaded an initiative to collaborate with planning staff across the County to update and reorganize the County Development Plan, which was last updated in 1992. This Plan update may take form as a "Countywide Growth/Land Use Framework" project to highlight all of the areas in which a coordinated Countywide future sustainability plan is needed.

To do this, the Department staff began organizing and hosting meetings with local unit planning staff to discuss the potential project components. In light of the County's groundwater challenges, as well as anticipated population growth of the County into the future, this effort remains a top priority for the Department.

Staff continues to seek input/feedback on the Countywide Growth/Land Use Framework from local planning practitioners, consultants, and community leaders. It is anticipated that formal commencement and announcement of the large-scale, important endeavor will occur in early 2020.



Groundwater Sustainability Initiative

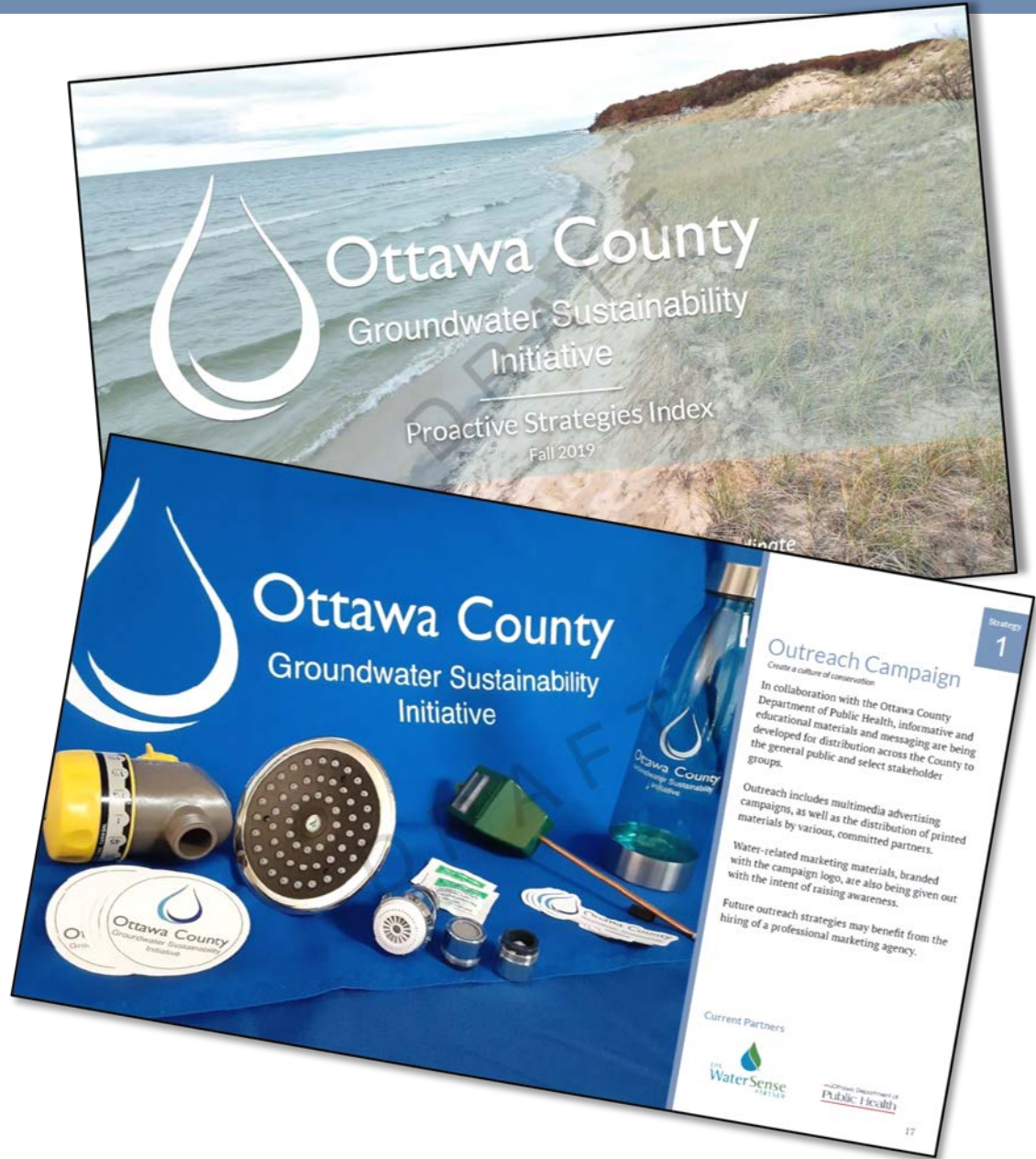
In 2018, a Michigan State University Institute of Water Research groundwater study and modeling showed that, without intervention, the quality and quantity of the County's bedrock groundwater aquifer system will continue to decline.

In response to this concerning data, the County began to develop the Groundwater Sustainability Initiative to help guide communities, residents and businesses in sustaining our groundwater. The focus this fiscal year has been on the creation of a Proactive Strategies Index, a guidebook highlighting steps that are and can be taken to alleviate the groundwater crisis. This index has been developed with the help of the Groundwater Executive Committee (**Appendix C1**), the Groundwater Task Force (**Appendix C2**), as well as a slew of other local scientists, policymakers and stakeholders. A press release announcing the creation of the index was released in December 2019. It's likely this plan will serve as a model for counties across Michigan.

In conjunction with the development of the Index, the department also has:

- Led a number of presentations on the subject to various local and regional units of government, libraries, businesses, politicians, associations, nonprofits, etc.
- Hosted meetings with environmental groups and visited schools.
- Developed educational and messaging materials for the public and select stakeholder groups; these include advertising campaigns, marketing materials and water-saving tools.

Outreach efforts continue as the department keeps its eye on Ottawa County's groundwater.

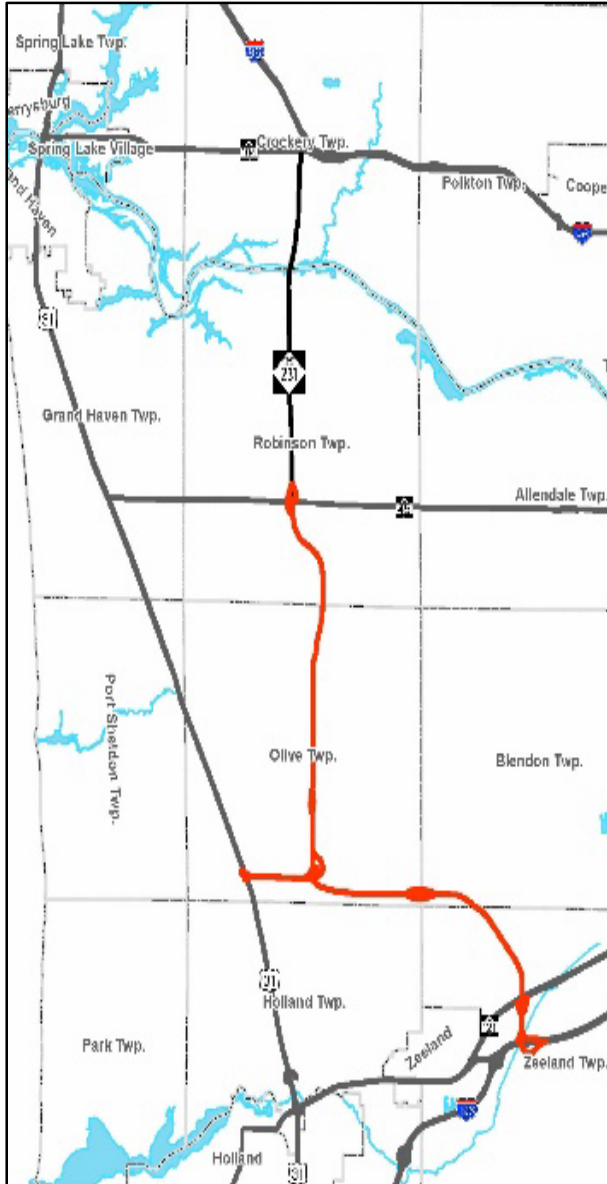


M-231 Bypass

During the past year, the Department has been exploring options for purchasing a suitable property for an interchange with I-196.

A property has been selected and the County is in the process of closing on it. The Department has also been continuing discussions with the Michigan Department of Transportation (MDOT) regarding feasibility and next steps for Phase II of the M-231 Bypass.

In addition, the Department continues to stress the importance of corridor preservation with local jurisdictions and planning organizations.



A section of the Phase II Spoonville Trail path as seen from the Terre Verde Golf Course.

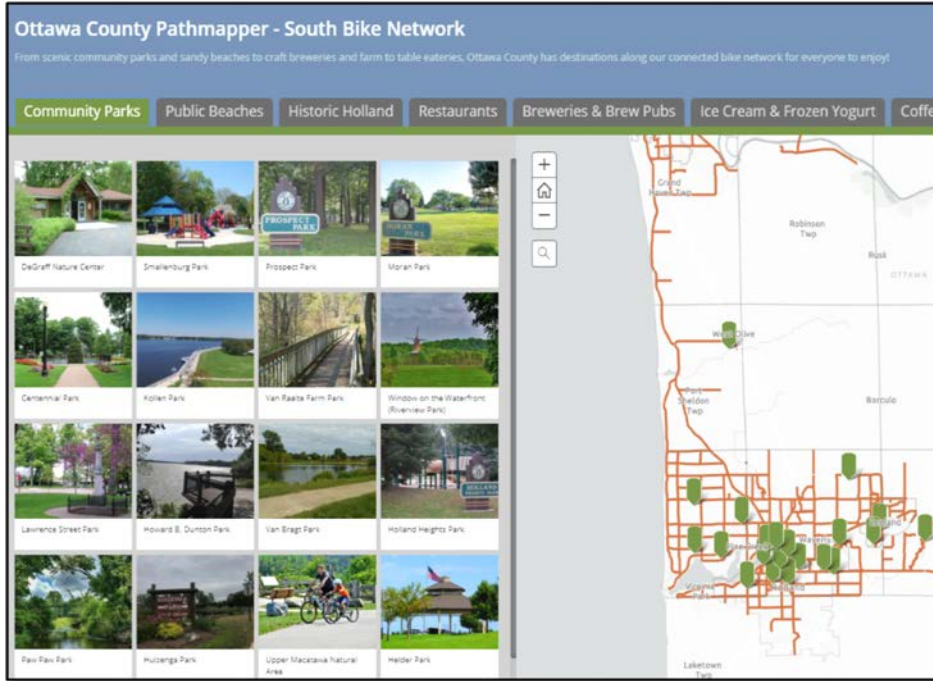
Spoonville Trail

With Phase I of Spoonville Trail complete, the Department has been concentrating its efforts on the planning of Phase II, from 120th Avenue and Leonard Road to Nunica, winding through the picturesque ravines of the Terra Verde Golf Course.

This section will be the final stretch of trail that will create a 50-mile loop of trail ways in Ottawa County. In the spring of 2019, the Federal Highway Administration approved the design for the final leg of the trail. Trees along the path were removed ahead of construction.

The project was put out for bids in July. Unfortunately the lowest bid came in 32% higher than the engineer's estimate. As a result, all bids were rejected.

The project engineer and MDOT officials subsequently reexamined the project engineering to determine what, if any, changes could be implemented to lower the project cost. The Department has also worked with MDOT Transportation Alternatives Program (TAP) officials to increase the County's grant award for the project. At this time, the Department hopes to rebid the project in March 2020.



Non-Motorized Pathway Plan

The Department is working to create accurate, GIS maps of all non-motorized pathways that currently exist in Ottawa County. Once a complete index is compiled, the Department will focus its efforts on determining how best to showcase the pathways to citizens and visitors.

Some ideas include GIS StoryMaps that combine non-motorized routes with local landmarks as well as a guidebook highlighting recommended regional pathway connections.



Metropolitan Planning Organizations

Department staff have been working collaboratively with Directors of the three metropolitan planning organizations (MPOs) in Ottawa County to develop a comprehensive report. The report will explain the work conducted by MPOs in Ottawa County, provide basic information on what MPOs are and how they coexist, and explain how long-term planning processes are conducted in the areas of the County that are not located within an MPO boundary. This report will be completed in fiscal year 2020.



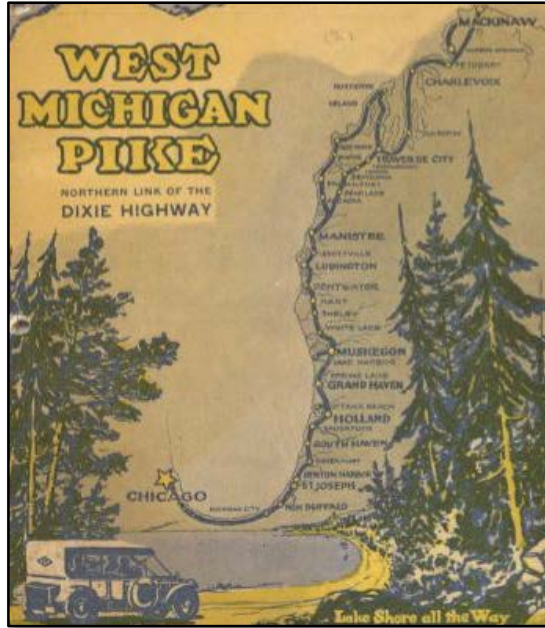
Polkton Township Ordinance Assistance

Department staff were approached in May 2019 by Polkton Township to assist with the research and development of an "event venue" ordinance. Department staff served as chair of a special committee to steer meetings and provide advice and expertise from a land use planning perspective.

After four meetings, the special committee successfully created an ordinance that will soon be passed to the Township Planning Commission and then Township Board for approval and adoption.

West Michigan Pike

The West Michigan Pike was once the premier way to travel along Michigan’s western shores. This highway running along Lake Michigan was conceived of and built during the second decade of the 20th century to accommodate the ‘horseless carriage,’ opening up the region to tourism and the development it would bring. This series of roads and state parks that stretched from Michigan City, Indiana, to Mackinac City was completed in 1922.



In 2018, two original stone West Michigan Pike road markers were discovered near Spring Lake and are currently being displayed in the Department’s lobby.

The Department is looking into grant funding options to be able to promote and preserve the route. Potential uses for funding include creating wayfinding signage to showcase the route, creating additional castings of the markers to put in prominent places, and having plaques made for some of the markers to provide historical context.



Members of the public attend Planning and Zoning Fundamentals.

Planning & Zoning Fundamentals

Continuing its commitment to ensuring citizens and officials have the best resources available, the Ottawa County Planning Commission and Board of Commissioners sponsored the annual “Planning and Zoning Fundamentals” free training sessions. These events focus on how land use is regulated by local municipalities and the important role planning commissioners, ZBA members, planning officials, and interested citizens play in impacting the future of their communities.

Ron Bultje from Dickinson Wright led the discussion of two events — one focusing on planning commission responsibilities and another on the duties of ZBA members. An array of topics were covered such as conducting public hearings, PUDs, granting variances, rezoning, and more. Over 110 individuals attended the two events, illustrating the involvement of citizens and administrators in regards to land use within the County.

Ottawa Area Planners Meeting

The Department has made it a priority to maintain working relationships and an open dialogue with the various planners across the County. To help facilitate this, a bi-annual forum is held at the Fillmore Complex, with all of the local planners invited.

The fall meeting was held on October 23, 2019, and featured a good representation of the County's local planners. At the meeting, the Department staff provided updates to the ongoing projects being worked on and John Said of Holland Charter Township gave a presentation about the proposed redevelopment of The Shops at Westshore. Additionally, several helpful discussions were had around the table regarding pertinent planning topics.



The Ottawa Area Planners discuss ongoing projects.



Remonumentation

The Department continues to provide administrative oversight for the Survey and Remonumentation Grant Program, the Remonumentation Committee (**Appendix D1**) and the Remonumentation Peer Group (**Appendix D2**).

As one of two counties in Michigan that chose to expedite the program, Ottawa County receives an amount of \$175,000 from the state every year. By the close of fiscal year 2019, the Department has received \$874,000 in reimbursements, with \$866,000 remaining. Complete reimbursement of the \$1.74 million is expected in 2024. The County will continue to work with the State to ensure that these markers remain accurate and in good condition.

ECONOMIC DEVELOPMENT PROJECTS

The Economic Development Division continues its effort to strengthen businesses and increase the number of jobs in Ottawa County.



Brownfield Redevelopment Authority

Birth of the BIP: The Ottawa County Brownfield Redevelopment Authority (OCBRA) (**Appendix E**) kicked off the fiscal year with a resolution to establish and pilot a BIP to address some of the County's brownfield needs. This program helps provide incentives for Phase I and possibly Phase II site assessments for Ottawa County projects. After interested parties apply for funding, each is scored by the OCBRA, which will determine the level of funding, if any, for each selected project. The funding for this incentive program comes from a combination of monies generated from the administration of brownfield and economic development projects and an interlocal agreement with the Ottawa County Land Bank Authority. Funds for the BIP were secured by early December 2018, and by July 2019, the BIP was in operation.



A rendering of the Epicurean Village Redevelopment Project.

Approved Brownfields: During spring 2019, a Brownfield Plan Application was received for the 28,000 square-foot Epicurean Village Redevelopment Project in Spring Lake Village. The Plan, encompassing the former site of the Phoenix Café along with two other blighted buildings, is to be six years long, create 15-30 new jobs, and includes deposits into local site revolving funds. The Board of Commissioners approved the plan on May 28, 2019.

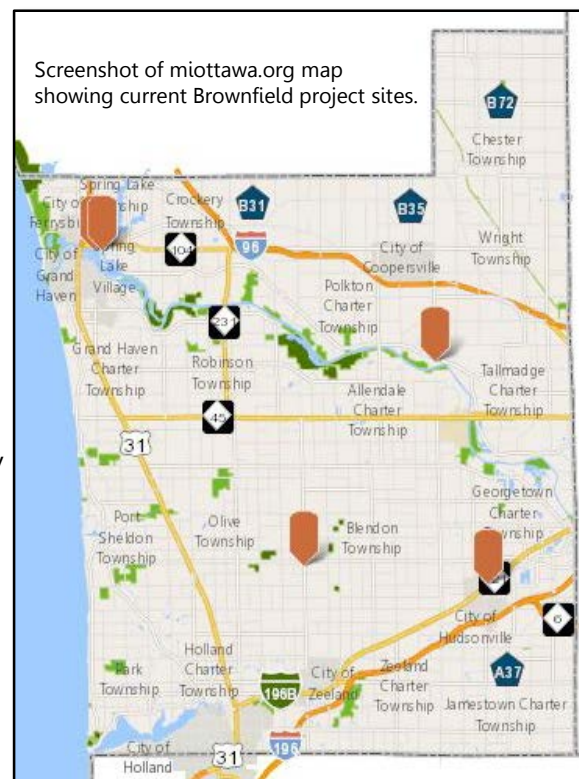
The BIP approved support for two projects this fiscal year. The first project, approved on July 29, 2019, is in Holland Township and will be redeveloped into a marine warehouse and sales operation, creating 2-3 jobs. The second project, approved on September 12, 2019, is in Grand Haven City. The incentive will catalyze the revitalization of a high priority redevelopment site and address existing contamination issues. The existing structure will be used to house a new restaurant that will create up to 30 full- and part-time jobs.

Countywide Brownfield Redevelopment Plan:

In May, the Board of Commissioners approved a Countywide Brownfield Redevelopment Plan. This document will serve as a comprehensive planning tool, under which all approved Brownfield Plans will be placed as amendments.

As the number of brownfield plans under the purview of the OCBRA continues to increase, this Plan will simplify the management of those plans and dovetail with the proposed Countywide Growth/Land Use Framework.

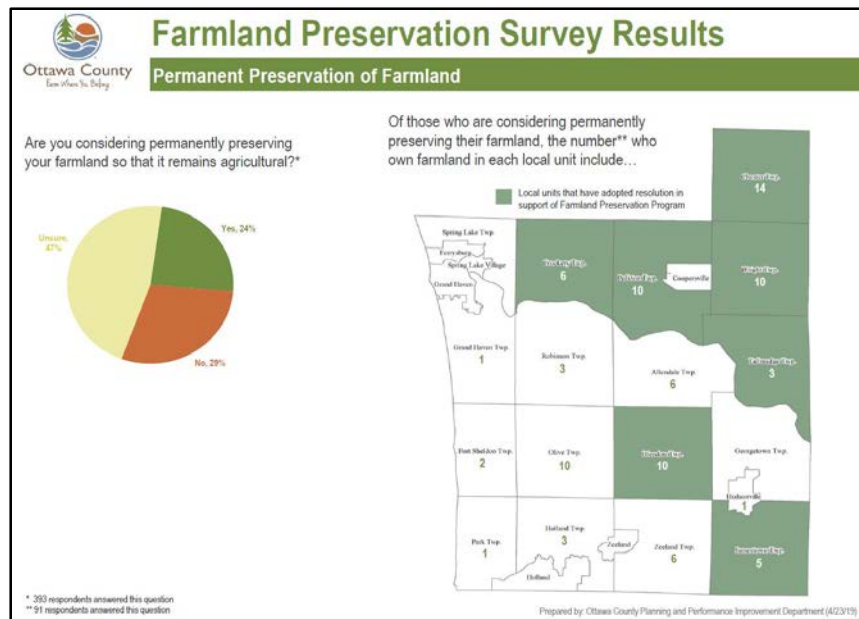
An interactive map of current project sites is located at miottawa.org/brownfields. Priority sites for redevelopment will be added to this map in fiscal year 2020.



Farmland Preservation

Farmland Preservation Survey: To gauge landowners' understanding and views on farmland preservation strategies, the Ottawa County Farm Bureau collaborated with the Department to craft and mail a 14-question Farmland Preservation survey to 1,636 landowners with at least 5 acres or more of agriculturally zoned property. The survey also included a link to a Pre-Application for landowners interested in participating in the County's existing Purchase of Development Rights Program (PDR). The Department received more than 400 responses. A majority of respondents supported program goals: 82% think farmland loss is now or could be a problem, and 82% think it's important to preserve farmland in Ottawa County.

Department staff assembled an implementation strategy based on the survey results, input gleaned from stakeholders, as well as ag census and locally sourced data. The result is a more comprehensive, multi-faceted approach to farmland preservation that will not only address the land itself, but also some of the barriers to economic viability in farming operations.



Farmland Preservation News roundup

- The Department hosted a Farmland Preservation Open House in early May — more than 30 people attended. This event sought to provide outreach and answer questions about the Farmland Preservation Program.
- A number of applications for the PDR program were received prior to the May 31 application deadline. Staff scored applications and provided results to the Agricultural Preservation Board (**Appendix F**) for review.
- Two properties were selected in Blendon and Chester townships. Grant funding from both the Michigan Agricultural Preservation Fund and the USDA's Agricultural Conservation Easement Program are being pursued.



- The preservation process for the Kruthoff property (pictured above), selected in spring 2018, continues, with a closing to take place in fiscal year 2020.
- During fiscal year 2019, Olive, Robinson and Zeeland townships all approved resolutions in support of the PDR program. This brings the total number of participating townships to 10. Conversations continue with remaining townships, and cities, to garner more support for use of this particular tool.

ECONOMIC DEVELOPMENT PROJECTS



Farms Are The Tapas: On September 26, the Agricultural Preservation Board and Department staff welcomed over 100 attendees to Terra Square in Hudsonville for the 3rd annual Farms Are The Tapas fundraiser.

Local composer, music producer and owner of DP Creative Audio David Purnell provided sonic flavor to set the tone for the evening. Four chefs competed in our master chef cooking competition. Professionals representing Butch's Dry Dock, Farmhouse Deli & Pantry, Sonder Eatery, as well as independent personal chef and dietician Chef Jen Plaggemars, shared their fare with attendees. Chef Jen ultimately walked away Harvest Knife Champion.

A silent auction featuring agricultural-themed items proved popular, helping to push total funds raised to \$18,525 — double what was raised at the inaugural event in 2017.

A Giving Bee donations box sweetened the deal for attendees — those who gave received honey made from beehives on Herman Millers' main campus in Zeeland.

Keynote speakers were Cliff Meeuwse, president of Zeeland Farm Services; and Amy Sherman, MLive Michigan's Best reporter, host of Behind the Mitten and chef.



Clockwise, from top: Chef Christine Powers of Farmhouse Deli & Pantry talks with an attendee during the event. Local music producer and composer David Purnell performs. Master Chef cooking competition winner Chef Jen Plaggemars (right) poses with Farmland Preservation Analyst Julie Lamer.

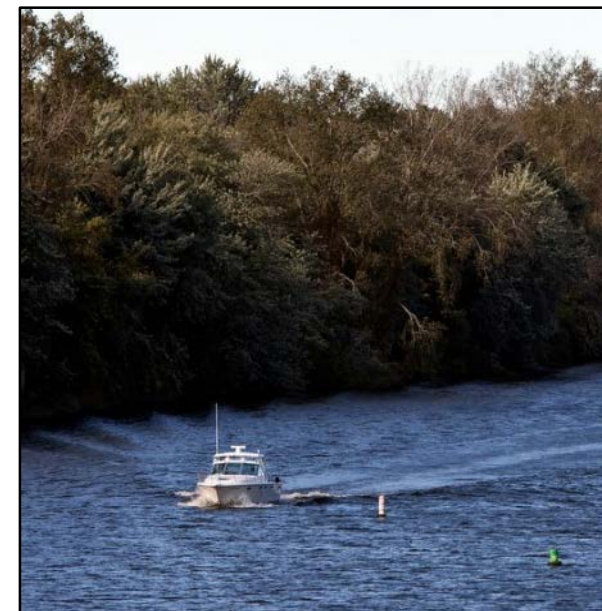


Above: Department Director Paul Sachs introduces the Agricultural Preservation Board and thanks sponsors during the event. Below: Dr. Paul Isely, Grand Valley State Associate Dean of the Seidman College of Business, speaks during the event.

Redefining Farmland Preservation: On November 8, Redefining Farmland Preservation distilled data into actionable analysis at Spring Meadow Nursery in Grand Haven. The event kicked off with a brunch of traditional morning fare provided by Beechwood Catering of Holland Township, fueling the more than 100 farmers, leaders and other stakeholders in attendance.

Dr. Paul Isely, Associate Dean of Grand Valley State University's Seidman College of Business, offered a down-to-earth yet thorough snapshot of West Michigan's economic standing and how that relates to Ottawa agriculture. Pivoting to farming data, Regional Director of the USDA-NASS Marlo Johnson shared telling statistics from the 2017 Agriculture Census, and the department's own Paul Sachs followed up with an analysis of the department's 2019 Landowner Survey. Closing the event, American Farmland Trust Senior Policy Analyst Cris Coffin discussed the projections, challenges and tools needed to keep agriculture strong and viable into the future.

Post-event, Spring Meadow Nursery owners led attendees on a tour of their innovative facility. Other sponsors included McShane & Bowie, P.L.C., and the Ottawa County Farm Bureau.



A watercraft navigates a stretch of the Grand River near Nunica.

Opposing the Grand River Waterway

In December 2018, the Michigan Legislature allocated funds to the Grand River Waterway Project, which would dredge a 50-foot-wide pathway along a 22.5 mile stretch of the river, allowing large watercraft to travel from Grand Rapids to Lake Michigan. This plan concerned the Department.

With the Department's support, the Ottawa County Planning Commission, Ottawa County Parks and Recreation Commission, and the Ottawa Board of Commissioners all passed resolutions opposing the proposed dredging. Many other area municipalities followed suit. The Department will continue to monitor the situation and update the Planning Commission as new information becomes available.

Countywide Broadband Initiative

The Department continued its push to expand and promote high-speed broadband internet access throughout the county.

Broadband Website: In the spring of 2019, the Department officially launched a broadband page, miottawa.org/broadband. The webpage provides information on projects going on in the County to increase access to broadband, includes resources on finding affordable broadband services, and gives residents an opportunity to inform Ottawa County if they do not currently have access to high speed internet at their homes.



Mobile Hotspot Device Lending Initiative: In 2019, Department staff successfully assisted area libraries with landing a Library of Michigan Library Services and Technology Act (LSTA) grant to expand a pilot program to all nine libraries within the county's borders. This grant, administered at the federal level by the Institute of Museum and Library Sciences, totaled \$81,450. 100 T-Mobile hotspots were acquired and distributed, making the devices available for loan to the county's more than 283,000 residents through their local libraries.



Mobile hotspots for loan come in a convenient, hard plastic case.

ACRE AGTECH

In the fall of 2018, the ACRE AgTech Board of Directors (**Appendix G**) approved the addition of a business accelerator component. Doug Huesdash, previously ACRE's Senior Business Development Manager, took on the role of Chief Operating Officer to move the accelerator component forward. To ensure success, Huesdash attended a Global Accelerator Networks (GAN) workshop to learn best practices in developing the accelerator.

The AgTech Accelerator eventually formed into a 12-week program for startups chosen from an application process. ACRE admitted four startups to the program. The innovations of these four companies include using a scientific sound technology to keep wildlife away from crops; enabling owners of farm and construction equipment to loan idle equipment; utilizing software and artificial intelligence coupled with a modular growing platform to facilitate raising more than 200 crops indoors; and a service to aggregate farm biowaste for sale and delivery to biowaste power plants, generating revenue and reducing waste.

The Accelerator will culminate in a pitch competition at DeVos Place during the Great Lakes Fruit and Vegetable Expo in December 2019. There are expected to be potential investors, area business leaders and agriculture industry experts listening to pitches and seeking ag tech deals to add to their portfolios.

During fiscal year 2019, ACRE slowly moved its base of operations away from the Fillmore Street Complex to BizStream in Allendale. ACRE thanks the County for its support in creating this business incubator and accelerator program.



AgTech Accelerator participants visit the Long Lake Culinary Campus, a group of local and regional food enterprises and niche agri-business interests, in Traverse City, Mich. From left: host Brig Ricks, Andrew Joiner, Chip Hoagland, Frank Woodward, ACRE Chief Operating Officer Doug Huesdash, and Dennis Arouca.

THE LIGHTER SIDE

2019 Chili Cookoff

Employees from across the Fillmore Street campus gathered on November 26, 2019, for some spicy competition and camaraderie at the Department's fourth-annual Chili Cook-Off and fundraiser/food drive for Feeding America West Michigan. Nine cooks, five of whom are from different departments, went head-to-head for the coveted Chili for Charity trophy.

It was a packed office – more than 60 County employees tasted and voted for their favorite chili. With a variety of styles offered, competition was fierce; the final tally showed several offerings were within a point of each other. In the end, the Equalization Department's Thad Pepper garnered the most votes, 11, with Pepper's Precarious Pepper Turkey Chili. "(My last name) has to count for something," quipped Pepper after learning of his win. With 10 votes, the Department's own Julie Lamer came in second with her Hot Chix chili.

Hosted by the Department since 2016, the event is a great way to kick off the holiday season and raise funds for a worthy cause. Attendees are asked to donate cash or non-perishable goods. Money collected at this year's event totaled \$235, bringing the total funds raised since 2016 to \$1,388.40. That equals approximately 5,553 meals for needy West Michigan families.



Above: Chili Cook-off winner Thad Pepper of the Equalization Department shakes hands with Department Director Paul Sachs. Below: attendees enjoy chili.



231 River Run

On October 26, 2019, four Department staff members joined more than 400 participants in the 231 River Run at Connor River Bayou. The purpose of this race is to raise funds for and promote Ottawa County paved trails, advocate for wellness and showcase West Michigan as an active and thriving region.

It was a chilly yet beautiful fall morning! Two staffers ran the 4-mile race, each finishing in 1st place in their age groups. Two other staffers and a previous staffer volunteered their time by assisting with packet pick-up and getting the food set up for the post-race festivities.

The event raised \$11,989 to go toward construction and improvements along the Spoonville and Idema Explorers trails.

This race continues to grow every year, and we're proud to have active members of our department involved in this cause.



From left: Runner and Farmland Preservation Analyst Julie Lamer; volunteer and former Land Use Planner Danielle Bouchard; volunteer and Senior Secretary Pam Vanden Heuvel; volunteer and Economic Development Coordinator Becky Huttenga; and runner and Assistant Director Shannon Virtue. Below: The Department troupe enjoys some much-needed refreshments following the race.



From library to 'Liberatorie'

The department requisitioned funds to remodel its underutilized library space, which housed planning-related books. The books were sorted, and the ones that were relevant for current planning techniques, or that held historical or local significance were kept, and are still available.

With the funds, the Department turned the space into a multi-functioning "huddle" space for staff. With a whiteboard and large TV monitor, it can be used for brainstorming sessions, small meetings, or even teleconference events.

Comfortable seating and flexible lighting options provide a space that can be customized to fit any work or meeting need.



The underutilized library has transformed into a 'huddle space' for staff.

Food Trucks

Doug Huesdash, ACRE AgTech Chief Operating Officer, was surprised to discover the Fillmore Street Campus had no food service for the more than 500 people working here daily.

Being involved in Kingdom Minded Ministries, a culinary employment training program for ex-offenders, teens-at-risk and single parents, Huesdash saw an opportunity to merge needs.

After speaking with several food truck owners, there was an agreement to come to the Ottawa County campus bringing a variety of lunch choices. The food trucks agreed to provide a portion of their proceeds to support the training curriculum for Kingdom Minded Ministries.

Besides bringing great food to the Fillmore Street campus, connections made resulted in the Ottawa County Girls Juvenile Lighthouse program enrolling students into the culinary training program.

We're grateful Huesdash was able to bring these entrepreneurs out here to sell their culinary creations.



ACRE AgTech COO Doug Huesdash shakes the hand of a food vendor in summer 2019.

APPENDIX

| <u>Name</u> | <u>Representing</u> | <u>Term Expires</u> |
|-------------------------------|----------------------------|----------------------------|
| Matthew Fenske (Chair) | County Commissioner | 12/31/2019 |
| Francisco Garcia (Vice Chair) | County Commissioner | 12/31/2019 |
| Timothy Grifhorst | Road Commissioner | 12/31/2019 |
| Nathan Pyle | Agriculture | 12/31/2020 |
| Terry Hossink | Business/Industry | 12/31/2020 |
| Jason Pasatta | Education/School District | 12/31/2019 |
| Ric Gajewski | Information Technology | 12/31/2019 |
| Kirk Perschbacher | Natural Resources | 12/31/2019 |
| David Kraker | Public Health | 12/31/2020 |

| <u>Name</u> | <u>Affiliation</u> | <u>Term Expires</u> |
|--------------------|---------------------------------------|----------------------------|
| Doug Zylstra | County Commissioner | 12/31/2023 |
| Virginia Beard | Hope College | 12/31/2019 |
| Holly Cole | Grand Haven Area Community Foundation | 12/31/2020 |
| Thomas Reinsma | Scholten Fant | 12/31/2022 |
| Michelle Fare | City of Hudsonville | 12/31/2021 |

Name

Representing

Alan Vanderberg

Ottawa County Administration

Paul Sachs

Ottawa County Planning & Performance Improvement

Dr. Alan Steinman

Grand Valley State University

John Yellich

Michigan Geological Survey

Pat Staskiewicz

Ottawa County Road Commission – Public Utilities

Adeline Hambley

Ottawa County Environmental Health

Matt Allen

Ottawa County Environmental Health

This Board will become the Groundwater Technical Advisory Committee during FY2020.

| <u>Name</u> | <u>Representing</u> |
|--------------------------|---|
| Phil Kuyers (Chair) | County Commissioner |
| Greg DeJong (Vice Chair) | County Commissioner |
| David Kraker | Ottawa County Planning Commission |
| Joe Bush | Ottawa County Water Resource Commission |
| Adam Elenbaas | Township Government |
| Bill Vandenberg | Township Government |
| Jim Bakker | Agriculture |
| Merle Langeland | Agriculture |
| Steve Hecksel | Well Driller |
| Eric Neubecker | Well Driller |
| Dale Zahn | Realtors/Homebuilders |
| Barbara Marczak | Engineering Firms/Environmental |
| Dr. Alan Steinman | Education/Environmental |

This Board will become the Ottawa County Groundwater Commission during FY2020.

| <u>Name</u> | <u>Representing</u> | <u>Term Expires</u> |
|------------------------|----------------------------|----------------------------|
| James Holtvluwer | County Commissioner | 12/31/2019 |
| Justin Roebuck | County Clerk/Register | 12/31/2020 |
| Ryan Galligan | Supervisors/Assessors | 12/31/2020 |
| Josh Westgate | Supervisors/Assessors | 12/31/2019 |
| Randall S. Schipper | Real Estate Attorneys | 12/31/2020 |
| R. Dale Sall | Realtors | 12/31/2019 |
| Brett Laughlin, P.E. | Road Commission | 12/31/2019 |
| Cameron Lear, P.S. | Surveyors | 12/31/2020 |
| Douglas Lansky, P.S. | Surveyors | 12/31/2020 |
| Matt Nederveld, P.S. | Surveyors | 12/31/2019 |
| Randall Feenstra, P.S. | County Representative | 12/31/2019 |

Name

Donald Schiele, P.S.

Cameron Lear

Randy Feenstra (County Representative)

Steve Lampen

Matt Nederveld

Jack Bueche

Maurice Rosema

Steve Vallier

Jim Leitch

Representing

Donald Schiele, P.S.

Exxel Engineering

Feenstra & Associates

Holland Engineering

Nederveld Associates

Pathfinder Engineering

Tru-Line Surveying

Westshore Consulting

Williams & Works

| <u>Name</u> | <u>Affiliation</u> | <u>Term Expires</u> |
|--------------------------------------|---|----------------------------|
| Al Vanderberg (Chair) | County Administrator | 12/31/2021 |
| Laurie Larsen (Vice Chair/Secretary) | Retired Consumers Energy and Grand Haven Township | 12/31/2019 |
| Amanda Price (Treasurer) | County Treasurer | (Exempt per Bylaws) |
| Rick Chapla | The Right Place | 12/31/2022 |
| Philip Kuyers | County Commissioner | 12/31/2019 |
| Kirk Perschbacher | Lakeshore Environmental | 12/31/2019 |
| Lynn Kotecki | ODC Network | 12/31/2021 |
| Janessa Smit | Allendale Chamber of Commerce | 12/31/2021 |
| Dana Kollewehr | Michigan Economic Development Corporation | 12/31/2022 |
| (Recording Secretary) | County Clerk | (Non-voting) |

These Board Members serve as Directors on both the Ottawa County Brownfield Redevelopment Authority Board and the Ottawa County Economic Development Corporation.

| <u>Name</u> | <u>Representing</u> | <u>Term Expires</u> |
|-----------------------------|------------------------------|----------------------------|
| Clifford Meeuwssen (Chair) | Agriculture | 12/31/2019 |
| Matthew Fenske (Vice Chair) | County Commissioner | 12/31/2019 |
| Josh Hucul (Secretary) | Real Estate/Land Development | 12/31/2019 |
| Michael Bronkema | Agriculture | 12/31/2021 |
| Nathan Pyle | Agriculture | 12/31/2020 |
| David Nyitray | Land Conservation | 12/31/2021 |
| Vacant | Township Government | 12/31/2019 |
| Myra Koomen | Youth (AdHoc) | 12/31/2019 |

| <u>Name</u> | <u>Representing</u> | <u>Term Expires</u> |
|-------------------------------|------------------------------------|----------------------------|
| Tim Parker (Chair) | Ottawa County Economic Development | 12/31/2020 |
| Michael Campbell (Vice Chair) | Business Professional At-Large | 12/31/2021 |
| Loren Koeman (Treasurer) | Financial At-Large | 12/31/2021 |
| Mark Schmidt (Secretary) | Ottawa County Non Agri-Business | 12/31/2020 |
| Cary Grover | Agri-Business At-Large | 12/31/2019 |
| Ian McGonigal | Business Professional At-Large | 12/31/2020 |
| Kurt Brauer | Legal At-Large | 12/31/2021 |
| Vacant | Michigan Agri-Business Association | 12/31/2021 |
| Clifford Meeuwssen | Ottawa County Agri-Business | 12/31/2020 |
| Philip Kuyers | Ottawa County Commissioner | 12/31/2019 |
| Paul Windemuller | Ottawa County Farm Bureau | 12/31/2020 |
| Paul Sachs | ACRE AgTech (Executive Director) | Non-Voting Member |
| Peter Anastor | MDARD (AdHoc) | Non-Voting Member |



County of Ottawa — Planning & Performance Improvement

12220 Fillmore Street, Room 260, West Olive, Michigan 49460

616-738-4852

plan@miottawa.org

Action Request



| | |
|-------------------------------|--|
| Committee: | Board of Commissioners |
| Meeting Date: | 12/10/2019 |
| Requesting Department: | Ottawa County Corporation Counsel |
| Submitted By: | Regina MacMillan |
| Agenda Item: | Ottawa County Corporation Counsel 2019 Annual Report |

Suggested Motion:

To receive for information the Ottawa County Corporation Counsel 2019 Annual Report.

Summary of Request:

In accordance with the 2017/2018 Rules of the Ottawa County Board of Commissioners:

Section 4.6 - Annual Reports From Departments of County Government - It is the policy of the Board of Commissioners to receive annual, written and oral Reports from all Departments of County government. Written reports shall be in a form approved by the County Administrator and shall, in the ordinary course, be submitted directly to the Board of Commissioners through the County Administrator's Office

Financial Information:

| | | | | | |
|--------------------|---------------------------|---------------------|------------------------------|-----------------------------|---|
| Total Cost: \$0.00 | General Fund Cost: \$0.00 | Included in Budget: | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input checked="" type="checkbox"/> N/A |
|--------------------|---------------------------|---------------------|------------------------------|-----------------------------|---|

If not included in budget, recommended funding source:

Action is Related to an Activity Which Is: Mandated Non-Mandated New Activity

Action is Related to Strategic Plan:

Goal: Goal 3: To Maintain and Enhance Communication with Citizens, Employees, and Other Stakeholders.

Objective: Goal 3, Objective 1: Regularly review and update communication strategies that guide the work of the County in this goal area.

Goal 3, Objective 4: Evaluate communication with other key stakeholders.

Administration: Recommended Not Recommended Without Recommendation

County Administrator: 
Committee/Governing/Advisory Board Approval Date:

2019 Annual Report Corporation Counsel



Presented to:

**Ottawa County
Board of Commissioners
December 2019**

Annual Report

Ottawa County Corporation Counsel Office

I. Introduction: Corporation Counsel is among the few County offices that exclusively serves other County operations. That is to say that all of Corporation Counsel's activities are designed to promote the efficient and effective operation of Ottawa County government and the County's funding units, such as the courts. Much of Corporation Counsel's activities are confidential and do not lend themselves to public reporting, such as in an Annual Report. That having been said, the following are the results of Corporation Counsel's activities in the last year that are not confidential.

II. Accomplishments:

- I. Assisted the Sheriff's Department with a new standardized contract that moves from actual costs per local unit to cost averages across the Department, which should be more equitable for all parties and less dependent on actual personnel assignments or historical negotiations. Long term, now that we are entering the second generation of these contracts, this will be a healthier basis economically on which to base the relationship as well as more equitable to all our contracting partners. Additionally, this will make the accounting and budgeting tasks and expectations easier for all parties.
2. Guided the enactment of a Parking Ordinance across county properties.
3. Assisted with the IPD process regarding the new Family/Juvenile Court facility.
4. Issued opinion letters on the following subjects:
 - a. Lack of necessity of redeputization upon election of elected official.

- b. Court directed fiduciary accounts and whether interest is a requirement and if so, who benefits.
 - c. Service in Sheriff's Department and Service on Board of Township Trustees.
 - d. OMA and Board Quorum during committee meetings.
 - e. Access to security camera footage.
 - f. Recalcitrant TB carrier and authority of Health Department.
 - g. Use of deputies' personal cell phones and FOIA.
 - h. Authority of OIA to invest in local real estate.
5. Assisted CMH relative to the LRE's issues with State of Michigan.
 6. Coordinated activities of Health Department regarding unclaimed bodies and Parks Department about possible use of Poor Farm Cemetery for memorial and final resting place for the remains of such residents.
 7. Participated with Fiscal Services in creating a new purchasing and contracting system that will promote more efficient and effective county contracting to ensure that the County's legal and financial interests are fully protected.
 8. Counseled the Human Resources Department, Courts and various departments on personnel issues.
 9. Coordinated the County's FOIA responses, including processing general corporate FOIA's and assisting the Sheriff's Office in processing its FOIA's.
 10. Reviewed County and Court contracts to maximize the County's interests and minimize risk.
 11. Drafted a variety of contracts and contract forms and releases for County operations.
 12. Drafted a number of deeds and easements to promote the County's interests.

13. Assisted County Departments in contract enforcement and debt collection.
14. Assisted the Department of Public Health in addressing several individual vaccination and disease incidents.
15. Coordinated with the County Public Administrator on handling the estates and disposing of the remains and assets of residents who died without heirs or family members willing to attend to the residents' affairs.
16. Provided guidance to the Community Mental Health Department regarding Medicaid funding and the illegality of risk shifting the county regional entities.
17. Regularly met with Kent County's Corporation Counsel to coordinate and network regarding common legal issues and interests.
18. Filed an appearance in the Ohio federal court case involving the mass opioid settlement, to ensure that the County can make a claim without unnecessary attorneys' fees reducing the County's net return.

III. Goals for the Upcoming Year:

1. Initiate internal meetings with the judges, elected officials and department heads to establish relationships, build the credibility of the Office and solicit areas in which the Office could better serve their operations.
2. Improve communications with corporation counsel in counties beyond Kent to coordinate activities in response to the CMH Medicaid funding crisis and make that a new model for enhancing county coordination in pressuring the legislature to advance county interests.
3. Complete a new Job Description for Corporation Counsel in anticipation of my replacement in a few years.

4. Provide some in house Q & A sessions for department leaders on legal topics of their interest.
5. Document some of my historical knowledge about the evolution of Ottawa County government during the 39 years I have served it.

IV. Conclusion

I greatly appreciate working with the Commissioners, Al Vanderberg and John Shay and the trust and confidence you have shown in my work. In the autumn of my career, I am enjoying this unique opportunity to deploy the knowledge I have gained in representing 80 of Michigan's 83 counties over the years and to serve Ottawa County's elected officials, officers, employees and departments on a more personal basis, before problems surface, instead of only after a claim has arisen or a lawsuit filed. I enjoy the character, capabilities and commitment of my co-workers and the elected officials of Ottawa County, and am proud to contribute in this new, more meaningful way to one of the most respected county operations in Michigan.

I also firmly believe that by fulfilling the Office's many roles, I am providing value to the great residents and taxpayers of Ottawa County who inspire our mutual service.

Respectfully,



Douglas W. Van Essen, Corporation Counsel
dvanessen@miottawa.org
12220 Fillmore Street, Room 331
West Olive, Michigan 49460
(616) 738-4861

Action Request



| | |
|-------------------------------|---|
| Committee: | Board of Commissioners |
| Meeting Date: | 12/10/2019 |
| Requesting Department: | Diversity Equity and Inclusion Office |
| Submitted By: | Robyn Afrik |
| Agenda Item: | Approve the Contract for Diversity Equity and Inclusion Department Strategic Services |

Suggested Motion:

To authorize the Board Chairperson and Clerk/Register to execute the contract with Inclusion Performance Strategies (IPS) for the not-to-exceed cost of \$30,000.

Summary of Request:

The DEI Department was launched in June of this year with four initial objectives: 1) develop a template for finding and eliminating implicit bias in County policy, program, procedure and service delivery; developing a DEI strategic plan; begin work with interested local units of government; and training. The draft template is completed, some training has been delivered, and work will begin with local units once we have solid experience using the template with County offices, departments and courts.

IPS was selected through a competitive process and will conduct a diversity, equity, and inclusion (DEI) assessment for Ottawa County that will clearly define the current state of county policies, practices and procedures as they relate to and impact DEI. The assessment will be facilitated through seven organizational domains that provide the construct in which diversity, equity, and inclusion should manifest within a municipality. The findings and recommendations will be presented based on structure, process and output Key Performance Indicators (KPIs) within the seven organizational domains.

Understanding the internal state through the assessment process is the common approach used by organizations that have undertaken this work. The process is important to ensure that tactics developed later through the DEI framework is built on existing strengths and to address existing deficits and to ensure that DEI is appropriately integrated into County operations. The final deliverable will be a working tool.

Financial Information:

| | | | | | |
|-------------------------|--------------------------------|---------------------|---|-----------------------------|------------------------------|
| Total Cost: \$30,000.00 | General Fund Cost: \$30,000.00 | Included in Budget: | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> N/A |
|-------------------------|--------------------------------|---------------------|---|-----------------------------|------------------------------|

If not included in budget, recommended funding source:

Action is Related to an Activity Which Is: Mandated Non-Mandated New Activity

Action is Related to Strategic Plan:

Goal: Goal 4: To Continually Improve the County's Organization and Services.

Objective: Goal 4, Objective 1: Conduct activities and maintain systems to continuously improve to gain efficiencies and improve effectiveness.

Administration: Recommended Not Recommended Without Recommendation

County Administrator: *Alan G. Vandenberg*

Committee/Governing/Advisory Board Approval Date:

CONSULTING SERVICES AGREEMENT

This Consulting Services Agreement (the “Agreement”) is entered into as of (January 1st, 2020 (the “Effective Date”) by and between **INCLUSIVE PERFORMANCE STRATEGIES**, dba as Paul T. Doyle & Associates, LLC of 99 Monroe Ave. NW #200 Grand Rapids, MI 49503 (the “Consultant”), and **THE COUNTY OF OTTAWA, of 12220 Fillmore Street, West Olive, MI 49460**, a Michigan nonprofit corporation (the “Company”) Each entity may be referred to collectively as Parties or as Party (“Party” or “Parties).

RECITALS

WHEREAS, the Company wishes to engage the Consultant as an independent contractor for the Company for the purpose of providing the professional services set forth in **Exhibit A, Diversity, Equity, and Inclusion (“DEI”) Assessment & Framework Development**, attached hereto and made a part hereof (the “Services”) on the terms and conditions set forth below; and

WHEREAS, the Consultant wishes to provide the Services in accordance with the terms of this Agreement; and

WHEREAS, each Party is duly authorized and capable of entering into this Agreement.

NOW THEREFORE, in consideration of the above recitals and the mutual promises and benefits contained herein, the Parties hereby agree as follows:

1. RESPONSIBILITIES.

(a) Of the Contractor. The Consultant agrees to do each of the following:

- A. Perform the Services set forth in Exhibit A attached hereto; provided, however, that if a conflict exists between this Agreement and any term in Exhibit A, the terms in this Agreement shall control.
- B. Devote as much productive time, energy, and ability to the performance of its duties hereunder as may be necessary to provide the required Services in a timely and productive manner.
- C. Perform the Services in a safe, good, and workmanlike manner by fully-trained, skilled, competent, and experienced personnel using at all times adequate equipment in good working order.
- D. Communicate with the Company regarding progress the Consultant has made in performing the Services.
- E. Provide services (including the Services) that are satisfactory and acceptable to the Company.

(b) Of the Company. The Company agrees to do each of the following:

- A. Engage the Consultant as an independent contractor to perform the Services set forth in Exhibit A to this Agreement.
- B. Provide relevant information to assist the Consultant with the performance of the Services.

- C. Satisfy all of the Consultant's reasonable requests for assistance in its performance of the Services.

2. NATURE OF RELATIONSHIP.

- (a) Independent Contractor Status. The Consultant agrees to perform the Services hereunder solely as an independent contractor. The Parties agree that nothing in this Agreement shall be construed as creating a joint venture, partnership, franchise, agency, employer/employee, or similar relationship between the Consultant or any of its personnel and the Company, or as authorizing either Party to act as the agent of the other. The Consultant acknowledges and agrees that it has no authority (and shall not hold itself out as having the authority) to bind the Company and the Consultant shall not make any agreement or representation on the Company's behalf without the Company's prior written consent. The Consultant is and will remain an independent contractor in its relationship to the Company. The Company shall not be responsible for withholding taxes with respect to the Consultant's compensation hereunder. The Consultant shall have no claim against the Company hereunder or otherwise for vacation pay, sick leave, retirement benefits, social security, worker's compensation, health or disability benefits, unemployment insurance benefits, or employee benefits of any kind. Nothing in this Agreement shall create any obligation between either Party or a third party.
- (b) Indemnification of Company by Consultant. The Company has entered into this Agreement in reliance on information provided by the Consultant, including the Consultant's express representation that it is an independent contractor and in compliance with all applicable laws related to work as an independent contractor. If any regulatory body or court of competent jurisdiction finds that the Consultant is not an independent contractor and/or is not in compliance with applicable laws related to work as an independent contractor, based on the Consultant's own actions, the Consultant shall assume full responsibility and liability for all taxes, assessments, and penalties imposed against the Consultant and/or the Company resulting from such contrary interpretation, including but not limited to taxes, assessments, and penalties that would have been deducted from the Consultant's earnings had the Consultant been on the Consultant's payroll and employed as an employee of the Company.

3. CONFIDENTIAL INFORMATION.

The Consultant agrees, during the Term and thereafter, to hold in strictest confidence, and not to use, except for the benefit of the Company, or to disclose to any person, firm, or corporation without the prior written authorization of the Company, any Confidential Information of the Company. "Confidential Information" means any of the Company's proprietary information, technical data, trade secrets, or know-how, including, but not limited to, research, product plans, products, services, customer lists, markets, software, developments, inventions, processes, formulas, technology, designs, drawings, engineering, hardware configuration information, marketing, finances, or other business information disclosed to the Consultant by the Company, either directly or indirectly. The Consultant may use the Confidential Information to the extent necessary in the ordinary course of its performance of services to or on behalf of the Company, including for negotiations, discussions, and consultations with Company personnel or authorized representatives, except to the extent otherwise directed by the Company, or for any other purpose that the Company may hereafter authorize in writing. In the event the Contractor is judicially determined to have breached this obligation in any legal action to enforce the Company's rights under this Agreement, the Company shall be entitled to recover, in addition to any damages, its attorney fees and costs incurred in enforcing its rights under this Agreement.

4. REPRESENTATIONS AND WARRANTIES.

- (a) The Parties each represent and warrant as follows:
 - A. Each Party has full power, authority, and right to perform its obligations under the Agreement.
 - B. This Agreement is a legal, valid, and binding obligation of each Party, enforceable against it in accordance with its terms (except as may be limited by bankruptcy, insolvency, moratorium, or similar laws affecting creditors' rights generally and equitable remedies).
 - C. Entering into this Agreement will not violate the charter or bylaws of either Party or any material contract to which that Party is also a party.
- (b) The Consultant hereby represents and warrants as follows:
 - A. The Consultant has the sole right to control and direct the means, details, manner, and method by which the Services required by this Agreement will be performed.
 - B. The Consultant has the right to perform the Services required by this Agreement at any place or location, and at such times as the Consultant shall determine.
 - C. The Services shall be performed in accordance with standards prevailing in the Company's industry, and shall further be performed in accordance with and shall not violate any applicable laws, rules, or regulations, or Company policies and rules of conduct and the Consultant shall obtain all permits or permissions required to comply with such standards, laws, rules, or regulations.
 - D. The Services required by this Agreement shall be performed by the Consultant or the Consultant's staff, and the Company shall not be required to hire, supervise, or pay any assistants to help the Consultant perform such Services.
 - E. The Consultant is responsible for paying all ordinary and necessary expenses of its staff.
 - F. The Consultant is responsible for providing insurance coverage for itself and its staff.
- (c) The Company hereby represents and warrants as follows:
 - A. The Company will make timely payments of amounts earned by the Consultant under this Agreement.
 - B. The Company shall notify the Consultant of any changes to its procedures affecting the Consultant's obligations under this Agreement at least 30 days prior to implementing such changes.
 - C. The Company shall provide such other assistance to the Consultant as it deems reasonable and appropriate.

5. COMPENSATION.

- (a) Terms and Conditions. The Company shall pay the Consultant in accordance with the terms and conditions set forth in Exhibit A.

- (b) Timing of Payment. Payments shall be made to the Consultant within (15) days of the Company's receipt of the Consultant's invoice (supported by reasonable documentation) for all Services performed to the Company's satisfaction in accordance with Exhibit A.
- (c) Taxes. The Consultant is solely responsible for the payment of all income, social security, employment-related, or other taxes incurred as a result of the performance of the Services by the Consultant under this Agreement and for all obligations, reports, and timely notifications relating to such taxes. The Company shall have no obligation to pay or withhold any sums for such taxes.

6. REPORTING. The Consultant shall be required to report to Executive Director, or such other officer or employee as may be designated by the Company.

7. WORK FOR HIRE.

The Consultant expressly acknowledges and agrees that any work prepared by the Consultant under this Agreement shall be considered "work for hire" and the exclusive property of the Company unless otherwise specified. To the extent such work may not be deemed a "work for hire" under applicable law, the Consultant hereby assigns to the Company all of its right, title, and interest in and to such work. The Consultant shall execute and deliver to the Company any instruments of transfer and take such other action that the Company may reasonably request, including, without limitation, executing and filing, at the Company's expense, copyright applications, assignments, and other documents required for the protection of the Company's rights to such materials. The Consultant shall not be entitled to any additional consideration in exchange for such assignment.

8. NO CONFLICT OF INTEREST; OTHER ACTIVITIES.

The Consultant hereby warrants to the Company that, to the best of its knowledge, it is not currently obliged under an existing contract or other duty that conflicts with or is inconsistent with this Agreement. During the Term (as defined below), the Consultant is free to engage in other independent contracting activities; provided, however, the Consultant shall not accept work, enter into contracts, or accept obligations inconsistent or incompatible with the Consultant's obligations or the scope of Services to be rendered for the Company pursuant to this Agreement.

9. TERM.

This Agreement shall become effective as of the Effective Date and, unless otherwise terminated in accordance with the provisions of Section 10 of this Agreement, shall expire upon completion of all Services as set forth in Exhibit A.

10. TERMINATION.

This Agreement may be terminated:

- (a) By either Party on provision of thirty (30) days written notice to the other Party, with or without cause.
- (b) By either Party for a material breach of any provision of this Agreement by the other Party, if the other Party's material breach is not cured within thirty (30) days of receipt of written notice thereof.
- (c) By the Company at any time and without prior notice, if the Consultant is convicted of any crime or offense, fails or refuses to comply with the written policies or reasonable directives of the

Company, or is guilty of serious misconduct in connection with performance under this Agreement.

Following the termination of this Agreement for any reason, the Company shall promptly pay the Consultant according to the terms of Exhibit A for Services rendered before the effective date of the termination. The Consultant acknowledges and agrees that no other compensation, of any nature or type, shall be payable hereunder following the termination of this Agreement.

11. RETURN OF PROPERTY

Within 30 days of the termination of this Agreement, whether by expiration or otherwise, the Consultant agrees to return to the Company all Company products, samples, models, or other property and all documents, retaining no copies or notes, relating to the Company's business including, but not limited to, reports, abstracts, lists, correspondence, information, computer files, computer disks, and all other materials and all copies of such material obtained by the Consultant during and in connection with its representation of the Company. All files, records, documents, blueprints, specifications, information, letters, notes, media lists, original artwork/creative, notebooks, and similar items relating to the Company's business, shall remain the Company's exclusive property; provided, however, that title and ownership in and to the Consultant's work that does not constitute work product relating to the Services shall remain and belong to and be vested in the Consultant.

12. INDEMNIFICATION.

- (a) Of Company by Consultant. The Consultant shall indemnify and hold harmless the Company and its officers, members, managers, employees, agents, contractors, sub licensees, affiliates, subsidiaries, successors, and assigns from and against any and all damages, liabilities, costs, expenses, claims, and/or judgments, including, without limitation, reasonable attorneys' fees and disbursements (collectively, the "Claims") that any of them may suffer from or incur and that arise or result primarily from (i) any gross negligence or willful misconduct of the Consultant arising from or connected with Consultant's carrying out of its duties under this Agreement, or (ii) the Consultant's breach of any of its obligations, agreements, or duties under this Agreement.
- (b) Of Consultant by Company. The Company shall indemnify and hold harmless the Consultant from and against all Claims that it may suffer from or incur and that arise or result primarily from (i) the Company's breach or alleged breach of, or its failure or alleged failure to perform under, any agreement to which it is a party, or (ii) the Company's breach of any of its obligations, agreements, or duties under this Agreement; provided, however, none of the foregoing result from or arise out of the actions or inactions of the Consultant.

13. USE OF TRADEMARKS.

The Consultant recognizes the Company's right, title, and interest in and to all service marks, trademarks, and trade names used by the Company and agrees not to engage in any activities or commit any acts, directly or indirectly, that may contest, dispute, or otherwise impair the Company's right, title, and interest therein, nor shall the Consultant cause diminishment of value of said trademarks or trade names through any act or representation. The Consultant shall not apply for, acquire, or claim any right, title, or interest in or to any such service marks, trademarks, or trade names, or others that may be confusingly similar to any of them, through advertising or otherwise. Effective as of the termination of this Agreement, whether by expiration or otherwise, the Consultant shall cease to use all of the Company's trademarks, marks, and trade names.

14. MODIFICATION.

No amendment, change, or modification of this Agreement shall be valid unless in writing and signed by both Parties.

15. ASSIGNMENT.

The Company may assign this Agreement freely, in whole or in part. The Consultant may not, without the written consent of the Company, assign, subcontract, or delegate its obligations under this Agreement, except that the Consultant may transfer the right to receive any amounts that may be payable to it for its Services under this Agreement, which transfer will be effective only after receipt by the Company of written notice of such assignment or transfer.

16. SUCCESSORS AND ASSIGNS.

All references in this Agreement to the Parties shall be deemed to include, as applicable, a reference to their respective successors and assigns. The provisions of this Agreement shall be binding on and shall inure to the benefit of the successors and assigns of the Parties.

17. GOVERNING LAW.

This Agreement shall be governed by the laws of the state of Michigan. In the event that litigation results from or arises out of this Agreement or the performance thereof, the Parties agree to reimburse the prevailing Party's reasonable attorneys' fees, court costs, and all other expenses, whether or not taxable by the court as costs, in addition to any other relief to which the prevailing Party may be entitled.

18. COUNTERPARTS/ELECTRONIC SIGNATURES.

This Agreement may be executed in one or more counterparts, each of which shall be deemed an original but all of which shall constitute one and the same instrument. For purposes of this Agreement, use of a facsimile, e-mail, or other electronic medium shall have the same force and effect as an original signature.

19. SEVERABILITY.

Whenever possible, each provision of this Agreement will be interpreted in such manner as to be effective and valid under applicable law, but if any provision of this Agreement is held to be invalid, illegal, or unenforceable in any respect under any applicable law or rule in any jurisdiction, such invalidity, illegality, or unenforceability will not affect any other provision or any other jurisdiction, but this Agreement will be reformed, construed, and enforced in such jurisdiction as if such invalid, illegal, or unenforceable provisions had never been contained herein.

20. ENTIRE AGREEMENT.

This Agreement, constitutes the final, complete, and exclusive statement of the agreement of the Parties with respect to the subject matter hereof, and supersedes any and all other prior and contemporaneous agreements and understandings, both written and oral, between the Parties.

21. HEADINGS.

Headings used in this Agreement are provided for convenience only and shall not be used to construe meaning or intent.

Notice. All notices required or permitted hereunder shall be deemed effective if personally delivered or mailed by regular U.S. mail, postage prepaid, return receipt required, to the other party at its addresses set forth, herein, or at such address of which the alternate party has received written notice.

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the date first above written.

CONSULTANT

[INCLUSIVE PERFORMANCE STRATEGIES]



By: _____

Name: Paul T. Doyle
Title: Founder & CEO
Date:

COUNTY OF OTTAWA

By: _____
Alan Vanderberg, County Administrator

_____ Date

By: _____
Gregory J. DeJong, Chairperson
Board of Commissioners

_____ Date

By: _____
Justin F. Roebuck, County Clerk/Register

_____ Date

EXHIBIT A

DUTIES, SPECIFICATIONS, AND COMPENSATION

A. **DUTIES.** The Consultant will perform the following scope of work

(SEE EXHIBIT B – Proposed Scope of Work)

B. **COMPENSATION.**

As full compensation for the Services rendered pursuant to this Agreement, , the Company shall pay the Consultant in **3 payments** with total of payments not to exceed **\$30,000.00** without the Company's prior written approval. The **first payment** of **\$12,500.00** shall be **paid upon signing** of this work agreement. The remaining **2 payments** of **\$8,750.00** shall be paid on the following dates; March 1st, and completion of work within (Exhibit B). Consultant shall provide invoices requesting compensation prior to payment due dates.

EXHIBIT B

INCLUSIVE PERFORMANCE STRATEGIES – ATTACHMENT B - PROPOSAL RESPONSE RFP 19-39 CULTURAL COMPETENCY CONSULTING SERVICES

INTRODUCTION

In 2019, Ottawa County (OC), on behalf of the Diversity, Equity and Inclusion Department, sought out support for the planning, design, and development of a DEI strategic plan for Ottawa County. A community environment of inclusive growth is critical for Ottawa County (OC) to be the place “*where you belong*” for everyone that resides there. This is also emphasized in the County’s Customer Service Value Statement to ensure that county employees are “empowered to solve problems with integrity and empathy to inspire trust” among residents.

Recently, Ottawa County has demonstrated intent to enhance inclusive growth within the communities it serves. In 2013, it began a Cultural Intelligence initiative by forming an internal committee focused on educating and engaging county employees. While this provided a starting point for the municipality from which to move forward in its DEI journey, Ottawa County recognized the need for a more robust and comprehensive approach.

As such, the County established the Office of Diversity & Inclusion in 2018 and hired its first Director of Diversity, Equity, and Inclusion in 2019. Now that the County has the adequate leadership positions in place, a strategic framework is essential for measurable progress towards the County’s desired state for DEI.

As such, Inclusive Performance Strategies (IPS) recommends an assessment that will clearly define the current state of county policies, practices, and procedures to provide recommendations for progress against measurable structure, process, and output Key Performance Indicators (KPIs) that are structured within seven Organizational Domains. These domains reflect the underlying construct in which diversity, equity, and inclusion should manifest within the municipality.

The results of the assessment will lay the foundation to implement a DEI framework in another scope of work. The domain and KPI construct can be used in both the assessment and later framework development, which will ensure that DEI is effectively integrated into Ottawa County’s operations to achieve organizational inclusion. The use of a measurable framework will also help to ensure that the DEI framework does not conflict with or becomes subservient to broader organizational goals. Additionally, this approach will support a more thorough identification of potential instances of implicit biases within internal policies, procedures, practices, or within external service delivery. The DEI assessment results and later framework will become a lens the entire organization can use to enhance each aspect of Ottawa County’s organizational infrastructure.

PROJECT PLAN

Proposed Methodology

In order to achieve this our recommended DEI assessment approach, IPS will work with Ottawa County’s Director of Diversity, Equity, and Inclusion and a Core Team of Ottawa County staff (to be determined) to complete the following objectives:

- Conduct an organizational assessment to understand Ottawa County’s current capacity to support a diverse, equitable and inclusive environment and provide a written report including an executive summary of key current state findings and contributing factors;
- Determine the necessary steps to create and implement a comprehensive strategic DEI framework for Ottawa County in a future scope of work.

While the assessment itself will serve as a foundational tool in framework development, strategies for implementation will need to be considered. The assessment will help to illuminate what facilitation and strategies are needed. Consequently, a logical way to end this initial project will be to have initial conversations about how assessment findings will influence framework implementation.

The assessment deliverable is designed to be a working tool. While the report will include narrative summarizing the methodology of the assessment and results, it will also serve as the foundation for future framework implementation. Each domain will include a summary grid that provides the DEI objective, focus areas, and key performance indicators (KPIs) that would remain consistent in the DEI Framework. The grids will also provide a summary of current state as identified in the assessment and IPS’ recommendations for progressing towards the KPI. The following grid (Figure 1) provides a sample template of how domains of the assessment report framework will be structured.

| DOMAIN: The overarching organizational category of work | | |
|--|--|--|
| Domain Objective: The long-term goal of Ottawa County within a given domain. | | |
| Focus Areas: A list of specific areas that must be considered to meet the domain objective. | | |
| Key Performance Indicators | Current State Summary | Recommendations per KPI/2020 Action Steps* |
| Each KPI will be numbered per domain and written as a positively framed statement that can be achieved and measured. | Brief overview of organizational current state per KPI | Prioritized recommendations for addressing needs in each KPI |

*The domain action steps to meet key performance indicators will be developed collaboratively within a proposed implementation phase scope of work.

Proposed Project Components

Collaborative Design Session

In order to finalize engagement objectives, and to define the variables and scope of the methodology, IPS will undergo a three - hour design session with a working team of Ottawa County staff. Prior to the design session, IPS will provide a pre-survey to gather initial background information. During the session, IPS and OC staff will discuss desired goals, priorities, timelines, and the internal capacity to contribute to the work, priorities. This session will provide IPS with the basic information needed to put together a more detailed work plan.

Organizational Assessment

Understanding the internal current state is paramount to ensuring that the tactics of the later DEI framework build on existing strengths and address existing deficits. Utilizing an external source to help establish the current state can build energy and commitment for the work ahead, as stakeholders feel their perspectives are heard, are provided with objective insight, and can see the tangible results of their input. As such, an organizational assessment will foster a sense of shared ownership and equitable accountability that resonates across staff throughout Ottawa County and will produce a base of quantitative and qualitative data that aligns with the key performance indicators (KPIs) for DEI. IPS recommends conducting the following activities to complete the assessment:

- **Document Review:** IPS will collect and review documentation of current policies, processes, and formal practices to understand how such artifacts support or inhibit DEI objectives. Examples include relevant human resource policies, marketing strategies, data collection, and data reporting. IPS will create a shared online platform for our consulting team and OC staff to contribute and synthesize documents.
- **Online Survey:** IPS will conduct an online survey to be distributed to all Ottawa County employees and external stakeholders (service providers, partners, and consumers) to gather quantitative data to illuminate the collective perceptions of Ottawa County's capacity to foster a diverse, equitable, and inclusive environment. The survey will be structured so that data can be disaggregated to understand the similarities and differences across different stakeholder groups. A survey also allows for stakeholders to provide honest input in a confidential and anonymized manner.
- **Focus Groups:** IPS will conduct a series of facilitated focus group discussions with OC staff and key stakeholders to capture the personal and contextual voices of those that will be responsible for implementing the DEI framework on many levels. These discussions will provide additional insight into the accuracy of the findings of the document review and online survey while providing additional context and nuance to the observations reached during the organizational assessment. In order to gain diverse perspectives from those that will both be impacted by future strategies and responsible for implementing the work, we recommend conducting focus groups with employees, management, and external stakeholders. The final scope of the focus groups will be determined in the collaborative design session.
- **Key Interviews (optional):** During the collaborative design session, it may become apparent that it would also be useful to conduct a limited number of key interviews with select municipal leaders. Key interviews help to illuminate not only the perspectives of decision makers, but can also serve to identify barriers to implementation, provide critical context, or unearth necessary considerations that will impact recommendations.

Proposed Timeline

The quantity and demand of current related efforts, availability of key staff, and appropriate scope of internal and external stakeholders to involve can impact the pace at which this project plan can both efficiently and effectively progress. A final timeline is subject to change based on the final work agreement, start of contract and the availability of Ottawa County staff and stakeholders to participate in various project components.

Based on our experience, we understand the natural desire to complete this type of work quickly, especially when it comes to being able to move towards framework design and implementation. However, the priority of this work is to build strategies that accurately consider the current state and meaningfully incorporate stakeholder input. We will work with the Director of DEI and Core Team to establish a timeline that is both feasible and is reflective of a realistic time investment of OC staff.

Given these considerations, we propose the following timeline and workflow. This is an estimated timeline that is based on previous client engagements and allows for adaptability to various factors that influence pacing and progress. Additionally, this timeline aims to account for time-related constraints that often cause general project delays (i.e. holidays, inclement weather, illness and personal time off, unforeseen scheduling conflicts).

PROJECT PLAN - Proposed Timeline (continued)

| TIMING | KEY TASKS & MILESTONES |
|------------|--|
| Month 1 | <ul style="list-style-type: none"> ● Facilitate initial planning session with Director of DEI and Core Team ● Identify contacts for focus groups ● Design focus group questions ● Determine survey audiences ● Design survey questions ● Send communications regarding rationale and approach of the project ● Design and launch document audit ● Schedule regular update meetings |
| Month 2 | <ul style="list-style-type: none"> ● Schedule focus groups and key interviews ● Launch survey ● Conduct document audit analysis ● Begin conducting focus groups |
| Month 3 | <ul style="list-style-type: none"> ● Complete conducting focus groups ● Conduct survey results analysis ● Synthesize focus group and key interviews |
| Months 4-5 | <ul style="list-style-type: none"> ● Continue to synthesize assessment data ● Write assessment report & recommendations |
| Month 5 | <ul style="list-style-type: none"> ● Present assessment report & recommendations ● Provide recommendations for next steps for Framework Development and discuss potential for IPS support in design and implementation |

Based on the projected project plan and timeline, we estimate a total of 185 team project hours to complete the scope of work. These hours include both “front-facing” (direct client engagement) and “behind the scenes” (project design & management) hours. The first few months will be more intensive for OC staff as they work with IPS to gather documents and refine the methodology of the assessment. After the assessment is launched, OC staff will have a lighter project management role as IPS works internally to conduct the assessment and compile recommendations.

ORGANIZATIONAL BACKGROUND

Inclusive Performance Strategies (IPS), founded by Paul T. Doyle (CEO), is a consulting firm located in Grand Rapids, Michigan that focuses on organizational performance, and developing cultures of diversity, equity, and inclusion. For the past 13 years, we have worked with our clients to better position them to achieve their strategic objectives by fostering diverse and inclusive work/service environments, and by structuring their planning through an inclusive lens that fosters equitable outcomes and impact. Our clients are and have been based locally, regionally, and nationally, including for-profit, nonprofit, and municipal entities, and have crossed various sectors including health care, human services, construction, communications, hospitality, higher education, and government agencies.

VENDOR EXPERIENCE

At IPS, we offer inclusion framework development, executive coaching, board development, staff development, collective impact facilitation, organizational assessment, strategic planning, and organizational performance development. While the strategies we use with each client varies, we are committed to helping our clients establish a baseline of current state that deepens organizational understanding of diversity, cultural competence, inclusion, and equity. Building a shared understanding of current state then enables us to co-design and promote long-term strategies that enable clients to progressively improve and achieve sustained results.

Currently, the IPS team is engaged in 15 client engagements with a variety of organizations that represent the for-profit, nonprofit, and public sectors. Previously, IPS has worked with the City of Grand Rapids to advance equity through inclusive contracting and procurement.

In terms of qualifications for cultural competency consulting for Ottawa County, the IPS organization brings its successful and sustainable DEI approach, a wealth of professional and lived experience in its consultant team, and extensive resources through its dedicated team of consultants. This includes organizational development experts, subject matter experts, leadership and talent development specialists, and program evaluators. All IPS consultants are Qualified Administrators of the Intercultural Development Inventory (IDI). The following is a brief of qualifications for each consultant with resumes or biographies available upon request:

- **Paul T. Doyle:** Founded IPS in 2006; 30-plus years of leadership and health-care management in the nonprofit and for-profit sectors; degree from the College of Education & Human Services at Ferris State University and the Distinguished Alumni Award; completed the Executive Leadership Institute at the University of Michigan Ross School of Business; Certified Diversity Professional (CDP) through the National Diversity Council; Adjunct Faculty at Michigan State University’s College of Human Medicine.
- **Shavon Doyle-Holton:** With IPS since 2015; ten years of experience in research and data analysis, content and project management, and facilitation and grants management within the nonprofit sector; Bachelor of Arts in English Literature & Language and Anthropology from Grand Valley State University; holds an MBA Certificate in Design & Innovation Management at Kendall College of Art & Design at Ferris State University; Certified Cultural Intelligence (CQ) Facilitator.
- **Christina Edmondson, Ph.D.:** With IPS since 2015; Dean of Intercultural Student Development at Calvin College; Certified Cultural Intelligence (CQ) Facilitator; Ph.D. in Counseling Psychology from Tennessee

State University, MS degree from the University of Rochester in Family Therapy, and a Bachelor of Arts degree in Sociology from Hampton University.

- **DeDe Esque:** With IPS since 2017; 30-plus years of development and leadership roles in the for-profit and nonprofit/philanthropic sectors, as well as community organizing and election protection work in communities of color; Certified Cultural Intelligence (CQ) and Implicit Bias Facilitator and Certified Leadership Coach from Hudson Institute of Coaching; Bachelor of Science degree in Marketing from Indiana University.
- **Danielle Veldman, MPA:** With IPS since 2013; ten years' experience in neighborhood program development, community engagement, and fund development within the nonprofit sector as well as collaborative facilitation, research and data analysis, and strategy design; Master's in Public Administration with a Graduate Certificate in Public Policy from the University of Southern California and an undergraduate degree in International Development and Sociology from Calvin College.

COMPARABLE PROJECTS

As previously stated, the IPS team is engaged with a variety of organizations throughout the region and surrounding states. The following is a brief description of those projects we consider comparable to this work as described in the RFP:

| CITY OF GRAND RAPIDS |
|---|
| Type of Organization: Municipal Government |
| Project Description: Assess the City of Grand Rapids' capacity to increase Minority Business Enterprises (MBE) as contractors within the municipality's contracting and procurement systems in alignment with and compliance to the Michigan Civil Rights Initiative (MCRI) passed in 2006. Conduct national research including site visits to comparable municipalities of similar size and possess regulatory guidelines. Develop and present recommendations for consideration of the Mayor, City Manager, and City Commission. |
| Outcomes: Produced a comprehensive report with recommendations that was reviewed and approved for utilization in the strategic planning process by the City of Grand Rapids, with the intent of addressing factors contributing to inequities and increasing participation of MBEs within their existing and future development projects. |

| KCONNECT |
|--|
| Type of Organization: Non-Profit Agency; a Kent County collective impact organization that convenes public, private, and nonprofit organizations to facilitate and to advance a common agenda to ensure all children have a clear path to economic prosperity through family, education, and community opportunities. |
| Project Description: Develop and deliver an Equity Framework contextualized with measurable outcomes for the network. Facilitate the education, planning/monitoring, and communication work needed to ensure full integration of the Equity Framework into KConnect's policies, practices, and investments. Recruit and cultivate an Equity & Inclusion Advisory Team and establish its reporting structure on progress and outcomes. Develop and initiate an intercultural competency development plan, including assessment and education for KConnect workgroup and Board members. Create, develop and implement inclusion filter practices and tools. |
| Outcomes: Developed KConnect's theory of change for equity. Created a community asset map. Designed and implemented an equity demonstration project. Researched, collected data, and completed analysis to complete |

the development of KConnect's equity framework. Administered the Intercultural Development Inventory assessment, provided individual debriefs and conducted group workshops. Created broad inclusion filters of the Process Framework that were continuously utilized in further iterations of the work. Provided advisement and support for community report outs and other communication strategies and presentations, including one report out at the national level. Collaborated in the evaluation conducted by KConnect's third-party evaluators.

KENT COUNTY ESSENTIAL NEEDS TASK FORCE – ECONOMIC & WORKFORCE DEVELOPMENT

Type of Organization: Non-Profit Agency; a collective impact platform that focuses on system change and system interconnectedness of human services organizations addressing the basic and critical community needs of all residents in Kent County, MI.

Project Description: Serve as project managers & primary facilitators to support the county-wide Workforce Development (WFD) Subcommittee and its 2017 -2019 strategic plan, continuing previous work with the Subcommittee and its System Alignment grant project. Deliverables include recommendation reports for system alignment, best practice toolkits for systems navigators, utilization of community resource databases and technology recommendations for multi-agency data sharing. Scope of work includes facilitating monthly ENTF group meetings, coordinating research with the Community Research Institute and Calvin College Center for Social Research, communicating with various ENTF stakeholders, meeting with related practitioners, convening focus groups and meetings with service providers and clients, conducting research related to workforce development funding streams, technology, and best practices, and building frame works and processes to identify and structure community engagement opportunities to inform objectives.

Outcomes: Completed a workforce development agency service and program analysis of participating agencies comparing demographics of clients served against racial disparities in unemployment per census tract. Provided recommendations for community resource database. Designed an action plan for identifying opportunities for program & target area expansion. Designed and oversaw the development of a written equity and inclusion filter process to address community engagement. Oversaw the development of System Navigator training standards. Designed and facilitated the process to create a three-year strategic action plan. Provided ongoing facilitation and coaching support to ENTF staff and WFD leadership.

MICHIGAN SMALL BUSINESS DEVELOPMENT CORPORATION

Type of Organization: Statewide network agency funded in part through cooperative agreements with the US Small Business Administration, the Michigan Economic Development Corporations, and Regional Hosts Sites (specifically Grand Valley State University).

Project Description: Conduct a comprehensive organizational assessment; facilitate the development of MSBDC's diversity and inclusion framework including customized objectives and strategic action steps based on the organizational assessment results and additional input from the Core Leadership Team. Support MISBDC Core Leadership Team through advising and coaching through the framework development process. Equip the MISBDC Regional Directors to support the implementation of strategies through the provision of learning sessions that are aligned with provided inclusion core competencies.

Outcomes: Developed a DEI Framework and implemented the framework through DEI leadership team with representatives from regional sites. The initial focus of the framework is to implement pilots strategically within regions that present significant culturally diverse populations low awareness and utilization of SBDC services.

Business Plan 2018-2019 4th Quarter Update



Ottawa County
Where You Belong[®]

Goal 1: To Maintain and Improve the Strong Financial Position of the County.

Objective 1: Maintain and improve current processes and implement new strategies to retain a balanced budget.

- Provide information to the Board necessary to make key decisions in order to adopt the budget by the end of September.
- Annually adopt the Capital Improvement Plan, identifying and prioritizing projects and the funding to pay for it.
- Annually review millage rates during the budget process.
- Continue to evaluate and adopt strategies to address remaining pension and retiree health liabilities.
- Continue strategies to contain the cost of health benefits, including health plan design, bidding out our health plan to the market, and implementation of the health management plan.
- Identify financial threats and approve strategies to mitigate those threats.
- Maintain the health of the County financing tools.
- Maintain the health of the Insurance Authority, while investing funds for projects that lower County liabilities.
- Compile a report on which non-profits pay taxes.
- Evaluate moving to an annual user fee increase method.



- Work is progressing or complete on all listed deliverables other than the County does not possess information on non-profit organizations that pay taxes.
- GIS Cost/Charge Study completed in 2018. GIS map and data price adjustments approved in 2019.
- The budget and CIP were adopted in September.
- After the work session in April, the Board approved amortizing the unfunded pension liability over 15 years and increased the County operating millage by 0.3 mills and dedicated this 0.3 mills towards the unfunded pension liability. The changes approved by the Board have been communicated to MERS and implemented.
- Implemented one percent health insurance increase.
- OCIA balance at healthy levels, significant investment made to lower liability.

Objective 2: Maintain and improve the financial position of the County through legislative advocacy.

- Maintain a list of legislative priorities with regular tracking and reporting to the Board.
- Maintain legislative positions with associated talking points that can be used with legislators, the public and other stakeholders.
- Coordinate legislative actions with our lobbyist and the Michigan Association of Counties (MAC).
- Continue meeting with our legislators to maintain and enhance relationships and County influence in State decisions.
- In accordance with legislative protocols, focus efforts to preserve and enhance the budgetary and administrative authority of the County, enhance the fiscal position of the County and court system, and maintain or increase current levels of revenue sharing.



- The legislation action plan and reporting are being maintained monthly with the Planning and Policy Committee.
- The County is in frequent communication with legislators, GCSI and MAC on important legislative issues.

Objective 3: Maintain or improve bond credit ratings.

- Maintain a balanced budget with pro-active strategies.
- Present high-quality information to bond rating agencies.
- Continue to strive for "triple-triple" bond ratings.



- The 2020 budget, adopted in September, was balanced.
- Credit ratings continue to be maintained.

What will we do to get there?

Goal 2: To Contribute to the Long-Term Economic, Social and Environmental Health of the County.

Objective 1: Consider initiatives that contribute to the economic health and sustainability of the County and its residents.

- Continued involvement and support of the Housing Next coalition in order to address the shortage of affordable housing.
- Facilitate work with stakeholders to plan for completion of M-231.
- Maintain regular communication and the relationship with the Road Commission.
- Continue work to facilitate and support a county-wide approach and contribution to economic development in the County.
- Recognize and support the role of agriculture in our economy.
- Implement new Public Defender Office.
- Assess feasibility of “futuring” plan.



- County Administrator is a member of Housing Next Leadership Council.
- Work on M-231 terminus point ongoing. Discussions with MDOT continue.
- Road Commission quarterly meetings held.
- Full participation with Lakeshore Advantage continues.
- Planning and Performance Improvement deploys comprehensive farmland preservation implementation strategy based on countywide survey results
- Continue growth of ACRE AgTech Incubator statewide.

Objective 2: Consider initiatives that contribute to the social health and sustainability of the County and its residents.

- Address current issues, including: the opioid epidemic, increasing suicide rates and the funding/provision of mental health services.
- Continue to provide for the health of residents in the County through the Department of Public Health and Community Mental Health.
- Continue to provide for public safety in the County through the work of the Sheriff, Prosecutor and Courts.
- Walk the talk of our vision “Where You Belong”, establish Diversity, Equity and Inclusion Office to continue the work of ensuring that the County is a welcoming place to support a globally diverse workforce in our community.



- County heavily involved in CMH funding issues and PIHP succession discussions.
- Ottawa County named 2nd healthiest County in the State.
- County vision “Where you belong” is making an impact, candidates for employment having been attracted by that statement on miOttawa.org.
- The new Diversity, Equity and Inclusion Director was hired, assumed her duties in June and is working on developing a strategic plan.

Objective 3: Consider initiatives that contribute to the environmental health and sustainability of the County and its residents.

- Complete analysis of whether to move health inspection fees to a risk-based model.
- Obtain DEQ approval to encapsulate the Southwest Ottawa Landfill.
- Encapsulate the Southwest Ottawa Landfill.
- Implement Comprehensive Groundwater Management Strategies Plan.
- Pursue deployment of Coordinated County-wide Future Land Use Vision.
- Complete and implement groundwater action and governance plan.
- Continue to support the work of the Parks and Recreation Commission and the new Parks Foundation.
- Continued support of the Agricultural Preservation Board, discussing options to more aggressively pursue farmland preservation.
- Continue efforts related to water quality and beach sand quality.
- Review and report on the status of the County being part of multiple Metropolitan Planning Organizations.



- Initial analysis of risk-based fee model for food establishments completed. Stakeholder meetings to review and discuss potential solutions are scheduled.
- Obtaining costs estimates for partial slurry wall for Southwest Ottawa Landfill Slurry Wall project.
- MSU Groundwater Study completed. Seeking state funding for proposed groundwater monitoring network and potential County ordinance.
- Planning and Performance Improvement continues development of Groundwater Management Plan.
- Planning and Performance Improvement pursuing coordinated land-use growth strategy for County.
- Grand River Greenway fundraising committee making major headway (developed Grand River Greenway campaign and Grand River Greenway Corporate outreach program).
- The County closed on the Phase II acquisition of the Ottawa Sands property.
- Planning and Performance Improvement nearing completion of MPO report with emphasis on enhancing collaboration with regional MPO agencies.
- Ag Preservation Board working to permanently preserve third, fourth and fifth agricultural parcels; Planning and Performance Improvement deploying comprehensive farmland preservation strategy plan.

What will we do to get there?

Goal 3: To Maintain and Enhance Communication with Citizens, Employees, and Other Stakeholders.

Objective 1: Regularly review and update communication strategies that guide the work of the County in this goal area.

- Provide regular updates to the Board regarding communication strategies.
- Consider and evaluate new opportunities and methods of communication with stakeholders.



- Annually updates Board with GovDelivery citizen communication metrics.
- Commissioners are regularly attending their local board meetings and communicating with these stakeholders.
- Corporation Counsel to develop effective means to communicate with Board independent of Board meetings.

Objective 2: Maximize communication with citizens.

- Provide talking points for Commissioners on various topics for use when interacting with the public and other stakeholders.
- Evaluate existing and new technology and initiatives to improve engagement with citizens; including social media and GovDelivery.
- Develop additional informational pieces to inform citizens about their Commissioners, the County relationship with the Road Commission, and other topics.
- Continue to improve www.miOttawa.org, increasing and improving the information and services that citizens can access.
- Provide timely and thorough information updates on key issues and events, like the M-231 project.
- Review Department of Public Health citizen engagement method for fee increases.



- Talking points are completed on a regular basis.
- Continued success with social media and GovDelivery, subscribers are continually increasing. Monthly evaluations show increasing social media and email subscribers.
- Existing electronic communication tools are regularly used to inform citizens about key concepts, including services (e.g. online service center), quality (e.g. awards) and value (e.g. tax dollar report).
- Created two new GIS election apps (Find My Polling Place and Find My Elected Official).
- Seven of 11 Commissioner bio's on miOttawa.org.
- MiOttawa.org use and revenue continues to grow.
- Administrator provides timely updates to Commissioners on key issues and projects.

Objective 3: Continue to develop and implement methods of communicating with employees.

- Continue to develop and use effective methods for communications with employees, including newsletters, employee portal, GovDelivery and all-staff emails.
- Continue the Labor-Management Cooperation Committee.
- Continue brown-bag lunches and other information sessions.



- All methods of communication with employees are regular and well received.
- Ongoing monthly IT Newsletter.
- Implemented an eLearning program to replace instructor-led IT courses.

Objective 4: Evaluate communication with other key stakeholders.

- Meet with community leaders on a regular basis, increasing the involvement of Commissioners with the community.
- Continue the M-231 run, conduct a Board of Commissioners meeting at GVSU in conjunction with the Student Senate and host a "Commissioner Ice Cream Social" in each quadrant.
- Continue communications with local units of government, including the use of legislative forums, all-unit meetings and the Administrator's Digest.



- Commissioners are more involved in the community than ever before. Increased participation in chamber functions, LAUP, Minority Business Awards, etc.
- Commissioners are regularly attending their local board meetings and communicating with these stakeholders.
- Created GVSU-Local Government Collaboration group that meets twice per year. Two meetings have been held so far.
- Legislative Forums and all local unit meetings continue.
- In 2018, the highest number of Commissioners attended the Officers' Compensation Commission public hearing compared to previous years.

What will we do to get there?

Goal 4: To Continually Improve the County's Organization and Services.

Objective 1: Conduct activities and maintain systems to continuously improve to gain efficiencies and improve effectiveness.

- Continue and enhance the "4 C's" initiative.
- Develop and incorporate systems of creativity (continuous improvement and innovation) for all employees.
- The broadband plan is implemented.
- Complete codification of County ordinances.
- Explore possible uses of artificial intelligence (AI) in County operation and service provision.
- Complete analysis of purchasing process.



- Adding the 5th "C" of Collaboration.
- Collaborating with HR to develop a Creativity training for all staff. The first training workshop will be held in December 2019.
- Public Health, Fiscal Services and CMH have made major progress with LEAN implementation. IT is starting a LEAN project on implementing a best practices project management system.
- Developing an AITA Innovator Assessment manager's report to share countywide.
- Major progress with online innovation 2.0 playbook.
- Design thinking process nearly completed.
- Implemented pilot study with robot ("Francesca") to assist public at Fillmore Administration building.
- Planning and Performance Improvement continues to pursue public-private partnership strategies to address areas of County with lack of broadband.
- Making CPTED-related improvements to facilities and conducting CPTED training for employees to improve security at County facilities.
- Facilities Maintenance continues to reduce energy waste and costs by focusing on recommending and installing high-efficiency equipment designed to reduce electrical, gas and water usage.
- Fiscal Services is working with a multi-departmental advisory team to update the Purchasing Policy and create a training plan. The current plan is to present the updated policy for Board consideration in early 2020.

Objective 2: Continue to perform program evaluations and implement outcome-based performance measurement systems.

- Conduct organizational efficiency/structure reviews and program evaluations.
- Continue to improve performance measurement systems and benchmarks relative to budgeted resources.
- Continue to maintain and improve dashboards and other reports to increase transparency and demonstrate outcomes.



- Planning and Performance Improvement is currently working with Public Health to evaluate Ottawa Food, Wear One, the Suicide Prevention Coalition, Pathways to Better Health and the Community Health Improvement Plan. The Department is also working with Parks and Public Health to evaluate Step It Up and a new Community Walking Group program.
- Planning and Performance Improvement continues to work with each department and court to update all Performance Outlines to the outcome-based format, with 37 of the 44 departmental outlines updated. Annual, performance, outline data continue to be collected for use in the Budget Book.
- Planning and Performance Improvement maintains the County's web-based Performance Dashboard by updating 19 datasets annually. The Department also continues to collect residential/commercial, construction, activity data from each local unit, as well as maintain annual population estimates and monthly, unemployment statistics.

What will we do to get there?

What do we want to do?

Status Update

Objective 3: Maintain and expand investments in the human resources and talent of the organization.

- Continue to develop approaches to attract and retain talent, including elements such as competitive wages, benefit packages and flexible work environments.
- Continue to develop approaches to expand and retain a diverse workforce.
- Continue the investment in employee training and development through talent development and tuition reimbursement.
- Develop a succession planning method.

- Leadership Cohort training is completed. We are engaging in Crucial Conversation training to assist our employees in having hard conversations.
- In 2018, HR has been part of the HireReach pilot project on hiring.

Objective 4: Examine opportunities for increased cooperation and collaboration with local government and other partners.

- Examine and evaluate possibilities for service collaboration and make cost-effective services available to units of government.
- Continue to improve culture of collaboration and teamwork among county departments/offices/agencies/courts.

- Agreements to provide IT Support Services to Allendale, Blendon, Chester and Port Sheldon Townships.
- Agreement to provide IT Project Management services for Holland Charter Township's new Public Safety Building. Renewed Assessing service agreements with Crockery Township and City of Grand Haven. The Board approved the FOG-Net Agreement.
- Interdepartmental work team emphasis continues. Ambassador program is going strong. Leadership Cohorts are progressing well.
- Planning and Performance Improvement has extended its land-use data and evaluation services to the local units of government. The Department assisted Spring Lake Village with statistics, data and maps to update its Master Plan. Evaluation services are also being provided to the Lakeshore Nonprofit Alliance, the City of Holland and the City of Coopersville.

What will we do to get there?