



**Roger A. Bergman**  
Chairperson

**Matthew R. Fenske**  
Vice-Chairperson

# Ottawa County

Board of Commissioners

To All Ottawa County Commissioners:

The Ottawa County Board of Commissioners will meet on **Tuesday, August 10, 2021 at 1:30 PM** for the regular August meeting of the Board at the Ottawa County Fillmore Street Complex in West Olive, Michigan and via Zoom.

The Agenda is as follows:

1. Call to Order by the Chairperson
2. Invocation – Commissioner Fenske
3. Pledge of Allegiance to the Flag
4. Roll Call
5. Presentation of Petitions and Communications
  - A. Kathryn Burkholder, Consumers Energy
6. Public Comments
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 [July 27, 2021 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 Gregory J. DeJong

From Administration

2. [Accounts Payable for July 19 – 30, 2021](#)

Suggested Motion:

To approve the general claims in the amount of \$3,785,880.82 as presented by the summary report for July 19 - 30, 2021.

3. [Post-Execution Ratification of Contracts under Section IV\(D\)\(2\) of the Ottawa County Contracting Authorization and Form Policy](#)

Suggested Motion:

To ratify all contracts currently pending on the post-execution ratification list as authorized under Section IV(D)(2) of the Ottawa County Contracting Authorization and Form Policy that was adopted on April 14, 2020.

B. Public Hearings:

I. FY 2021 Edward Byrne Memorial Justice Assistance Formula Grant (JAG) Program

Suggested Motion:

- a. To open the Public Hearing to receive comments on the use of funds from the FY 2021 Edward Byrne Memorial Justice Assistance Grant Program.
- b. To close the Public Hearing on the use of funds from the FY 2021 Edward Byrne Memorial Justice Assistance Grant Program.

C. Action Items: None

D. Appointments: None

E. Discussion Items: None

9. Report of the County Administrator

A. [COVID-19 Administrative Rule 29](#)

B. [Third Quarter Update to 2020-2021 Business Plan](#)

10. General Information, Comments, and Meetings Attended

11. Public Comments

12. Adjournment

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

The Ottawa County Board of Commissioners met on Tuesday, July 27, 2021, at 1:30 p.m. and was called to order by the Chair.

Randall Meppelink 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, James Holtvluwer, Gregory DeJong, Roger Bergman, Matthew Fenske. (9)

Absent: Kyle Terpstra, Philip Kuyers. (2)

Presentation of Petitions and Communications

Steven Kempker, Ottawa County Sheriff, reported two K-9 dogs had to be retired but they have secured two new dogs for these positions.

Sheriff Kempker introduced MaryBeth Sim, 70x7, and Sandra Gaddy, Women's Resource Center. Both are new programs that will begin at the Ottawa County Jail.

Public Comments

Public comments were made by the following:

1. Eva Alexander, 7304 E. 8<sup>th</sup> St., Holland
2. Sonja Trent-Brown, 1255 Quail Creek Dr., Holland
3. Kim Nagy, 2407 Basswood, Jenison
4. Kristine Aragon Bruce, 17676 Comstock St., Grand Haven
5. Jared Cramer, 11571 Oak Grove, Grand Haven

B/C 21-162 Matthew Fenske moved to approve the agenda of today as presented. The motion passed as shown by the following votes: Yeas: Douglas Zylstra, Matthew Fenske, Joseph Baumann, Francisco Garcia, Randall Meppelink, Allen Dannenberg, Gregory DeJong, James Holtvluwer, Roger Bergman. (9)

B/C 21-163 Matthew Fenske moved to approve the following Consent Resolutions:

1. To approve the Minutes of the July 13, 2021 Board of Commissioners meeting.
2. To approve the general claims in the amount of \$5,882,673.93 as presented by the summary report for July 5, 2021 to July 16, 2021.

The motion passed as shown by the following votes: Yeas: Joseph Baumann, Francisco Garcia, Randall Meppelink, James Holtvluwer, Gregory DeJong, Douglas Zylstra, Allen Dannenberg, Matthew Fenske, Roger Bergman. (9)

B/C 21-164 Allen Dannenberg moved to approve and authorize the Board Chairperson and Clerk/ Register to sign the Resolution for the Senior Resources Annual Implementation Plan for FY 2022. The motion passed as shown by the following votes: Yeas: James Holtvluwer, Douglas Zylstra, Gregory DeJong, Randall Meppelink, Joseph Baumann, Matthew Fenske, Allen Dannenberg, Francisco Garcia, Roger Bergman. (9)

B/C 21-165 Gregory DeJong moved to approve and authorize the Board Chairperson and Clerk/ Register to sign the Water Line Easement between Holland Charter Township and Ottawa County on Parcel No. 70-16-16-400-090. The motion passed as shown by the following votes: Yeas: James Holtvluwer, Francisco Garcia, Allen Dannenberg, Gregory DeJong, Douglas Zylstra, Randall Meppelink, Joseph Baumann, Matthew Fenske, Roger Bergman. (9)

B/C 21-166 Gregory DeJong moved to approve the Surveillance, Invasion of Privacy or Security on County Property ordinance.

B/C 21-167 Douglas Zylstra moved to move Motion B/C 21-166 to a Study Session. Motion died from lack of support.

A vote was then taken on the Motion B/C 21-166 as presented and the motion passed as shown by the following votes: Yeas: Francisco Garcia, Matthew Fenske, Allen Dannenberg, Randall Meppelink, James Holtvluwer, Joseph Baumann, Gregory DeJong, Roger Bergman. (8)

Nay: Douglas Zylstra. (1)

B/C 21-168 Gregory DeJong moved to approve and authorize the Board Chairperson and Clerk/ Register to sign the Resolution of Support for the Stepping Up initiative to reduce the number of people with mental illnesses in jails. The motion passed as shown by the following votes: Yeas: Allen Dannenberg, Joseph Baumann, Matthew Fenske, Randall Meppelink, Francisco Garcia, Gregory DeJong, James Holtvluwer, Douglas Zylstra, Roger Bergman. (9)

B/C 21-169 Gregory DeJong moved to approve the proposed Policy on Resolutions.

B/C 21-170 Matthew Fenske moved to call for the question. The motion passed.

A vote was then taken on Motion B/C 21-169 as presented and the motion passed as shown by the following votes: Yeas: James Holtvluwer, Randall Meppelink, Francisco Garcia, Matthew Fenske, Allen Dannenberg, Gregory DeJong, Joseph Baumann, Roger Bergman. (8)

Nay: Douglas Zylstra. (1)

B/C 21-171 Joseph Baumann moved to approve the 2021 budget adjustments per the attached schedule. The motion passed as shown by the following votes: Yeas: Matthew Fenske, Douglas Zylstra, Francisco Garcia, James Holtvluwer, Joseph Baumann, Gregory DeJong, Randall Meppelink, Allen Dannenberg, Roger Bergman. (9)

B/C 21-172 Joseph Baumann moved to approve the request from the Office of the Public Defender to add one, full-time benefited Legal Clerk (Group T, paygrade T-6) at a 1.0 FTE at a cost of \$63,995. The motion passed as shown by the following votes: Yeas: Douglas Zylstra, Matthew Fenske, Joseph Baumann, Francisco Garcia, Randall Meppelink, Allen Dannenberg, Gregory DeJong, James Holtvluwer, Roger Bergman. (9)

B/C 21-173 Joseph Baumann moved to approve the request from the Parks and Recreation Department to increase the FTE of the part-time, benefited Secretary position (Group T, paygrade T-7) from .625 FTE to a full-time benefited 1.0 FTE position at an increased cost of \$23,960. The motion passed as shown by the following votes: Yeas: Joseph Baumann, Francisco Garcia, Randall Meppelink, James Holtvluwer, Gregory DeJong, Douglas Zylstra, Allen Dannenberg, Matthew Fenske, Roger Bergman. (9)

B/C 21-174 Joseph Baumann moved to approve and authorize the Board Chairperson and Clerk/Register to sign the three-year Agreement for Economic Development Services with Lakeshore Advantage Corporation at a cost of \$130,000 per year for a total cost of \$390,000. The motion passed as shown by the following votes: Yeas: James Holtvluwer, Douglas Zylstra, Gregory DeJong, Randall Meppelink, Joseph Baumann, Matthew Fenske, Allen Dannenberg, Francisco Garcia, Roger Bergman. (9)

B/C 21-175 Joseph Baumann moved to approve the results of the Classification and Compensation Study to be inclusive of the Unclassified Group, Court Unclassified Group, Mental Health Unclassified Group, Group T, Mental Health Group T, Group N, Juvenile Court Employees Association, District Court Employees Associations, Friend of the Court Employee Association, and POAM Non-312 to be effective January 1, 2022. (Not including Elected Officials) The General Funds costs are budgeted in the 2022 budgets. The total cost of

the Classification and Compensation Study is \$853,021. The motion passed as shown by the following votes: Yeas: James Holtvluwer, Francisco Garcia, Allen Dannenberg, Gregory DeJong, Douglas Zylstra, Randall Meppelink, Joseph Baumann, Matthew Fenske, Roger Bergman. (9)

A break was taken from 3:10 p.m. until 3:17 p.m.

B/C 21-176 Joseph Baumann moved to approve a budget of \$30 million to cover all costs associated with the Family Justice Center project. The motion passed as shown by the following votes: Yeas: Francisco Garcia, Matthew Fenske, Allen Dannenberg, Randall Meppelink, James Holtvluwer, Joseph Baumann, Gregory DeJong, Roger Bergman. (8)

Nay: Douglas Zylstra. (1)

Administrator Alan Vanderberg submitted his resignation letter effective end of business on Friday, August 27, 2021.

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

#### Public Comments

Public comments were made by the following:

1. Harvey Nikkel, 7513 23<sup>rd</sup> Ave., Jenison
2. Angie Yetzke, 8367 Stonington, Jenison
3. Sylvia Rhodea, 12482 60<sup>th</sup> Ave., Allendale
4. Emily Underwood, 11680 Brookridge Dr., Allendale
5. Joshua Goodrich, 5208 W. Saginaw Hwy., Lansing
6. Ryan Latourette, 7552 E. Saginaw, Grand Ledge
7. Sandy Betten, 2805 Judson Rd., Spring Lake
8. Maija Hahn, 2091 Cory Dr., Hudsonville
9. Krista Yetzke, 9509 Bass Dr., Allendale
10. Ronnie Allen (by zoom), 11024 Timberline, Allendale

B/C 21-177 Matthew Fenske moved to adjourn at 3:58 p.m. subject to the call of the Chair. The motion passed.

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

ROGER A. BERGMAN, Chairman  
Of the Board of Commissioners

# Action Request



<b>Committee:</b>	Board of Commissioners
<b>Meeting Date:</b>	08/10/2021
<b>Requesting Department:</b>	Fiscal Services
<b>Submitted By:</b>	Karen Karasinski
<b>Agenda Item:</b>	Accounts Payable for July 19 - 30, 2021

## Suggested Motion:

To approve the general claims in the amount of \$3,785,880.82 as presented by the summary report for July 19 - 30, 2021.

## Summary of Request:

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

## Financial Information:

Total Cost: \$3,785,880.82	General Fund Cost: \$3,785,880.82	Included in Budget:	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
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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: *Alan G. Vandenberg*

Committee/Governing/Advisory Board Approval Date:

**Total CHECKS | EFTs | WIRES**



Dates: July 19, 2021  
to July 30, 2021

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:

**\$3,785,880.82**

**1,215 INVOICES**

**3,785,880.82**

Karen Karasinski  
Fiscal Services Director

8/2/21

Date

We hereby certify that the Board of Commissioners has approved the claims on Tuesday, August 10, 2021

Roger Bergman, Chairperson  
Board of Commissioners

Justin Roebuck  
Clerk/Register of Deeds

## Total CHECKS | EFTs | WIRES

	Dates: July 19, 2021 to July 30, 2021	
Total of all funds:		<b>\$3,785,880.82</b>

0000	TREASURY FUND	5,348.15
1010	GENERAL FUND	375,641.58
1500	CEMETERY TRUST	0.00
2081	PARKS & RECREATION	35,818.92
2160	FRIEND OF COURT	4,498.73
2180	OTHER GOVERNMENTAL GRANTS	99,608.45
2210	HEALTH	76,095.26
2220	MENTAL HEALTH	1,231,931.35
2221	MENTAL HEALTH MILLAGE	129,663.59
2225	SUBSTANCE USE DISORDER	89,307.15
2271	SOLID WASTE CLEAN-UP	14,045.72
2272	LANDFILL TIPPING FEES	17,254.74
2340	FARMLAND PRESERVATION	0.00
2430	BROWNFIELD REDEVELOPMENT	0.00
2444	INFRASTRUCTURE FUND	0.00
2550	HOMESTEAD PROPERTY TAX	0.00
2560	REGISTER OF DEEDS AUTOMATION FUND	117.48
2600	PUBLIC DEFENDERS OFFICE	14,178.43
2620	FEDERAL FOREITURE	8,750.00
2602	WEMET	27,410.31
2630	SHERIFF GRANTS & CONTRACTS	47,730.47
2631	CONCEALED PISTOL LICENSING	0.00
2901	DEPT OF HUMAN SERVICES	3,124.04
2920	CHILD CARE - PROBATE	42,718.33
2970	DB/DC CONVERSION	0.00

## Total CHECKS | EFTs | WIRES

	Dates: July 19, 2021 to July 30, 2021	
<b>Total of all funds:</b>		<b>\$3,785,880.82</b>

3010	DEBT SERVICE	0.00
4020	CAPITAL IMPROVEMENTS	63,685.06
4690	BUILDING AUTHORITY CONSTRUCTION PROJECT	9,920.79
5160	DELINQUENT TAXES	99,839.52
5360	LAND BANK AUTHORITY	0.00
6360	INNOVATION & TECHNOLOGY	83,641.66
6450	DUPLICATING	6,963.00
6550	TELECOMMUNICATIONS	18,651.97
6641	EQUIPMENT POOL	20,000.00
6770	PROTECTED SELF-FUNDED INSURANCE	5,812.00
6771	EMPLOYEE BENEFITS	95,953.04
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	250,331.16
7015	TRUST & AGENCY JUVENILE COURT	80.00
7040	IMPREST PAYROLL	10,113.47
7210	LIBRARY PENAL FINE	813,728.21
7360	OPEB TRUST	1,924.18
8010	SPECIAL ASSESS. DRAINS	81,969.03
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	25.03

# Action Request



<b>Committee:</b>	Board of Commissioners
<b>Meeting Date:</b>	08/10/2021
<b>Requesting Department:</b>	Corporation Counsel
<b>Submitted By:</b>	Doug Van Essen
<b>Agenda Item:</b>	Post-Execution Ratification of Contracts under Section IV(D)(2) of the Ottawa County Contracting Authorization and Form Policy

## Suggested Motion:

To ratify all contracts currently pending on the post-execution ratification list as authorized under Section IV(D)(2) of the Ottawa County Contracting Authorization and Form Policy that was adopted on April 14, 2020.

## Summary of Request:

Ottawa County has adopted a Contracting Authorization and Form Policy to handle the thousands of contracts that require the approval of the Ottawa County Board of Commissioners each year. Section IV (D)(2) of this Policy enables contracts of the courts and community mental health, contracts under \$70,000 in total, emergency contracts, grants renewals and other contracts that require prompt execution under exceptional circumstances to be signed by the Board Chairperson and County Clerk and then to be ratified after execution by the Board of Commissioners at its next meeting. The attached list is a collection of these contracts and is being approved in total pursuant to the consent rules of the Board.

## 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
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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:

*Alan S. Vansuberg*

Committee/Governing/Advisory Board Approval Date:

# Board Ratification Contracts

**Report Start Date:** 7/1/2021

**Report End Date:** 7/31/2021

**Total Amount of Contracts:** \$585,232.00

CONTRACT	REQUESTED DATE	APPROVED DATE	REQUESTING AGENCY	VENDOR/3RD PARTY	CONTRACT AMOUNT	OBJECT CODE	PURPOSE
1242	06/21/2021	07/07/2021	PARKS AND RECREATION	ESCAPE CAREER CONNECTIONS	\$8,300.00	808000	To ratify the contract between Ottawa County Parks and Escape Career Connection for the at-risk youth employment program in the Holland area.
1246	06/28/2021	07/12/2021	PUBLIC DEFENDER OFFICE	MICHAEL ZITTA	\$19,500.00	808000	Contract with administrator for conflicts: when a conflict is identified by our office, those cases will be forwarded to administrator for assignment   conflict administrator will also monitor CLE requirement compliance, requests for experts/investigators, etc.
1248	06/29/2021	07/12/2021	FISCAL SERVICES	INTERPHASE INTERIORS INC	\$0.00	808000	As noted in the attached supplemental contract documents, this Vendor awarded workspace design and furniture contract. Have attempted to locate fully executed contract from 2017 meeting (B/C 17-138) and Clerk, Administrator, Facilities and Vendor all unable to locate.



1249	06/29/2021	07/12/2021	FACILITIES MAINTENANCE	PROFESSIONAL BUILDING SERVICES	\$108,492.00	808000	The contract with Professional Building Services (PBS) will enable PBS to provide housekeeping services at the Grand Haven Courthouse, Fulton Street facility Grand Haven, the Public Health facility on Beechtree Street in Grand Haven and at the Hudsonville District Courthouse. PBS is replacing Atalian whose contract the County terminated for poor performance.
1250	06/30/2021	07/12/2021	JUVENILE COURT	MASON COUNTY	\$400,000.00	676016	Detention Bed Rental at the Ottawa County Juvenile Detention Center - Per Bed Usage



1251	07/01/2021	07/20/2021	PLANNING AND PERFORMANCE	LAKESHORE NONPROFIT ALLIANCE	\$0.00	676000	<p>This memorandum of understanding between Ottawa County and Lakeshore Nonprofit Alliance (LNA) will allow LNA to benefit from the Ottawa County Planning and Performance Improvement Department's (PPID) analytical and data services. A written prospectus will be attached to this MOU for each project initiated between LNA and Ottawa County, with the first likely occurring later this year. LNA has expressed interest in having PPID provide data collection and analysis services for the second Nonprofit Community Assessment in 2022. The PPID worked closely with LNA on the first Nonprofit Community Assessment that was completed in 2019.</p>
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1252	07/01/2021	07/20/2021	PLANNING AND PERFORMANCE	READY FOR SCHOOL	\$6,000.00	676000	This memorandum of understanding between Ottawa County and Ready for School will allow Ready for School to benefit from the Ottawa County Planning and Performance Improvement Department's (PPID) analytical and data services. A written prospectus is attached to this MOU detailing the services that PPID will be providing to Ready for School in order to evaluate their 2021 Summer Kindergarten Readiness Camp program.
1253	07/08/2021	07/20/2021	PUBLIC HEALTH	MICHIGAN HEALTH INFORMATION NETWORK	\$4,800.00	808000	The MIHIN contract is a continuation of a service we are already using but has been absorbed by another company (from Grate Lakes Health Connect to Michigan Health Information Network).
1254	07/14/2021	07/20/2021	FISCAL SERVICES	LANGUAGE LINES	\$0.00	808000	Agree to use of cooperative agreement with Omnia Partners.
1255	07/14/2021	07/20/2021	JUVENILE COURT	AMERICAN CORRECTIONAL ASSOCIATION	\$17,100.00	808000	Accreditation process for the Ottawa County Juvenile Detention Center.
1259	07/20/2021	07/30/2021	JUVENILE COURT	LIGHT HOUSE ACADEMY	\$0.00	808000	Lighthouse Academy provide educational services for the Ottawa County Juvenile Detention Center and Juvenile Justice Institute.



1260	07/27/2021	07/30/2021	JUVENILE COURT	CHESTNUT HEALTH SYSTEMS	\$21,040.00	801000	TRAINING, CERTIFIATION AND SUPPORT FOR IMPLEMENTATION OF THE ADOLESCENT COMMUNITY REINFORCEMENT TREATMENT APPROACH - UP TO THREE TRAINEES
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**ADMINISTRATIVE RULE # 2021-29**

**Authorization for additional positions or enhanced positions in the Public Health Department**

**AUTHORITY FOR RULE:** On March 10, 2020, Governor Gretchen Whitmer declared a state of emergency related to the COVID-19 infection; On March 24, 2020, in response to the COVID-19 state of emergency, the Ottawa County Board of Commissioners conferred certain administrative powers upon the Administrator governing Ottawa County operations. MCL §30.410(1)(a) permits the County to develop emergency orders to address the operations of county government during the COVID 19 Pandemic. The Board of Commissioners has extended this authority. On May 25, 2021, through resolution, the Board of Commissioners authorized the Administrator to continue to exercise his administrative powers through the phase out of the COVID 19 pandemic.

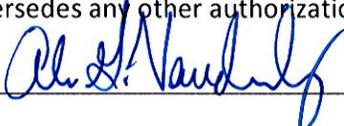
**PURPOSE OF RULE:** COVID 19 has imposed an immense demand for extra-service from the Ottawa County Public Health Department ("OCPHD"). These demands necessitate that additional positions be added on an emergency basis during the COVID 19 pandemic.

**BACKGROUND:** Because of the need for contact tracing, COVID 19 tracking, and COVID 19 mitigation efforts as well as the continuing necessity for OCPHD's regular workload to be completed, extra-manpower is needed in the Public Health Department.

**RULE:** The following positions at the following rates of pay are authorized during the pandemic or until further order, whichever is later:

Increase 2 part-time nonbenefitted Health Educators to Full-time benefitted 1.0 FTE Health Educators at level T-13, at \$23.62 per hour.

This Rule replaces and supersedes any other authorization regarding these positions.

Signed by Administrator: 

Date: August 2, 2021

Board of Commissioners notification date: August 10, 2021

# **Business Plan 2020-2021 3rd Quarter Update**

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**Ottawa County**  
*Where You Belong.*

**Goal I: 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.

- Work is progressing or complete on all listed deliverables.
- Budget timeline is on pace to meet the deadlines established.
- Updated to an annual user fee increase model. The goal is to review the fees on a rotating schedule every two or three years. The Sheriff has already reviewed some fees, including the inmate billing process. Independent from Fiscal Services, Public Health has also reviewed some of its fees and moved to a risk-based model.
- Implementing zero 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 2021 budget, adopted in September, was balanced.
- Communicate with bond rating agencies to maintain top ratings from all rating agencies.

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.
- Comply with MIDC standards set for the Public Defender Office.
- Assess feasibility of “futuring” plan by 2022.
- Study countywide public transportation



- County Administrator is a member of Housing Next Leadership Council.
- Work on M-231 terminus point ongoing. County has purchased one of two parcels needed for the terminus. Discussions with MDOT to 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. Closed on Kruihoff property PDR in Chester Twp.
- The feasibility of a “futuring” plan is assessed by 2022.
- Countywide public transportation is studied.

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”, support the 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.



- CMHOC awarded the CCBHC (Certified Community Behavioral Health Clinic) grant through SAMHSA (Substance Abuse and Mental Health Services Administration). This grant provides \$1,985,571.00 per year for 2 years with the ability to renew. Critical elements of the grant include but are not limited to: strong accountability in terms of financial and quality metric reporting; formal coordination with primary and other care settings to provide intensive care management and transitions; linkage to social services, criminal justice/law enforcement, and educational systems; and an emphasis on providing services to veterans and active-duty service members.
- All grants total approximately \$10 million in funding over the next four years.
- Ottawa County named 2<sup>nd</sup> 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 Diversity, Equity and Inclusion Director is working on developing a strategic plan and has completed an implicit bias template.

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

- Resolve the Southwest Ottawa Landfill issue.
- 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.



- Obtaining costs estimates for partial slurry wall for Southwest Ottawa Landfill Slurry Wall project. Evaluating options to reduce operating costs.
- Seeking state funding for proposed groundwater monitoring network and potential County ordinance. Groundwater Board created.
- Ottawa County Parks received Trash Free Waters Grant from the EPA to lead beach cleanup days and educate public on hazards of trash in our waters. Parks also received funding for a barge to remove large lumber debris from beaches.
- Parks is collaborating with the Parks Foundation for program planning to develop meaningful engagement opportunities
- Public Health has allocated \$20,000 to water sustainability initiative. EH manager and Communications Specialist are working with PPI staff and other member of groundwater task force to identify and implement new education strategies. As of April 1, the team paused the project due to COVID-19 response.
- Planning and Performance Improvement pursuing coordinated land-use growth strategy for County.
- The Grand River Greenway fundraising committee continues to make headway and only have \$404,000 left to raise of the \$7.2 million campaign.
- Planning and Policy completed MPO Report.
- 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 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, GovDelivery and Zoom.
- 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.
- Stream and record Board of Commissioner meetings for public viewing.



- Continued success with social media and GovDelivery, subscribers are continually increasing. Monthly evaluations show increasing social media and email subscribers.
- Public Health, along with IT, has developed, a COVID information page and a statistical dashboard, which are both updated daily with the most current information available.
- 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).
- Nine of 11 Commissioner bio's on miOttawa.org.
- Continue conducting Board meetings via Zoom and livestreaming them on YouTube.
- MiOttawa.org use and revenue continue 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.
- Development of Intranet framework in SharePoint/Office 365 to continually share project activities and status.
- Sent out several employee surveys dealing with County's COVID-19 response.

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.
- Coordinate with OAISD for outreach to high school students.
- Conduct a Board of Commissioner meeting at Hope College by 2022.



- 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.
- Legislative Forums and all local unit meetings continue.

What will we do to get there?

What do we want to do?

### 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 expand the "4 C's" initiative by adding a fifth "C" (collaboration).
- Develop and incorporate systems of creativity (continuous improvement and innovation) for all employees.
- The broadband plan is implemented.
- Explore possible uses of artificial intelligence (AI) in County operation and service provision.
- Develop citizen engagement approach.
- Improve WIFI in County facilities.
- Evaluate constructing County campground.
- Update Campus Master Plan.

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.
- Implement LEAN projects in three new areas.

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.
- Conduct DEI training for all staff.

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.

Status Update

- Adding the 5<sup>th</sup> "C" of Collaboration.
- Collaborated with HR to develop and deploy Creativity trainings for all staff, introducing Kata e-level 1 and design thinking. Delivered Kata Coaches and Learners Skill Development Training to user departments and developed team of internal Kata 2nd coaches. The Innovation Room was designed and furnished.
- Developing an AITA Innovator Assessment manager's report to share countywide.
- 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. Virtual CPTED training being offered in 2021.
- Facilities Maintenance is updating the Campus Master Plan.
- The Purchasing 2020 Technical Team departments have all been training on the new policy and procurement sourcing options. After getting their input, the training is now being offered county-wide.
- Online citizen engagement approach was developed.
- The County's digital communication network is being upgraded, including network capability, capacity, security and Wi-Fi.
- AI is being used in IT for security monitoring, advanced AI toolsets have been engaged with Microsoft Azure AI – including the development of Chatbot-Booking capabilities beginning a framework for CRM (Citizen Resource Management).
- The 2020 County resident park survey indicated support for camping in at County Park facilities, and a campground feasibility study conducted for Ottawa Sands indicated camping would be successful. However, community feedback gathered for Ottawa Sands strongly opposed a traditional "RV" campground. Balancing demand for a campground and public opposition towards traditional camping, the final Ottawa Sands master plan includes several different camping opportunities.

- Planning and Performance Improvement is working with Public Health to evaluate Ottawa Food, the Suicide Prevention Coalition, and the Community Health Improvement Plan. PPID is also working with Parks and Public Health to evaluate Step It Up, with local libraries to evaluate Hotspot Device Lending programs and with Community Action House to evaluate the Food Club. The Department is also working with the County's Economic Development Coordinator to evaluate the 1-year Beginning Farmer and Rancher Development 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.
- Public Health, Fiscal Services, IT and CMH have made major progress with LEAN implementation.

- We are engaging in Crucial Conversation training to assist our employees in having hard conversations.
- Implemented eLearning program to replace instructor-led IT courses.
- Developed significant capacity to deliver online training opportunities for employees.
- Staff receives DEI training.

- Completed agreement to provide IT Support Services to Polkton Township.
- Agreement to provide Assessing Service Agreement with the City of Hudsonville.
- Interdepartmental work team emphasis continues.
- Planning and Performance Improvement has extended its land-use data and evaluation services to the local units of government. 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?