

PLANNING & PERFORMANCE IMPROVEMENT

ANNUAL REPORT 2011/2012

Strategic Planning & Program Evaluations



Economic Development



Land Use Planning





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the members of the Ottawa County Board of Commissioners.

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EXECUTIVE SUMMARY

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

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

A few of the highlights from 2011/2012 are as follows:

- Saved over **\$6.9 million** (cumulative) as a result of evaluation recommendations that modified, privatized, or discontinued ineffective County programs and services, and verified the cost-effectiveness of over **\$25 million** (cumulative) in County programming and services
- Conducted **Strategic Plans** for the Cognitive Behavioral Therapy Program (CBT)/Moral Reconciliation Therapy (MRT), Loutit District Library, and Harbor Transit Authority
- Completed **Program Evaluations** for the Communities Helping Ottawa Obtain a Safe Environment Program (CHOOSE), Inmate Case Management and Treatment Program (ICMT), and initiated **Program Evaluations** for the Sobriety/Drug Treatment Courts, and Local Planner Study in the Tri-Cities
- Completed **Cost Benefit Analyses** for the Sentenced Work Abatement Program (SWAP), E-Crash System, and E-Ticketing System
- Finalized **Performance-Based Budgeting Systems** by preparing 50 unique outlines for the County's departmental budgets
- Oversaw the completion of Ottawa County's first **Brownfield Redevelopment** clean-up project
- Initiated the Feasibility and Needs Assessment for the County's proposed **Agricultural Technology Business Incubator**
- Successfully managed the issuance of \$10 million in **Tax Exempt Revenue Bonds for Hope College** which will result in cost savings of \$3.2 million
- The **Comprehensive Water Resources Assessment** was officially kicked off in January, 2012 after hiring the Michigan State University Water Research Institute
- Completed construction of another **Wireless Broadband Tower** in Robinson Township to provide coverage to an underserved population while generating revenue for the County's technology fund
- Completed the extension of the **Musketawa Trail** by successfully negotiating a resolution to the Triick Farm impasse
- Full-time economic development planning has begun as a result of hiring Josh Spencer to fill the **Economic Development Coordinator** position

The Planning and Performance Improvement Department staff has been involved in many other planning and performance improvement initiatives. In addition, the Planning and Performance Improvement Department worked with several other agencies and departments in 2011/2012 to obtain and/or process over **\$3.9 million** in grant awards and nearly **\$5.1 million** in state and federal allocations.

Overall, 2011/2012 was a productive year for the Planning and Performance Improvement Department, and it is our expectation that 2012/2013 will produce similar results.

DEPARTMENT OVERVIEW

The Planning and Performance Improvement Department staff is comprised of 6.5 permanent positions (**Attachment A**). The Department is responsible for programs that increase economic development, protect and improve quality of life, evaluate the cost effectiveness of services, improve organizational performance, and maximize the use of financial resources. In addition, the Department analyzes and tracks legislation, reviews and administers grant applications, and provides a variety of statistical data that is used by county, local, and community agencies. The Planning and Performance Improvement Department also provides oversight to the County Remonumentation Plan for public survey corners. Further detail regarding the Department's responsibilities is provided in its Strategic Outline (**Attachment B**).

PLANNING COMMISSION OVERVIEW

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

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

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

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

GOALS

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

GOAL TWO: Strengthen businesses and develop/retain jobs in Ottawa County.

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

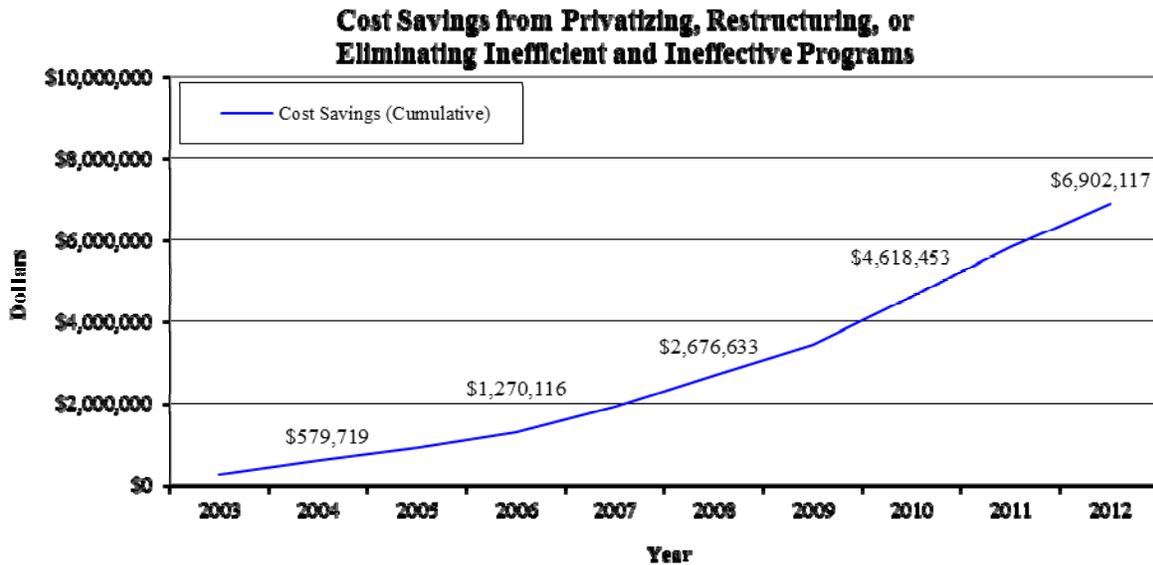
GOAL FOUR: Oversee the County Remonumentation Plan for public land survey corners pursuant to Act 345 of 1990.

ACCOMPLISHMENTS

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

Accomplishment One: Performance Improvement

The Planning and Performance Improvement Department continued its effort to improve organizational performance and maximize the County's use of financial resources. Since 2003, outcome-based evaluations completed by the Department have saved over **\$6.9 million** as a result of recommendations that modified, privatized, or discontinued ineffective programs and services. In addition, over **\$25 million** in programming and services has been verified as cost-effective through the evaluation process.



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

Strategic Planning

This activity defines target populations to receive program/departmental services, goals and objectives that clearly articulate desired outcomes, the actions that will be undertaken to accomplish the goals, and output and outcome-based performance measures. Completed Strategic Plans provide the structure for conducting evaluations that measure the performance and cost-effectiveness of programs and departments.

The following strategic plans were completed and/or initiated in 2011/2012:

- **Cognitive Behavioral Therapy (CBT)/Moral Reconciliation Therapy (MRT)**
In December, 2011, the Planning and Performance Improvement Department worked with program administrators to develop a revised Strategic Outline and Data Collection Form for the County's CBT Program. CBT was implemented in 2004 as a means to teach probationers and parolees a set of cognitive (i.e. thinking) techniques that promote better decision-making in order to eliminate criminal behavioral patterns. The Program was modeled after the *Commitment to Change* Series written by Dr. Stanton E. Samenow, Ph.D.

In November, 2011, program administrators restructured CBT to model it after a ***Moral Reconation Therapy*** (MRT) series. MRT is a 12-step cognitive behavioral therapy program that is also designed to eliminate criminal behavioral patterns. An administrative evaluation of the new CBT/MRT Program will commence in the fall of 2012. Graduates of the previous CBT Program will be used as a comparison group to measure the effectiveness of the new MRT Program in reducing recidivism among criminal offenders.

- **Loutit District Library**

In March, 2012, the Planning and Performance Improvement Department completed a Performance Plan for the Loutit District Library. The Plan consists of a Strategic Outline that clearly defines the target population, goals and objectives, and programs and services of the Library. It also consists of a Performance Outline that defines the measures that will be used to assess the Library's annual performance and cost-effectiveness. Department staff worked collaboratively with Library staff and Board members to complete the Plan.



- **Harbor Transit Authority**

A Strategic Plan is also being developed for the Grand Haven Harbor Transit Authority. The Planning and Performance Improvement Department began working with the Transit Board and Director of Operations following the completion of the Loutit Library Plan. The Plan is expected to be complete in the fall of 2012.

Program Evaluations

The following program evaluations were completed and/or initiated in 2011/2012:

- **Communities Helping Ottawa Obtain a Safe Environment Program (CHOOSE)**

The August 2011 Evaluation of the CHOOSE Program assessed the administration and preliminary impact of the program. The evaluation included an assessment of program activity outputs, determined whether program activities were aligned with pre-established goals and objectives, and assessed whether program activities were having a preliminary impact in the targeted quadrant. An assessment of program cost was also included in the evaluation. The results of the evaluation revealed that because the CHOOSE program is not being administered in a quadrant-based format as designed and as agreed to by program administrators, it is not possible to verify whether the program is achieving positive outcomes. It was subsequently recommended that the County not provide funding to administer CHOOSE.

- **Inmate Case Management and Treatment Program (ICMT)**

The 2011 Evaluation of the ICMT Program assessed whether the program is being administered in a manner that is consistent with the Program's Strategic Outline. This was accomplished by analyzing participant data to determine whether recommended mental health and/or substance abuse treatment services were completed and whether participants were diverted from jail to receive specialized treatment services. The total cost to administer the program was also calculated. A preliminary draft report of the evaluation was prepared and reviewed with program administrators. A final evaluation

report was not published at the request of program administrators since several programmatic changes are expected to occur in the summer/fall of 2012.

- **Sobriety/Drug Treatment Courts**

In January, 2012, the Planning and Performance Improvement Department commenced with an outcome-based evaluation of the 58th District Court Sobriety Court Program and the 20th Circuit Court Adult Drug Treatment Court Program. Each evaluation will examine the post-program recidivism rates of program graduates as compared to the recidivism rates of matched-pair offenders who did not participate in the programs. A cost-effectiveness analysis will also be included in the evaluations. The Evaluations are scheduled to be presented to the Board in July 2012; but this date is dependent on receipt of all necessary evaluation data from the Courts.

- **Local Planner Study**

In June, 2011, the Planning and Performance Improvement Department was asked by local units of government in northwest Ottawa County to evaluate options to potentially reduce cost, increase service delivery, and promote collaboration. The Evaluation involves a thorough assessment of existing local land use planning, code enforcement, and building inspection services. It also involves analyzing options for potentially sharing services among local units and/or the privatization of existing services which can reduce the cost while maintaining or increasing the level of service for residents. The Department is currently in the process of collecting the data from the local communities in order to complete the study.

Cost Benefit Analysis

The following cost benefit analyses were completed in 2011/2012:

- **E-Crash System**

The January 2012 Evaluation of an electronic traffic crash reporting system (i.e. e-Crash system) was prepared to quantify the purported benefits of implementing an e-Crash system and to determine whether the increased efficiencies (labor and material savings) justify the County's cost to install and maintain the system. The total cost to install the system in the Sheriff's Office is projected to be \$127,421. The total cost to maintain the system over its useful life (twenty-five years) is projected to be \$742,396. Based on projected reductions in material-usage that could be achieved from using an e-Crash system, and additional revenue that could be generated from the sale of electronic crash reports, the total net cost to the County to install and maintain the system was projected to be less than \$1,500 per year over twenty-five years. As a result, it was recommended that the e-Crash system be implemented in the Sheriff's Office.

- **E-Ticket System**

In conjunction with the 2012 e-Crash Evaluation, an Evaluation was also prepared to quantify the purported benefits of implementing an electronic traffic ticket system (i.e. e-Ticket system), and to determine whether the increased efficiencies justify the County's cost to install and maintain this system. The total cost to install the e-Ticket system in the Sheriff's Office and the District Court is projected to be \$119,107. The total cost to maintain the system over its useful life (twenty-five years) is projected to be \$612,708.

Based on feedback that was obtained from other counties that utilize e-Ticket systems, it was projected that the proposed e-Ticket system for Ottawa County would provide a time-savings in the District Court that would allow for a reduction in staffing levels. If this reduction occurs, the total net cost-savings to the County as a result of the system is projected to be \$110,000 per year. In order to verify the projected time savings before

any agreement is reached to reduce staff, Court Officials requested that a Time Study is conducted by the Planning and Performance Improvement Department. The Time Study is scheduled to commence in July, 2012.

- Sentenced Work Abatement Program (SWAP)**
 The 2012 Cost Analysis of the SWAP Program identified the cost implications that would result if the program was discontinued. The difference between the County's anticipated General Fund contribution and the increased expenses that would result if the program was discontinued was \$16,305. Since the County's net General Fund contribution for SWAP does not exceed the County Board's \$20,000 threshold, it was recommended that the SWAP Program be continued in 2012.

Cost Analysis

The following cost analysis was completed in 2011/2012:

- Cost Analysis - Remonumentation Legislation**
 The Planning and Performance Improvement Department continues to work with Governmental Consulting Services, Inc. (GCSI), the County's lobbying firm, to obtain reimbursement for the County's \$1.8 million that has been invested to expedite the State Remonumentation Program. A cost-analysis report was completed by the Department for legislators who wanted to understand the extent of the County's investment and the impact that a reimbursement schedule would have on the State's Remonumentation Fund. As a result of the Department's cost-analysis, draft legislation is now being revised that would allow the County to be reimbursed more expeditiously.

Accomplishment Two: Performance-Based Budgeting

The Planning and Performance Improvement Department has worked diligently with every County Department, Court, and Agency to clarify or define their departmental goals and objectives, and to identify performance measures. The completed Performance Outlines provide the framework for departments to report annual performance with respect to workload trends, efficiency, customer service, cost and verifiable outcomes as part of the County's Performance-Based Budgeting System.

During 2011 and early 2012, the Planning and Performance Improvement Department made several improvements to the Performance-Based Budgeting process. One of the most significant improvements was to convert each of the County's 50 unique Performance Outlines into a Microsoft Excel format. The use of Excel will make it easier for the Planning and Performance Improvement Department, and Fiscal Services Department, to analyze the performance data on an annual and longitudinal basis. Another improvement that was made to the Performance Outlines was to directly correlate all department goals and objectives with one of four County Goals included in the Board's Strategic Plan/Business Plan. Identifying this correlation between the goals of the County and each department was recommended by the Government Finance Officers Association.

During the next year, the Planning and Performance Improvement Department will be creating an online

| Fund: (1010) General Fund | | Department (2230) Administrator's Office | | | | |
|---|--|--|-------------|----------------|----------------|----------------|
| Function Statement | | | | | | |
| The Administrator is responsible for the execution of policies and procedures as directed by the Board of Commissioners and the supervision of all non-elected Department Heads. The Administrator is also responsible for the day-to-day administration of the County, and the appointment and removal of all heads of departments other than elected officials and certain positions with approval of the Board of Commissioners. | | | | | | |
| Mission Statement | | | | | | |
| To maintain and improve Ottawa County's organizational operations in order to successfully achieve the vision and mission, goals, and objectives which are defined in the County Strategic Plan and Business Plan | | | | | | |
| TARGET POPULATION | Elected Officials (Local and County) Administrative Departments and the Courts County Employees | | | | | |
| PRIMARY GOALS & OBJECTIVES | County Goal: Maintain and enhance communication with citizens, employees, and other stakeholders Department Goal 1: Communicate with stakeholders in order to obtain input regarding the County Strategic Plan and Business Plan and to provide progress reports regarding County activities Objective 1: Obtain and respond to citizen input Objective 2: Communicate regularly with the public (e.g. meetings, presentations, blog, digest) Objective 3: Maintain relations with local officials, outside agencies, and state and federal legislators County Goal: Maintain and improve the strong financial position of the County Department Goal 2: Ensure adequate financial resources are available to implement effective County programs and services Objective 1: Recommend a balanced budget to the Board of Commissioners Objective 2: Develop strategies to reduce the negative impact of rising employee benefit costs Objective 3: Lobby to ensure that proposed legislation that would negatively impact the county is defeated or, conversely, lobby to ensure that proposed legislation that would positively impact the county is passed | | | | | |
| SERVICES & PROGRAMS | Public Outreach and Communication #Goal 1) Performance-Based Budget (Workload trend Analysis, Cost-Effectiveness Analysis, Benchmark Analysis) #Goal 2) & 3) | | | | | |
| | ANNUAL MEASURES | TARGET | 2010 ACTUAL | 2011 ESTIMATED | 2012 ESTIMATED | 2012 PROJECTED |
| WORKLOAD | # of non-elected department heads provided managerial oversight | - | 11 | 11 | 11 | 11 |
| | # of citizens and business representatives reached through citizen budget meetings | - | 71 | 45 | 71 | 71 |
| | # of digest articles prepared and distributed | - | 33 | 32 | 32 | 32 |
| | % of citizen information requests responded to within 1 business day | 100% | n/a | n/a | 100% | 100% |
| EFFICIENCY | % of Board/Standing Committee agendas provided to commissioners within 5 days of meeting | 100% | 100% | 100% | 100% | 100% |
| OUTCOMES | County Budget Rating - Moody's | AAA | AA1 | AAA | AAA | AAA |
| | Cost savings resulting from implementation recommendations for program improvement, modification, or discontinuation | -\$180,000 | \$1,592,089 | \$1,638,325 | \$1,750,437 | \$1,787,287 |
| | Violent crimes per 1,000 residents | 118 | 10.18 | 10.99 | 11.5 | 11.0 |
| | % of citizens satisfied with County Government services | 100% | 73% | n/a | 100% | n/a |
| CUSTOMER SERVICE | % of customers indicating interaction with Administration staff was courteous, respectful, and friendly | 100% | n/a | n/a | 100% | 100% |
| COST | Cost of Department per capita (total expense/) | - | \$1.47 | \$1.40 | \$1.56 | \$1.56 |
| | # of Administration Office FTE's per 100,000 residents | - | 1.27 | 1.07 | 1.07 | 1.07 |

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Performance Dashboard to translate each Performance Outline into highly visual, easy-to-understand charts and graphs. The Department will also be developing the methodology to directly tie departmental performance to the annual budgeting process.

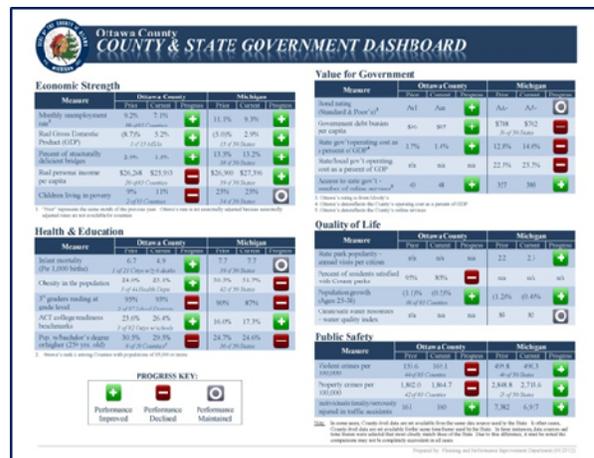
Accomplishment Three: Michigan Local Government Benchmarking Consortium

The Planning and Performance Improvement Department continued to collect and compile data from county departments as part of Ottawa County’s membership in the Michigan Local Government Benchmarking Consortium (MLGBC). The purpose of the MLGBC is to bring cities, townships, villages, and counties together from all over the state to produce performance measures that can be used for benchmarking. During the past year, the Planning and Performance Improvement Department collected FY 2011 survey data from 11 departments. The annual, comprehensive survey covers a variety of services areas that include, but are not limited to: equalization, emergency dispatch, register of deeds, and fiscal services. A list of MLGBC members is provided in **Attachment D**.

Accomplishment Four: Performance Dashboards

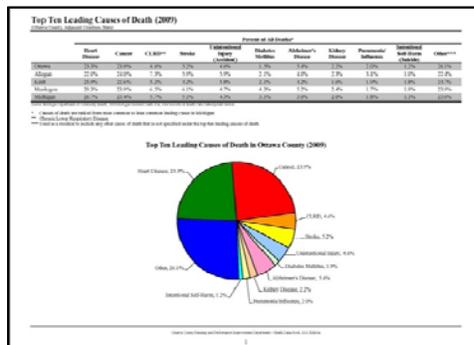
The Planning and Performance Improvement Department created and/or updated two Performance Dashboards to increase transparency. Both Dashboards provide an overview of key performance indicators for Ottawa County. A total of 36 data sets are maintained by the Department for the Performance Dashboards.

The County & State Government Dashboard includes Ottawa County and Michigan statistics in highly visual, interactive charts and graphs. The Local Government Dashboard includes Ottawa County statistics in a snapshot format. This Dashboard is modeled after a template that Governor Snyder provided to local governments. The Performance Dashboards provide statistics that cover a wide-range of topics that include: Economic Strength; Health & Education; Value for Government; Fiscal Responsibility; Quality of Life; and Public Safety. Both Dashboards are accessible from the front page of miottawa.org.



Accomplishment Five: Data Book Series

The Planning and Performance Improvement Department began updating the County Health Data Book in 2011. This Book provides detailed statistical information on several aspects of Ottawa County health. The Health Data Book synthesizes pertinent health indicators and statistics into a single, convenient resource document. The updated Book will include health indicator information on the top ten leading



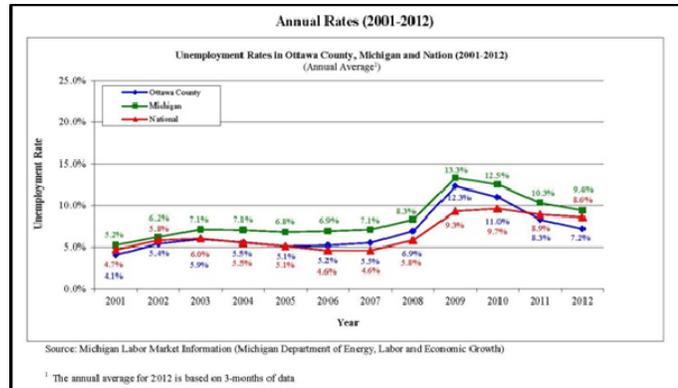
causes of death; cancer; preventable hospitalizations; maternal and child measures; communicable diseases; behavioral health concerns; and access to health care. Longitudinal health trends for Ottawa County will be presented throughout the Data Book, as well as benchmark data from adjacent counties and the State. The Department anticipates that the 2012 edition of the Health Data Book will be completed by the end of the year.

A departmental intern has begun the process to complete an Economic Data Book. This Data Book will include, but not be

limited to, information on gross domestic product, personal income, unemployment rates, wages, small business growth, construction activity, and employment.

Accomplishment Six: Demographic and Economic Data Compilation

The Planning and Performance Improvement Department continues to maintain statistics associated with population growth and economic development activity in Ottawa County. A few of the statistics regularly updated by the Department include, but are not limited to, population estimates, monthly labor force and unemployment statistics, as well as quarterly residential and commercial construction data. These data, among a variety of other data, are accessible on the *County Statistics* webpage.



Accomplishment Seven: Legislative Analysis

Thus far, during the 2011-2012 legislative session, a total of 209 bills with potential impacts to county government operations have been analyzed. Fifty-nine of these bills were determined to have a direct impact on Ottawa County in one or more of the following areas: Budgetary Authority, Administrative Authority, Court Issues, and/or Revenue Sharing. A full reporting of lobbyist performance measures is provided at the end of each legislative session.

Accomplishment Eight: Requests for Research and Facilitation Assistance

The Planning and Performance Improvement Department compiles a variety of research for county administration, departments, local units of government, non-profit organizations, and citizens. The following are examples of research requests that were completed in 2011/2012:

- **Report Compilation:** The Planning and Performance Improvement Department developed a report on all the major county initiatives which enhanced citizens’ quality of life or increased the effectiveness of County government in 2011. The report information was used in the Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ending on December 31, 2011.
- **Program Statistics:** The Planning and Performance Improvement Department compiled and analyzed program statistics for the Senior Volunteer Program for 2011. The statistics included the number of volunteer hours spent on each program activity; the number of miles driven to perform each activity; ancillary statistics such as the number of home security checks conducted; and the number of annual hours worked per volunteer.
- **Entrepreneurial Research:** The Planning and Performance Improvement Department is beginning to provide research assistance to local entrepreneurs. As an example, the Department was able to assist an entrepreneur by combining census data with the County’s GIS software to assist with needed data for a business plan. In another instance, an entrepreneur was provided with potential funding sources to provide capital for a high-tech start-up, recommendations for intellectual property attorneys, and business plan assistance.
- **Specialized Research:** The Planning and Performance Improvement Department also develops surveys that are used for research by other departments, provides technical research to support the

County's legislative positions on issues such as Revenue Sharing, Personal Property Taxes, and Post Employment Benefit Plans (OPEB). Further, Department staff also develops complex visual charts, graphs, and diagrams that are used by administration and other departments in presentations and reports.

Accomplishment Nine: Community Outreach

During 2011, the Planning and Performance Improvement Department continued to be involved in community outreach by conducting presentations for local, regional, state and national organizations. The presentation topics included land use planning and transportation issues, government transparency and dashboards, and strategic planning and program evaluations. A few of the organizations that received presentations are as follows:

- Michigan Association of Counties (September, 2011)
- Leadership West Michigan (October, 2011)
- Women's Republican Group (November, 2011)
- Baldwin Street Christian Reformed Church (November, 2011)

Accomplishment Ten: Agricultural Hearing

On January 16, 2012 Ottawa County hosted a hearing convened by Senator Arlan Meekhof and the Michigan Agri-Business Association (MABA). The purpose of the meeting was to provide agricultural business leaders with an opportunity to highlight the need for improved infrastructure that could strengthen agriculture. The MABA strongly urges Michigan agriculture to advocate for a strong, reliable infrastructure system, which they believe could create new business opportunities and grow jobs.



Accomplishment Eleven: Grants Administration

The Planning and Performance Improvement Department is responsible for the administration and oversight of grant-making efforts and allocated funds from state and federal agencies.

The Department reviews grant applications to ensure that programs are consistent with the goals of the County Board, that evaluation components are in place, and that the County is protected against any unintended consequences of accepting the requested funding (i.e. hidden costs to the County).

The Planning and Performance Improvement Department is responsible for:

- Ensuring the County is registered and active with the Federal Central Contractor Registry, which is required for all grants
- Maintaining the County's on-line grant management systems and assisting with the submission of online grant applications
- Providing a single point of contact for some County grants (as required)
- Providing statistical data as requested for use in grant writing

Approximately \$3.9 million in grant funding and \$5.1 million in allocations (**Attachment E**) from state and federal agencies has been administered and processed by the Planning and Performance Improvement Department in the last year.

GOAL TWO: Strengthen businesses and develop/retain jobs in Ottawa County.

Accomplishment One: Countywide Wireless Network

In April, 2012, a wireless tower was erected in Robinson Township. The 199 foot tower is situated on the County's Johnson Street Forest property which is located west of 120th Avenue. The tower is being constructed as part of the County's continuing effort to expand high-speed wireless broadband access to underserved residents. Additionally, the tower provides an ancillary benefit of generating revenue for the County's Technology Fund.

The Robinson Township tower is strategically located in one of three remaining underserved areas of the County and in close proximity to the M-231 Bypass. Two national wireless carriers have agreed to co-locate their broadband equipment at this site. The two carriers are AT&T and Verizon Wireless. AT&T expects to have their broadband service available to residents by early-July. Verizon expects to have its wireless service available later in the year. The Planning and Performance Improvement Department is pursuing other wireless carriers for this site in order to provide residents with more options for high-speed broadband service. The tower has the capacity for up to four separate providers.

The Department also continues to test/compare wireless broadband options for residents (e.g. speed, coverage, features, etc.) using demonstration equipment provided by several broadband providers at no cost to the County. This testing service has proven to be a valuable service for residents and local officials as they seek options for high-speed broadband. The Department currently has test equipment from Sprint, AT&T, and ClearWire.

As a result of national wireless carriers leasing space on the two county-owned towers, the 10-year cumulative net revenue for the County is projected to be \$391,830.



Accomplishment Two: Agricultural Technology Business Incubator

The Planning and Performance Improvement Department continued its efforts to implement an Agricultural-based Technology Business Incubator. A \$20,000 U.S. Department of Agriculture (USDA) grant was approved last Fall to assist with the completion of a Market & Needs Assessment and Feasibility Study. A consultant was hired to complete the studies in May.

If the Study determines that a Business Incubator can be sustainable in Ottawa County, a formal business plan will be completed to provide guidelines to implement, build, and administer the incubator. The

incubator, if developed, would assist entrepreneurs who are interested in starting businesses that are focused on producing machinery, equipment, software applications, or other technology related products. To be a tenant in the incubator, a company's product must address a problem or need in one or more of the following agricultural business sectors: Agricultural Production, Food Processing, Food Safety, and/or Food Distribution.

To assist in directing the Study, Ottawa County has formed a Steering Committee comprised of upper level representatives from the following industries: AgriBusiness, Agriculture, State and Local Government, Legal, and Higher Education (**Attachment F**).

The Market & Needs Assessment and Feasibility Study is expected to be completed by November, 2012.

Accomplishment Three: Ottawa County Brownfield Redevelopment Authority

The Planning and Performance Improvement Department continues to provide administrative support for the Ottawa County Brownfield Redevelopment Authority (OCBRA). The OCBRA is led by a Board of



Directors comprised of nine citizens that reside in the County (**Attachment G**). The OCBRA, with the approval of the appropriate local unit of government and (in some instances) the State, has the authority to capture increased local and school taxes received from approved brownfield sites in order to fund the environmental and due care activities necessary to clean-up and redevelop those sites. By providing this important economic development tool, the County is improving the ability of local units of government to attract new businesses and to revitalize their neighborhoods.

Accomplishment Four: Brownfield Assessment Grant Application

In November, 2011, the Planning and Performance Improvement Department, in conjunction with Lakeshore Environmental, Inc., submitted a \$400,000 Brownfield Redevelopment grant proposal to the U.S. Environmental Protection Agency (EPA) to conduct Brownfield remediation activities. The grant funds would be utilized to complete the following actions:

1. Complete an inventory of the sites in Ottawa County that are contaminated or are believed to be contaminated by hazardous substances and/or petroleum.
2. Conduct up to 23 Phase I Environmental Assessments, 18 Phase II Environmental Assessments, and 18 Baseline Environmental Assessment Reports.
3. Complete Brownfield Redevelopment Plans for 3 sites.

Although the County was recently notified that it did not receive approval for 2012 funds, another grant application is being prepared for 2013.

Accomplishment Five: Brownfield Redevelopment Projects

In December, 2011, Cedar Crest Dairy completed the First Phase of their Brownfield Redevelopment Project. This project was the first to be approved by the OCBRA. Thus far, Cedar Crest Dairy has invested over \$197,000 to remove soil contaminated by Arsenic and renovate two buildings located on a vacated lumber yard adjacent to their existing production facility. Two jobs have been created as a result of the project, each with an average annual salary of \$30,000.

Phase two of the project (scheduled to be completed in the fall of 2015) will include contaminated soil

management, construction of a new 14,000+ square foot warehouse and shipping terminal, and green roof technology being added to two existing buildings. The second phase of the project is estimated to cost over \$1.9 million. Additionally, Cedar Crest Dairy estimates that up to 18 new jobs will be created as a result of completing the second phase.

The Department has also recently been assisting two additional developers who are contemplating the benefits of using the OCBRA for two other development sites in Ottawa County.



Contaminated lot, before Phase 1



Loading Dock, after Phase 1

Accomplishment Six: Hope College Limited Obligation Refunding Revenue Bonds

In late 2011, the Planning and Performance Improvement Department assisted Hope College with the issuance of \$10 million in tax exempt Revenue Bonds to refinance \$10 million in existing capital improvement debt. These tax exempt Bonds were issued through the Ottawa County Economic Development Corporation (OCEDC). This was the first Bond issuance performed by the OCEDC in over 20 years.

By facilitating the issuance of Bonds through OCEDC, Ottawa County was able to help Hope College save an estimated \$3.2 million over the next 15 years. The College is utilizing that savings to complete an upgrade to their cafeteria (to be completed over the next 3 years) and to construct a new student housing development. Construction of the four-unit student housing development has begun and is scheduled to be completed by the 2013-2014 school year.



Accomplishment Seven: Wright Township 8th Avenue Bridge Reconstruction Project

In the spring of 2011, the Ottawa County Road Commission (OCRC) placed a load restriction on the 8th Avenue Bridge located just south of Comstock Street in Wright Township due to its deteriorating condition. As a result, businesses located in the industrial park on Comstock Street and surrounding areas

were forced to utilize an alternative route for shipments which resulted in more costly deliveries. Additionally, this situation prevented other businesses that were considering relocating to the industrial park from doing so.

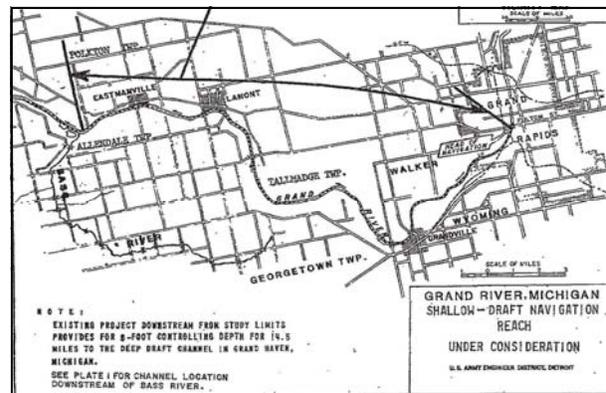
In order to reconstruct the bridge, the OCRC applied for \$485,000 in grant funding through the Michigan Department of Transportation (MDOT) Local Bridge Fund. However, funding was not expected to become available for the 2012 construction season. Since the Bridge was so critical to local businesses, the Planning and Performance Improvement Department coordinated the effort to obtain stop-gap funding through the County's Infrastructure Revolving Loan Fund (RLF). By utilizing the Infrastructure RLF, reconstruction of the bridge could occur in 2012.

Unexpectedly, MDOT approved funding through the Local Bridge Fund for 2012. Therefore, it was not necessary to utilize the County's RLF. Construction of the new bridge has begun and it is expected to re-open to commercial traffic before the end of the year.

Accomplishment Eight: Grand River Shallow Draft Navigation Project

The Planning and Performance Improvement Department assisted Dan Hibma of Land & Company, a development company out of Wyoming, MI, research the creation of a recreational boating channel in the Grand River from the Bass River tributary in Robinson Township to Fulton Street in the City of Grand Rapids. If completed, the project would allow recreational boaters to safely navigate the Grand River from Lake Michigan to the City of Grand Rapids. The project could increase local tourism and, consequently, generate economic benefits for the County such as new business opportunities, new jobs, increased local spending, and expansion of the local tax base.

The Planning and Performance Improvement Department submitted a formal request to the U.S. Army Corps of Engineers (USACE) to complete a preliminary appraisal (at no cost to the County) to determine if the economic benefits of the project would justify the cost of creating the channel. The USACE notified the Department that they were unable to complete the preliminary appraisal at this time because of funding limitations. Further, the USACE stated that the federal government has put a hold on most new navigation projects due to funding limitations.



Mr. Hibma has indicated that he will pursue funding for the project through the Michigan legislature.

Accomplishment Nine: Ottawa County Economic Development Office (OCEDO)

The Planning and Performance Improvement Department continues to provide administrative oversight for the OCEDO contract. A summary of the OCEDO's major work activities for the second half of 2011 are provided in **Attachment H**.

Accomplishment Ten: M-231 Bypass

The Planning and Performance Improvement Department continues to provide assistance to property owners and local units of government as part of the M-231 Bypass Project. During the past year, the Department provided maps of the area where the Bypass will be constructed to various local officials. The Department also assisted with land-use and takings issues related to acquisition of property by MDOT for the Project.

Initial work on the M-231 Bypass began this spring with the construction of an overpass above North Cedar Drive in Robinson Township. MDOT officials anticipate that construction of the bridge over the Grand River near 120th Avenue in Robinson and Crockery Townships will begin sometime in 2013. It is anticipated that the construction of the bridge will cost approximately \$60-\$70 million.

The rest of the M-231 Bypass Project will be completed in segments as funding becomes available. As of June, 2012, MDOT anticipates that the M-231 Bypass will be open to traffic in 2015.

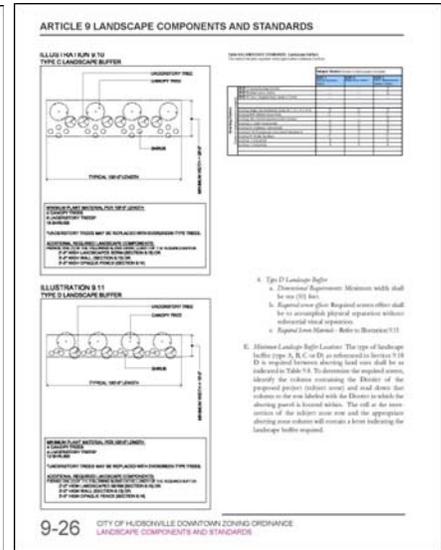
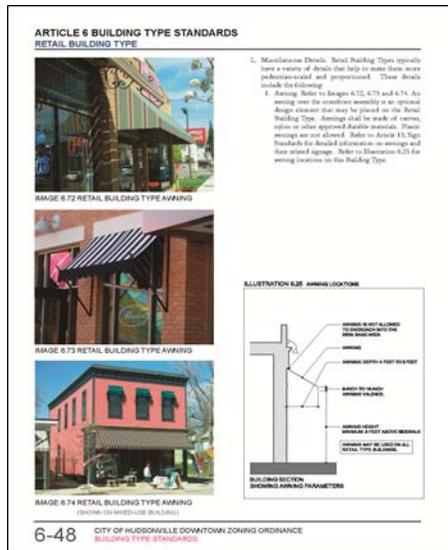
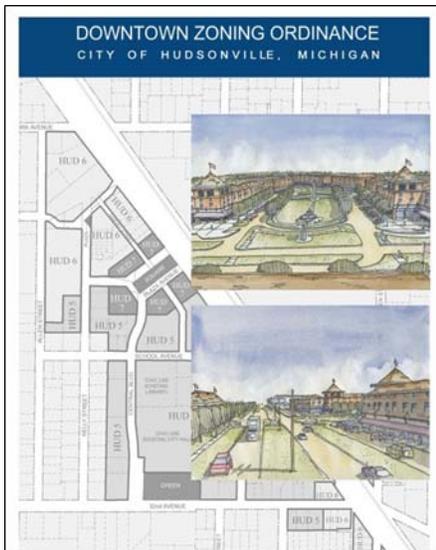
Once constructed, the Bypass will significantly reduce traffic congestion on US-31 between Holland and Grand Haven and will provide the fourth bridge crossing over the Grand River in Ottawa County.



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

Accomplishment One: Urban Smart Growth Demonstration Project

In November, 2011, officials in Hudsonville approved a new highly-visual, user-friendly Downtown Zoning Ordinance. The first-of-its-kind Ordinance was developed for the City as part of its participation in the County’s Urban Smart Growth Demonstration Project. The Ordinance contains over 600 images that clearly convey a community’s zoning standards with respect to architecture, setbacks, and parking, as well as signage, landscaping, and lighting. The Ordinance also incorporates incentives for developers to construct LEED-certified buildings, expand public open space, and utilize green technology (e.g. wind, solar, geothermal energy).



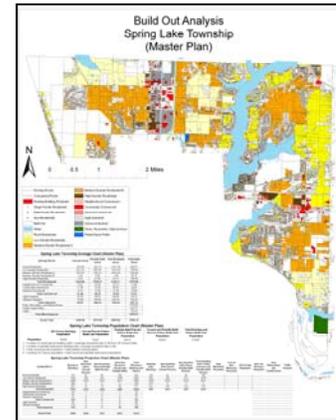
The Planning and Performance Improvement Department is currently working with the City and Nederveld to complete a new Citywide Master Plan for Hudsonville. The Plan is scheduled for completion in the fall of 2012.

Accomplishment Two: Build Out Analysis

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

A build-out analysis is used to calculate the maximum number of structures that could be constructed on the vacant and partially built acres of a community given the current zoning ordinance, master plan, and environmental constraints. From these calculations future population projections are computed.

A build-out analysis has been completed for four local units in Ottawa County. These include the City of Ferrysburg, Grand Haven Township, Georgetown Township, and Spring Lake Township. The next local units of government to be completed will be Olive Township and the City of Coopersville.



Accomplishment Three: Tree Legacy

In November, 2011, the Tree Legacy Committee formally asked the Road Commission whether they are willing to add a Tree Legacy Road designation to their existing road classification system. The designation was requested as a means to reduce the minimum road setback requirements in order to allow for trees to be planted along the County's Legacy Roads (e.g. Lakeshore Drive and Stanton Street).



The Road Commission has since stated that it cannot add a new designation to their existing classification. The Planning and Performance Improvement Department along with representatives of the Tree Legacy Committee are working with local legislators to draft new/modified legislation that would allow County Road Commissions to create special road designations, as well as to reduce posted speed limits in order to accommodate the goals of the Tree Legacy Committee.

Accomplishment Four: FEMA Flood Insurance Rate Map Updates

In 2011, the Federal Emergency Management Agency (FEMA) updated the Flood Insurance Rate Maps (FIRMs) for each community in Ottawa County. The FIRMs are used to update floodplain regulations as well as determine areas where flood insurance is required.

Per federal regulations, each community in Ottawa County was required to adopt the FIRMs by resolution before December 16, 2011. The Planning and Performance Improvement Department assisted local units of government with the adoption process and worked closely with the project consultants to complete the FIRMs in every community. Many local officials have expressed their gratitude for this assistance.



Accomplishment Five: Comprehensive Water Resource Study

The Ottawa County Planning and Performance Improvement Department continues to work to complete the Comprehensive Water Resource Study. This Study was initiated to address water resource related issues in Ottawa County including, but not limited to, well water quality, groundwater availability, and fluctuating water table levels. In October, 2011, the Institute of Water Research (IWR) at Michigan State University was hired to conduct the Study.

In January, 2012, a Kick-Off Meeting for the Study was held in order for IWR to provide an overview of their study proposal to the Ottawa County Planning Commission and various local stakeholders. The proposal includes the development of a computer-based series of maps utilizing state-of-the-art groundwater modeling software. These computer-based maps will be available online for local units of government, County Officials, and other water resource professionals.



IWR will include interactive features in the maps that will allow users to access water resource related information by clicking on different sections of a map with a mouse cursor. IWR will also provide recommendations for zoning text that will address water resource related issues specific to urban, suburban, and rural communities in Ottawa County. In addition to the zoning text, IWR may also provide master plan text, suggestions for septic density requirements, guidelines for basement footings, and storm-water management techniques to address the water resource related concerns in the County.

In February, 2012, the Planning and Performance Improvement Department established a sub-committee of stakeholders that will provide technical feedback to the consultant as the Study progresses. This sub-committee is comprised of officials from local townships and cities, the Ottawa Conservation District, County Health Department, County Drain Commission, metropolitan planning organizations, and private sector representatives.

It is anticipated that the Study will be completed by December, 2012.

Accomplishment Six: Excellence Through Training

The Ottawa County Planning Commission sponsors the Excellence Through Training Program which provides trainings for local government officials, planners, zoning administrators, planning commission members, zoning board of appeals members, architects, engineers, students, and interested citizens.



During 2011/2012, two training sessions were held: Planning Commission Basic Training and Zoning Board of Appeals Basic Training. The Planning Commission and Zoning Board of Appeals Basic Trainings assist new and experienced planning commissioners and zoning board of appeals members in dealing with the various challenges that they may face.

Survey results from the trainings indicate that the trainings provide almost all attendees with practical skills and knowledge that will assist them in their position as a planning commissioner or zoning board of appeals member.

Accomplishment Seven: Standardized Mapping

The Planning and Performance Improvement Department continues to work with local units of government to encourage and facilitate the adoption of Standard Land Use District Titles and Colors for master plan and zoning maps (**Attachments I1 and I2**). Fourteen local units of government have formally adopted the standardized colors and terms into their zoning ordinance or master plan (**Attachment I3**). Most other local units have indicated they will adopt these standards when they update their master plans and zoning ordinances.

Standardization allows for easy viewing of commercial, retail, and industrial properties across the County on a single map, reducing the time and effort staff and consultants spend analyzing local zoning ordinances and master plans. It is important to note that standardization does not change density, use, or any other local zoning ordinance and comprehensive land use plan requirements that have been adopted by local units of government.

The Planning and Performance Improvement Department is currently working with several local units as they revise their master plans. It is anticipated that at least two additional local units will adopt the standardized colors and terms in 2012.



Accomplishment Eight: Specialized Services Grant Program

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

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



280,495 rides have been provided to elderly or disabled residents through Specialized Services funds over the past 5 years. Yearly ridership totals for the transit service providers are listed in **Attachment J**.

Accomplishment Nine: Musketawa White Pine Trail Extension

In 2010, the Planning and Performance Improvement Department began working with several local and state agencies, as well as landowners to relocate a proposed non-motorized pathway route that would connect the Musketawa Trail with Kent County.

The originally proposed route would have disrupted a family-owned beef cattle feedlot by bisecting the operation. After several months of negotiations, the trail was relocated north of the feedlot in order to

preserve the farming operation. The Planning and Performance Improvement Department continues to work with the County's lobbyist to obtain reimbursement for some expenses incurred by the Parks and Recreation Department as a result of the trail relocation. The Planning and Performance Improvement Department has also worked with local landowners adjacent to the new route to assist with issues that have arisen with the trail location. For instance, during the last winter, there were some complaints of motorized vehicles illegally accessing this portion of the trail. The Department was successful in obtaining funding to add bollards to prevent non-motorized vehicles from accessing the trail. The Parks and Recreation Department has also been working with the Michigan Department of Natural Resources to complete the design features for the installation of the bollards.

Trail construction began in 2011 and is expected to be completed from the current Musketawa Trailhead at 8th Avenue to Peach Ridge Avenue in Kent County by the summer of 2012.



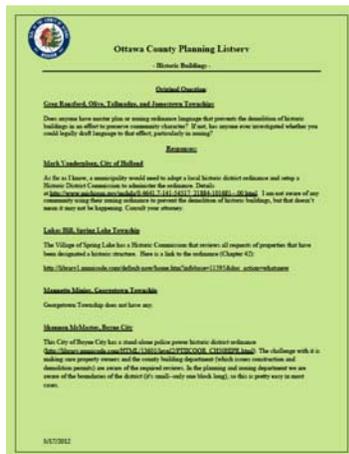
Accomplishment Ten: Non-Motorized Path Plan

The Planning and Performance Improvement Department continues to work with other West Michigan agencies to expand the network of non-motorized trails in the region. The Department also maintains the Ottawa County Non-Motorized Pathway Plan and Map. During the past year, the plan/map was updated to include newly constructed trails as well as new plans for regional trails.



Accomplishment Eleven: Planning Listserv (E-mail Inquiry Service)

The Planning and Performance Improvement Department continues to administer the Ottawa County Planner's Listserv. The Listserv allows local planners and zoning administrators to communicate with each other about various planning and zoning issues.



As the Listserv administrator, the Planning and Performance Improvement Department receives questions or requests for data from local planners and then distributes them to each community's planning or zoning official via email. Responses are received by the Department, compiled into a single document, and distributed to each community.

During the last year, some of the Listserv topics that have been addressed include the following: PUD standards, building setbacks, setback measurement procedures, regulations for signs affixed to vehicles, knock box requirements, and historic building regulations.

Accomplishment Twelve: Purchase of Development Rights (PDR) Program

At the request of local townships, Ottawa County established a Countywide PDR Program in 2008. The Program was created to assist local farmers who want to access state and federal funds to preserve farmland by establishing an easement that prohibits development on agricultural land. The Agricultural Preservation Board (**Attachment K**) has been established to oversee and administer the Program.

Currently, there is no available county or state funding for the PDR Program. There is a Federal program for PDR, however, this program requires a 50% local match. Therefore, the main task of the Agricultural



Preservation Board has been to raise funds for the County PDR Program through private donations. The Board established Funds with the Community Foundation of the Holland/Zeeland Area and the Coopersville Area Community Foundation. These Foundations can accept and invest donations for the County PDR Program. To date, approximately \$24,000 has been donated to the County PDR Program.

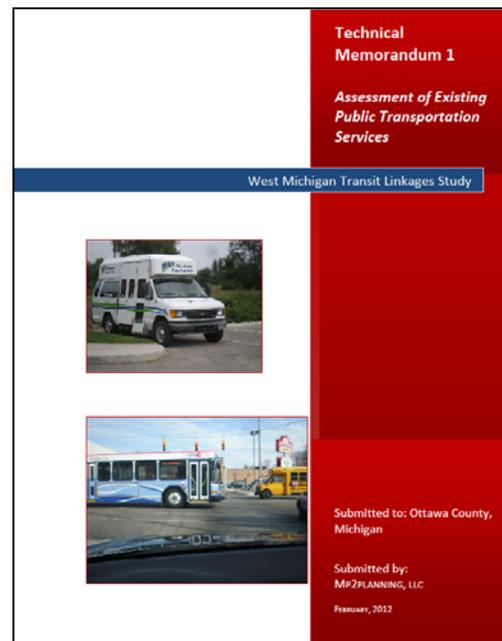
Another major task for the Agricultural Preservation Board is to obtain approval from the local townships for the County PDR Program. Township approval is required in order for agricultural land owners within the township to participate in the Program. To date, Wright, Chester, Tallmadge, and Polkton Townships have passed resolutions of support for the PDR Program. In the upcoming year, the Board plans to obtain approval from 4-6 additional townships.

Accomplishment Thirteen: West Michigan Transit Linkages Study

The West Michigan Transit Linkages Study is being conducted in order to identify new routes for regional commuter transit services and determine the feasibility of implementing and operating these routes. This Study will be important for future decision making regarding regional public transportation services.

The Planning and Performance Improvement Department continues to work diligently to ensure the Study will be completed. The original consultant hired to conduct the Study terminated their contract with the County. In order to hire a new consultant for the Study, the Request for Proposals (RFP) was reissued in August, 2011. Three consultant firms responded to the RFP and from these, Mp2planning, LLC was selected to continue the Study. After a lengthy review of the contract by MDOT, the consultant firm Mp2planning, LLC was hired in December, 2011.

Mp2planning, LLC immediately began revising the reports completed by the initial consultant (i.e. the Existing Conditions Report and the Transit Needs Assessment). These revisions included updating census information, conducting a new scientifically valid survey of transit needs, and working to improve the overall clarity and completeness of the documents. The revisions to the Existing Conditions Report and the Transit Needs Assessment have been completed.



In the next phase of the Study, Mp2planning, LLC will identify new routes for commuter transit and analyze the feasibility of implementing and sustaining these routes. It is anticipated that the Study will be completed by August, 2012.

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

Accomplishment One: Remonumentation Program

The Planning and Performance Improvement Department provides administrative oversight for the Survey and Remonumentation Grant Program, the Remonumentation Committee (**Attachment L**), and the Remonumentation Peer Group (**Attachment M**).

The Remonumentation Peer Group members completed the monumentation of all physical Public Land Survey (PLS) corners in Ottawa County in 2005 and continue to work to complete the Setting of Coordinates phase (i.e. establishing GPS coordinates for each physical corner). Through 2011, the Setting of Coordinates phase has been completed in 13 of the County's 17 townships. During the 2012



grant year, two more townships are scheduled to be completed (**Attachment N**). It is anticipated that the Setting of Coordinates phase will be completed by 2017.

In 2012, Mark Knudsen was appointed to the State Office of Land Survey and Remonumentation (OLSR) Administrative Rules Rewrite Committee to completely revise the administrative rules for the Remonumentation Program.

CLOSING

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

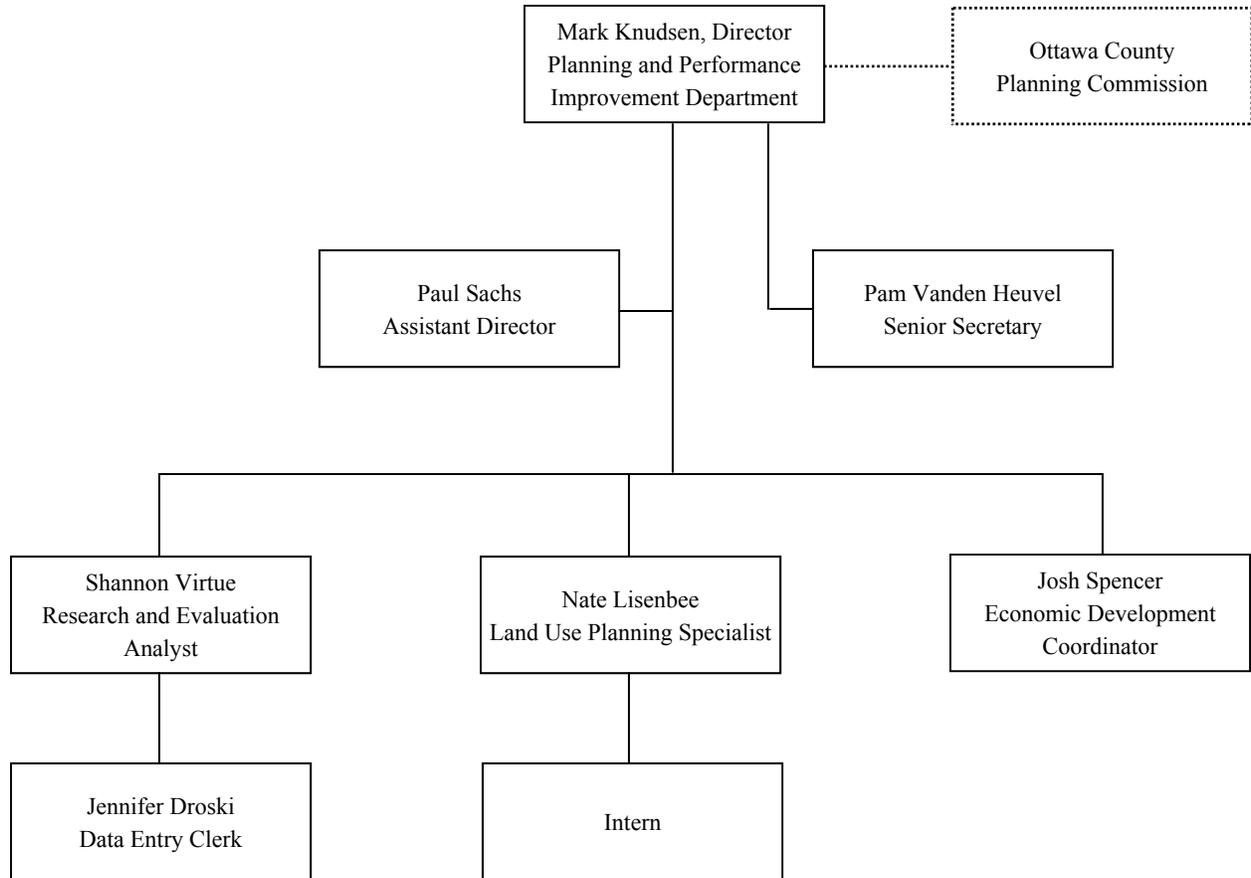
Over the last year, the Planning and Performance Improvement Department completed and initiated multiple programs to help maintain and enhance the County's reputation as a great place to live and to do business. The Department also continued its strategic planning and outcome-based evaluation efforts in order to maximize the County's use of financial resources. This has been well-received by local officials and taxpayers who learn of the County's commitment to verify that programs and services are cost-effective and achieve outcome-based results. To date, the Department has saved more than \$6.9 million in public tax dollars as a result of recommendations that modified, privatized, or discontinued ineffective County programs and services. Moreover, \$25 million in County programming and services has been verified as being cost-effective through the evaluation process.

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



Back Row (left to right): Mark Knudsen, Nate Lisenbee, Josh Spencer, Paul Sachs
Front Row (left to right): Pam Vanden Heuvel, Shannon Virtue, Jennifer Droski

ATTACHMENT A - Department Organizational Chart



ATTACHMENT B - Department Strategic Outline

Function Statement

The Planning and Performance Improvement Department initiates programs to strengthen businesses and increase jobs in the County as well as programs to improve quality-of-life for residents. The Department is also responsible for conducting outcome-based evaluations of County programs and services to improve organizational performance and to maximize the use of financial resources, as well as performing legislative analysis to ensure the County is not negatively impacted by proposed State legislation, and reviewing grant applications and award requirements to protect the County from any permanent financial obligations. The statistical data that is researched and compiled by the Department is used by County departments, local communities, and local agencies to bolster applications for grant funding, enhance bond ratings, recruit prospective businesses to the county, and enhance market opportunities for existing local businesses.

Mission Statement

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

| | |
|---|---|
| TARGET POPULATION | County Board and Administration |
| | Elected Offices and County Departments |
| | Local Leaders, Agencies, and Citizens |
| | Community Planners |
| | |
| PRIMARY GOALS & OBJECTIVES | County Goal: Maintain and improve the strong financial position of the county |
| | Department Goal 1: Improve organizational performance and maximize the use of financial resources |
| | <i>Objective 1) Establish and maintain outcome-based performance measures for County departments</i> |
| | <i>Objective 2) Evaluate County services/programs to verify cost-effectiveness or to provide recommendations to ensure that services/programs are cost-effective</i> |
| | <i>Objective 3) Lobby to ensure that proposed legislation that would negatively impact the county is defeated or, conversely, lobby to ensure that proposed legislation that would positively impact the county is passed</i> |
| | <i>Objective 4) Protect the County from any negative ongoing financial obligations that may result from accepting state/federal grants</i> |
| | <i>Objective 5) Generate revenue by constructing communications towers in underserved areas</i> |
| | <i>Objective 6) Provide statistical data to bolster county, community, and local agency grant applications</i> |
| | County Goal: Contribute to a healthy physical, economic, and community environment |
| | Department Goal 2: Strengthen businesses and increase jobs in Ottawa County |
| | <i>Objective 1) Foster the development and expansion of businesses that produce services and products associated with the agribusiness sector of the economy</i> |
| | <i>Objective 2) Increase the number of new businesses in all sectors of the economy</i> |
| | <i>Objective 3) Increase new capital investment in existing local businesses</i> |
| | <i>Objective 4) Promote collaboration among the County's economic development agencies in order to maximize existing resources, obtain additional resources, and minimize duplication of services</i> |
| | Department Goal 3: Protect and improve quality-of-life in Ottawa County |
| | <i>Objective 1) Ensure safe and efficient transportation corridors</i> |
| | <i>Objective 2) Preserve farmland, open space, and scenic vistas and byways</i> |
| | <i>Objective 3) Enhance the vibrancy, livability, and aesthetic character of urban communities</i> |
| | <i>Objective 4) Mitigate the impacts of development on water quality and quantity, and ensure that new development is not negatively impacted by elevated water tables</i> |
| | County Goal: Continually improve the County's organization and services |
| Department Goal 4: Provide excellent customer service/satisfaction | |
| <i>Objective 1) Provide thorough and satisfactory services</i> | |
| <i>Objective 2) Provide interaction with customers that is courteous, respectful, and friendly</i> | |
| <i>Objective 3) Provide timely responses to service requests</i> | |
| Department Goal 5: Provide exceptional services/programs | |
| <i>Objective 1) Maintain high-efficiency work outputs¹</i> | |
| <i>Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties²</i> | |
| <i>Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties²</i> | |

ATTACHMENT B - Department Strategic Outline

| | | | | | |
|---------------------------------|---|---------------|--------------------|--------------------|-----------------------|
| SERVICES & PROGRAMS | Strategic Planning and Program Evaluations, Statistical Research, Data Books, Grants Administration (<i>Goal 1</i>) | | | | |
| | Economic Development Initiatives (<i>Goal 2</i>) | | | | |
| | Land Use, Environmental, and Transportation Projects (<i>Goal 3</i>) | | | | |
| | Professional Customer Service (<i>Goal 4</i>) | | | | |
| | Performance-Based Budgeting (e.g. Workload Analysis; Benchmark Analysis) (<i>Goal 5</i>) | | | | |
| WORKLOAD | ANNUAL MEASURES | TARGET | 2010 ACTUAL | 2011 ACTUAL | 2012 ESTIMATED |
| | # of department performance-based budget Outlines reviewed & updated | - | 17 | 52 | 52 |
| | # of Strategic Plans completed (e.g. programs, agencies, libraries) | - | 2 | 2 | 2 |
| | # of administrative evaluations completed | - | 2 | 2 | 3 |
| | # of outcome-based evaluations completed | - | 1 | 1 | 2 |
| | # of specialized/technical reports completed (e.g. Human Services Survey, Mental Health Diversion Report, RZFB, Benchmarking Consortium Report) | - | 3 | 3 | 3 |
| | # of requests fulfilled for data/research assistance | - | 52 | 38 | 60 |
| | # of data books maintained | - | 3 | 3 | 4 |
| | # of existing Data Books updated with new information (e.g. 2010 Census) | - | 1 | 2 | 2 |
| | # of data sets maintained in department website (e.g. economic & demographic data) | - | 7 | 20 | 23 |
| | # of economic development projects active at any given time (e.g. Brownfield Assessment Plan, Agricultural Technology Incubator, Countywide Economic Development Plan, Bonds) | - | 2 | 3 | 4 |
| | # of existing businesses that received assistance from department | - | 3 ³ | 1 ⁴ | 4 |
| | # of land use planning projects active at any given time (e.g. PDR, Water Resources Study, Transit Study, Standardized Mapping, Urban Smart Growth) | - | 5 | 5 | 5 |
| | # of Excellence Through Training programs conducted | - | 3 | 2 | 3 |
| | # of grants processed/reviewed | - | 13 | 25 | 30 |
| Value of grant awards processed | - | \$3.1M | \$3.5M | \$3.7M | |
| EFFICIENCY | % of departments with Performance Plans updated to ensure outcome-based data are collected (i.e. performance-based budgeting) | 100% | 35% | 75% | 100% |
| | % of evaluation recommendations approved by County Board | 100% | 100% | 100% | 100% |
| | # of new jobs created by businesses that received assistance from the department | - | 0 | 49 | 175 |
| | % of communities referencing county development plan/projects in their respective master plans | >90% | 35% | 35% | 50% |

ATTACHMENT B - Department Strategic Outline

| | | | | | | |
|-------------------------|--|------------|--------------|--------------|--------------|-------------|
| | % of local units adopting standardized colors and terminologies in their zoning ordinances (adoption of standards is dependent on when the community will be updating their ordinance) | > 90% | 38% | 42% | 46% | 50% |
| OUTCOMES | Total verified cost-effective programming and/or cost-savings from programming requiring improvement, modification, privatization, or discontinuation | ≥\$150,000 | \$6,362,298 | \$6,517,909 | \$6,499,505 | \$3,500,000 |
| | Revenue generated from lease agreements on cell towers (this will be net revenue once cost to construct towers is repaid in 5 years) | ≥\$40,000 | \$42,642 | \$43,921 | \$86,638 | \$89,238 |
| | Amount of new local investment created by businesses that received assistance from department economic development services | >\$1M | \$15,000,000 | \$75,197,353 | \$45,400,000 | \$1,000,000 |
| | % of grants that result in an unintentional ongoing financial obligation to the County | 0% | 0% | 0% | 0% | 0% |
| CUSTOMER SERVICE | % of customers satisfied with Department services | 100% | 100% | 100% | 100% | 100% |
| | % of customers indicating interaction with department staff was courteous, respectful, and friendly | 100% | 100% | 100% | 100% | 100% |
| | % of customers satisfied with staff response time | 100% | 100% | 100% | 100% | 100% |
| COST⁵ | Cost of Department per capita (total expenses ³) | - | \$2.04 | \$2.19 | \$2.79 | \$2.79 |
| | Department FTEs ⁴ per 100,000 residents | - | 2.26 | 2.20 | 2.24 | 2.24 |

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure
3. Continental Dairy; Request Foods; and Energetx
4. Cedar Crest Dairy
5. Total expenses include all department/division expenses less Data Processing Services (8310.0020) and Indirect Administrative Expenses (8310
6. FTE is calculated using Fiscal Service's History of Positions By Fund report
7. The cost and FTE calculations are computed by the Planning and Performance Improvement Department

ATTACHMENT C1 - Ottawa County Planning Commission (2012)

| <u>Name/Address</u> | <u>Representing</u> | <u>Term</u> | <u>Expires</u> |
|--|---|-------------|----------------|
| Joseph S. Baumann 735 – 144th Avenue Holland, MI 49424 399-8489 (H) 848-5010 (C) 396-5728 (W) jbaumann@miottawa.org | Commissioner | 3 years | 12/31/2013 |
| Greg J. DeJong 11828 Kathy Jo Lane Allendale, MI 49401 895-5139 (H) 437-7954 (C) 551-4884 (W) gdejong@miottawa.org | Commissioner | 3 years | 12/31/2013 |
| Adam Kantrovich (Jennifer) 15367 Hofma Drive Grand Haven, MI 49417 994-4570 (W) 834-8377 (C) akantrov@msu.edu | Public School Board or Administrative Employee of a School District | 3 years | 12/31/2013 |
| Jim Miedema 2984 16th Avenue Hudsonville, MI 49426 896-8562 (H) 896-8376 (W) 291-2724 (C) 896-7271 (F) jmiedema@twp.jamestown.mi.us | Financial/Sociological/ Academic | 3 years | 12/31/2014 |
| Bill Miller 17829 - 40th Avenue Conklin, MI 49403 899-2678 (H&O) 899-2104 (F) 262-5168 (C) rafd53@aol.com | Agriculture | 3 years | 12/31/2012 |
| Roman Wilson 13512 Hidden Creek Drive Grand Haven, MI 49417 935-9875 (H) 844-5050 (W) romanw@lakeshoreenvironmental.com | Environmental | 3 years | 12/31/2013 |
| Doug Zylstra 152 E. 24th Street Holland, MI 49423 616-953-6087 (C) 773-551-8166 (H&F) doug.r.zylstra@gmail.com | Business/Industrial/ Tourism | 3 years | 12/31/2014 |

ATTACHMENT C2 - Planning Commission Summary of Duties

- Primary duty is to create, revise, and maintain an Ottawa County development plan to promote, plan and coordinate the County's economic, social and physical growth, and environmental impact.
- *Make studies, investigations, and surveys relative to economic, social and physical development and their environmental impact on the County.*
- Formulate plans and make recommendations for the most effective economic, social and physical development of the County and its environmental impact on the County.
- *Cooperate with all departments of State and Federal governments and public agencies concerned with programs directed toward the economic, social and physical development of the County, and environmental impact on the County and seek maximum coordination of County programs with these agencies.*
- Perform any and all functions necessary or desirable to secure the financial aid or cooperation of the federal government in carrying out the functions of the planning commission.
- *Consult with representatives of adjacent counties with respect to their planning so that conflicts in overall county plans may be avoided.*
- Review proposed land transactions by County board, department or agency for consistency with the County Development Plan and report to and advise the County Board of Commissioners regarding the proposal.
- *Consult and advise public officials and public agencies, private organizations and agencies and citizens within the County to develop adequate support and understanding of the objectives of the County Plan.*
- Serve as the coordinating agency for all planning committees and commissions within the County.
- *Serve as the metropolitan county planning commission with the following specific duties:*
 - > Preparation of general physical plans with respect to pattern and intensity of land use, the provision of public facilities and environmental impact together with long-range physical plans for such development.
 - > *Programming of capital improvements based on relative urgency together with definitive financial plans.*
 - > Coordination of all related plans and the departments of subdivisions of the government concerned.
 - > *Intergovernmental coordination of all related activities among the state and local governmental agencies concerned.*

ATTACHMENT D - Michigan Local Government Benchmarking Consortium Members

County Members

Bay County
Branch County
Calhoun County
Kent County
Livingston County
Ottawa County

Township Members

Bath Township
Delhi Charter Township
Delta Charter Township
Holland Charter Township
Meridian Charter Township
Waterford Township

City Members

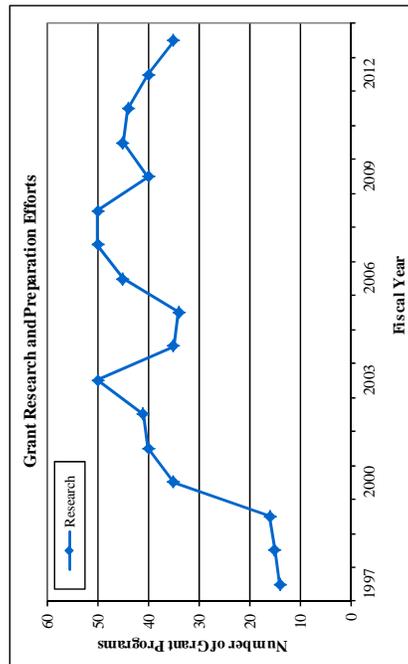
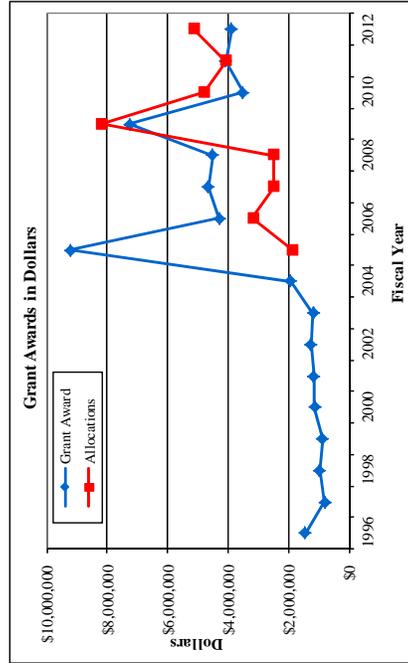
City of Albion
City of Alma
City of Auburn Hills
City of Battle Creek
City of Birmingham
City of Brighton
City of Cadillac
City of Eastpointe
City of Ferndale
City of Grand Blanc
City of Holland
City of Howell
City of Lansing
City of Lathrup Village
City of Madison Heights
City of Manistee
City of Petoskey
City of Rochester Hills
City of Roseville
City of Saginaw
City of Saline
City of St. Joseph
City of Sturgis
City of Walker
City of Warren
City of Wyoming

Michigan Road Commission Members

Road Commission for Oakland County
Van Buren Road Commission

ATTACHMENT E - Grantmanship Assistance

| Grantsmanship Efforts | Actual FY 1996 | Actual FY 1997 | Actual FY 1998 | Actual FY 1999 | Actual FY 2000 | Actual FY 2001 | Actual FY 2002 | Actual FY 2003 | Actual FY 2004 | Actual FY 2005 | Actual FY 2006 | Actual FY 2007 | Actual FY 2008 | Actual FY 2009 | Actual FY 2010 | Actual FY 2011 | Actual FY 2012 |
|-------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Research | 14 | 15 | 16 | 35 | 40 | 41 | 50 | 35 | 34 | 45 | 50 | 50 | 40 | 45 | 44 | 40 | 35 |
| Grant Award Allocations | \$1,439,223 | \$794,662 | \$958,498 | \$872,014 | \$1,139,402 | \$1,152,752 | \$1,250,000 | \$1,179,356 | \$1,930,229 | \$9,211,725 | \$4,292,839 | \$4,643,290 | \$4,500,000 | \$7,269,000 | \$3,500,000 | \$4,067,447 | \$3,891,700 |
| | N/A | \$1,880,923 | \$3,189,215 | \$2,493,747 | \$2,500,000 | \$8,202,000 | \$4,800,000 | \$4,082,715 | \$5,123,796 |



ATTACHMENT F - Agricultural Technology Business Incubator Steering Committee

Agriculture/Agri-business

Cliff Meeuwsen, President
Zeeland Farm Services

Mark Schoenborn
Ottawa County Farm Bureau

Jim Byrum, President
Michigan Agri-Business Association

Mike DiBernardo, Economic Development Specialist
Michigan Department of Agriculture and Rural Development

Other Business

Kurt Brauer, Partner
Warner Norcross & Judd

Education

Irene Benbenista, PhD, Interim Dean
Davenport University Donald W. Maine College of Business

Dan Bialas, Chair
Muskegon Community College Business Department

John Berry
Special Assistant to the President for Academic Initiatives, Kendal College of Art and Design
Executive Director, Design West Michigan

Government/Agencies

Greg DeJong
Ottawa County Commissioner

Bill Miller
Ottawa County Planning Commission

Josh Westgate, Supervisor
Wright Township

TBD
Spring Lake Village

Jim Miller
Governmental Consultant Services Inc.

Mark Knudsen, Director
Ottawa County Planning and Performance Improvement Department

ATTACHMENT G - Brownfield Redevelopment Authority Board (2012)

Director

Term Ending Date

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

Appointed: 02/01/2008
Term Ends: 01/31/2014

Ms. Joan Epperson – Vice President/Secretary
6132 Regal Drive SW
Grandville, MI 49418
E-mail: joan-epperson@globalbsa.com
Phone: 616-570-3877

Appointed: 11/22/2011
Term Ends: 12/31/2013

Mr. Bradley Slagh - Treasurer
Treasurer, County of Ottawa
12220 Fillmore Street, Room 155
West Olive, MI 49460
E-mail: BSlagh@miottawa.org
Home Phone: (616) 994-4505
Fax: (616) 994-4509

Appointed: 02/01/2008
Term Ends: 01/31/2014

Mr. William Berns
14287 Garfield St.
Spring Lake, MI 49456
E-mail: williamberns@sbcglobal.net
Phone: 616-850-8578

Appointed: 11/22/2011
Term Ends: 12/31/2017

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

Appointed: 01/01/2012
Term Ends: 12/31/2012

ATTACHMENT G - Brownfield Redevelopment Authority Board (2012)

Director

Term Ending Date

Ms. Laurie Larsen

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

Appointed: 02/01/2008
Term Ends: 01/31/2014

Mr. Edward Mayo

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

Appointed: 02/01/2009
Term Ends: 01/31/2015

Mr. Ken Rizzio

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

Appointed: 02/01/2008
Term Ends: 01/31/2014

Mr. Ryan Tibbets

7545 Terrace Lane
Jenison, MI 49428
Email: rjtibbets@comcast.net
Phone: 616-293-2230

Appointed: 11/22/2011
Term Ends: 12/31/2016

Mr. Justin Roebuck – Recording Secretary

Ottawa County Clerk's Office
12220 Fillmore Street, Room 130
West Olive, MI 49460
Email: jroebuck@miottawa.org
Phone: 616-994-4535

(Non-voting)

ATTACHMENT H - Ottawa County Economic Development Office

Ottawa County Economic Development Office, Inc.

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

DATE: February 6, 2012

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

FROM: Kenneth J. Rizzio, Executive Director



RE: **OCEDO's Work Activities & Results for July – December 2011**

For your information, this memo provides a summary of the major work activities & results that occurred during the 2nd half of last year. Please feel free to share this memo with your Board/Commission/Council members. If you have any questions or would like additional information on most of these items, please call me at 892-4120 or e-mail to: krizzio@altelco.net Thank you.

I. Industrial Retention & Expansion Activities:

Industrial retention visits were made to 18 manufacturing firms. Most of the visits were made jointly with Bill Kratz, Business Development Manager with the MEDC. Also, OCEDO participated in Lakeshore Advantage's retention drive which utilizes the e-synchronist program. Those visited firms are located in the cities of Coopersville, Holland & Zeeland; and the townships of Allendale, Blendon, Chester, Georgetown, Holland, Tallmadge, Wright & Zeeland.

Continued to assist in administering four CDBG grant funded projects:

- City of Coopersville/Continental Dairy Products/CS Facilities' Wastewater System Upgrade - grant of \$ 2,465,000
- City of Coopersville/Saturn Electronics & Engineering Machinery & Equipment Acquisition - grant of \$ 500,000 (prepared for the project close-out in January 2012)
- Holland Charter Township/Request Foods' Wastewater Pre-treatment System Upgrade - grant of \$ 5,425,000
- Holland Charter Township/Quincy Street Wastewater Pretreatment Phase II - grant of \$ 1 million (prepared for the project close-out in February 2012)

In cooperation with Lakeshore Advantage, began assisting Zeeland Charter Township, the City of Zeeland /BPW and the Gentex Corporation in seeking grant funds from both MDOT and the MEDC for needed public infrastructure improvements to support the development of the proposed new North Riley Campus project. An MDOT Category A

ATTACHMENT H - Ottawa County Economic Development Office

grant application in the amount of \$ 902,452 was written on behalf of the Ottawa County Road Commission for funding to reconstruct a portion of 88th Avenue into an all-seasons, industrial class road. To help finance the construction of watermains, sanitary sewer lines and electric system upgrades to serve Gentex's proposed new 278,000 sq ft manufacturing facility (the first of four production facilities) and a central power plant, CDBG wetlands notices and project notification letters to the SHPO and MDEQ were prepared. A \$ 2 million Michigan Business Development Program grant to be awarded directly to the Gentex Corporation is anticipated (as a substitute to a CDBG grant that would have been awarded to Zeeland Charter Township). Gentex's initial investment is expected to be \$ 100 million. An estimated 960 jobs will be created over the next 5 years.

Put "on-hold" (until mid-2012) applying to the MEDC for a CDBG grant to help finance the installation of a 3-phase electric line costing \$ 150,000 to serve two manufacturing/metal fabrication shops located in Chester Township. Future business expansions will occur only if the heavy power service is provided. The projected total new private investment is \$ 604,000; 16 new jobs would be created over the next 24 months.

Prepared, edited and/or helped process P.A. 198 Industrial Facilities Tax Abatement Applications for the following manufacturers:

| <u>Manufacturers</u> | <u>Communities</u> | <u>Investments</u> | <u>Jobs</u> | |
|---------------------------|--------------------|----------------------|-----------------|------------|
| | | | <u>Existing</u> | <u>New</u> |
| ITB Packaging | Holland City | \$ 1,311,783 | 0 | 44 |
| OMT-Veyhl | Holland Twp | 4,750,659 | 75 | 20 |
| Black River Pallet | Zeeland City | 1,389,850 | 20 | 4 |
| Laser Dynamics | Allendale Twp | 4,130,000 | 60 | 6 |
| H.S. Die & Eng. | Tallmadge Twp | 7,900,000 | 196 | 20 |
| Geskus Photography | Tallmadge Twp | 500,000 | 50 | 20 |
| Industrial Woodworking | Zeeland Twp | 366,800 | 39 | 3 |
| Zeeland Farm Services (3) | Zeeland Twp | 2,669,000 | 201 | 6 |
| Green Plastics | Olive Twp | 508,205 | 18 | 7 |
| Hamilton Farm Bureau | Olive Twp | 2,202,043 | 9 | 0 |
| Permaloc | Olive Twp | 1,887,250 | 14 | 4 |
| Starbuck Machining | Olive Twp | 510,200 | 25 | 4 |
| Gentex* | Zeeland Twp | <u>TBD</u> | <u>TBD</u> | <u>TBD</u> |
| | TOTALS | \$ 28,125,790 | 707 | 138 |

* Established the District
TBD = To Be Determined

Also networked with P.A. 198 prospects (for which applications are expected in the near future) located in the cities of Coopersville, Holland & Hudsonville; and the townships of Chester, Jamestown, Tallmadge, Wright & Zeeland.

ATTACHMENT H - Ottawa County Economic Development Office

II. Industrial Attraction Activities:

Assisted a tool & die firm in a neighboring County with plans for relocation to/expansion in Ottawa County.

III. Small Business Counseling Activities:

As a Satellite Office of the West Michigan Region of the Michigan Small Business & Technology Development Center (MI-SBTDC) Program at Grand Valley State University, OCEDO assisted at least 23 short-term clients located throughout Ottawa County with information, including how to start a business, obtaining financing, identify required licenses & permits, write a business plan and research available local, State and federal business assistance programs.

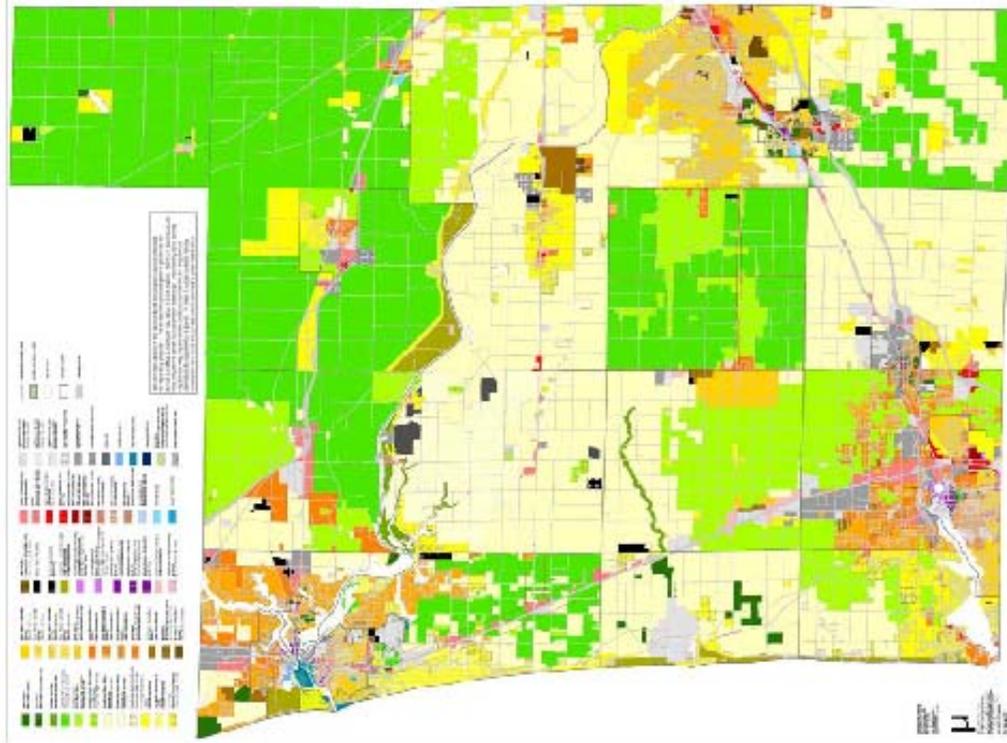
OCEDO also assisted about 28 long-term clients in collectively providing approximately 92 hours of one-on-one counseling. Those clients were located in the communities of Conklin, Coopersville, Holland, Hudsonville, Jenison and Zeeland; and townships of Allendale, Chester, Jamestown, Georgetown, Olive, Tallmadge, Wright and Zeeland.

IV. Other Activities:

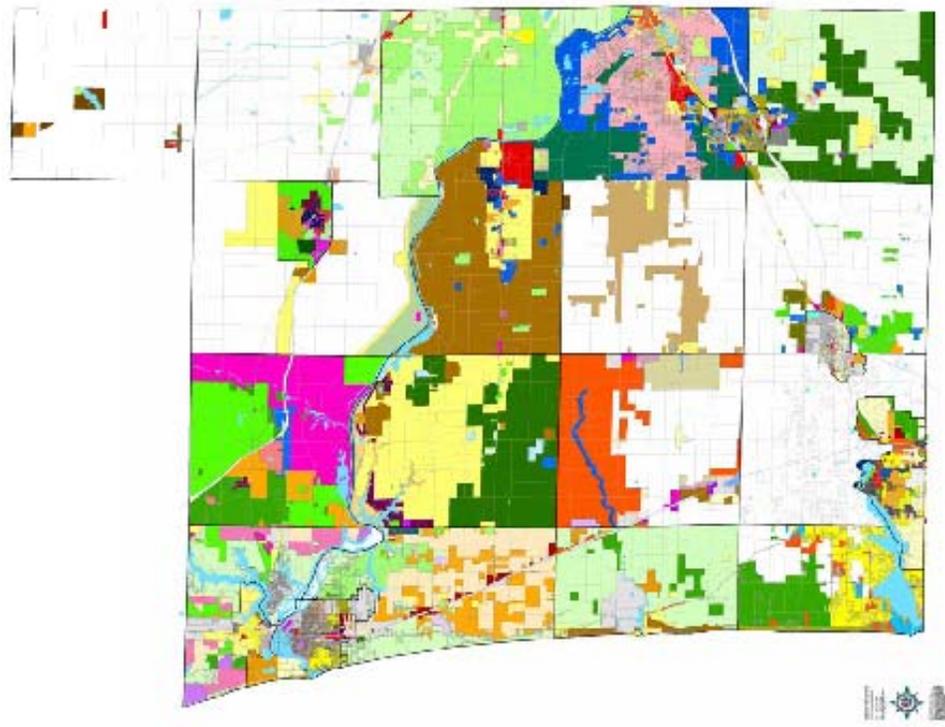
Participated in meetings of the MEDC's Advisory Group; West Michigan Economic Development Collaborative; Kent-Ottawa-Muskegon Foreign Trade Zone (KOM-FTZ) Authority Board (currently serving as Chairman); Ottawa County Land Bank Authority; Ottawa County Economic Development Corporation; Allendale Area Chamber of Commerce (serving on the Board of Directors & Building Enhancement Grant Program Committee); and the Hudsonville Economic Development Committee.

ATTACHMENT I1 - Existing and Proposed Standardized Zoning District Maps

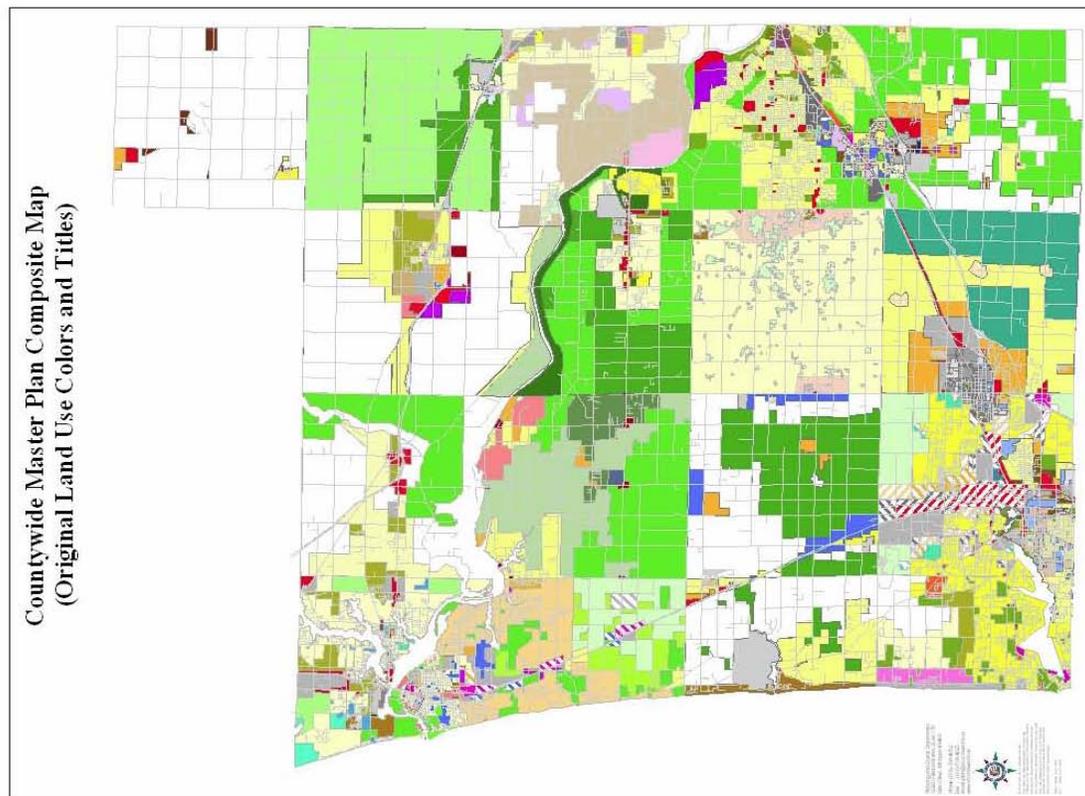
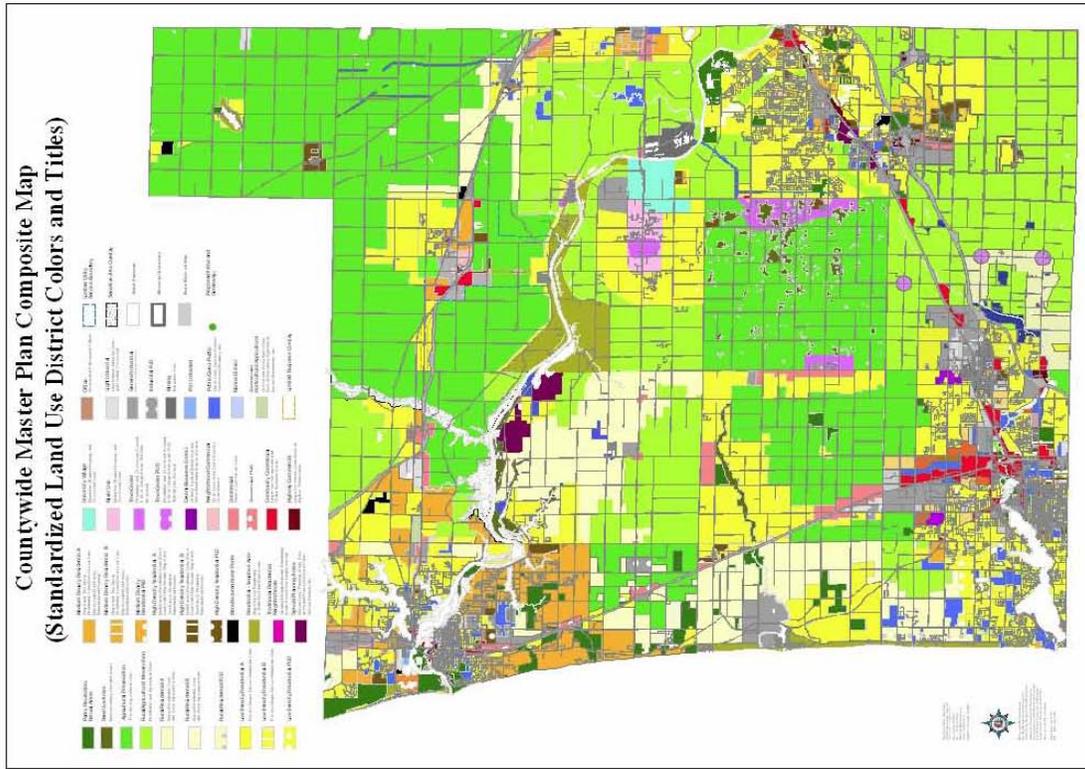
Countywide Zoning Map with Standardized Colors



Local Unit of Government Existing Zoning District Colors



ATTACHMENT I2 - Existing and Proposed Standardized Master Plan District Maps



ATTACHMENT I3 - Status of Standardized Mapping Adoption in Ottawa County

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

Legend

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

✓ = Standardized Titles and/or Colors have been adopted.

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

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

ATTACHMENT J - Pioneer Resources and Georgetown Seniors Ridership Totals

TABLE 1

| Georgetown Seniors | Actual FY 2002 | Actual FY 2003 | Actual FY 2004 | Actual FY 2005 | Actual FY 2006 | Actual FY 2007 | Actual FY 2008 | Actual FY 2009 | Actual FY 2010 | Actual FY 2011 | Projected FY 2012 |
|--------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-------------------|
| Rides | 14,620 | 14,965 | 14,193 | 15,488 | 19,539 | 15,684 | 18,549 | 16,246 | 15,343 | 11,699 | 12,500 |

TABLE 2

| *Pioneer Resources | Actual FY 2006 | Actual FY 2007** | Actual FY 2008 | Actual FY 2009 | Actual FY 2010 | Actual FY 2011 | Projected FY 2012 |
|--------------------|----------------|------------------|----------------|----------------|----------------|----------------|-------------------|
| Rides | 102,489 | 43,507 | 38,417 | 45,510 | 39,955 | 35,605 | 38,500 |

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

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

ATTACHMENT K - Ottawa County Agricultural Preservation Board (2012)

| <u>Name/Address</u> | <u>Representing</u> | <u>Term Expires*</u> |
|----------------------------|----------------------------|-----------------------------|
| Michael Bronkema | Agriculture | 12/31/12 |
| Dennis Van Dam | Real Estate/Development | 12/31/14 |
| Matt Fenske | Township Government | 12/31/14 |
| Greg DeJong | County Board | 12/31/12 |
| Bill Miller | Local Conservation | 12/31/13 |
| Luke Meerman | Agriculture | 12/31/14 |
| Cliff Meeuwsen (chair) | Agriculture | 12/31/13 |

* All appointments, with the exception of the Board of Commissioner position, are 3 year terms. The Board of Commissioner position is updated on a yearly basis.

ATTACHMENT L - Ottawa County Remonumentation Committee

| <u>Representing County Commissioners</u> | <u>Expires</u> | <u>Representing Supervisors/Assessors</u> | <u>Expires</u> |
|--|----------------|--|----------------|
| Commissioner James Holtvluwer 8092 Weatherwax Drive, Jenison, 49428 616-457-6133 (h) 616-723-2760 (c) | 1/13 | D. Dale Mohr, Supervisor Georgetown Township P.O. Box 769 Jenison, MI 49429 616-457-2340 (h) 616-837-6876 (w) | 1/13 |
| <u>Register of Deeds</u> Gary Scholten 414 Washington Street Grand Haven, 49417 616-846-8240 | | Ryan Cotton, Manager Holland City 270 South River Avenue Holland, MI 49423 616-355-1310 | 1/14 |
| <u>Representing Real Estate Attorneys</u> Randall S. Schipper 321 Settlers Road Holland, 49423 616-392-1821 (o) | 1/13 | <u>Representing Surveyors</u> Rodney Unema, P.S. 4548 Bauer Road Hudsonville, 49426 616-531-3660 (o) | 1/13 |
| <u>Representing Realtors (1)</u> R. Dale Sall 2339 Bridlewood Drive Hudsonville, MI 49426 Dalesall@remax.net 616-896-9250 (h) 616-669-0990 Ext. 25 (w) 616-896-9286 (f) | 1/14 | Donald Schiele, P.S. 16471 - 136th Avenue Nunica, MI 49448 616-847-0928 (h) 616-846-2549 (w) | 1/13 |
| <u>Representing Road Commission</u> Brett Laughlin, P.E. Ottawa County Road Commission P.O. Box 739 Grand Haven, 49417 616-842-5400 (o) | 1/14 | Matt Nederveld, P.S. 347 Hoover Boulevard, Suite C Holland, MI 49423 616-393-0449 (o) 616-437-5031 (c) | 1/14 |
| | | <u>Ottawa County Representative</u> Randall Feenstra, P.S. 0-1210 Eighth Avenue Grand Rapids, 49544 616-457-7050 (o) 616-837-9178 (h) | 1/13 |

ATTACHMENT M - Ottawa County Remonumentation Peer Group

Donald Schiele, P.S.

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

Exxel Engineering

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

Feenstra & Associates

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

Holland Engineering

Attn: Steve Lampen
418 East 8th Street
Holland, MI 49423
slampen@hollandengineering.com
dlansky@hollandengineering.com
P- (616) 392-5938
F- (616) 392-2116

Nederveld Associates

Attn: Matt Nederveld
347 Hoover Boulevard, Suite C
Holland, MI 49423
mnederveld@nederveld.com
P- (616) 393-0449
C- (616) 437-5031
F- (616) 392-3540

Pathfinder Engineering

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

Tru-Line Surveying

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

Westshore Consulting

Attn: Steve Vallier
2534 Black Creek Road
Muskegon, MI 49444
svallier@westshoreconsulting.com
Phone: (231) 777-3447

Williams & Works

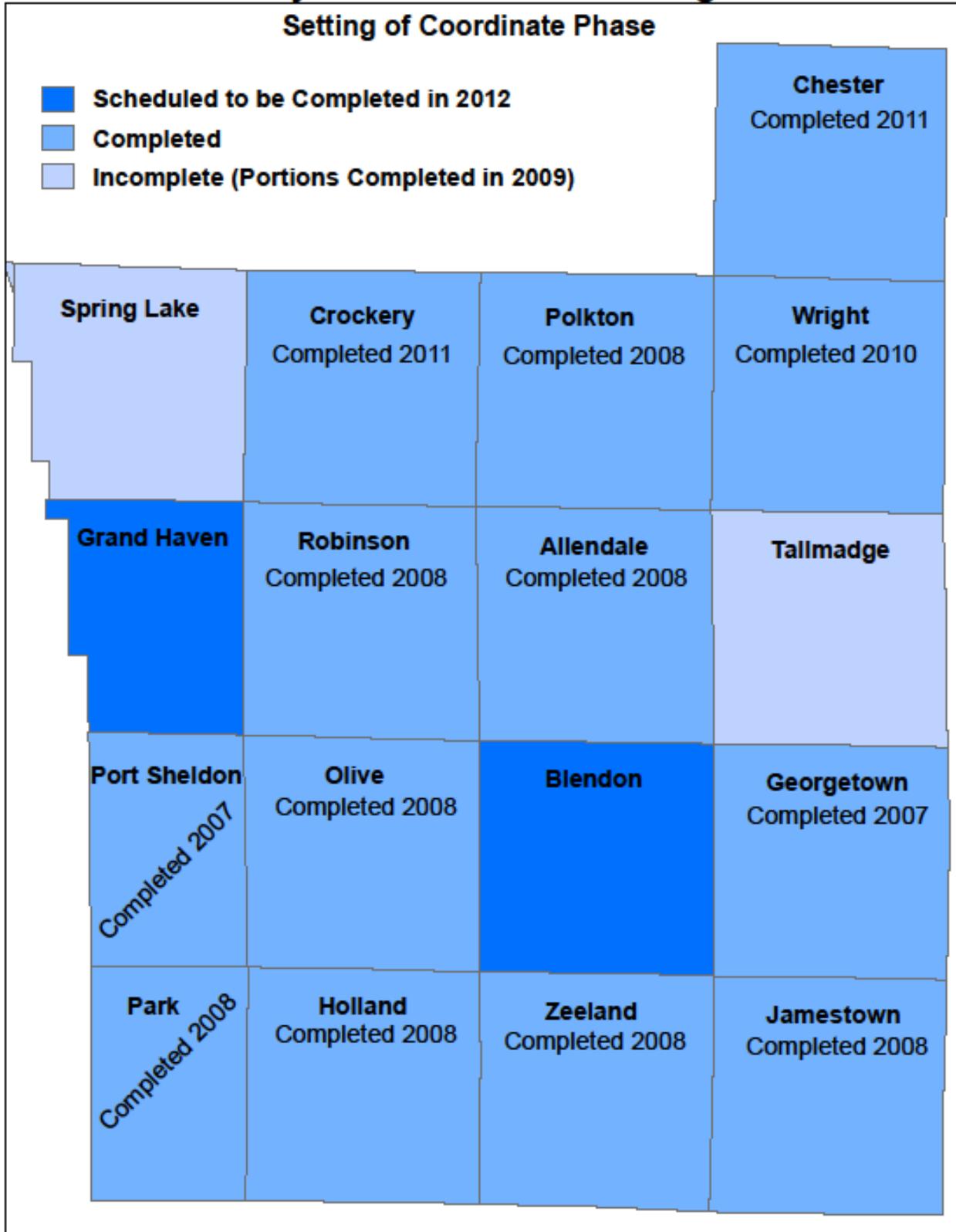
Attn: Jim Leitch
549 Ottawa Avenue NW
Grand Rapids, MI 49503
leitch@williams-works.com
P- (616) 224-1500
F- (616) 224-1501

Ottawa County Representative

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

ATTACHMENT N - Remonumentation Program Status

Ottawa County Remonumentation Program Status





Planning and Performance Improvement Department
12220 Fillmore Street, Suite 260
West Olive, Michigan 49460
(616) 738.4852
plan@miottawa.org