

# PLANNING & PERFORMANCE IMPROVEMENT

## ANNUAL REPORT 2012/2013

### *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**

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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 also continue to improve organizational performance and maximize the County's 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 2012/2013 are as follows:

- Saved over **\$10.9 million** (cumulative) as a result of evaluation recommendations that modified, privatized, or discontinued ineffective County programs and services.
- Verified the cost-effectiveness of **\$31.3 million** (cumulative) in County programming and services
- Prepared **Strategic Plans** for the Inmate Case Management and Treatment (ICMT) Program and Harbor Transit Authority
- Completed or initiated **Cost Analyses and Program Evaluations** for the e-Ticket System, Road Commission Task Force, Public Utilities Task Force, Sobriety/Drug Treatment Courts, and Cognitive Behavioral Therapy (CBT) Program
- Finalized the 2013 **Performance-Based Budgeting Outlines** for each of the County's departmental budgets (52 in total)
- Secured the repayment of a **\$1,868,837** in funding from the State for the County's investment in the State Remonumentation Program.
- Supported the creation of **34 new jobs** as a result of administering a \$197,000 Brownfield Redevelopment clean-up project
- Obtained a **\$400,000 EPA Brownfield Assessment Program** grant award
- Completed a Market and Needs Assessment & Feasibility Study for the County's proposed **Agricultural Technology Business Incubator**
- Providing **Business Incubator** services to three entrepreneurs with agricultural technology-based business ideas as a "pilot project".
- Hosted two seminars on the federal government's **Small Business Innovation Research (SBIR)** and **Small Business Technology Transfer (STTR)** Programs
- Provided administrative support to receive approximately **\$26,000 in donations** for the Purchase of Development Rights (PDR) Program
- Completed Phase I of the **Comprehensive Water Resource Study** and raised over **\$400,000** toward the cost of conducting Phase II of the Study
- Completed construction of a second **Wireless Broadband Tower** (this one in Robinson Township) to provide coverage to an underserved population while generating revenue for the County's technology fund
- Completed the **West Michigan Transit Linkages Study**

The Planning and Performance Improvement Department staff has been involved in many other planning and performance improvement initiatives which are discussed in greater detail in this report. Overall, 2012/2013 was a productive year for the Planning and Performance Improvement Department, and it is our expectation that 2013/2014 will produce similar results.

## **DEPARTMENT OVERVIEW**

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The Planning and Performance Improvement Department staff is comprised of 6.5 permanent positions (**Attachment A**). The Department initiates programs to strengthen businesses and increase jobs in the County as well as to improve quality-of-life for residents. In addition, 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. It also performs legislative analysis to ensure the County is not negatively impacted by proposed State legislation. The statistical data that is compiled and research that is conducted 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. 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**

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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**

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**GOAL ONE:** Improve organizational performance and maximize the County's 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

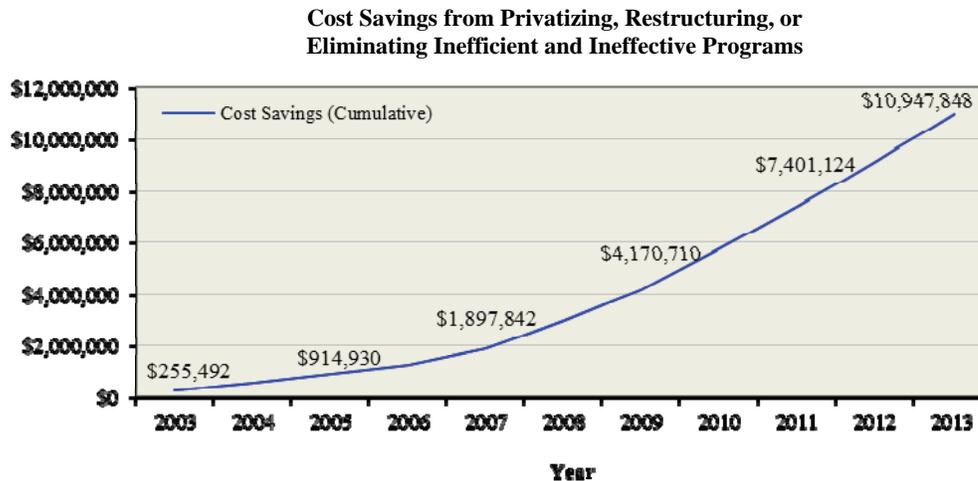
## ACCOMPLISHMENTS

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**GOAL ONE:** Improve organizational performance and maximize the County's use of financial resources

### **Accomplishment One: Performance Improvement**

The Planning and Performance Improvement Department continues 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 **\$10.9 million** as a result of recommendations that modified, privatized, or discontinued ineffective programs and services. In addition, **\$31.3 million** in programming and services has been verified as cost-effective through the evaluation process.



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

#### **A. Strategic Planning**

Strategic planning is a collaborative process that occurs between the Planning and Performance Improvement Department and program administrators, department officials, and agency representatives. This activity defines target populations that receive program/departamental services, goals and objectives that clearly articulate desired program 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 performance and cost-effectiveness.

The following Strategic Plans were completed and/or initiated in 2012/2013:

- **Inmate Case Management and Treatment (ICMT):** In fall 2012, the Planning and Performance Improvement Department worked with court representatives, the Sheriff's Office, and CMH to refine the Strategic Outline for the County's Inmate Case Management and Treatment (ICMT) Program. ICMT was first implemented in 2008 to provide treatment and case management services to jail inmates who have a mental health issue but are not eligible for enrollment in Community Mental Health (CMH). ICMT services were contractually provided by Pathways, Michigan; however, in October 2012, CMH staff began providing ICMT case management services. An administrative evaluation of the new ICMT Program will be completed by fall 2013.
- **Harbor Transit Authority:** In May 2012, the Planning and Performance Improvement Department was requested by the Harbor Transit Board to assist in developing the Agency's first 5-Year Strategic Plan.

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The collaborative effort resulted in the development of an innovative, Excel-based Plan for the organization. The Plan includes three components: 1) Strategic Outline; 2) Performance Management Outline; and 3) Performance Dashboard.

The *Strategic Outline* defines the Authority's target service area, target populations, primary goals and objectives, as well as services and programs provided by Harbor Transit. The second component is a *Performance Management Outline* that identifies the annual measures that are utilized to assess the Authority's performance and the 5-year target for each measure. The third component is a *Performance Dashboard* that depicts the annual results achieved for each performance measure and whether the Authority is on track or has achieved its 5-year targets.

The Excel file also contains a Data Entry worksheet for Harbor Transit staff to record monthly performance information for the organization which automatically populate into the *Management Outline* and *Performance Dashboard*. The innovative, user-friendly Excel-based Plan saves valuable staff time, ensures that performance calculations are accurate, and promotes transparency.



### B. Program Evaluations and Cost Analyses

The following cost analyses and program evaluations were completed and/or initiated in 2012/2013:

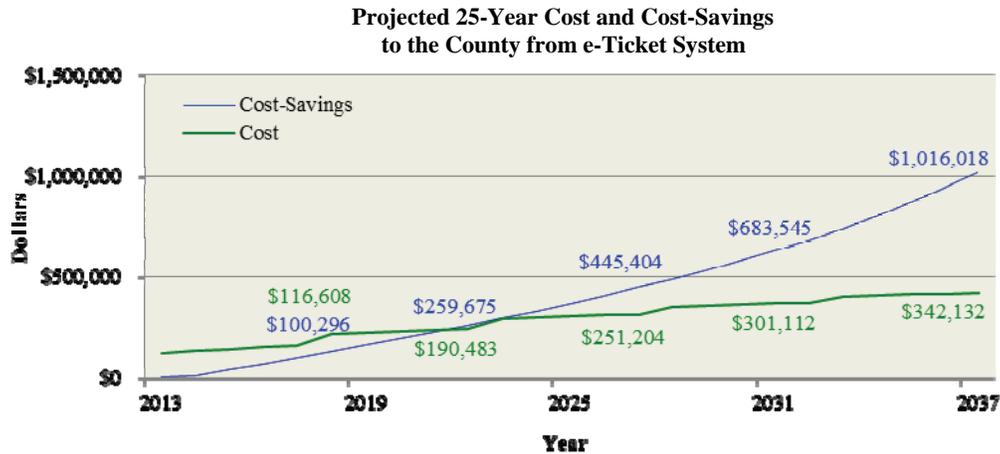
- **E-Ticket System:** Last winter, the Planning and Performance Improvement Department completed an initial assessment of an electronic traffic ticketing system (i.e. e-Ticket). An e-Ticket system is designed to increase efficiency, reduce cost, and improve the safety of Road Patrol Officers. The initial study results revealed that an e-Ticket system could provide a positive Return-On-Investment (ROI) to the County but only if a reduction in staff (through attrition) occurs among staff in the District Court that currently spend time processing paper-based traffic tickets.

Before any decisions are made to reduce staff, however, Court officials requested that a Time Study be conducted to verify the actual labor savings that would be achieved from an electronic ticket system. The Planning and Performance Improvement Department worked collaboratively with the Court to develop a traffic ticket Work Flow and to perform the Time Study in each Court location. Data were collected over six days in July 2012 for every task involved with processing a paper-based traffic ticket.

The preliminary Time Study results indicate that a projected time-savings in the District Court would allow for a reduction in staffing levels if an e-Ticket system is installed. If this reduction occurs, the total net cost-savings to the County is projected to be \$673,886 over twenty-five

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years, or nearly \$27,000 per year. Staff reductions in District Court will not occur, however, until a follow-up Time Study is conducted (if the system is installed) to verify the actual labor savings achieved from processing tickets using the e-Ticket system. If there is not a reduction in staff through attrition in District Court, the e-Ticket system will not have a positive ROI.



- Public Utilities:** In May 2013, the Planning and Performance Improvement Department assisted the Public Utility Task Force in completing a study of the Public Utility services that are currently provided by the Road Commission. The purpose of the study was to evaluate the optimal organizational structure for the current and future delivery of public utility services in the County.

As part of the Study, a thorough assessment of the legislative options for organizing Public Utilities was conducted, along with a detailed cost-analysis. A survey was also distributed to local units of government to gauge their level of satisfaction with the public utility services



provided by the Road Commission and whether there is a need/desire for enhanced/expanded services. An assessment of existing countywide public utility efforts was also performed to determine if any opportunities exist to increase coordination and/or improve long-range planning.

The Task Force submitted the final report to the Board of Commissioners and the Road Commission for consideration in July 2013.

- Road Commission:** In 2012, legislation was passed which enabled counties to transfer all of the powers, duties, and functions of the Road Commission to the County Board of Commissioners. The Ottawa County Board of Commissioners subsequently appointed a Road Commission Task Force to evaluate the options that the Board could undertake as it relates to the potential transfer of the Road Commission to the County.

The study process involved extensive research regarding relevant statutes, other road commission reports, as well as the Ottawa County Road Commission's organizational structure, finances,



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department goals and objectives to one of four County Goals included in the Board's Strategic Plan/Business Plan. This improvement was recommended by the Government Finance Officers Association (GFOA).

Over the next year, the Planning and Performance Improvement Department will be developing a prototype Department Dashboard that will translate each department's annual performance data into highly visual, easy-to-understand charts and graphs. The Department will also be developing a practical 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 2012 survey data from 10 departments. The annual, comprehensive survey covers a variety of services areas that include, but are not limited to: equalization, emergency dispatch, clerk/register of deeds, and fiscal services.



### **Accomplishment Four: County Dashboards**

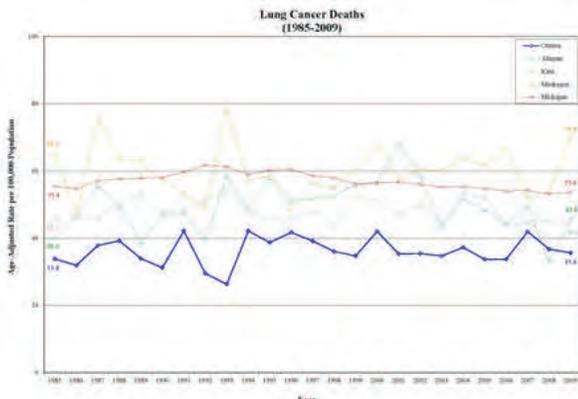
The Planning and Performance Improvement Department continues to update the County's web-based Performance Dashboards as new data is released. The County & State Government Dashboard includes Ottawa County and Michigan statistics in highly visual, interactive charts and graphs. The Local Government Dashboard includes Ottawa County statistics in a snapshot format. Both Dashboards provide an overview of key performance indicators for Ottawa County for a wide-range of topics that include: Economic Strength; Health & Education; Value for Government; Fiscal Responsibility; Quality of Life; and Public Safety.



The Department maintains 36 data sets for the County Dashboards.

### **Accomplishment Five: Data Book Series**

The Planning and Performance Improvement Department will be completing a comprehensive update to the County's Health Data Book in July 2013. The 2013 Edition synthesizes pertinent health related data for Ottawa County into a single, convenient resource document.



The Book is comprised of nine detailed chapters that include: Causes of Death; Cancer; Preventable Hospitalizations; Maternal and Child Measures; Communicable Diseases; Behavioral Concerns; Access to Health Care; Prescription Drugs; and Health Outcomes.

The information in the Health Data Book is displayed in detailed data tables, graphs, and, where appropriate, GIS-based maps. For comparison purposes, health statistics are

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also provided for Michigan, as well as for the three counties that are geographically adjacent to Ottawa (i.e. Allegan, Kent, and Muskegon).

A Department intern has also conducted preliminary research for an Economic Data Book. This Data Book will include, but not be limited to, information on gross domestic product in Ottawa County, 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 updated annual population estimates, monthly labor force and unemployment statistics, and quarterly residential and commercial construction activity data for the County, local units of government, and citizens.

In August 2012, the Department released an assessment of countywide construction activity using data collected directly from the local units of government. The Department began collecting these data in 2010 because comprehensive, countywide data for residential and commercial/industrial construction activity is not available from other sources or is costly to obtain. The collaborative data collection effort allows the Department to provide a more accurate, complete, and lower-cost option for tracking countywide trends in construction activity.

The following table illustrates annual countywide construction activity data for 2010-2012.

Residential and Commercial/Industrial Building Permits Annual Data <sup>1</sup> (2010 – 2012)				
	2010	2011	2012	Percent Change (2011-2012)
<b>Residential Single Family Homes</b>				
Number of Permits Issued	353	432	615	42% ↑
Construction Value of Permits (Millions)	\$65.4	\$82.1	\$128.5	57% ↑
<b>Residential Mobile Homes</b>				
Number of Permits Issued	70	139	215	55% ↑
Construction Value of Permits (Millions)	\$1.8	\$2.1	\$2.7	29% ↑
<b>Residential Multi Family Homes<sup>2</sup></b>				
Number of Permits Issued	25	27	41	52% ↑
Construction Value of Permits (Millions)	\$2.7	\$3.1	\$7.9	155% ↑
<b>Commercial/Industrial Construction</b>				
Number of Permits Issued	20	39	49	26% ↑
Construction Value of Permits (Millions)	\$93.8	\$48.0	\$51.7	8% ↑

1. Includes data from all 24 local units of government
2. Includes apartments and condominiums

### **Accomplishment Seven: Requests for Research and Facilitation Assistance**

During 2012/2013, the Planning and Performance Improvement Department compiled a variety of specialized data and research for use by County Administration and other departments. The following are some examples of requests that were initiated and/or completed:

- **Organizational Efficiency Analysis:** In June 2012, at the request of Equalization Department Managers, the Planning and Performance Improvement Department initiated an Organizational Efficiency Analysis of the Property Description and Mapping (PD&M) Division of the Equalization Department. The analysis is being conducted in light of several retirements within PD&M. As part of the analysis the

## **ACCOMPLISHMENTS**

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Planning and Performance Improvement Department conducted a review of workload trends, staffing levels, staff responsibilities, and time management. The Analysis is expected to be complete in July 2013.

- **Centralized Purchasing Presentation:** At the request of Fiscal Services and County Administration, the Planning and Performance Improvement Department created a presentation to introduce the County's management team to the concept of centralized purchasing. Centralized purchasing is a system in which all departments make purchases through a common, centralized department. The presentation included flow diagrams to illustrate the steps in the current decentralized purchasing system compared to the steps in a centralized purchasing system. Some specific examples of cost-savings that could be achieved with a centralized purchasing system (e.g. a 14% savings on office and other supplies, a 40% savings on lighting) were also incorporated into the presentation.
- **Major Initiatives Compilation:** The Planning and Performance Improvement Department compiled the Major Initiatives section of the County's Annual Financial Report. Similar to past years, this involved contacting each County department, agency, and court to obtain a write-up of their Major Initiatives from 2012. The write-ups were then combined into a cohesive document for Fiscal Services.
- **Senior Volunteer Program Statistics:** The Planning and Performance Improvement Department provides the Sheriff's Office with program statistics for the Senior Volunteer Program. These data are obtained from the daily time/activity tracking forms that are completed by the Sheriff's Office Senior Volunteers and submitted to the Planning and Performance Improvement Department. The program statistics include the number of hours spent on each volunteer activity, the number of miles traveled to complete each activity, the number of hours of volunteer service provided by each Senior Volunteer, and other ancillary program statistics such as the number of home security checks conducted.

### **Accomplishment Eight: Grants Administration**

In Fall 2012, the Planning and Performance Improvement Department transferred responsibility for administration of County grants to Fiscal Services. These responsibilities included conducting reviews of all grant applications, assisting with grant application submissions, monitoring grant contracts, assisting with grant reporting, and serving as a single point of contact for grants. Since Fiscal Services maintains all financial records related to grants, consolidation of all grant reviews, monitoring, and financial record-keeping to a single Department will improve the efficiency of County operations.

### **Accomplishment Nine: Community Outreach**

During 2012/2013, 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:

- Leadership West Michigan – M-231 Bypass
- Michigan Association of Counties – Transit Study
- Allegan County – Performance Based Budgeting
- Ottawa County Farm Bureau – Water Resource Study
- Sustainability Group – Water Resource Study
- Grand Haven Rotary Club – Water Resource Study
- Spring Lake Rotary Club – Water Resource Study
- Zeeland AMBUCS – Water Resource Study

## ACCOMPLISHMENTS

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### Accomplishment Ten: Legislative Activities

During 2012/2013, the Planning and Performance Improvement Department continued its legislative activities to ensure the County is not negatively impacted by proposed State and Federal legislation.

A summary of the legislative activities includes the following: legislative analysis; meetings/events; and legislative impacts.

#### **A. Legislative Analysis**

Since June 2012, a total of 187 state bills with potential impacts to county government operations have been analyzed and 41 are currently being reviewed. Thus far, 37 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. Specific federal bills the Department is watching include Tax Exempt Status of Municipal Bonds and Sequestration.

The Department also provides analysis for testimonies given in certain House and Senate Committee meetings and meetings with state department directors.

#### **B. Legislative Impact**

Of the 37 bills with an impact in 2012/2013, the following were the most significant to the County:

- **Indigent Defense:** There is legislation that would require Ottawa County to create a local indigent defense system. Counties would be required to put money into this system.
- **Personal Property Tax & Revenue Replacement:** The passage of Personal Property Tax legislation late last year was incomplete in dealing with some negative issues that would affect local units of government. The Department is working with the County Lobbyist to fix these impacts.
- **Revenue Sharing:** In the Governor's recommendation for the FY 2014 budget, counties are scheduled to get a 22.9% cut from what they were projected to receive based on the deal struck in 2004/2005. This appropriation level falls almost \$42 million short of what the state actually owes counties in revenue sharing according to statute, which includes \$1,073,972 short for Ottawa County. The Department is actively working with the County Lobbyist to protect Ottawa County.
- **Remonumentation Reimbursement:** The County was finally successful in securing a contract with the State to be reimbursed for funding it invested over the past 20 years to complete the State's Remonumentation Program. Senator Meekhof was instrumental in convincing the State to repay their obligation by introducing legislation to require the reimbursement. Ottawa County invested \$1,868,837 to complete the program, but had only been reimbursed for \$68,834. The State has signed a contractual obligation to ensure that Ottawa County will be reimbursed over a 10 year period of time.

#### **C. Meetings/Events**

In March 2013, the Planning and Performance Improvement Department coordinated individual meetings between department directors and the County's lobbyist, this gave them an opportunity to meet one-on-one to discuss their current legislative issues. The Department also coordinated two Legislative Forums in the last year. These events provided County elected officials and department directors an opportunity to meet with Ottawa County legislators and the County's lobbyist to discuss current issues and legislative matters.



## **ACCOMPLISHMENTS**

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

### **Accomplishment One: Countywide Wireless Broadband Initiative**



In October 2012, AT&T's wireless broadband service was activated on the County's new Robinson Township tower. The tower was constructed as part of the County's continuing effort to expand high-speed wireless broadband access to underserved residents. The tower is strategically located in one of three remaining underserved areas of the County and near Michigan Department of Transportation's (MDOT) new M-231 Bypass. Verizon Wireless also signed a lease agreement with the County to co-locate their broadband equipment on the new tower which went live in March 2013. The co-location agreements provide a five-year payback on tower construction. Net proceeds from the tower are applied to new technology investment. The projected 20-year net profit is \$650,000.

The Planning and Performance Improvement Department is continuing to work with national and local wireless carriers to expand broadband service to the remaining underserved areas of the County.

### **Accomplishment Two: Agricultural Incubator**

During 2012, a consultant was hired by the Planning and Performance Improvement Department to prepare a Market and Needs Assessment and Feasibility Study for the County's Agricultural Technology Business Incubator. The consultant has submitted a final Report which will be reviewed by the project Steering Committee (**Attachment D**) this month. The Report findings confirm that there is a critical mass of entrepreneurs in the area who could sustain a new business incubator in Ottawa County.

The Department is in the process of designing a virtual incubator model for the Steering Committee to consider. The benefits of a virtual incubator model include the following: comprehensive offering of services through local partnerships with service providers; useful hands-on assistance; no initial incubator owned facilities; minimal capital investment, low risk, and an incubator expansion plan based on outcome-based performance.

A pilot project has already been started with three clients to assess the viability of the virtual incubator model.

### **Accomplishment Three: Brownfield Redevelopment**

The Department continues to provide administrative support to the Ottawa County Brownfield Redevelopment Authority (OCBRA) (**Attachment E**). In November, 2012, the OCBRA approved the reimbursement of \$55,389.34 in brownfield expenditures submitted by Cedar Crest Dairy. The expenditures were incurred in 2011 as part of the first phase of Cedar Crest Dairy's expansion project in Hudsonville. Phase I of the project included the removal of contaminated soil, re-grading of an existing gravel parking area, and renovations to existing buildings. The total investment for Phase I of the project was \$197,352.97. As a result of Phase I, Cedar

Crest Dairy has created 2 jobs and two tenants within the renovated buildings have created a total of 32 jobs.

Cedar Crest Dairy has since notified the OCBRA that Phase II of the project may not be completed as scheduled



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(end of 2015) due to changing market conditions. Phase II involves management of contaminated soil, construction of a new 14,000+ square foot warehouse and shipping terminal, and the addition of green roof technology to two existing buildings. The total Phase II investment is estimated to be over \$1.3 million.

### **Accomplishment Four: Brownfield Grant Application**

The Department submitted a \$400,000 grant application to the United States Environmental Protection Agency (EPA) Brownfields Assessment Program that was approved for funding in May 2013.

The County will utilize the grant funds to hire an environmental consultant to perform environmental assessments on properties that are believed to be contaminated and, if redeveloped, would have a measurable impact on the local economy (e.g. create jobs, increase local investment) and/or would remove a public health risk. If contamination is found as a result of the environmental assessments, the grant funds can also be utilized to complete Baseline Environmental Assessment Forms (for submittal to the Michigan Department of Environmental Quality) and to formulate clean-up plans. A total of \$200,000 will be available to assess properties that are



suspected of containing hazardous substances and \$200,000 will be available to assess properties that are suspected of containing petroleum.

By performing environmental assessments and clean-up plans for these properties in order to promote them as redevelopment opportunities, more brownfield redevelopment will occur in Ottawa County. As a result, local communities will experience an increase in economic development, new job creation, and increased local investment. Additionally, the new redevelopment will improve the local environment by reducing contamination,

protecting natural resources, preserving green-space in rural areas, and improving the health and well-being of residents within the County.

The Department is working with the EPA to finalize the grant agreement. The Department anticipates that the grant funds will be available by October 2013.

### **Accomplishment Five: Business Seminars**

The Department hosted two small business seminars in the past year, one in August 2012 and one in June 2013. Both seminars focused on the federal government's Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) Programs. These Programs provide small and startup businesses with an opportunity to obtain over \$1 million to research and develop their new technology-related business ideas. Each seminar was led by experts in the SBIR and STTR Programs.

A total of 53 small business owners, entrepreneurs, farmers, and other individuals attended the seminars to learn how to develop a successful grant proposal to submit to the SBIR and STTR Programs. The seminars were well received by the attendees and some of them have contacted the Department for further assistance with developing their new business ideas.



## **ACCOMPLISHMENTS**

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### **Accomplishment Six: 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 2012 are provided in **Attachment F**.

### **Accomplishment Seven: Grand Valley State University's (GVSU) Sustainable Agriculture Project**

In March 2013, Department staff facilitated the first of several meetings between GVSU and agri-business leaders. These meetings provide opportunities to connect the educational resources of GVSU with the needs of the agri-business community. In the future, this connection may lead to an expansion of agri-businesses course offerings at GVSU and customization of existing course offerings for agriculture. The meetings may also establish new connections between GVSU's school of business and the human resource department with agribusinesses who are in need of students and/or employees with business and financial management degrees.

## **ACCOMPLISHMENTS**

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

### **Accomplishment One: Urban Smart Growth**

The Planning and Performance Improvement Department continues to work with the City of Hudsonville and Nederveld Associates to implement the County Planning Commission's Urban Smart Growth Demonstration Project. The Project is designed to serve as a model for other urban communities that are working to enhance the vibrancy, livability, and aesthetic character of their respective communities.



The Project Team is currently preparing a highly visual, user-friendly Citywide Master Plan for Hudsonville. The prototype Plan condenses nearly 90 pages of typical master plan information into 10 ledger-size (11x17) sheets. The Master Plan information is uniquely synthesized into pertinent text, photos, graphs, and tables. The Plan is expected to be complete in September 2013.

Several award-winning planning tools have already been completed as part of this innovative project. These tools include an Architectural Design Guidebook, Downtown Master Plan, and Downtown Zoning Code for the City of Hudsonville.

### **Accomplishment Two: Tree Legacy**

Two years ago, the Planning and Performance Improvement Department distributed a Proposed Tree Planting Policy to the Road Commission on behalf of the County's Tree Legacy Committee. The Policy was created in light of concerns from citizens regarding tree trimming along scenic (i.e. Legacy) roads in the County such as Lakeshore Drive and Stanton Street.

The Policy recommended that a Tree Legacy Road designation be added to the Road Commission's existing road classification system. The designation would reduce the minimum road setback requirements in order to allow for trees to be preserved and planted along the County's Legacy Roads.

However, a new designation cannot be added to the existing road classification until State legislation is amended to permit the Legacy Road designation. Legislation is also needed that would allow local governments to reduce speeds limits along designated Legacy Roads. This, in turn, would allow for the minimum road setbacks to be reduced and trees along the roadways to be preserved.

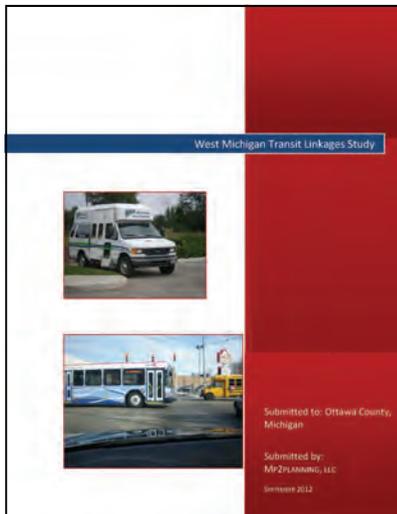
In November 2012, local government officials began working with Representative Amanda Price to prepare two bills to accomplish the goals of the Tree Legacy Committee.



## ACCOMPLISHMENTS

### **Accomplishment Three: West Michigan Transit Linkages Study**

In September 2012, the West Michigan Transit Linkages Study was completed. This Study was conducted to assess existing transportation services, determine the need for expanded regional commuter transportation services between major urban centers in Ottawa, Muskegon, and Kent Counties, and determine the feasibility of developing, implementing and operating a regional transportation network.



Based on the findings of the Study, the consultant recommended that the regional transit system not be implemented at this time. There were several factors that contributed to the final recommendation including, but not limited to, the following: Travel time on average would double for most commuters; Operational expenses would require local funds to sustain the system and there was little interest/ability for local units to contribute at this time; The most popular route (Holland to Grand Rapids) would generate an average of 9 riders per hour and all proposed routes combined would average approximately 5 riders per hour.

The consultant also recommended that the four existing transit providers in the region continue to discuss service connections where feasible, and consider the possibility of operating a pilot program to test regional service on a limited basis. Finally, it was recommended that another study be completed in 10 years to ascertain whether enough factors had changed to increase the need and feasibility of a regional commuter service.

### **Accomplishment Four: Water Resources Study**

In June 2013, the first phase of the Comprehensive Water Resource Study was completed. This Study was conducted in response to several emerging issues related to groundwater, including reports of diminishing capacity in some water wells; the presence of elevated levels of sodium chloride and nitrates in some water wells; and isolated clusters of basement flood during 100-year and 500-year storm events.

The Study, which was conducted by the Michigan State University (MSU) Institute of Water Research (IWR), indicates that “water mining” is causing groundwater levels to decline in some areas of the County, while also causing sodium chloride “upwelling” in certain areas. Additionally, the Study indicates that there are hotspot areas with elevated levels of nitrates.

As part of the Study, IWR completed a preliminary interactive Web tool which will be used by local and county officials to support permitting and decision-making on groundwater related issues. The Web tool provides detailed maps which provide data on groundwater yields, changes in groundwater levels, sodium chloride hotspots, nitrate hotspots, and areas susceptible to basement flooding.

Due to the limitations of the data used for the first phase of the Study, IWR researchers are unable to determine whether and when the above-mentioned issues will develop into a crisis or provide specific recommendations and solutions which could protect and conserve the County’s groundwater supply. In order to better understand and protect the County’s aquifer, IWR will conduct a second Study.



## ACCOMPLISHMENTS

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The second Study will utilize precipitation, runoff, and evapotranspiration measures along with withdrawal rates, static water levels, and other pertinent data to populate a refined 3D groundwater model of Ottawa County. Then,

if necessary, policies and best management practices can be developed to resolve the problems being experienced and/or to minimize the chances of the issues becoming more critical in the future.

The cost to complete the second phase of this Study is \$450,000. To raise these funds, the Planning and Performance Improvement Department has approached a broad group of stakeholders to participate in the Study with the County, including local units of government, community foundations, the Ottawa County Farm Bureau, the West Michigan Lakeshore Association of REALTORS, the Homebuilders Association of Greater Grand Rapids, and the State of Michigan. So far, \$407,750 in funding has been committed or pledged for the Study.

### **Accomplishment Five: 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 2012/2013, a total of four training sessions were held: the Planning Commission Basic Training in the Fall 2012 and Winter 2013 as well as the Zoning Board of Appeals Basic Training in the Fall 2012 and Winter 2013. 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 Six: 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 provides 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 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.

A total of 268,695 rides have been provided to elderly or disabled residents through Specialized Services funds over the past five years. Yearly ridership totals for the transit service providers are listed in **Attachment G**.



## **ACCOMPLISHMENTS**

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### **Accomplishment Seven: 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 in accessing state and federal funds to preserve farmland by establishing an easement that prohibits development on agricultural land. The Agricultural Preservation Board has been

established to oversee and administer the Program (**Attachment H**).

Currently there is no available County or State funding for the PDR Program. 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 accounts with the Community Foundation of the Holland/Zeeland Area and the Coopersville Area Community Foundation. The Foundations can accept and invest donations on behalf of County PDR Program. To date, approximately \$26,000 has been donated to the County PDR Program.

There is also a Federal program that can assist with funding for the PDR program. This program requires a 50% local match, half of which can be provided through a partial donation of development rights by the farmer. In order to seek potential candidates for this program, the Agricultural Preservation Board is calling for applications to the County PDR Program. The application deadline is October 1, 2013. With the donated funds available to the Board and a donation of development rights from a potential applicant, it is possible that a farm could be eligible for federal PDR funding.



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 residents 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.

Another activity by the Agricultural Preservation Board was the signing of a partnership agreement with the Healthy Waters/Rural Pride Initiative. Under this agreement, Healthy Waters/Rural Pride may provide technical assistance to the Agricultural Preservation Board if they incorporate additional environmental best practices into their PDR Program requirements.

### **Accomplishment Eight: 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 has been working with local landowners adjacent to the new route to assist with any issues that they may have with the trail, and, in spring 2013, the Planning and Performance Improvement Department worked in conjunction with the County Parks Department to address outstanding signage and screening issues.



Trail construction from the current Musketawa Trailhead at 8<sup>th</sup> Avenue to Peach Ridge Avenue in Kent County began in 2011 and was completed in 2012.

# ACCOMPLISHMENTS

## **Accomplishment Nine: Planning Listserv (E-mail Inquiry Service)**

The Planning and Performance Improvement Department continues to administer the Ottawa County Planning 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 Department receives questions or requests for data from local planners, and 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, Listserv topics have included firework ordinances, residential property inspections, non-conforming uses ordinance language for structures damaged by fire, fencing regulations, Zoning Board of Appeals authorities, and dangerous or nuisance trees.

## **Accomplishment Ten: M-231 Bypass Bridge Crossing**

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.

In the fall of 2012, the Planning and Performance Improvement facilitated a bus tour of the bypass route. During the tour, which was led by the MDOT M-231 project team, county commissioners and staff members visited the construction sites for the M-231 Grand River bridge, the Little Robinson Creek bridge, and the 120<sup>th</sup> Avenue/M-104/I-196 interchange.



Work was completed on a new overpass for 112<sup>th</sup> Avenue as well as an intersection realignment for 112<sup>th</sup> Avenue, M-104, and Apple Avenue last fall. Extensive work on the M-231 Bypass/I-96 Interchange is currently in progress. Construction of the bridge over the Grand River near 120<sup>th</sup> Avenue in Robinson and Crockery Townships is scheduled to begin this summer. It is anticipated that the construction of the bridge will cost approximately \$60-\$70 million.

Due to funding constraints, the M-231 Bypass Project will be completed in segments as funding becomes available. As of June 2013, MDOT anticipates that the M-231 Bypass will be open to traffic in 2016. 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.

## **Accomplishment Eleven: M-231 Bypass Bridge Pathway/Multi-Use Lane**

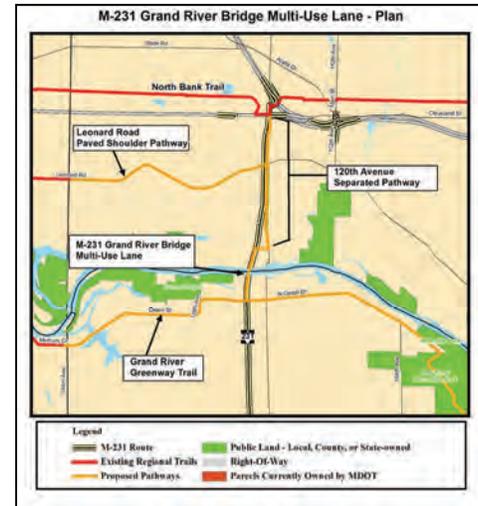
The Planning and Performance Improvement Department worked with MDOT, Ottawa County Parks Department, Crockery Township, and local landowners on a plan to construct a Multi-Use Lane on the M-231 bridge over the Grand River and pathways to connect the lane to existing trails. The Multi-Use Lane will provide an additional lane that motorized vehicles can use when construction or maintenance periodically occurs on the bridge. In all other times, the Multi-Use Lane will be utilized as a separated non-motorized pathway.

In May 2013, the Ottawa County Board of Commissioners approved a resolution requesting that the State Transportation Commission approve funding for the Multi-Use Lane and which committed the County to

## ACCOMPLISHMENTS

construct a pathway from the M-231 bridge to 120<sup>th</sup> Avenue on the north side of the Grand River and a pathway from the M-231 bridge to North Cedar Drive on the south side of the River. The commitment to construct these pathways is contingent on MDOT constructing the Multi-Use Lane.

In addition, the Ottawa County Board of Commissioners and Ottawa County Parks Department have agreed to build additional connector pathways, including 1) the Grand River Greenway Trail; 2) a separated pathway on 120<sup>th</sup> which would connect the North Bank Trail to the M-231 Multi-Use Lane; and 3) a 4' paved shoulder on Leonard Street from 120<sup>th</sup> Avenue to 148 Avenue (which is contingent on the Ottawa County Road Commission receiving federal funding for a road improvement project).



### **Accomplishment Twelve: Gull Movements at Public Beaches Study**

The Planning and Performance Improvement Department is providing oversight for a Gull Movements at Public Beaches Study. The Study, funded by the County Board, commenced in the Spring of 2013 and is being conducted by Central Michigan University's (CMU) Institute for Great Lakes Research.

The CMU Institute for Great Lakes Research is in the process of working on a 2-year US Environmental Protection Agency (EPA)-funded project to exclude gulls from public beaches using border collies. The goal of

this project is determine whether excluding gulls improve microbial quality at beaches. However, the EPA project does not address critical questions about gull movements and behaviors in human-dominated areas. CMU researchers are conducting the Gull Movements at Public Beaches Study to address these questions.



To complete the Gull Movements at Public Beaches Study, CMU researchers will capture 30 gulls at Grand Haven City Beach and tag them with radio transmitters to track their movements over the course of this summer. CMU researchers suspect that gulls move between the beach, wastewater treatment facilities, landfills, inland lakes, and agricultural fields. This Study will allow researchers to determine the gulls' home ranges, areas of concentrated use, and movement patterns. This data will then be used to refine gull exclusion strategies.

At the end of the Study, CMU will provide a final report and presentations to the Board of Commissioners and the 2013 Water Quality Forum.

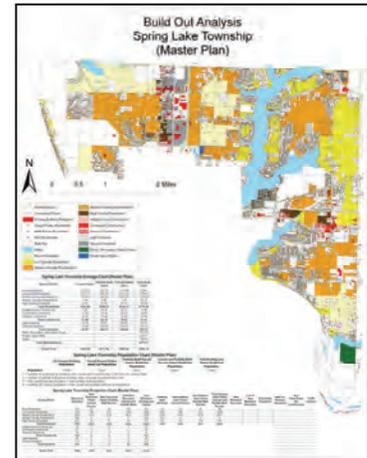
# ACCOMPLISHMENTS

## **Accomplishment Thirteen: 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.



## **Accomplishment Fourteen: Standardized Mapping**

The Planning and Performance Improvement Department continues to work with the 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**).



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.

As of July 2013, 19 (79%) of the 24 local units of government have officially adopted the colors and terms or have indicated that they intend to adopt the colors and terms when they make updates to their master plan and/or zoning ordinance (**Attachment I3**). Department staff continue to promote the benefits of Standardized Mapping to all local units of government to encourage 100% adoption.

## **Accomplishment Fifteen: Non-Motorized Pathway Plan**

The Planning and Performance Improvement Department continues to maintain the Ottawa County Non-Motorized Pathway Plan Map. The Map was initially developed as part of the Non-Motorized Pathway Study completed in 2002. From time to time, the Map requires updating as non-motorized pathway projects throughout the County are completed or if any proposed routes are changed.

During the past year, the map was updated to reflect the progress of the North Bank Trail, the Fred Meijer Kenowa Trail, Upper Macatawa Natural Area Trail, and the M-231 Bridge Multi-Use Lane.



## ACCOMPLISHMENTS

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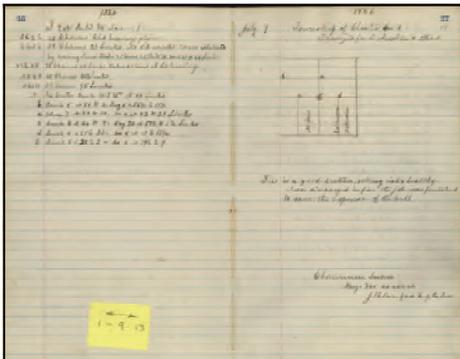
**GOAL FOUR:** Oversee the County Remonumentation Plan for public land survey corners pursuant to Act 345 of 1990.

### **Accomplishment One: Remonumentation Program**

The Planning and Performance Improvement Department provides administrative oversight for the Survey and Remonumentation Grant Program, the Remonumentation Committee (**Attachment J1**), and the Remonumentation Peer Group (**Attachment J2**).

The Remonumentation Peer Group members completed the monumentation of all physical Public Land Survey 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 2012, the Setting of Coordinates Phase has been completed in 15 of the County's 17 townships. During the 2013 grant year, one more township is slated to be completed (**Attachment J3**). It is anticipated that the Setting of Coordinates phase will be completed by 2014.

In June 2013, the Planning and Performance Improvement Department provided the State with a required two-year Notice Of Intent for entry into the Perpetual Maintenance Program. As part of this process, the Department completed an initial audit of all completed corners in the County. This audit is necessary to verify that County and State Remonumentation records match.



In 2013, the Planning and Performance Improvement Department completed an inventory of over 100 historic documents, including original surveyor books from the 1860s. These historic documents were transferred to the Clerk/Register of Deeds Office who commenced with an initiative to organize and scan all of the records. The original books will now all be permanently stored and preserved by the Clerk/Register of Deeds.

## **CLOSING**

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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 \$10.9 million in public tax dollars as a result of recommendations that modified, privatized, or discontinued ineffective County programs and services. Moreover, \$31.3 million in County programming and services has been verified as being cost-effective through the evaluation process.

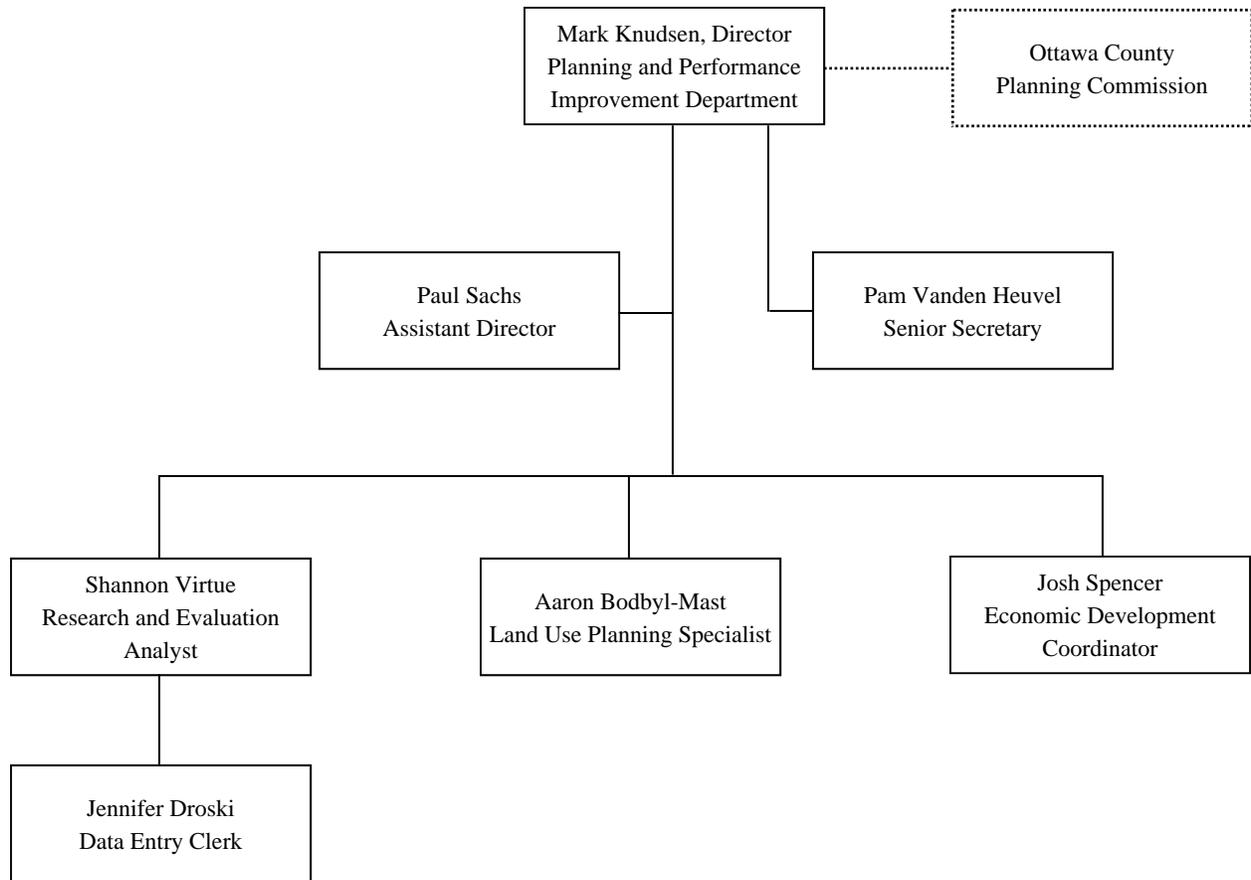
The success of these projects is the result of the talent and hard work of Department staff. As in past years, staff continued to juggle various assignments simultaneously while maintaining a disciplined regiment to complete high-quality and beneficial projects. In light of recent reductions in staffing-levels, 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, Josh Spencer, Paul Sachs, Aaron Bodbyl-Mast  
Front Row (left to right): Pam Vanden Heuvel, Shannon Virtue, Jennifer Droski

# ATTACHMENT A - Department Organizational Chart

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# 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*

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

## ATTACHMENT B - Department Strategic Outline

SERVICES & PROGRAMS	Strategic Planning and Program Evaluations, Statistical Research, Data Books <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	2011 ACTUAL	2012 ACTUAL	2013 ESTIMATED	2014 PROJECTED
		# of Department Performance Plans prepared for the County's Annual Performance-based Budget process	-	52	52	52
	# of Strategic Plans completed for County programs, departments, and local agencies	-	2	2	2	2
	# of Administrative Evaluations completed	-	2	0	2	2
	# of Outcome-based Evaluations completed (e.g. Recidivism Analyses, Cost-Benefit Analyses, Time Study Analyses)	-	1	2	3	3
	# of specialized/technical reports completed (e.g. Road Commission Report, Public Utilities Report, Benchmarking Report)	-	3	5	7	7
	# of requests fulfilled for data/research assistance	-	38	45	50	50
	# of Data Books maintained	-	3	3	4	5
	# of data sets maintained/updated for Ottawa County On-line Performance Dashboards	-	20	23	24	25
	# of brownfield projects completed/in-progress	-	1	1	1	1
	# of business trainings hosted by the Department	-	n/a	1	2	4
	# of businesses assisted that received federal or state incentives	-	2	0	1	1
	Completion of a Feasibility Study for Agricultural Incubator	-	n/a	No	Yes	-
	# of new County wireless communication towers constructed	-	0	1	0	1
	# 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	5
	# of Excellence Through Training programs conducted	-	2	2	4	4
EFFICIENCY	% of evaluation recommendations approved by County Board	100%	100%	100%	100%	100%
	% of communities referencing county development plan/projects in their respective master plans	>90%	35%	35%	42%	50%
	% of townships adopting a resolution of support for the PDR Program	100%	24%	24%	41%	64%
	% of requests for information via the County Planning Listserv fulfilled within the timeframe required	100%	100%	100%	100%	100%
	% of local units adopting standardized colors and terminologies in their master plans	> 90%	58%	58%	62%	70%
	% of local units adopting standardized colors and terminologies in their zoning ordinances	> 90%	42%	42%	46%	50%
	% of data and information that is provided in requested time frame	100%	100%	100%	100%	100%

## ATTACHMENT B - Department Strategic Outline

	ANNUAL MEASURES	TARGET	2011 ACTUAL	2012 ACTUAL	2013 ESTIMATED	2014 PROJECTED
OUTCOMES	Total verified cost-effective programming and/or cost-savings from administrative/outcome evaluations	≥\$150,000	\$5,301,275	\$5,425,696	\$5,444,393	\$5,548,219
	Total cost-savings from programming requiring improvement, modification, privatization, or discontinuation as a result of administrative/outcome evaluations	≥\$150,000	\$1,638,325	\$1,759,437	\$1,787,287	\$1,855,010
	County Return-on-Investment from Strategic Planning & Program Evaluation Services	>\$15.00	\$36.40	\$35.77	\$36.00	\$36.85
	# of new jobs created by businesses that received assistance from the department	-	49	32	80	125
	# of jobs created by brownfield businesses	-	2	32	30	60
	Increase in property value as a result of brownfield projects	-	\$0	\$25,000	\$40,000	\$70,000
	# of new jobs created by businesses that received federal or state incentives	-	47	0	50	50
	County Return-on-Investment from Economic Development position	>\$15.00	\$24.00	\$16.59	\$17.00	\$19.00
	Net revenue from wireless communication towers (4.2 year ROI on initial investment)	≥\$40,000	n/a	n/a	\$19,798	\$68,394
	Amount of new local investment created by businesses that received assistance from department economic department services	>\$1M	\$75,197,353	\$0	\$500,000	\$500,000
	% of grants that result in an unintentional ongoing financial obligation to the County	0%	0%	0%	n/a <sup>3</sup>	n/a <sup>3</sup>
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%
COST <sup>6</sup>	Cost of Department per capita (total expenses <sup>4</sup> )	-	\$2.19	\$2.30	\$2.52	\$2.52
	Department FTEs <sup>5</sup> per 100,000 residents	-	2.20	2.21	2.19	2.19

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 comparable benchmarks

3. Grants administration was transferred to Fiscal Services in 2013

4. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)

5. FTE is calculated using Fiscal Service's History of Positions By Fund report

6. The cost and FTE calculations are computed by the Planning and Performance Improvement Department

## **ATTACHMENT C1 - Ottawa County Planning Commission (2013)**

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<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 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) 291-2724 (C) 896-7271 (F) jmiedema46@gmail.com	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	12/31/2015
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**

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- 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 - Agricultural Technology Business Incubator Steering Committee**

### **Agriculture/Agri-business**

Cliff Meeuwssen, 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

Jim Miller  
Governmental Consultant Services Inc.

Mark Knudsen, Director  
Ottawa County Planning and Performance Improvement Department

## **ATTACHMENT E - Brownfield Redevelopment Authority Board (2013)**

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### **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: 12/31/2016

**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: 01/01/2013  
Term Ends: 12/31/2013

## **ATTACHMENT E - Brownfield Redevelopment Authority Board (2013)**

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### **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: 12/31/2013

#### **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 F - Ottawa County Economic Development Office

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## Ottawa County Economic Development Office, Inc.

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

DATE: January 4, 2013

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

FROM: Kenneth J. Rizzio, Executive Director



RE: **OCEDO's Work Activities & Results for July through December 2012**

For your information, this memo provides a summary of the major work activities & results that occurred during the 2<sup>nd</sup> half of 2012. 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](mailto:krizzio@altelco.net) Thank you.

### **I. Industrial Retention & Expansion Activities:**

Industrial retention visits were made to 9 manufacturing firms. Most of these visits were made jointly with Bill Kratz, Business Development Manager with the MEDC. The firms visited are located in the cities of Coopersville, Hudsonville & Zeeland; and the townships of Jamestown, Olive and Tallmadge.

Continued to assist in administering the Holland Charter Township/Request Foods' Wastewater Pre-treatment System Upgrade, which was funded with a CDBG infrastructure grant of \$ 5.4 million

Assisted with the close-out of four CDBG grant funded projects: City of Coopersville/Continental Dairy Products/CS Facilities' Wastewater System Upgrade; City of Coopersville/Saturn Electronics & Engineering Machinery & Equipment Acquisition; Holland Charter Township/Quincy Street Wastewater Pretreatment Phase II; and Holland Charter Township Lakeshore Vision & Robotics CDBG Business Loan

Prepared an MDOT Category A grant application in the amount of \$ 904,000 for the Randall Street Improvements Project (Segments # 2 & 3) to support the proposed new Fair Oaks Farms Brands/Select Milk Producers' milk bottling plant. FOFB/SMPs' investment is expected to be \$ 127 million. An estimated 133 direct jobs will be created

# ATTACHMENT F - Ottawa County Economic Development Office

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over the next 2 years. Upgrades to the municipal water system are also anticipated, which will prompt the City to seek Small Cities CDBG infrastructure grant funds from the MEDC.

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>
Active Tooling*	Zeeland Twp	\$ 143,339	0	0
Active Tooling	Zeeland Twp	1,122,596	0	14
Conveyor Concepts	Coopersville	380,000	16	5
ESPEC North America	Jamestown Twp	1,984,741	154	10
Allied Engineering	Zeeland Twp	243,175	11	3
J & B Metal Fab	Crockery Twp	438,454	10	3
Superior Cutting**	Holland Twp	490,000	13	3
Ventura Mfg	Zeeland City	755,000	90	30
Zeeland Farm Services	Zeeland Twp	<u>725,000</u>	<u>222</u>	<u>3</u>
TOTALS		\$ 6,282,305	516	71

\* Transfer Application

\*\* Plus, established the Industrial Development District

## II. Industrial Attraction Activities:

-NA-

## 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 10 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 7 long-term clients in collectively providing approximately 17 hours of one-on-one counseling. Those clients were located in the City of Grand Haven; and townships of Allendale, Chester, Olive and Wright.

### **IV. Other Activities:**

Participated in a Work Session held by the Ottawa County Board of Commissioners, which addressed the several economic development agencies' efforts & results in Ottawa County

Met with the Consultant retained by Ottawa County to prepare a feasibility study on the proposed establishment of an Agricultural Technology Incubator; and attended an Ottawa County sponsored seminar on SBIR grants

Held a special OCEDO Board of Directors meeting which featured a discussion with Birgit Klohs & Twayne Howard from The Right Place, Inc. as guests

Participated in meetings of the Kent-Ottawa-Muskegon Foreign Trade Zone (KOM-FTZ) Authority Board (currently serving as Chairman); Ottawa County Land Bank Authority; and Ottawa County Brownfield Redevelopment Authority

# ATTACHMENT G - 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	Actual FY 2012	Projected FY 2013
Rides	14,620	14,965	14,193	15,488	19,539	15,684	18,549	16,246	15,343	11,699	12,124	12,500

**TABLE 2**

*Pioneer Resources	Actual FY 2006	Actual FY 2007 **	Actual FY 2008	Actual FY 2009	Actual FY 2010	Actual FY 2011	Actual FY 2012	Projected FY 2013
Rides	102,489	43,507	38,417	45,510	39,955	35,605	35,247	36,000

\* 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 H - Ottawa County Agricultural Preservation Board (2013)**

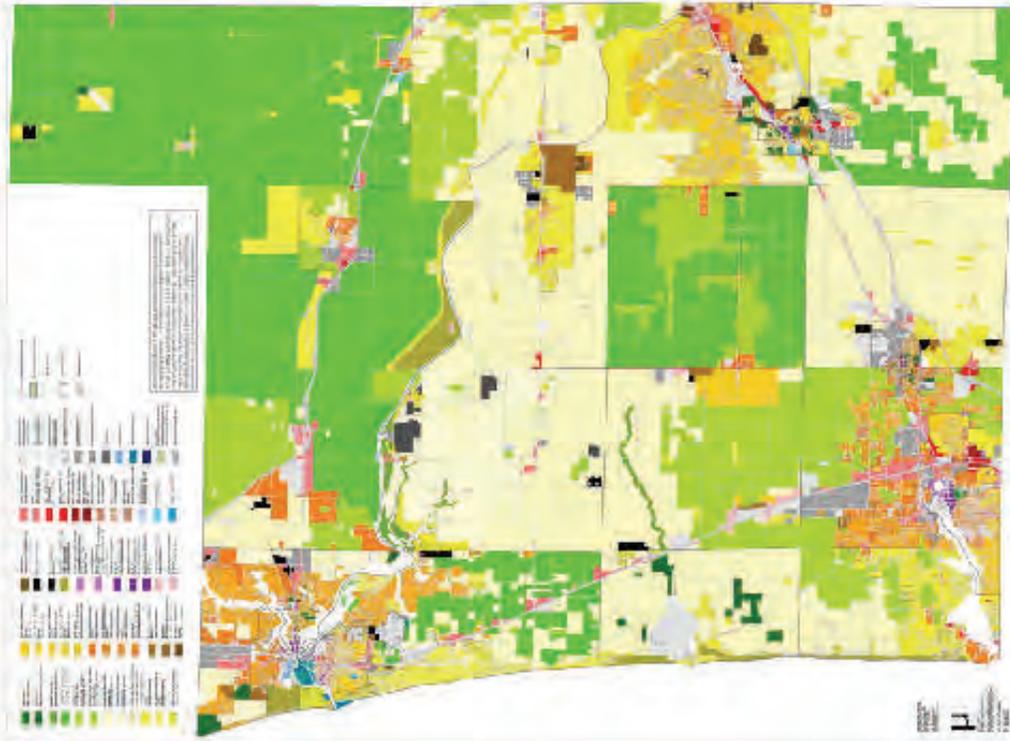
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<b><u>Name/Address</u></b>	<b><u>Representing</u></b>	<b><u>Term Expires</u></b> *
Michael Bronkema	Agriculture	12/31/15
Vacant	Real Estate/Development	12/31/15
Matt Fenske	County Board	12/31/13
Matt Hehl	Agriculture	12/31/15
Bill Miller	Local Conservation	12/31/13
Luke Meerman	Township Government	12/31/15
Cliff Meeuwsen (chair)	Agriculture	12/31/13

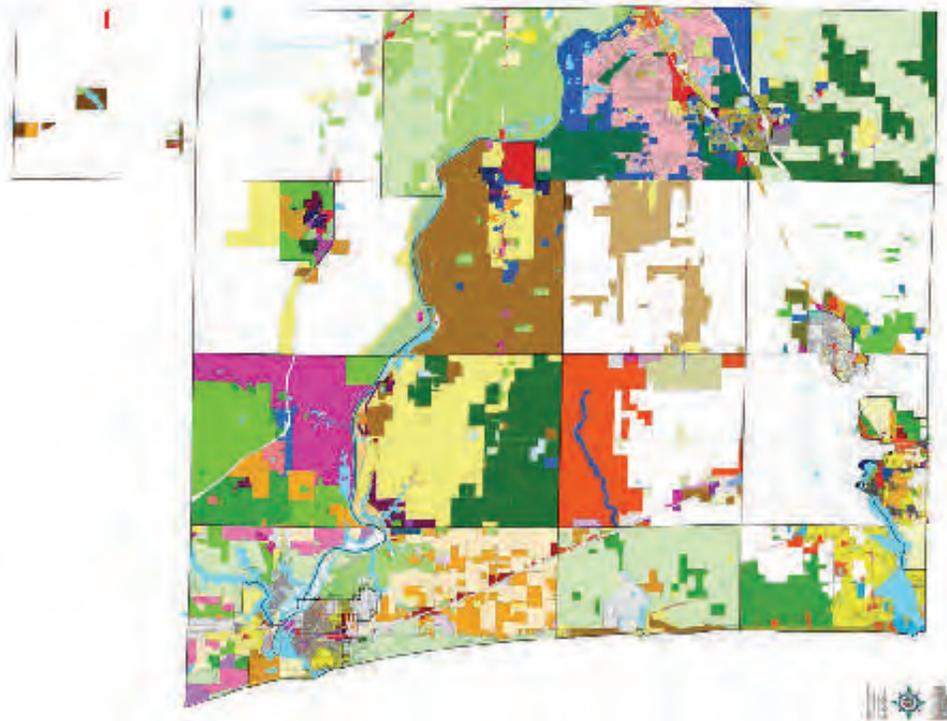
\* All appointments, with the exception of the Board of Commissioner position, are 3 year terms. The Board of Commissioner position is updated on a yearly basis.

# ATTACHMENT I1 - Existing and Proposed Standardized Zoning District Maps

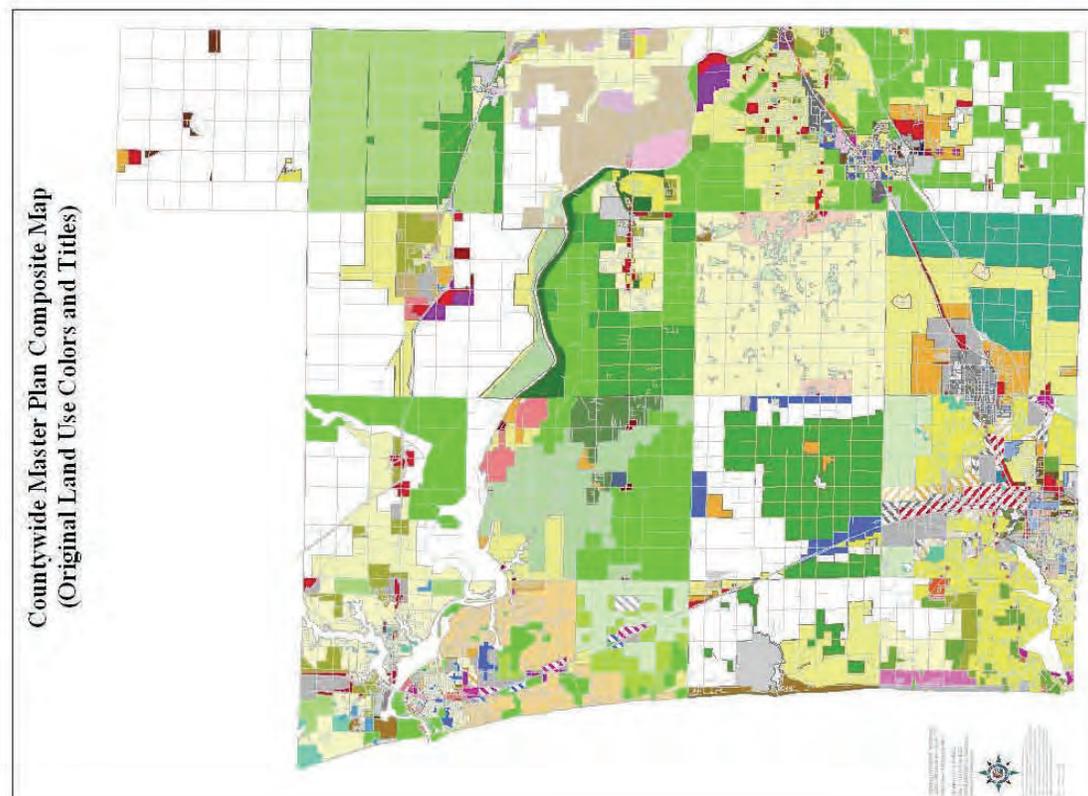
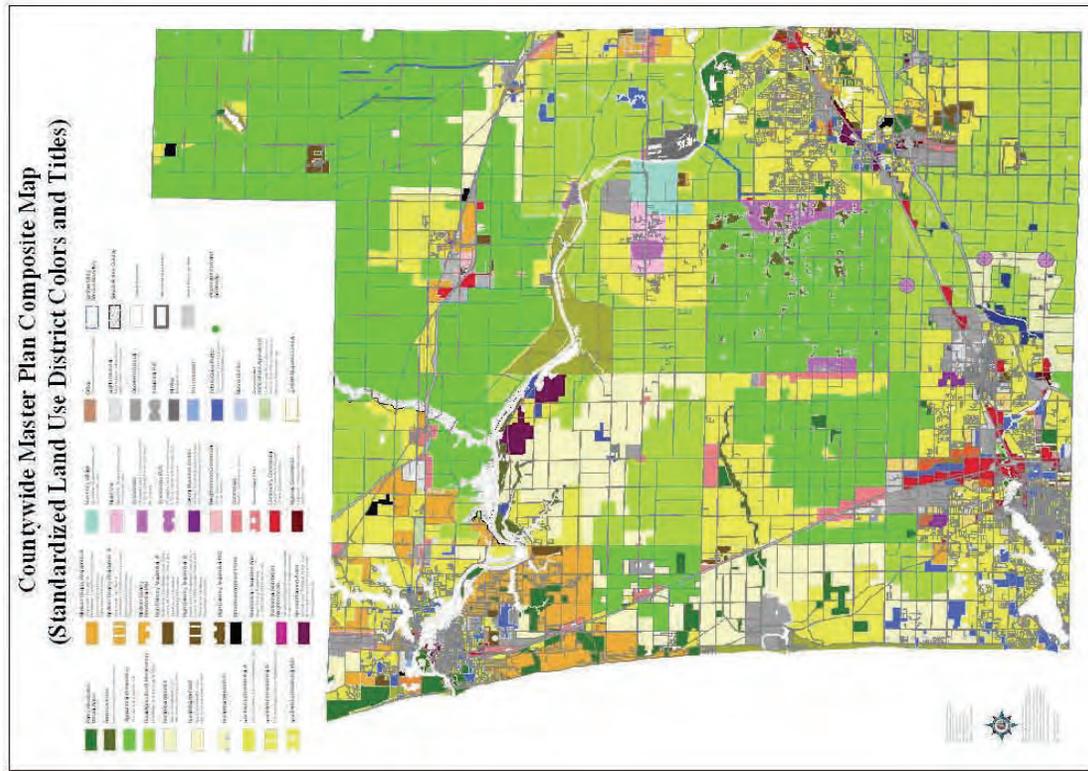
Countywide Zoning Map with Standardized Colors



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 J1 - 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)	12/13	D. Dale Mohr, Supervisor Georgetown Township P.O. Box 769 Jenison, MI 49429 616-457-2340 (h) 616-837-6876 (w)	12/14
<u>County Clerk/Register of Deeds</u>	12/16		
Daniel Krueger 414 Washington Street, Grand Haven, 49417 616-846-8240 (w) 12220 Fillmore Street, West Olive, 49460 616-994-4537 (w)		Ryan Cotton, Manager Holland City 270 South River Avenue Holland, MI 49423 616-355-1310	12/13
<u>Representing Real Estate Attorneys</u>		<u>Representing Surveyors</u>	
Randall S. Schipper 321 Settlers Road Holland, 49423 616-392-1821 (o)	12/14	Rodney Unema, P.S. 4548 Bauer Road Hudsonville, 49426 616-531-3660 (o)	12/14
<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)	12/13	Donald Schiele, P.S. 16471 - 136th Avenue Nunica, MI 49448 616-847-0928 (h) 616-846-2549 (w)	12/14
<u>Representing Road Commission</u>			
Brett Laughlin, P.E. Ottawa County Road Commission P.O. Box 739 Grand Haven, 49417 616-842-5400 (o)	12/13	Matt Nederveld, P.S. 217 Grandville Avenue SW, Suite 302 Grand Rapids, MI 49503 616-575-5190 (o) 616-437-5031 (c)	12/13
		<u>Ottawa County Representative</u>	
		Randall Feenstra, P.S. 0-1210 Eighth Avenue Grand Rapids, 49544 616-457-7050 (o) 616-837-9178 (h)	12/18

## **ATTACHMENT J2 - 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  
217 Grandville Avenue SW, Suite 302  
Grand Rapids, MI 49503  
mnederveld@nederveld.com  
P- (616) 575-5190  
C- (616) 437-5031  
F- (616) 575-6644

### **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

### Ottawa County Remonumentation Program Status

**Setting of Coordinate Phase**

<p> <span style="display: inline-block; width: 15px; height: 15px; background-color: #ADD8E6; border: 1px solid black; margin-right: 5px;"></span> Completed  <span style="display: inline-block; width: 15px; height: 15px; background-color: #0056B3; border: 1px solid black; margin-right: 5px;"></span> To Be Completed (2013)  <span style="display: inline-block; width: 15px; height: 15px; background-color: #ADD8E6; border: 1px solid black; margin-right: 5px;"></span> To Be Completed (2014)                 </p>			
<b>Spring Lake</b>	<b>Crockery</b> Completed 2011	<b>Polkton</b> Completed 2008	<b>Chester</b> Completed 2011
<b>Grand Haven</b> <i>Completed 2012</i>	<b>Robinson</b> Completed 2008	<b>Allendale</b> Completed 2008	<b>Tallmadge</b>
<b>Port Sheldon</b> <i>Completed 2007</i>	<b>Olive</b> Completed 2008	<b>Blendon</b> Completed 2012	<b>Georgetown</b> Completed 2007
<b>Park</b> <i>Completed 2008</i>	<b>Holland</b> Completed 2008	<b>Zeeland</b> Completed 2008	<b>Jamestown</b> Completed 2008



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