PROPERTY TAX DOLLAR REPORT
Tracking the Dollar

- How Property Taxes Support County Government
Property Classes

- Residential: 70.7%
- Commercial: 11.3%
- Industrial: 7.6%
- Agricultural: 3.2%
- Personal Property: 7.3%
Average Property Tax Distribution

- **Schools**: 36%
- **Local Governments**: 16%
- **Other**: 2%
- **Intermediate School Districts**: 16%
- **State Education Tax**: 17%
- **County**: 13%
## County Tax Levy, by Purpose

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Millage Rate</th>
</tr>
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<tbody>
<tr>
<td>General Operations</td>
<td>3.6000</td>
</tr>
<tr>
<td>E-911 (Central Dispatch Authority)</td>
<td>0.4400</td>
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<tr>
<td>Parks and Recreation</td>
<td>0.3165</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>4.3565</strong></td>
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</table>
## Comparisons - Operating Millage

<table>
<thead>
<tr>
<th>Neighboring Counties</th>
<th>3.6000</th>
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</thead>
<tbody>
<tr>
<td>Ottawa</td>
<td></td>
</tr>
<tr>
<td>Kent</td>
<td>4.2803</td>
</tr>
<tr>
<td>Allegan</td>
<td>4.6577</td>
</tr>
<tr>
<td>Muskegon</td>
<td>5.6984</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Counties of Similar Size</th>
<th>3.6000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ottawa</td>
<td></td>
</tr>
<tr>
<td>Washtenaw</td>
<td>4.5493</td>
</tr>
<tr>
<td>Kalamazoo</td>
<td>4.6871</td>
</tr>
<tr>
<td>Genessee</td>
<td>5.5072</td>
</tr>
<tr>
<td>Ingham</td>
<td>6.3512</td>
</tr>
</tbody>
</table>

*Ottawa County also has the **fifth lowest** operating millage rate in the State.*
Governmental and General Funds

- 2014 Approved Budget
  - All Governmental Funds $216,354,011
    - Includes Road Commission, Public Utilities, Central Dispatch, Parks and Recreation, Mental Health, Public Health and other
  - General Fund $66,884,208
    - Focus of this report as the only recipient of the operating millage of 3.6000 mills
General Fund Revenue

- **Taxes** 63%
- **Intergovernmental Revenue** 17%
- **Charges for Services** 11%
- **Other** 9%
General Fund Expenditures

Total Expenditures and Transfers Out = $55.0 million

* About 80% of transfers out went to support health and welfare and judicial activities
<table>
<thead>
<tr>
<th>Function</th>
<th>$ (in Millions)</th>
<th>% of Total</th>
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<tbody>
<tr>
<td>Legislative</td>
<td>$ 376,000</td>
<td>1.1%</td>
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<tr>
<td>Judicial</td>
<td>$ 5,099,000</td>
<td>15.0%</td>
</tr>
<tr>
<td>General Government</td>
<td>$ 2,196,000</td>
<td>6.5%</td>
</tr>
<tr>
<td>Public Safety</td>
<td>$ 15,081,000</td>
<td>44.4%</td>
</tr>
<tr>
<td>Health and Welfare</td>
<td>$ 6,107,000</td>
<td>18.0%</td>
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<tr>
<td>Community and Economic Development</td>
<td>$ 530,000</td>
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<td>Culture and Recreation</td>
<td>$ 41,000</td>
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<td>Public Works</td>
<td>$ 218,000</td>
<td>0.6%</td>
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<td>Insurance</td>
<td>$ 156,000</td>
<td>0.5%</td>
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<td>DB/DC Conversion</td>
<td>$ 887,000</td>
<td>2.6%</td>
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<tr>
<td>Fund Balance</td>
<td>$ 3,265,000</td>
<td>9.6%</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$ 33,956,000</strong></td>
<td><strong>100.0%</strong></td>
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</table>
Types of Benefits

- **Observed vs. Unobserved**
  - Taken for granted until noticeable absent
  - Law Enforcement/Emergency Management

- **Actual vs. Potential**
  - Many county services are “there when you need them” … vital records, immunizations

- **Direct vs. Indirect**
  - Court system and jails … benefit even if you are not a direct consumer of the service
SUMMARY OF FINDINGS

1. Property taxes only provide 30% of funding for all governmental activities. A majority comes from intergovernmental revenue.

2. In absolute dollar terms, public safety, health and welfare, and judicial activities receive the greatest amount of taxpayer funding.
SUMMARY OF FINDINGS

3. Townships and cities have tax liabilities that are proportional to their populations.

4. Nearly all County services are available and accessible to all County residents. Those that are not receive minimal support from the General Fund.
Community policing contracts between the Sheriff’s Office and local units for additional public safety services are mostly paid by local units. The County welcomes any interested, non-contracting unit to engage in discussions about potential contracting options.
PARTNERSHIPS IN LAW ENFORCEMENT

Gary Rosema, Ottawa County Sheriff
Ottawa County Sheriff’s Office

Partnerships in Law Enforcement
Law Enforcement Service

- 17 townships
- 2 cities (Coopersville & Hudsonville)
- In addition, we provide support service for six additional law enforcement agencies throughout the county.
Sheriff’s Office Service Area

Northwest District

Northeast District

Central District

Southwest District

Southeast District
Local Partnerships

• The Sheriff's Office recognizes townships and cities (with contracts) in the county have special needs and varied interests in adding law enforcement services within their jurisdictions. Contracting for enhanced patrol dates back to 1975 when specialized law enforcement paramedic programs began in Holland, Park, and Georgetown Townships. Local community policing programs have become significant throughout our county. In addition, cooperative and collaborative efforts with school districts have developed partnerships between local units of government and the County in our School Resource Program with deputies assigned to our school districts.
Law Enforcement Service

Throughout the years Ottawa County has continued to maintain its general fund obligations in providing a base level of service. In addition, county dollars have increased over time to continue to fund those support services that have a countywide impact.
Types of Contract Partnerships

• Variety of service opportunities
  – Community Policing
  – School Resource Deputies
  – Special Traffic Units
  – Paramedic / E-Units
  – Ordinance Enforcement
  – Juvenile Services / Friend of the Court
  – Supervision Assigned to Contracts
Current Partnerships
Current Partnerships

- Polkton Township: 0.25 Dep
- Chester Township: 0.25 Dep
- City of Coopersville: 1 Sgt / 5* Dep
- Allendale Township: 1 Sgt / 2* Dep
- Tallmadge Township: 0.5 Dep
Current Partnerships

- Port Sheldon Township
  - 1* Dep

- Holland Township
  - 0.5 Sgt / 4.5* Dep

- Park Township
  - 0.5 Sgt / 1.5* Dep

- Park / Holland Township (E-Units)
  - 1 Sgt / 8 Dep
Current Partnerships

- Spring Lake Township
  - 2* Dep

- Grand Haven Township
  - 4* Dep

- Robinson Township
  - 0.25 Dep
Newest Partnership
Rick Vandekerkhoff, Ottawa County Facilities Director & Tim Vagle, City of Holland Finance Director

FACILITIES
Ottawa County Quadrant Meeting

Wednesday
October 29, 2013
Collaboration between Ottawa County and the City of Holland

Preventative Maintenance Services

Larger City Buildings

Ottawa County Quadrant Meeting
PRESENTERS:

Tim Vagle
City of Holland Finance Director

Rick Vandekerkhoff
Ottawa County Facilities Director
Preventative Maintenance Services

In Fall 2011, City of Holland obtained sealed bids for Preventative Maintenance Services for the following buildings:
Preventative Maintenance Services
City Buildings

City Hall

Police Administration

Ottawa County Quadrant Meeting
Preventative Maintenance Services
City Buildings

Depot

Transportation Serv.
Preventative Maintenance Services
City Buildings

Airport Tunnel

Civic Center
Bid Results

- 9 bidders for 3-year agreement
- Annual cost $27,237
- $81,712 for 3 years
Preventative Maintenance in general includes:

- Quarterly Inspections
- Seasonal startups/shut-downs
- Lubrication
- Belts/filters
- Water Treatments for Chillers, etc.
- Priority repair service when needed
Observations

- Frequent return services recommended after quarterly inspections
- Lack of Confidence in necessity
- Lack of Staff Expertise
Action Taken

- Dialogue with Ottawa County to share expertise
- Rejected all PM bids
- Entered into agreement with Ottawa County for PM services
- Hourly rate and materials (no markups)
Action Taken

New Bids awarded for repair services only

- Priority service
- Regular and OT hourly rates
- No added “truck” fees
Summary

- 20% Savings realized (minimum)
- Very responsive contractor
- Access to Ottawa County expertise
Questions
LOCAL ORDINANCE PROSECUTION

Ron Frantz, Ottawa County Prosecutor
Pat McGinnis, Grand Haven City Manager

TELEPHONY
Pat McGinnis, Grand Haven City Manager & Josh Morgan, Ottawa County Equalization

ASSESSING SERVICES
Dave Hulst, Ottawa County IT Director; Aaron Boos, GIS Manager & JoAnn Arcand, President/Owner, WebTecs Inc.

INNOVATION AND TECHNOLOGY (IT) UPDATE
Ottawa County
Innovation & Technology Department

- IT Services
- Document Imaging - OnBase
- GIS
- Hosting
- Online Credit Card Payment Processing
Ottawa County IT Department, GIS Initiatives 2013 - 2014

Water Utility Asset Management

Pictometry
Water Utility Asset Management

• Creation of an asset management system
Utility “As Built” Document Scanning

Scanning Large Format Documents

Scan Document

Digitize into GIS

Add Attribute Information

Link Document to map feature

Build Application

Store Data Centrally

Digitize features on the map

Enter attribute information
2014 Pictometry
Benefits of Pictometry

- Easier for a user with an “untrained eye” to interpret than an orthophoto

- Reduce or possibly eliminate field visits for certain jobs

- Easier and more advanced information gathering (measurements)
Pictometry

• Scheduled traditional aerial flight in 2013

• Entered partnership with Kent County and Muskegon County

• Pictometry available to partnering Local Units
19 Local Units Partnered
Web Services

• **Turnkey solution for e-Commerce**
  (assistance with merchant account setup, credit card swipe at counter, training, documentation, monthly financial reconciliation to daily batch settlements)
  
  – **Current Tax Payments**
  
  – **Water/Sewer Payments**
  
  – **Payment Center**
    (cemetery fees, dog licensing, building permits, facility rental, etc.)

• **Web Design & Content Management**
WebTecs Inc.

• Incorporated in 2004
• Ottawa County small business focused on government sector
• Local unit clients – Spring Lake Township & Village, 61st District Court
• County clients – Ottawa, Kent, Muskegon, Ingham, Livingston, Ionia
• Other – Ottawa County Road Commission, Michigan Association of County Treasurers
Al Vanderberg, County Administrator & Laura Mousseau, Training & Development Coordinator

TRAINING
# Customer Service Training

**The Disney Way**
Harnessing the Management Secrets of Disney in Your Company

![Book Cover](image.png)

<table>
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<th>Item</th>
<th>Hours</th>
<th>Bill Capodagli’s Cost</th>
<th>***County Cost</th>
<th>Total</th>
<th>Total People</th>
<th>***Per Person</th>
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<tr>
<td>Leadership Prep and Follow Up</td>
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<td>$1,500.00</td>
<td>$720.00</td>
<td>$2,220.00</td>
<td>72</td>
<td>$30.83</td>
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<tr>
<td><strong>Five-3 Day Training Sessions</strong></td>
<td>16</td>
<td>$20,000.00</td>
<td>$10,000.00</td>
<td>$30,000.00</td>
<td>450</td>
<td>$66.77</td>
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<tr>
<td>Additional 3-Day Training Sessions</td>
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<td>$4,000.00</td>
<td>$2,000.00</td>
<td>$6,000.00</td>
<td>90</td>
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</tbody>
</table>

**Notes:**

1. Leaders’ Workshop – (including 1-3 leaders from each entity) – two half day (4 hours each) workshop(s) to understand the Dream, Believe, Dare, Do principles; to learn the importance of building a Disney Way customer-centric culture, developing a Story, creating Values, and creating Codes of Conduct.

2. One-on-one Feedback – to critique and assist the leaders in their modification of their Stories, Values and Codes of Conduct.

3. Five three-day Ottawa Way customer service training sessions.

4. Five two-three hour “debrief” network meetings with leaders to assist with customer service improvement implementations (to be scheduled during the afternoon after the third day of each of the five training sessions).

***County Cost includes support staff time, supplies, and food and beverages.
REVERSE AUCTION
Ottawa County Purchasing
Reverse Auction

A reverse auction (also called a procurement auction or e-auction) is a real-time auction where sellers compete to sell goods or services for progressively lower prices.
Typical Item Selected for a Reverse Auction

Standard specification: Bags of Granule Rock Salt and Ice Melt (Magnesium Chloride, Sodium, Potassium). 50 lb Bags/49 bags per skid. For use in Spreaders.

(goods/services that are able to be defined)
# Reverse Auction RA1964

### Specifications

<table>
<thead>
<tr>
<th>Start Date &amp; Time:</th>
<th>10/10/2013, 10:00 AM local time (ET)</th>
</tr>
</thead>
<tbody>
<tr>
<td>End Date &amp; Time:</td>
<td>10/10/2013, 10:05 AM local time (ET)</td>
</tr>
</tbody>
</table>

**Description:**
Bags of Granule Rock Salt and Ice Melt (Magnesium Chloride, Sodium, Potassium). 50 lb Bags/49 bags per skid. For use in Spreader.

**Additional Requirements:**
FOB Destination, See Lot Detail. Staggered Delivery to Some Locations

**Quantity:** 1  
**Unit:** Lot

**Required Date:** 10/25/2013

**Bid Comments:**
Multiple Billing/Shipping Locations

**Contact Name:**
Tom Cizauskas
(616) 632-7718
tom.cizauskas@kentcountymi.gov

**Attachments:**
Lot Detail  
RA1964_1964 Lot Detail.pdf

### Bidding Information

**User ID:**
Register For This Auction  
Log In

**End Date & Time:** 10/10/2013, 10:05 AM local time (ET)

**Current Server Time:** 8:22:44 AM local time (ET)

**Max. Starting Bid:** $15500.00

**Current Low Bid:** No Bids

**Min. Bid Decrement:** $50.00

**Freight:** FOB Destination

**Unit Bid:** $

**Quantity:** 1  
**Unit:** Lot

**Extension:** $

**To view updates:**
Refresh Now

**Automatically Refresh:** 30 seconds
The result of the auction was a purchase price with a savings of 13% / dollar savings of $2,000.

<table>
<thead>
<tr>
<th>Qty</th>
<th>UOM</th>
<th>Item</th>
<th>Location</th>
<th>Delivery Info</th>
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<tbody>
<tr>
<td>1</td>
<td>Skid</td>
<td>Ice Melt, 50 lb bags of Magnesium Chloride, Sodium, Potassium Ice Melt</td>
<td>Kent County Facilities</td>
<td>inside delivery</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Unit Skid (49 bags per skid)</td>
<td>Management - Admin</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Skid</td>
<td>Ice Melt, 50 lb bags of Magnesium Chloride, Sodium, Potassium Ice Melt</td>
<td>Kent County Facilities</td>
<td>inside delivery</td>
</tr>
<tr>
<td></td>
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<td>Unit Skid (49 bags per skid)</td>
<td>Management - Circuit Court</td>
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<td>14</td>
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<td>Ice Melt, 50 lb bags of Magnesium Chloride, Sodium, Potassium Ice Melt</td>
<td>Ottawa County Purchasing</td>
<td>dock delivery</td>
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<td></td>
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<td>Unit Skid (49 bags per skid)</td>
<td>City of Grandville Treasurer</td>
<td>inside delivery</td>
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<td>3</td>
<td>Skid</td>
<td>Ice Melt, 50 lb bags of Magnesium Chloride, Sodium, Potassium Ice Melt</td>
<td>Kent County Department of</td>
<td>dock delivery</td>
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<td></td>
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<td>Unit Skid (49 bags per skid)</td>
<td>Public Works</td>
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<td>27</td>
<td>Skid</td>
<td>Rock Salt, 50 lb bags (granule size for use in salt spreaders), Unit</td>
<td>Kent County John Ball</td>
<td>dock delivery</td>
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<tr>
<td></td>
<td></td>
<td>Skid, 49 bags per Skid</td>
<td>Zoological Garden</td>
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<td>2</td>
<td>Skid</td>
<td>Rock Salt, 50 lb bags (granule size for use in salt spreaders), Unit</td>
<td>Cascade Charter Township</td>
<td>dock delivery</td>
</tr>
<tr>
<td></td>
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<td>Skid, 49 bags per Skid</td>
<td>Administration</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Skid</td>
<td>Rock Salt, 50 lb bags (granule size for use in salt spreaders), Unit</td>
<td>Cascade Charter Township</td>
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<td>2</td>
<td>Skid</td>
<td>Ice Melt, 50 lb bags of Magnesium Chloride, Sodium, Potassium Ice Melt</td>
<td>Cascade Charter Township</td>
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<td>Unit Skid (49 bags per skid)</td>
<td>Administration</td>
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## Bid summary results:

<table>
<thead>
<tr>
<th>Awarded Vendor</th>
<th>User ID</th>
<th>Date/Time Submitted</th>
<th>Amount</th>
<th>Unit</th>
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</thead>
<tbody>
<tr>
<td>Kent County</td>
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<td></td>
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</tr>
<tr>
<td>Paper Central (pending)</td>
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<td>03/08/2011 10:40 AM</td>
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</tr>
<tr>
<td>Paper Central (pending)</td>
<td>1056R7M</td>
<td>03/08/2011 10:01 AM</td>
<td>$1,600.00</td>
<td>Skid</td>
</tr>
<tr>
<td>Arnold Sales</td>
<td>1056tm6</td>
<td>03/08/2011 10:01 AM</td>
<td>$1,615.00</td>
<td>Skid</td>
</tr>
</tbody>
</table>

## Kent County

- $24,000 annual savings

## Ottawa County

- $12,900 annual savings
User IDs and Passwords are assigned by the Kent County Purchasing Division.

Agency Login

User ID: JLRider
Password: ************
Log In

Kent County Users
First Time User/Forgot User ID?
Forgot password?

Local Government Users
Forgot password?
View Catalog
Calvin Brinks - Kent County - 300 Monroe Ave NW, Grand Rapids, MI 49503

Search Catalog (keyword) for example %toner% or %printer%:

- Air Conditioning, Heating, Ventilating Accessories
- Appliances and Equipment - Household Type
- Automotive Shop Equipment, Supplies & Related
- Batteries and Hardware for Electronic Equipment
- Computer Accessories & Supplies
- Computer Hardware & Peripherals
- Computer Software for Microcomputers
- Computers (micro), Desktop or Towerbased
- Computers (micro), Handheld, Laptop, and Notebook
- Fastening, Packaging, Strapping & Supplies
Click here to enter a request to purchase (via Reverse Auction) an item from the catalog.
Click the down arrow to select category.
<table>
<thead>
<tr>
<th>Item Description</th>
<th>Unit</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copy Paper, 20# 8.5 x 11 92 Bright White, 10 reams/CT* (Standard) - [4 CASE MINIMUM ORDER]</td>
<td></td>
<td>$0.00</td>
</tr>
</tbody>
</table>

*Note: 10 reams per case, minimum order of 4 cases.*
Enter the quantity needed and click Calculate.
Select a Category by clicking on the drop down arrow. Or, select View Catalog on the menu.

**Category:** Paper for Office & Print Shop Use

**Item:** Copy Paper, 20# 8.5 x 11 92 Bright White, 10 reams/CT* (Standard) – [4 CASE MINIMUM ORDER]

**Unit of Measure:** Carton

**Maximum Unit Price:** $28.00

**Quantity:** 6  
**Extension:** $168

**Shipping Address:** (If different than above)

**Comments:**

The requesting entity will receive a copy of the purchase order.
<table>
<thead>
<tr>
<th>Measure</th>
<th>Carton</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum Unit</td>
<td>$28.00</td>
</tr>
<tr>
<td>Price</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Quantity</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extension</td>
<td>$168</td>
</tr>
</tbody>
</table>

| Shipping Address | Ottawa County Clerk's Office, Attn: Deborah, 414 Washington Ave, RM 320, Grand Haven, MI 49417 |
| Comments        | Send invoices to Ottawa County Purchasing, Attn: Christine/Laura, 12220 Fillmore St, RM 331, West Olive, MI 49460 |

The requesting entity will receive a copy of the purchase order.
Select Edit to make a change or Submit Request if everything is correct.

Laura Deal - Ottawa County - 12220 Fillmore Street, Room 331, West Olive, MI 49460

Please review the item you are requesting

<table>
<thead>
<tr>
<th>Category:</th>
<th>Paper for Office &amp; Print Shop Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item:</td>
<td>Copy Paper, 20# 8.5 x 11 92 Bright White, 10 reams/CT* (Standard) - (4 CASE MINIMUM ORDER)</td>
</tr>
<tr>
<td>Unit of Measure:</td>
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</tr>
<tr>
<td>Maximum Unit Price:</td>
<td>$28.00</td>
</tr>
<tr>
<td>Quantity:</td>
<td>6</td>
</tr>
<tr>
<td>Extension:</td>
<td>$168.00</td>
</tr>
<tr>
<td>Shipping Address:</td>
<td>Ottawa County Clerk's Office, Attn: Deborah, 414 Washington Ave, RM 320, Ottawa Co., MI 490417</td>
</tr>
<tr>
<td>Comments:</td>
<td>Send invoices to Ottawa County Purchasing, Attn: Christine/Laura, 12220 Fillmore St, West Olive, MI 49460</td>
</tr>
</tbody>
</table>

The requesting entity will receive a copy of the purchase order.

Select Edit to make a change or Submit Request if everything is correct.

Message from webpage

By clicking 'OK' you are authorizing Kent County Purchasing to bid and purchase this item on your behalf.

[OK] [Cancel]
Unique items able to define
## Savings on Items Bid

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Previous Vendor Cost</th>
<th>Reverse Auction Cost</th>
<th>Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Misc. Toner</td>
<td></td>
<td>$13,018</td>
<td>$11,669</td>
<td>$1,349</td>
</tr>
<tr>
<td>2 Ply Toilet Tissue</td>
<td>7 Cases/Week</td>
<td>$46.04/Case</td>
<td>$33.50/Case</td>
<td>$4,565</td>
</tr>
<tr>
<td>Rock Salt</td>
<td>16 Skids total</td>
<td>$4.79/Bag</td>
<td>$3.46/Bag</td>
<td>$1,252</td>
</tr>
<tr>
<td>Roll Towels</td>
<td>3 Cases/Week</td>
<td>$30.26/Case</td>
<td>$20.00/Case</td>
<td>$1,601</td>
</tr>
<tr>
<td>1 Ply Toilet Tissue</td>
<td>6 Cases/Week</td>
<td>$69.03/Case</td>
<td>$26.72/Case</td>
<td>$6,470</td>
</tr>
<tr>
<td>Pearlux Soap</td>
<td>9 Cases/Week</td>
<td>$36.10/Case</td>
<td>$26.90/Case</td>
<td>$4,306</td>
</tr>
</tbody>
</table>

**Savings on Items Bid**

$19,543
Bidder Comments

“I would like to participate. The auctions run very smoothly and if you win the bid, the purchase order is sent instantly. I am a fan of this process.”

Nichols Paper & Supply Company (2010)
Ocean Omega (2009)
Reverse Auction

- Cost savings can be quickly analyzed.
- Tool for driving cost savings.
- Competes qualified suppliers directly to obtain the lowest price.
- Provides suppliers instant feedback on their cost.
- Allows for suppliers to have a “second bite at the apple.”
Agencies Utilizing Reverse Auction

- Park Township
- Ottawa County
- City of Wyoming
- City of Grandville
- Grattan Township
- Cannon Township
- Village of Kent City
- City of Walker

- Ada Township
- City of Zeeland
- Kent County
- Cascade Charter Township
- Sparta Township
- Allegan County
- Alpine Township
Questions?
ROUND TABLE DISCUSSION; OTHER LOCAL INITIATIVES