

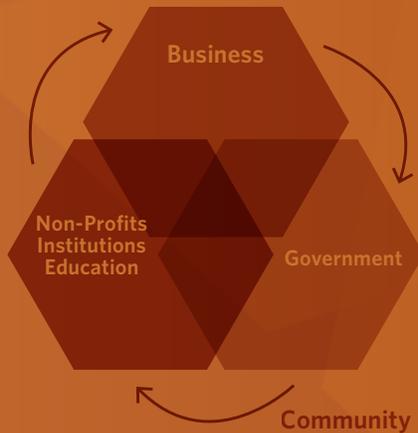
Holland-Zeeland
Model Community Initiatives

21st Century Governance in the
Greater Holland-Zeeland Community.

Future Search 2011

Haworth World Headquarters | Holland, MI

March 28-30, 2011



We are motivated by the power of **three-sector engagement** to provide benefits to all stakeholders and create a sustainable future that provides the highest quality of life for all.

-Holland-Zeeland Strategic Leadership Forum;
Model Community Initiatives

Respectfully submitted by:
Future Search Steering Committee:

Dick Haworth
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Linda Brand
Executive Director, Model Community Initiatives

The greater Holland–Zeeland area is an extraordinary community that has enjoyed prosperity and a uniquely desirable quality of life for many years. Global economic influences are changing the way we must approach our future and forcing our businesses, governments and non-profit institutions to find ways to work more effectively and cost efficiently. Each of these sectors look at the future through different lenses, have different views of risk, and make decisions in different ways.

Through the Holland–Zeeland Model Community Initiatives we recognize the power of three-sector collaboration when dealing with complex community issues. We also recognize the interdependencies among sectors; local businesses provide revenues that flow through so that governments and non-profits can provide services that contribute to our superior quality of life, which in turn plays an important role in attracting and retaining talent, new employers and business investment.

While acknowledging these benefits, the costs related to government services in terms of time, taxes and fees, directly impact our businesses' economic competitiveness and therefore ultimately our attractiveness as a place to live.

It is this imperative that brought 97 leaders together for a groundbreaking 2 ½ day Future Search Conference. Top elected and appointed officials from the seven townships, two cities and two counties in the Macatawa Area Coordinating Council joined with selected business and community stakeholders to craft a shared vision of 21st Century Governance in the greater Holland–Zeeland community. We believe now is the time for the Holland–Zeeland community, working closely with our public officials, to pursue innovative opportunities to deliver the greatest value per dollar of government resource provided.

As the Steering Committee responsible for planning our Future Search Conference, we offer this report describing the overall process and key outcomes and action items from an extraordinary journey. Our report does not capture the passion and personal commitment of the participants. We are truly grateful for their willingness to serve as representatives for our community and we are excited about moving forward together. Join us at www.hollandzeeland.us or www.zeelandholland.us. Be a part of this important community initiative and help make our future happen.

Holland–Zeeland Area



Macatawa Area Coordinating Council (MACC)

The Macatawa Area Coordinating Council encourages cooperation among neighboring units of government on area-wide issues.



Learn more at www.the-macc.org

Governance

Governance is defined as the act of governing. It is how our governments and other publicly approved organizations serve our community.



Future Search Overview.

Future Search 2011: 21st Century Governance in the Greater Holland–Zeeland Community, held on March 28-30, 2011 at Haworth World Headquarters in Holland, Michigan.

The purpose of this conference was to bring local public officials together with business and community stakeholders to explore new ways to:

- collaborate and drive continuous improvement
- create highly effective and efficient local governance
- achieve best practices
- preserve our exceptional quality of life

The Future Search conference represents an important first step in the Holland–Zeeland Model Community Initiatives.

The Holland–Zeeland Model Community Initiatives was introduced in February 2011. The Initiatives grew out of commitment and concern of our area's top leaders, who collectively offered their analysis and best thinking in response to global forces shaping our economy and the potential impact on our community. The intent of the Model Community Initiatives is to encourage three-sector engagement that will foster leadership and action on three strategic priorities that have the greatest potential to measurably impact jobs, revenues and community productivity. To read the complete white paper, go to www.hollandzeeland.us.

Each Model Community Initiatives strategic priority has two community leaders championing the effort. As champions of Strategic Priority—Best Practice Governance for the 21st Century—Dick Haworth and Tim Hemingway convened a steering committee that worked closely together planning our Future Search conference.

Future Search is a structured planning method developed by Marvin Weisbord and Sandra Janoff, Ph.D., that has been used worldwide by hundreds of communities and organizations. The method enables large diverse groups of people to focus on a specific issue, validate common goals, take responsibility for action and develop a shared commitment to implementation. The conference spanned 2 ½ days and was organized around five segments. Designed around systems thinking philosophies, Future Search is structured to enable participants to look beyond themselves and see the bigger picture in order to drive specific action that is more responsible to the whole.

Future Search 2011 Goals:

21st Century Governance in the Greater Holland–Zeeland Area.

Local public officials partnering with business and community leaders to:

- Collaborate and drive continuous improvement
- Create highly effective and efficient local governance
- Achieve best practices
- Preserve our exceptional quality of life

Model Community Initiatives Strategic Priorities:

1. Business Growth Through Innovation and Diversified Industry Cluster Development.
2. World-Class Education and Talent Development Systems.
3. Best Practice Governance for the 21st Century.



The Holland–Zeeland community had previously conducted a Future Search in May 1994 resulting in the creation of the Macatawa Greenway Partnership and Homecor. Since that time, the Haworth Corporation has used Future Search globally with great success. Founders Weisbord and Janoff were actively involved in the planning of our 2011 conference, and Sandra Janoff personally facilitated our event. Over 100 people from the greater Holland–Zeeland community were asked to participate. Ninety-seven individuals representing 10 stakeholder groups ultimately attended (*see full participant list on p. 15*).

Participants were carefully chosen because of their ability to represent a stakeholder group that has governance responsibility and authority or is directly impacted by Holland–Zeeland governance organizations. In addition, several representatives from state organizations were invited in order to leverage knowledge and establish relationships that could potentially support our implementation process.

In the weeks prior to the conference, all Future Search participants were sent pre-reading materials including two reports on sharing of government services from the Citizens Research Council, the Michigan Turnaround plan from the Business Leaders for Michigan, examples of collaboration already taking place in our area and information on the MSU Extension Group and Shared Services Initiative. In addition, participants were given the opportunity to attend an informative slide presentation on the evolution of local governments, delivered by Al Vanderberg, Ottawa County Administrator.

During the conference, participants worked in specific stakeholder groups and mixed groups reflecting a cross section of the whole community. Every person had a chance to speak and listen, ensuring the outcome was a shared picture of all those present.

What follows in this report is a summary of key outcomes organized by Future Search segment, with emphasis on the action areas and subsequent implementation plans. Given the amount of information captured at the Conference, there is an *Appendix* document to this report available online at www.hollandzeeland.us under “Best Practice Governance.” It provides additional detailed group output, organized by segment.

Pre-Reading Materials:

All Future Search pre-reading documents and slide presentations are available at www.hollandzeeland.us under Best Practice Governance.

Thank You:

Special thanks goes to Haworth Corporation for underwriting the Future Search conference and for providing an inspiring environment, with welcoming spaces and energizing natural light everywhere. So many Haworth associates gave unselfishly of their time and talent for many months to help make this event a success, and we thank them all.

We also thank the Model Community Initiatives Board, and the Strategic Leadership Forum, who continue to make both personal and financial commitments to foster three-sector collaboration and inclusive community processes.



Future Search Structure.

Future Search Principles:

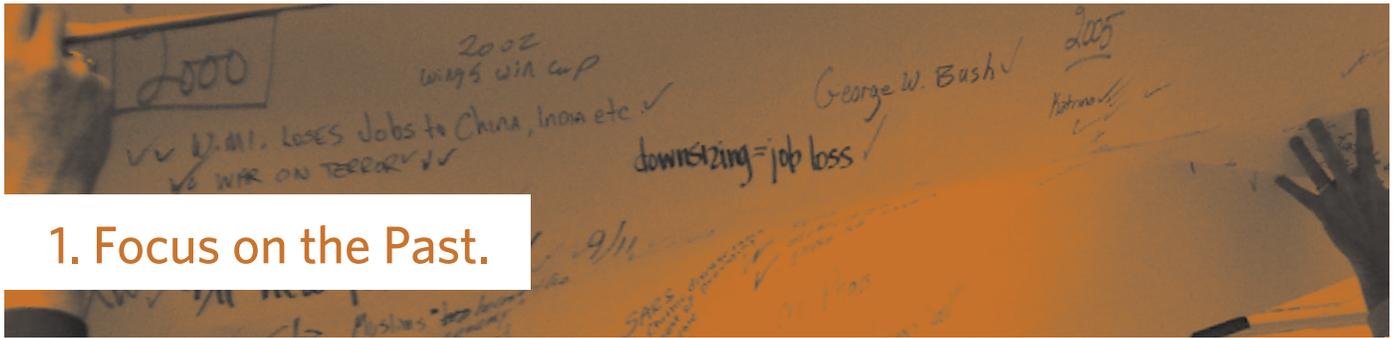
- Whole-system participation.** Involve a cross section of as many stakeholders as is practical, providing the participants have the authority, resources, expertise, the information and the need to take action.
- Historical and Global Exploration before action.** Place the focal issue in a historical and global perspective, guiding each person to see a bigger, more complete picture than they might otherwise experience. This ensures that everyone is looking at the whole.
- Future Focus and Common Ground.** Seek common ground and desirable futures, while treating problems and conflicts as background information, not action items.
- Self-management and responsibility.** Ask people to manage their own small groups and take responsibility for acting on what they learn.

Future Search Segments:



Within each segment are several tasks, each with a specific purpose. Each task involves in-depth information sharing and analysis in small groups, readouts to the large group, and subsequent large group reflection and dialogue. Segments are cumulative and the outcome of each provides the action plan for the next. People begin with a history of the situations that brought them together, producing visual timelines. They then build a mind map of the external realities with trends related to the Future Search topic. Each stakeholder group reports what it is doing now about key trends and takes responsibility for what has not been done. Small groups then devise preferred future scenarios allowing the large group to identify common ground themes that appear in every scenario. In the final segment, all participants clarify and embrace the common ground that has emerged from their work together. Common ground is the foundation from which small groups then work to define action areas, accountability and implementation plans.

Many Future Search participants come with justifiable skepticism based on past experiences in unproductive meetings. In Future Search, they discover that when given access to information, resources and people in authority (who are usually not in the same room at the same time), groups can accomplish more than they ever thought possible.



1. Focus on the Past.

Purpose:

To put the governance issue in a historical and global perspective, help participants see a bigger picture and to begin to develop a framework for shared understanding.

Participant Task: Key Event Timelines

Write items on wall timelines spanning the years pre-1970 through 2000, capturing four perspectives:

Personal: key experiences shaping individual lives

Global: Critical events in society

Greater Holland–Zeeland Area: Events and milestones

Local Governance: Events and milestones

Small Group Outcomes:

Small mixed groups summarized each timeline in the form of a community story (*see Appendix p. 2 for more detail*).

Personal: Family, education and work; the area's increased racial, ethnic and religious diversity; the cycles of financial prosperity and decline.

Global: War, natural disasters, conflicts over natural resources, social unrest, technology and the “flattening” world.

Greater Holland–Zeeland Area: Dutch settlement and the changes that followed; the importance of faith, hard work, education, philanthropy, self-reliance.

Greater Holland–Zeeland Area Governance: The emergence of local governing bodies shortly after European settlement; few changes in local government structure thereafter, annexations and challenges related to growth, proliferation of authorities and other governmental entities.

Large Group Discussion:

“We are not immune to global change and challenges. Before us is a window of opportunity that we must look at with some urgency. We must make use of all of our resources. There is a need for cooperation across all of our governmental units.”

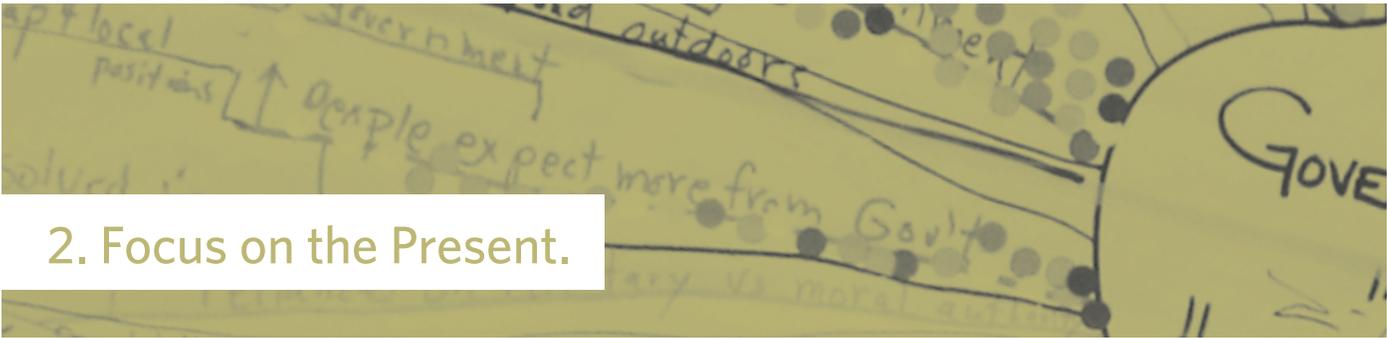
“In the eighties, business had to grow and innovate to come back. Our governments can't innovate as easily with antiquated laws.”

“Looking back over our past from all four perspectives, you can see recurring themes of change, innovation, values, diversity and technology. Let's not lose the significance of this as we focus on governance.”

“As you reflect on our past, innovation is a recurring theme and it is how our community has been able to overcome adversity.”

“Citizens have a basic level of expectations from their local governments, primarily concerning municipal services such as safety and protection, and they don't care how these services are delivered. 'This is not a political issue.'”

“Our community has evolved from mixed-use and mixed-income to large, single-use districts (industrial parks, shopping malls, residential development around a narrow socio-economic group), resulting in economic and racial segregation and a concentration of at-risk families.”



2. Focus on the Present.

Purpose:

To understand the key external realities and trends affecting governance in the greater Holland–Zeeland area, acknowledging how they influence what stakeholders currently do, have done and plan to do in the future.

Participant Task:

A large group mind-mapping exercise allowed each participant to contribute their view of trends, including social, economic, technological, environmental, etc., that are affecting Holland–Zeeland governance. A multi-voting exercise then gives every participant a chance to evaluate relative importance of each.

Large Group Outcome: Mind Map & Major Trends

Participants constructed a wall-size mind map reflecting over 100 trends (see Appendix p. 4-5 for detail). Multi-voting resulted in participants identifying five major trends impacting Holland–Zeeland governance:

1. Government revenues are decreasing while costs and expectations are increasing
2. Increased numbers of people are living in poverty
3. Baby boomers are driving our aging population
4. Increasing global competition for economic vitality
 - Rate of change accelerating
 - Demanding higher level skills for new economy
5. Our shifting demographics are accentuating
 - Education gaps
 - The importance of building inclusive communities

Although not presented as absolutes, participants agreed these findings could be considered as a valid representation of our community's beliefs and would effectively serve as the context for continued dialogue.

Small Group Outcomes: How Major Trends Affect What We Do

Using the output from the mind-map exercise, stakeholder groups shared their unique perspectives on the major trends (see Appendix p. 6-7 for more detail).

Perspectives:

Elected Officials

Governments under pressure from reduced government funding. Citizens have higher expectations. Limited government dollars available.

Appointed Officials

When times are good, we meet expectations. During current times, we need to educate and change expectations.

Authorities/Operating Entities

Our quality of life is the key to drawing business and talented people here. We need sustainable funding to continue to offer core community services.

Public Safety/Transportation

Limits to government funding require increased efficiency and improved staff performance.

Planning Commissions/Utilities

We need to attract and keep younger generations here; understand and utilize alternative energy; and coordinate more services on a county-wide basis.

Business

Government policies such as employee benefit programs, need to change to reflect financial realities. Global competitiveness affects the ability to draw talent to our area and operate cost-effectively.

Education

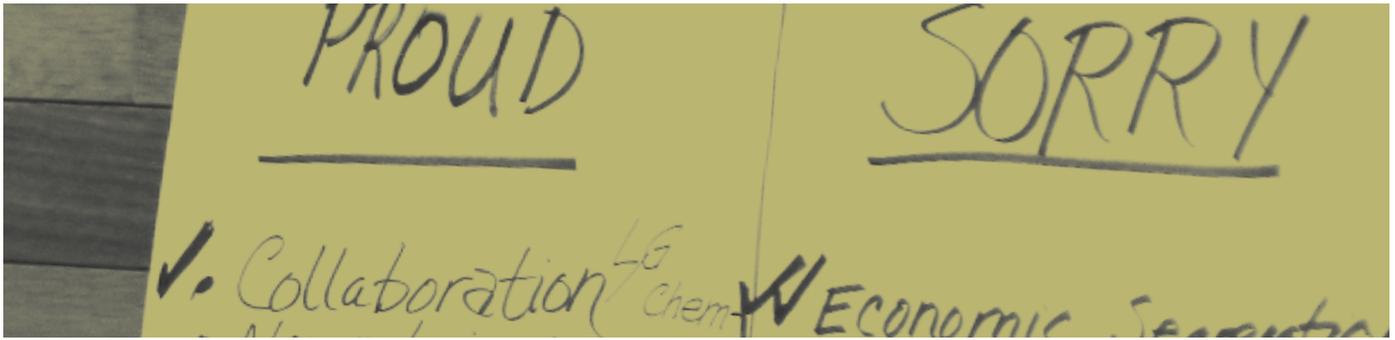
This sector is impacted by poverty and demographic shifts, as well as meeting the needs of children with high aspirations. Government support and investment remains essential but not exclusive.

Citizens-At-Large

Place “the common good” at the center of any equation. Education should be a lifelong pursuit, and greater citizen engagement with government an essential.

Non-Profits

We have concerns regarding reduction in human services resources, which deeply affect those in need.



Small Group Outcomes: “Prouds” & “Sorries”

Each stakeholder group was asked to take responsibility for their actions and acknowledge those things they were most proud of and those they were most sorry about (see Appendix p. 9-11 for more detail).

	Proud	Sorry
Elected Officials	LG Chem, airport, Macatawa Greenway	Economic, racial segregation in community
Appointed Officials	Collaboration of area governments, authorities, utilities	Separate authorities sometimes a fragmented solution
Authorities/ Operating Entities	Significant quality-of-life resources we provide	Not as connected and collaborative on issues
Planning Commissions/ Utilities	MACC and collaboration on infrastructure	Not a good water sharing agreement
Public Safety/ Health/ Transportation	Our partnerships with schools and local government	We are event-driven, always in get-ready mode
Business	Our public, private and government partnerships	Jobs that have left Michigan and all the young people leaving
Education	More quality choices	For divisiveness
Non-Profits	We are collaborative and inclusive	We live on a week-to-week basis
Citizens	Philanthropy and compassion	Slow movement on big issues

Large Group Discussion:

“We simply cannot sustain our previous way of life going forward. The world has changed.”

“We heard the need for more transparency in government—yet everything we do is public. How can we be more transparent?”

“In terms of collaboration, we have already grabbed a lot of the low-hanging fruit. This won’t solve the big issues. We need to focus attention on the big problems.”

“Big changes will require leadership from local officials; who cannot be influenced by naysayers who are in the minority. Leadership must speak clearly and engage the majority to make things happen.”

“Look at the government consolidation in Battle Creek. It happened because Kellogg demanded it. What is our imperative?”

“People can take the initiative to influence major change, but everyone has to get involved.”

“There is tremendous pride in our quality of life and the services our government provides, especially public safety.”

“I hope we draw the distinction between social justice issues and diversity. The quality of life here is poised to let multiple cultures flourish.”

“Not everyone feels ‘safe.’ Sometimes it is difficult for people who see the issues/problems to speak up because they get pushed out. Our issues require big changes.”

“Here’s a big issue; let’s ask ourselves if perhaps cities need to look more like townships, i.e.; governing and services?”

“Embracing diversity is creating a culture where people have equal opportunity to succeed. Diversity is a big issue now, but in 2050 there will be no race issue. Don’t let today’s big issues threaten us – let’s think ahead and design the community we want.”

(See Appendix p. 12-13 for more detail).



3 & 4. Future Scenarios & Common Ground.

Purpose

To imagine and describe your desired future, listen to others describe theirs, and acknowledge key principles and elements that you all have in common.

Participant Task: Imagine 2035!

In mixed groups, participants placed themselves in the year 2035 envisioning the greater Holland–Zeeland area as a model community, having achieved best practices in governance and offering the highest value service delivery with the resources provided. While each group described their future scenario in detail, participants listened carefully to capture common principles and themes across each.

Small Group Outcomes: Common Ground Elements

Each group creatively presented their vision of the future in a spirited, bold manner. Small group output resulted in a sharing of common themes and principles heard across all future scenarios. Large group analysis and clustering enabled consolidation and grouping resulting in a list of essential Common Ground Elements valued by all.

Common Ground Elements

- Overarching values
- MACC Area Service Delivery
- Equity-Value-Fairness
- World-Class Benchmarking
- Regional Planning
- Public Safety
- Optimal Health
- Education
- Diversity
- Jobs

Small Group Output:

Common Ground Themes

Group 1

- Status quo is unsustainable
- Equitable in services, funding and representation
- Removing barriers
- Area-wide governance structures
- Area-wide master plan
- Unified educational system

Group 2

- Healthy and innovative economic environment
- Being world-class in everything/high benchmarks
- Strong educational resources and continuous learning
- Simpler, more efficient government—collaboration, shared service
- Quality of life
- Flexibility for individuals, businesses, government and organizations
- Healthy community, promoting individual health
- Respect for individuals, inclusive and caring communities

Group 3

- Define outcomes
- Regionalization of services and planning
- Farm preservation
- Urban revitalization
- Provide world-class education
- Create common tax policies/tax-base sharing
- Define, measure and benchmark government efficiency and effectiveness
- Leverage diversity as opportunity

Group 4

- Lifelong education
- Unified school, theme-based
- Area-wide growth planning
- Area-wide governance/service areas
- Mixed neighborhoods (economic & ethnic)
- Family-sustaining wage
- Quality environment (natural and park systems)
- Diversity seen as an asset, and celebrated

Group 5

- Exceptional quality of life in all neighborhoods
- Greater collaboration, removing boundaries
- Dignity and respect for all
- Value education/magnet education
- Public Safety
- Build on our strengths (natural assets)
- Opportunities, equal fair share
- Forward thinking/sustainable
- Proactive
- Valuing diversity as tool for higher quality of life
- Generating a common vision for the greater community



5. Commitment to Action.

Purpose:

To build on an understanding and commitment to uphold and value common ground.

Participant Task:

Groups self-formed around each common ground element based on an individual's current responsibilities or their desire to make a difference in a specific area. Their task was to document a plan of action that will pave the way for transformation. Groups wrote action statements to describe desired future outcomes, supported by in-depth plans. Planning continued for several hours preparing for final readouts. Individuals volunteered to champion each area, and group output became the foundation for implementation strategies.

Small Group Outcomes: Ten Action Statements

Ten action statements were presented to the large group with specific goals, objectives and process recommendations. Group readouts reflected combined input from the 2 ½ days. Each group's in-depth plans are captured entirely in the Appendix to this report (p. 16-23), which can be found online at www.hollandzeeland.us.

10 Action Statements:

Overarching Values

We will lead and inspire this community to courageously move forward with new initiatives by applying enduring values.

Area-wide Service Delivery

We aspire to plan and deliver high-quality, cost-effective public services throughout the MACC area using an area-wide delivery system, where it makes sense.

Equity-Value-Fairness

We aspire to achieve equity and fairness based on service delivery choices for urban, suburban and rural areas.

World-Class Benchmarking

The Holland-Zeeland area commits to being the world-class benchmark for community effectiveness, efficiency, flexibility, and planning.

Area-Wide Planning

We will create a dynamic, long-term community plan that celebrates our wholeness and interconnectedness, vitalizes core livable urbanized areas, protects natural and agricultural lands, supports a world-class economic environment, and promotes a strong quality of life for all.

Public Safety

We aspire to have a public safety system that works cooperatively as a component of the Criminal Justice system. We are continually exploring new ways to collaborate resources/concepts to improve the delivery of our services.

Optimal Health

We will assure conditions for people of all ages to achieve optimal health.

World-Class Education

The Holland-Zeeland community will be recognized for its world-class, lifelong educational opportunities that maximize human potential by offering alternatives through collaborative efforts.

Diversity

We will achieve a world-class environment that maximizes the talents and contributions of people of all backgrounds.

Jobs/Work

We collaborate among our businesses and education institutions to equip our people with world-class skills and global competencies.

We Aspire to Plan + deliver
high quality public services

Implementation.

Throughout The MACC

In order to create an effective implementation framework, the Future Search Steering Committee carefully reviewed the ten action statements and related planning documents, honoring input from all participants, every group and each volunteer champion.

The Implementation Framework diagram is a graphic representation of the work plan and infrastructure that will support ongoing implementation. It demonstrates ongoing commitment and leadership from the Model Community Initiatives, a clear focus on governance, and process management being driven by the Macatawa Area Coordinating Council to ensure progress in the overall implementation effort. In addition, it reflects the following understandings regarding each of the action areas:

Three of the action areas are overarching in nature and are part of existing community initiatives or organizations—these are Shared Community Values, Diversity, and Optimal Health.

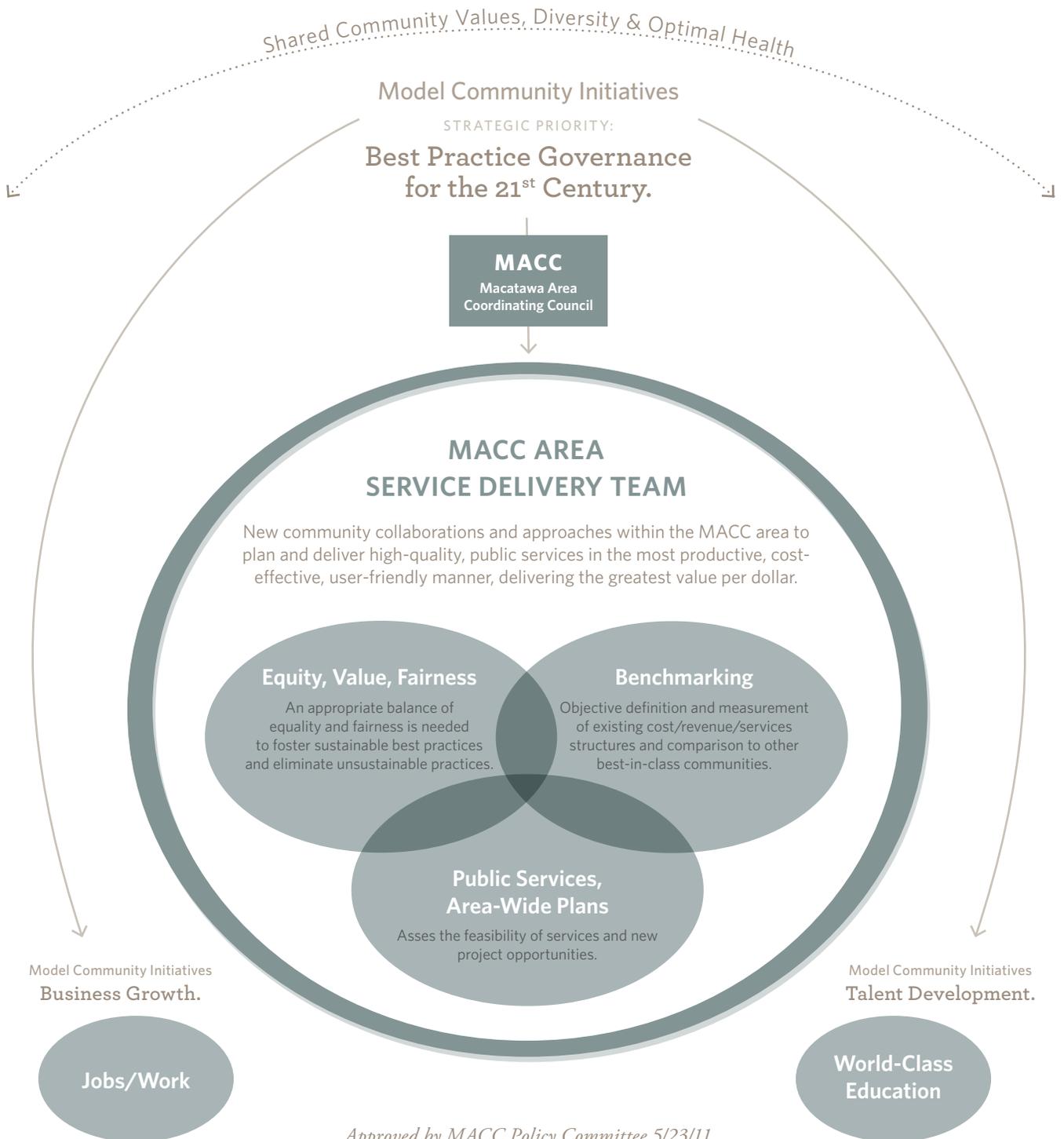
Two of the action areas are being addressed in the Holland-Zeeland Model Community Initiatives under separate strategic priorities—these are Jobs/Work which is addressed in the Business Growth Initiative, and World-Class Education, which is addressed in the Education and Talent Development Initiative.

The remaining five action areas are directly related to governance, however, there is overlap and interdependency that allowed for logical groupings and team collaboration.

Future Search action teams are actively engaged in planning and discussions around implementation strategies. Community input and involvement is welcomed and encouraged.

Visit www.hollandzeeland.us or www.zeelandholland.us to stay informed and be part of the action!

Implementation Framework.



Approved by MACC Policy Committee 5/23/11.



Call to Action.



Dick Haworth, *Chairman Emeritus, Haworth*

“Our competitors are moving to places where labor is a lot cheaper. Every day our strategy is to figure out how to be competitive right here in West Michigan, with the labor force we have. This is where we have the bulk of our employees and we want to stay here. We have faith in our community, and faith in the system, but we need your help. We have huge opportunities ahead of us, we’re on the right path. I know we can find creative solutions—but we need to be aggressive and bold.”



Tim Hemingway, *President, Holland Board of Public Works*

“We are dealing with global competition. As a community, it is important that we provide a welcome and nurturing environment for new business, and one that allows existing business to survive and thrive. It comes down to jobs. If we don’t have viable jobs for the people in our community—they will go someplace else. We have to ask ourselves, what can we do in the area of governance, to set the precedent for fundamental changes to ensure we are competitive.”



Jim Brooks, *Chairman/CEO, Brooks Capital Management*

“It sounds like we are all here to help business but the reality is we are here to help business so that business can help the rest of the community. We’re here because of external forces outside of our control—changes in the world economic order. For 30 years West Michigan led the Midwest, but the world changed. We now need to identify the key things that we have to do well, make some tough choices and reduce the nice-to-haves, and then invest in innovation which re-establishes our value proposition in a competitive context. The fundamental challenge for our businesses and governments is finding a way to offer superior value.”



Bruce Los, *Vice President Human Resources, Gentex*

We all try very hard to work together—now we have to ask if we can make systemic changes that can drive a better outcome. It is about jobs—if we can create jobs it is easier to work on education, diversity and all the other things we’ve been talking about—people do better and are able to contribute when they are employed and doing meaningful work.



Doug Rothwell, *President and CEO, Business Leaders for Michigan*

Fundamentally it is all about the cost/value equation. .we have to look at both cost and value. It’s no secret that Michigan’s economy has been among the worst in the nation. Unemployment is high, our citizens are among the poorest in the country and our state is less competitive than ever. When businesses are looking to relocate, they find that companies in Michigan pay 3-4% more than they would in most other states and as much as 20% more than some states. This Future Search conference is more important because of these circumstances—this conference is good thinking—we are dealing with hard issues and you have the opportunity to change your future. Nowhere else in Michigan is this type of meeting happening, and I applaud you for that.”

Thank you to all our Future Search 2011 Participants!

Elected Officials

Howard Baumann
Kurt Dykstra
Joe Haveman
Terry Hofmeyer
Les Hoogland
Skip Keeter
Arlan Meekhof
Terry Nienhuis
Glenn Nykamp
Keith Potter
Amanda Price
Todd Wolters

Appointed/Elected Officials

Jim Beelen
Steve Bulthuis
Tim Klunder
Don Komejan
Al Meshkin
Bill Raymond
Robert Sarro
Tim Smith
Al Vanderberg
Dave Vander Kooi
Soren Wolff

Authorities/Operating Entities/Parks

Cynthia Kleinheksel
Michael LaFaive
Linda Lefebre
Lisa Phillips
Kevin Ricco
John Scholtz
Travis Williams

Public Safety/Public Health/Transportation

Michael Brashears
Blaine Koops
Brett Laughlin
Eric Lupher
Jack Dykstra
Bill Olney
Gary Rosema
Lisa Stefanowsky

Planning

Commissions/Utilities

Bill Cook
Bob Ellis
Art Grimes
Loren Howard
Mark Knudsen
Dennis McKee
Jon Mersman
Phil Meyer
Dale Wyngarden
Ken Zarzecki

Non-Profits & Social Agencies

Donna Cornwall
Janet DeYoung
Gary Ellens
Sally Gruppen
Gail Harrison
Linda Jacobs
Bert Jara
David Knibbe
Joey Leonard
Keith Van Beek

Business 1

Jane Clark
Noel Cuellar
Bob Dykhuis
Dick Haworth
Phil Koning
Ross Nykamp
Merle Prins

Business 2

Jim Brooks
Matthew Haworth
Tim Hemingway
Bruce Los
Pankaj Rajadhyaksha
Doug Rothwell
Jim Schoettle
Randy Thelen
Charlie Vanderbroek

Education

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Jim Bultman
Norm Christopher
Stephanie Elhart
Fred Johnson
Pat Koeze
Karen McPhee
David Tebo
Glenn Vos
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For more information:

www.hollandzeeland.us

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www.zeelandholland.us

If you are not already on our distribution list, register on the website and stay in tune with your community. Be a part of the action by providing feedback, ideas and support. Every individual has a voice and every voice is important to our future. We want to hear from you!