

The Ottawa County Board of Commissioners

of the County of Ottawa

Grand Haven, Michigan

RESOLUTION TO APPROVE 2011 OPERATING BUDGET

At a meeting of the Board of Commissioners of the County of Ottawa, Ottawa County, Michigan, held at the Ottawa County Administrative Annex, Olive Township, Michigan, in said County on October 26, 2010, at 1:30 p.m. local time.

PRESENT: Members – Mrs. Kortman, Messrs. Kuyers, Swartout, Mrs. Ruiters, Messrs. Hehl, Rycenga, Disselkoen, Karsten, Holtrop, Holtvluwer.

ABSENT: Member – Mr. Schrotenboer

The following preamble and resolution were offered by Mr. Swartout and supported by Mr. Disselkoen:

WHEREAS, Public Act 621 of 1978 known as the "Uniform Budgeting and Accounting Act" requires that an appropriation ordinance be adopted by this County Board of Commissioners in order to implement the operating budget of the County of Ottawa for 2011; and

WHEREAS, a notice regarding the proposed budget was published in local newspapers as required; and

WHEREAS, this County Board of Commissioners wishes to be in compliance with said State legislation; and

WHEREAS, this County Board of Commissioners through its Finance and Administration Committee, has duly deliberated, held public hearings according to law and reviewed the proposed 2011 Budgeted Revenue and Expenditures totaling \$210,193,582 and \$227,817,698, respectively, and this ordinance is prepared on the basis of said budget; and

WHEREAS, the budget anticipates no deficits as a result of any operations for 2011 and all funds have sufficient revenues and/or fund balance to meet their expenditure needs;

NOW, THEREFORE, BE IT RESOLVED that department revenues and expenditures are hereby adopted as budgeted in the "2011 Ottawa County Budget" (by line item as attached).

BE IT FURTHER RESOLVED, that the foregoing annual appropriations will be used where budgeted to support the total budgeted general operating activities along with all other Federal, State, local, private and user revenues; and

BE IT FURTHER RESOLVED, that this Appropriation Ordinance be fully spread upon the official minutes of this Commission; and

BE IT FURTHER RESOLVED, that all persons responsible for the administration of this budget be duly advised of the contents of Public Act 621 of 1978 and their respective appropriations and responsibilities for the administration of the same; and

BE IT FURTHER RESOLVED, that the County Treasurer is hereby ordered to collect 3.6000 mills for general operations and .4400 mills for the operation of the Ottawa County Central Dispatch Authority; and .3165 mills for Park development, expansion and maintenance, and

BE IT FURTHER RESOLVED, that transfers of any unencumbered balance, or any portion thereof, in any appropriation account to any other appropriation account may not be made without approval by the Board of Commissioners acting through its Finance Committee, except that transfers within a fund may be made by the County Administrator and Fiscal Services Director if the amount to be transferred does not exceed \$50,000. Any transfer which increases the total amount appropriated under this budget must be ratified, on a monthly basis, by the Board of Commissioners acting through its Finance and Administration Committee.

FURTHER BE IT RESOLVED THAT all resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution be and the same are hereby rescinded.

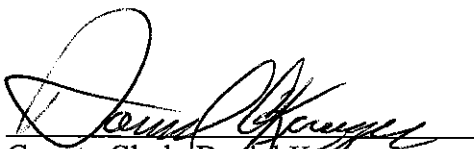
YEAS: Members - Mrs. Kortman, Messrs. Kuyers, Swartout, Mrs. Ruiter, Messrs. Hehl, Rycenga, Disselkoen, Karsten, Holtrop, Holtvluwer

NAYS: Members - None

ABSTAIN: Members - None

RESOLUTION DECLARED ADOPTED.


Chairperson, Philip Kuyers


County Clerk, Daniel Krueger

Certification

I, the undersigned, duly qualified Clerk of the County of Ottawa, Michigan, do hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Board of Commissioners of the County of Ottawa, Michigan, at a meeting held on October 26, 2010, the original of which is on file in my office. Public notice of said meeting was given pursuant to and in compliance with Act No. 267, Public Acts of Michigan, 1976, as amended.

IN WITNESS WHEREOF, I have hereto affixed my official signature this 26th day of October, A.D., 2010.


County Clerk, Daniel Krueger

COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	<i>SPECIAL REVENUE FUNDS</i>						
	General Fund 1010	Parks & Recreation 2081	Friend of the Court 2160	9/30 Judicial Grants 2170	Health 2210	Mental Health 2220	Solid Waste Clean - Up 2271
Fund Balance	(\$944,594)	\$51,048					(\$252,357)
SOURCES:							
Revenue							
Taxes	\$37,870,625	\$3,030,563					
Intergovernmental Revenue	\$8,359,486	\$1,049,400	\$2,049,081	\$426,023	\$3,656,836	\$33,853,333	
Charges for Services	\$10,336,666	\$351,560	\$265,160		\$615,379	\$614,023	
Fines & Forfeits	\$1,062,000						
Interest on Investments	\$289,160	\$72,242				\$36,000	\$39,643
Rental Income	\$3,053,368	\$52,515				\$99,734	
Licenses & Permits	\$401,500				\$535,641		
Other	\$740,429	\$32,000			\$210,747	\$50,250	
Operating Transfers In	\$442,351		\$816,829	\$21,271	\$4,060,695	\$563,108	
Bond Proceeds							
Total Revenue	<u>\$62,555,585</u>	<u>\$4,588,280</u>	<u>\$3,131,070</u>	<u>\$447,294</u>	<u>\$9,079,298</u>	<u>\$35,216,448</u>	<u>\$39,643</u>

COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	General Fund 1010	Parks & Recreation 2081	Friend of the Court 2160	9/30 Judicial Grants 2170	Health 2210	Mental Health 2220	Solid Waste Clean - Up 2271
ACTIVITIES:							
Expenditures							
Legislative	\$471,519						
Judicial	\$10,319,818		\$3,131,070	\$447,294			
General Government	\$15,218,097						
Public Safety	\$24,238,528						
Public Works	\$461,000						\$292,000
Health & Welfare	\$775,957				\$9,079,298	\$35,216,448	
Culture & Recreation		\$4,537,232					
Community & Economic Development	\$689,098						
Other Government Functions	\$846,298						
Capital Projects							
Debt Service							
Operating Transfers Out	\$10,479,864						
Total Expenditures	<u>\$63,500,179</u>	<u>\$4,537,232</u>	<u>\$3,131,070</u>	<u>\$447,294</u>	<u>\$9,079,298</u>	<u>\$35,216,448</u>	<u>\$292,000</u>
Revenue Over (Under)							
Expenditures	<u>(\$944,594)</u>	<u>\$51,048</u>					<u>(\$252,357)</u>

COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Landfill Tipping Fees 2272	Transportation System 2320	Farmland Preservation 2340	Planning Commission 2420	Infra- structure 2444	Public Improvement 2450	Homestead Property Tax 2550	Register of Deeds Automation Fund 2560
Fund Balance	(\$85,377)		\$200		(\$80,778)	\$250,146	(\$37,973)	\$84,998
SOURCES:								
Revenue	<hr/>							
Taxes							\$4,500	
Intergovernmental Revenue		\$157,569						
Charges for Services	\$300,000							\$235,000
Fines & Forfeits								
Interest on Investments					\$44,222	\$50,673	\$345	\$4,264
Rental Income						\$410,048		
Licenses & Permits								
Other	\$32,500		\$200					\$230
Operating Transfers In								
Bond Proceeds								
Total Revenue	<u>\$332,500</u>	<u>\$157,569</u>	<u>\$200</u>		<u>\$44,222</u>	<u>\$460,721</u>	<u>\$4,845</u>	<u>\$239,494</u>

COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Landfill Tipping Fees 2272	Transportation System 2320	Farmland Preservation 2340	Planning Commission 2420	Infra- structure 2444	Public Improvement 2450	Homestead Property Tax 2550	Register of Deeds Automation Fund 2560
ACTIVITIES:								
Expenditures								
Legislative								
Judicial								
General Government						\$22,700	\$24,356	\$154,496
Public Safety								
Public Works	\$417,877	\$157,569						
Health & Welfare								
Culture & Recreation								
Community & Economic Development								
Other Government Functions								
Capital Projects								
Debt Service								
Operating Transfers Out					\$125,000	\$187,875	\$18,462	
Total Expenditures	<u>\$417,877</u>	<u>\$157,569</u>			<u>\$125,000</u>	<u>\$210,575</u>	<u>\$42,818</u>	<u>\$154,496</u>
Revenue Over (Under)								
Expenditures	<u>(\$85,377)</u>		<u>\$200</u>		<u>(\$80,778)</u>	<u>\$250,146</u>	<u>(\$37,973)</u>	<u>\$84,998</u>

COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Stabil- ization 2570	Prosecuting Attorney Grants 2601	Sheriff Grant Programs 2609	Sheriff Contracts 2610	Road Patrol 2661	Law Library 2690	Workforce Investment Act - ACP 2740	Workforce Investment Act - Youth 2741
Fund Balance								
SOURCES:								
Revenue								
Taxes								
Intergovernmental Revenue		\$140,400	\$492,170	\$4,387,209	\$190,700		\$707,928	\$1,081,368
Charges for Services								
Fines & Forfeits								
Interest on Investments								
Rental Income								
Licenses & Permits								
Other		\$360						
Operating Transfers In		\$70,821		\$235,230	\$155,457			
Bond Proceeds								
Total Revenue		<u>\$211,581</u>	<u>\$492,170</u>	<u>\$4,622,439</u>	<u>\$346,157</u>		<u>\$707,928</u>	<u>\$1,081,368</u>

COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Stabil- ization 2570	Prosecuting Attorney Grants 2601	Sheriff Grant Programs 2609	Sheriff Contracts 2610	Road Patrol 2661	Law Library 2690	Workforce Investment Act - ACP 2740	Workforce Investment Act - Youth 2741
ACTIVITIES:								
Expenditures								
Legislative								
Judicial								
General Government		\$211,581						
Public Safety			\$492,170	\$4,622,439	\$346,157			
Public Works								
Health & Welfare							\$707,928	\$1,081,368
Culture & Recreation								
Community & Economic Development								
Other Government Functions								
Capital Projects								
Debt Service								
Operating Transfers Out								
Total Expenditures		\$211,581	\$492,170	\$4,622,439	\$346,157		\$707,928	\$1,081,368
Revenue Over (Under)								
Expenditures								

COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Workforce Investment Act - Adult 2742	Workforce Investment Act - 6/30 Grant Programs 2743	Workforce Investment Act - 12/31 Grant Programs 2744	Workforce Investment Act - 9/30 Grant Programs 2748	Workforce Investment Act - 3/31 Grant Programs 2749	Grant Programs Pass Thru 2750	Emergency Feeding 2800	Federal Emergency Mgt Agency 2810
Fund Balance								
SOURCES:								
Revenue								
Taxes								
Intergovernmental Revenue	\$818,203	\$1,984,934	\$304,889	\$3,495,234	\$4,740	\$591,012	\$65,000	
Charges for Services								
Fines & Forfeits								
Interest on Investments								
Rental Income								
Licenses & Permits								
Other								
Operating Transfers In						\$33,564		
Bond Proceeds								
Total Revenue	<u>\$818,203</u>	<u>\$1,984,934</u>	<u>\$304,889</u>	<u>\$3,495,234</u>	<u>\$4,740</u>	<u>\$624,576</u>	<u>\$65,000</u>	

COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Workforce Investment Act - Adult 2742	Workforce Investment Act - 6/30 Grant Programs 2743	Workforce Investment Act - 12/31 Grant Programs 2744	Workforce Investment Act - 9/30 Grant Programs 2748	Workforce Investment Act - 3/31 Grant Programs 2749	Grant Programs Pass Thru 2750	Emergency Feeding 2800	Federal Emergency Mgt Agency 2810
ACTIVITIES:								
Expenditures								
Legislative								
Judicial								
General Government						\$522,800		
Public Safety						\$101,776		
Public Works								
Health & Welfare	\$818,203	\$1,984,934	\$304,889	\$3,495,234	\$4,740		\$65,000	
Culture & Recreation								
Community & Economic Development								
Other Government Functions								
Capital Projects								
Debt Service								
Operating Transfers Out								
Total Expenditures	\$818,203	\$1,984,934	\$304,889	\$3,495,234	\$4,740	\$624,576	\$65,000	
Revenue Over (Under)								
Expenditures								

COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Community Corrections 2850	State Revenue Sharing Reserve 2855	Community Action Agency 2870	Weather- ization 2890	Department of Human Services 2901	Child Care Circuit Court 2920	Child Care Social Services 2921	Soldier & Sailors 2930
Fund Balance		(\$423,889)						
SOURCES:								
Revenue								
Taxes								
Intergovernmental Revenue	\$242,000		\$567,157	\$1,319,517	\$175,000	\$3,742,759	\$1,000	
Charges for Services	\$168,825							
Fines & Forfeits								
Interest on Investments								
Rental Income								
Licenses & Permits								
Other	\$6,395		\$30,000		\$400	\$516,700		
Operating Transfers In	\$530,871		\$29,000		\$73,750	\$3,887,768	\$1,500	
Bond Proceeds								
Total Revenue	<u>\$948,091</u>		<u>\$626,157</u>	<u>\$1,319,517</u>	<u>\$249,150</u>	<u>\$8,147,227</u>	<u>\$2,500</u>	

COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Community Corrections 2850	State Revenue Sharing Reserve 2855	Community Action Agency 2870	Weather- ization 2890	Department of Human Services 2901	Child Care Circuit Court 2920	Child Care Social Services 2921	Soldier & Sailors 2930
ACTIVITIES:								
Expenditures								
Legislative								
Judicial	\$948,091							
General Government								
Public Safety								
Public Works								
Health & Welfare			\$626,157	\$1,319,517	\$249,150	\$8,147,227	\$2,500	
Culture & Recreation								
Community & Economic Development								
Other Government Functions								
Capital Projects								
Debt Service								
Operating Transfers Out		\$423,889						
Total Expenditures	<u>\$948,091</u>	<u>\$423,889</u>	<u>\$626,157</u>	<u>\$1,319,517</u>	<u>\$249,150</u>	<u>\$8,147,227</u>	<u>\$2,500</u>	
Revenue Over (Under)								
Expenditures		<u>(\$423,889)</u>						



COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	<i>SPECIAL REVENUE FUNDS</i>		<i>DEBT SERVICE FUND</i>	<i>CAPITAL PROJECTS FUND</i>	<i>PERMANENT FUND</i>	Total All Funds	
	Veterans Trust 2941	Compensated Absences 2980	Total Special Revenue	Total Debt Service	Total Capital Projects		Total Permanent Fund
Fund Balance		\$69,900	(\$424,082)			(\$598)	(\$1,369,274)
SOURCES:							
Revenue							
Taxes			\$3,035,063				\$40,905,688
Intergovernmental Revenue	\$13,852		\$61,517,314				\$69,876,800
Charges for Services		\$90,000	\$2,639,947				\$12,976,613
Fines & Forfeits							\$1,062,000
Interest on Investments		\$52,000	\$299,389		\$8		\$588,557
Rental Income			\$562,297	\$2,382,589			\$5,998,254
Licenses & Permits			\$535,641				\$937,141
Other			\$879,782				\$1,620,211
Operating Transfers In			\$10,479,864	\$762,875			\$11,685,090
Bond Proceeds							
Total Revenue	<u>\$13,852</u>	<u>\$142,000</u>	<u>\$79,949,297</u>	<u>\$3,145,464</u>		<u>\$8</u>	<u>\$145,650,354</u>

COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	<i>SPECIAL REVENUE FUNDS</i>		<i>DEBT SERVICE FUND</i>	<i>CAPITAL PROJECTS FUND</i>	<i>PERMANENT FUND</i>	<i>Total All Funds</i>
	Veterans Trust 2941	Compensated Absences 2980				
ACTIVITIES:						
Expenditures						
Legislative						\$471,519
Judicial			\$4,526,455			\$14,846,273
General Government		\$72,100	\$1,008,033		\$606	\$16,226,736
Public Safety			\$5,562,542			\$29,801,070
Public Works			\$867,446			\$1,328,446
Health & Welfare	\$13,852		\$63,116,445			\$63,892,402
Culture & Recreation			\$4,537,232			\$4,537,232
Community & Economic Development						\$689,098
Other Government Functions						\$846,298
Capital Projects						
Debt Service				\$3,145,464		\$3,145,464
Operating Transfers Out			\$755,226			\$11,235,090
Total Expenditures	\$13,852	\$72,100	\$80,373,379	\$3,145,464	\$606	\$147,019,628
Revenue Over (Under)						
Expenditures		\$69,900	(\$424,082)		(\$598)	(\$1,369,274)

County of Ottawa
Financing Tools
Solid Waste Clean-up Fund (2271)
History/Projections

					ESTIMATED	BUDGET	PROJECTIONS 				
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Balance	\$7,804,097	\$7,865,050	\$7,999,142	\$3,928,664	\$3,491,432	\$3,039,648	\$2,787,291	\$2,515,164	\$2,254,291	\$1,969,817	\$1,723,016
Revenues:											
Interest on Investments	\$335,869	\$443,448	\$274,840	\$41,269	\$33,168	\$39,643	\$27,873	\$21,127	\$13,526	\$39,199	\$30,153
Other Revenue	\$5,803										
Total Revenue	\$341,672	\$443,448	\$274,840	\$41,269	\$33,168	\$39,643	\$27,873	\$21,127	\$13,526	\$39,199	\$30,153
Expenditures:											
Landfill Clean-up	\$131,613	\$130,388	\$141,228	\$282,919	\$327,000	\$292,000	\$300,000	\$282,000	\$298,000	\$286,000	\$298,000
Transfer Out			\$2,500,000								
Capital Expenditures	\$149,106	\$178,968	\$1,704,090	\$195,582	\$157,952						
Total Expenditures	\$280,719	\$309,356	\$4,345,318	\$478,501	\$484,952	\$292,000	\$300,000	\$282,000	\$298,000	\$286,000	\$298,000
Projected Ending Fund Balance	\$7,865,050	\$7,999,142	\$3,928,664	\$3,491,432	\$3,039,648	\$2,787,291	\$2,515,164	\$2,254,291	\$1,969,817	\$1,723,016	\$1,455,169
PROJECTIONS 											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Balance	\$1,455,169	\$1,199,090	\$921,472	\$658,744	\$389,383	\$111,987	(\$176,340)	(\$470,831)	(\$768,267)	(\$1,068,677)	(\$1,372,091)
Revenues:											
Interest on Investments	\$26,921	\$23,382	\$20,272	\$16,469	\$11,292	\$3,248	\$0	\$0	\$0	\$0	\$0
Other Revenue											
Total Revenue	\$26,921	\$23,382	\$20,272	\$16,469	\$11,292	\$3,248	\$0	\$0	\$0	\$0	\$0
Expenditures:											
Landfill Clean-up	\$283,000	\$301,000	\$283,000	\$285,830	\$288,688	\$291,575	\$294,491	\$297,436	\$300,410	\$303,414	\$306,448
Capital Expenditures											
Total Expenditures	\$283,000	\$301,000	\$283,000	\$285,830	\$288,688	\$291,575	\$294,491	\$297,436	\$300,410	\$303,414	\$306,448
Projected Ending Fund Balance	\$1,199,090	\$921,472	\$658,744	\$389,383	\$111,987	(\$176,340)	(\$470,831)	(\$768,267)	(\$1,068,677)	(\$1,372,091)	(\$1,678,539)

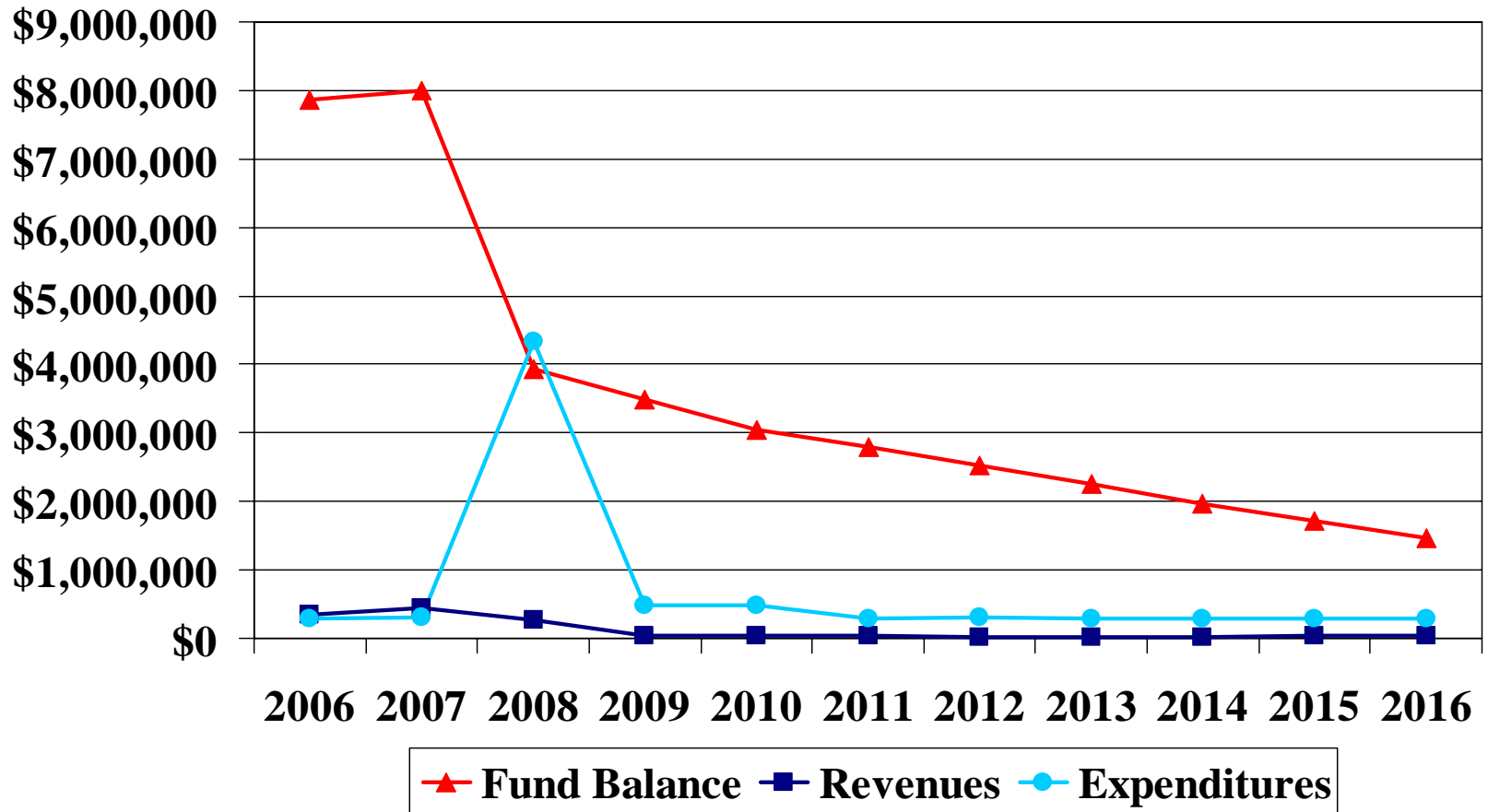
Assumes an annual interest rate of .6% - 2.9%.

Also assumes no additional capital improvement projects will be necessary (e.g., pump replacement).

The fund balance projections for this fund have deteriorated since last year. Projected interest rates are lower and the basic operating and maintenance costs projected by the Road Commission have increased.

Specifically, prior expenditure projections for 2009 - 2027 averaged \$166,000 per year; the new projections average \$294,000. Administration is formulating plans to deal with this issue if the projections hold true.

Solid Waste Clean-Up



**County of Ottawa
Financing Tools
Infrastructure Fund (2444)
History/Projections Cash Basis**

Note: This schedule is now a cash balance analysis rather than a fund balance analysis in order to track revolving loans to municipalities.

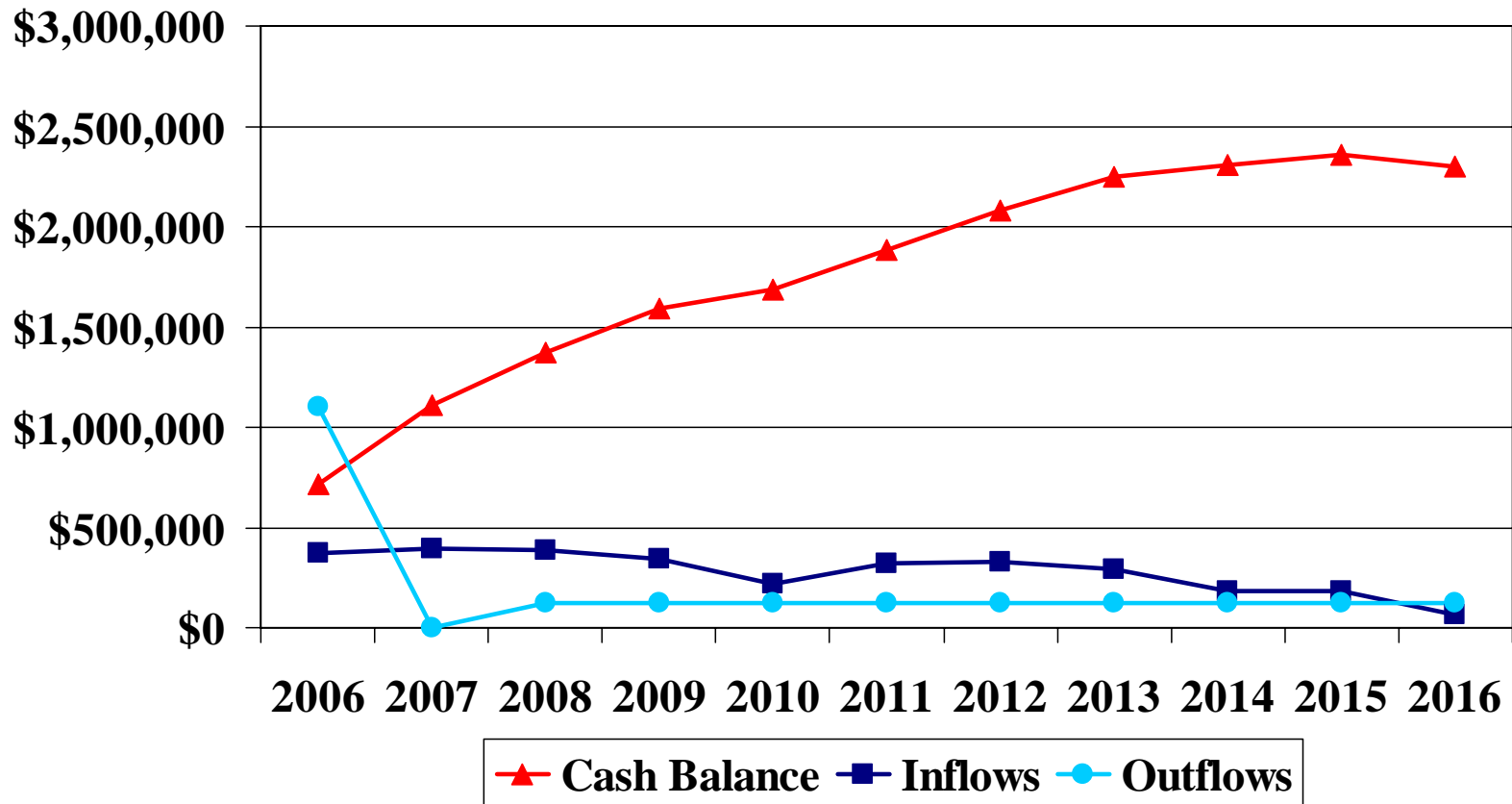
	2006	2007	2008	2009	2010	BUDGET	PROJECTIONS			2015	2016
						2011	2012	2013	2014		
Beginning Cash Balance	\$1,442,605	\$712,501	\$1,109,115	\$1,373,164	\$1,588,212	\$1,683,051	\$1,880,863	\$2,082,617	\$2,246,323	\$2,304,407	\$2,358,780
Inflows:											
Loan Repayments	\$322,197	\$349,866	\$335,901	\$288,280	\$202,913	\$307,605	\$307,605	\$272,708	\$168,016	\$168,016	\$28,968
Interest on Investments 1	\$47,699	\$46,748	\$53,148	\$51,768	\$16,926	\$15,207	\$19,149	\$15,998	\$15,068	\$11,357	\$38,769
Operating Transfers - General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflows	\$369,896	\$396,614	\$389,049	\$340,048	\$219,839	\$322,812	\$326,754	\$288,706	\$183,084	\$179,373	\$67,737
Outflows:											
Land & Land Improvements	\$1,100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Building & Improvement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other / Consultants 2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Total Outflows	\$1,100,000	\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Ending Cash Balance	\$712,501	\$1,109,115	\$1,373,164	\$1,588,212	\$1,683,051	\$1,880,863	\$2,082,617	\$2,246,323	\$2,304,407	\$2,358,780	\$2,301,517

	PROJECTIONS										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Cash Balance	\$2,301,517	\$2,210,919	\$2,120,775	\$2,030,771	\$1,943,291	\$1,858,757	\$1,778,270	\$1,695,467	\$1,610,295	\$1,522,689	\$1,432,579
Inflows:											
Loan Repayments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest on Investments 1	\$34,402	\$34,856	\$34,996	\$37,520	\$40,466	\$44,513	\$42,197	\$39,828	\$37,394	\$34,890	\$32,315
Operating Transfers - General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflows	\$34,402	\$34,856	\$34,996	\$37,520	\$40,466	\$44,513	\$42,197	\$39,828	\$37,394	\$34,890	\$32,315
Outflows:											
Land & Land Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Building & Improvement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other / Consultants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Total Outflows	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Ending Cash Balance	\$2,210,919	\$2,120,775	\$2,030,771	\$1,943,291	\$1,858,757	\$1,778,270	\$1,695,467	\$1,610,295	\$1,522,689	\$1,432,579	\$1,339,894

1 Assumes an annual interest rate of .6% to 2.9%.

2 The schedule does not include loans to Jamestown Township.

Infrastructure



County of Ottawa
Financing Tools
Public Improvement Fund (2450)
History/Projections

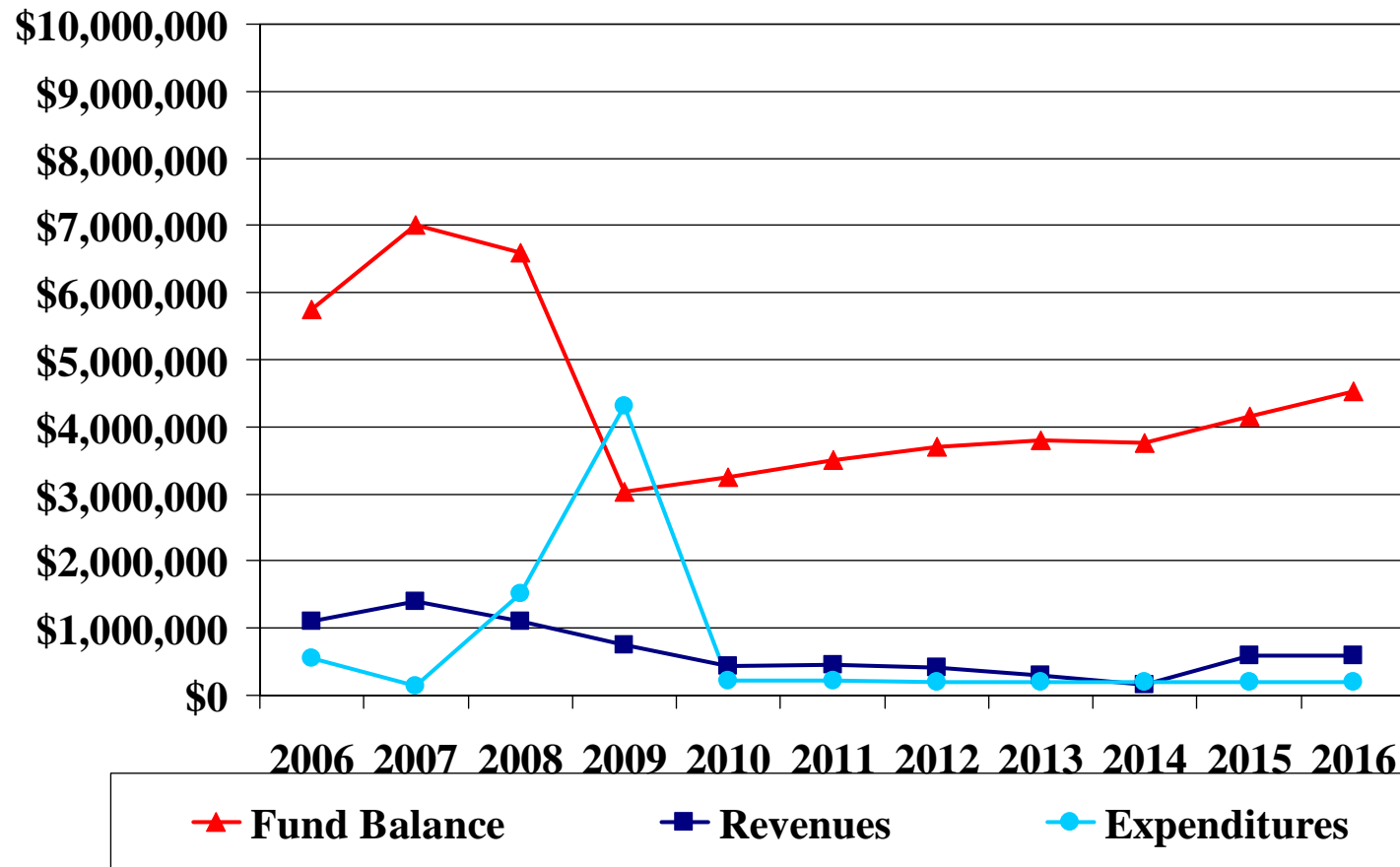
	ESTIMATED				BUDGET		PROJECTIONS				
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Balance	\$5,176,075	\$5,740,998	\$7,008,669	\$6,590,988	\$3,033,859	\$3,246,728	\$3,496,874	\$3,701,520	\$3,798,565	\$3,756,841	\$4,149,215
Revenues:											
Interest on Investments	\$231,670	\$346,122	\$328,830	\$38,765	\$37,944	\$50,673	\$34,969	\$31,093	\$22,791	\$74,761	\$72,611
12251 James Street Building	\$215,916	\$215,919	\$130,138	\$45,626	\$44,094	\$43,062	\$44,119	\$44,119	\$44,119	\$44,119	\$44,119
Coopersville Building	\$26,736	\$26,736	\$26,736	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FIA Building	\$465,627	\$459,825	\$452,606	\$473,989	\$460,750	\$487,884	\$451,819	\$447,694	\$316,227	\$301,755	\$287,400
WEMET	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256
Hudsonville Human Services	\$10,041	\$10,952	\$10,952	\$10,952	\$10,952	\$913	\$0	\$0	\$0	\$0	\$0
Grand Haven Human Services	\$66,432	\$66,437	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914
Other Revenue	\$67,415	\$72,906	\$71,756	\$99,808	\$102,134	\$106,019	\$105,144	\$105,144	\$105,144	\$105,144	\$105,144
Rent Diverted to General Fund					(\$300,000)	(\$300,000)	(\$300,000)	(\$400,000)	(\$400,000)	\$0	\$0
Operating Transf In		\$173,994		\$10,488							
Total Revenues	\$1,110,093	\$1,399,147	\$1,093,188	\$751,798	\$428,044	\$460,721	\$408,221	\$300,220	\$160,451	\$597,949	\$581,444
Expenditures											
Building & Improvement	\$70,510	\$125,636	\$176	\$195,928	\$25,000	\$20,000					
Debt Service - GH/WO	\$0	\$325	\$187,713	\$187,200	\$187,575	\$187,875	\$188,575	\$188,175	\$187,175	\$190,575	\$188,825
Operating Transf Out GH/WO	\$68,161	\$0	\$1,266,618	\$3,917,388							
Other / Consultants	\$406,499	\$5,515	\$56,362	\$8,411	\$2,600	\$2,700	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Total Expenditures	\$545,170	\$131,476	\$1,510,869	\$4,308,927	\$215,175	\$210,575	\$203,575	\$203,175	\$202,175	\$205,575	\$203,825
Projected Ending Fund Balance	\$5,740,998	\$7,008,669	\$6,590,988	\$3,033,859	\$3,246,728	\$3,496,874	\$3,701,520	\$3,798,565	\$3,756,841	\$4,149,215	\$4,526,834

PROJECTIONS



	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Balance	\$4,526,834	\$4,799,546	\$5,068,092	\$5,340,310	\$5,623,772	\$5,873,799	\$6,116,329	\$6,349,989	\$6,575,402	\$6,777,526	\$6,971,283
Revenues:											
Interest on Investments	\$83,746	\$93,591	\$111,498	\$133,508	\$163,089	\$170,340	\$177,374	\$184,150	\$190,687	\$196,548	\$202,167
12251 James Street Building	\$44,119	\$44,119	\$44,119	\$44,119	\$44,119	\$44,127	\$41,837	\$41,156	\$41,156	\$41,156	\$41,156
Coopersville Building	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FIA Building 1	\$273,158	\$259,022	\$244,987	\$231,046	\$217,194	\$203,426	\$189,737	\$173,642	\$140,816	\$127,328	\$113,897
WEMET	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256
Grand Haven Human Services	\$45,914	\$45,914	\$45,914	\$45,914	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rent Diverted to General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$105,144	\$105,144	\$105,144	\$105,144	\$105,144	\$105,144	\$105,144	\$105,144	\$105,144	\$105,144	\$105,144
Total Revenues	\$578,337	\$574,046	\$577,918	\$585,987	\$555,802	\$549,293	\$540,348	\$530,348	\$504,059	\$496,432	\$488,620
Expenditures											
Building & Improvement	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Debt Service - GH/WO	\$190,625	\$190,500	\$190,700	\$187,525	\$190,775	\$191,763	\$191,688	\$189,935	\$186,935	\$187,675	\$188,850
Other / Consultants	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Total Expenditures	\$305,625	\$305,500	\$305,700	\$302,525	\$305,775	\$306,763	\$306,688	\$304,935	\$301,935	\$302,675	\$303,850
Projected Ending Fund Balance	\$4,799,546	\$5,068,092	\$5,340,310	\$5,623,772	\$5,873,799	\$6,116,329	\$6,349,989	\$6,575,402	\$6,777,526	\$6,971,283	\$7,156,053

1 Assumes a 20% decrease in our contract with DHS; the lease expires in 2014. Interest is estimated at .6% to 2.9% annually.

Public Improvement



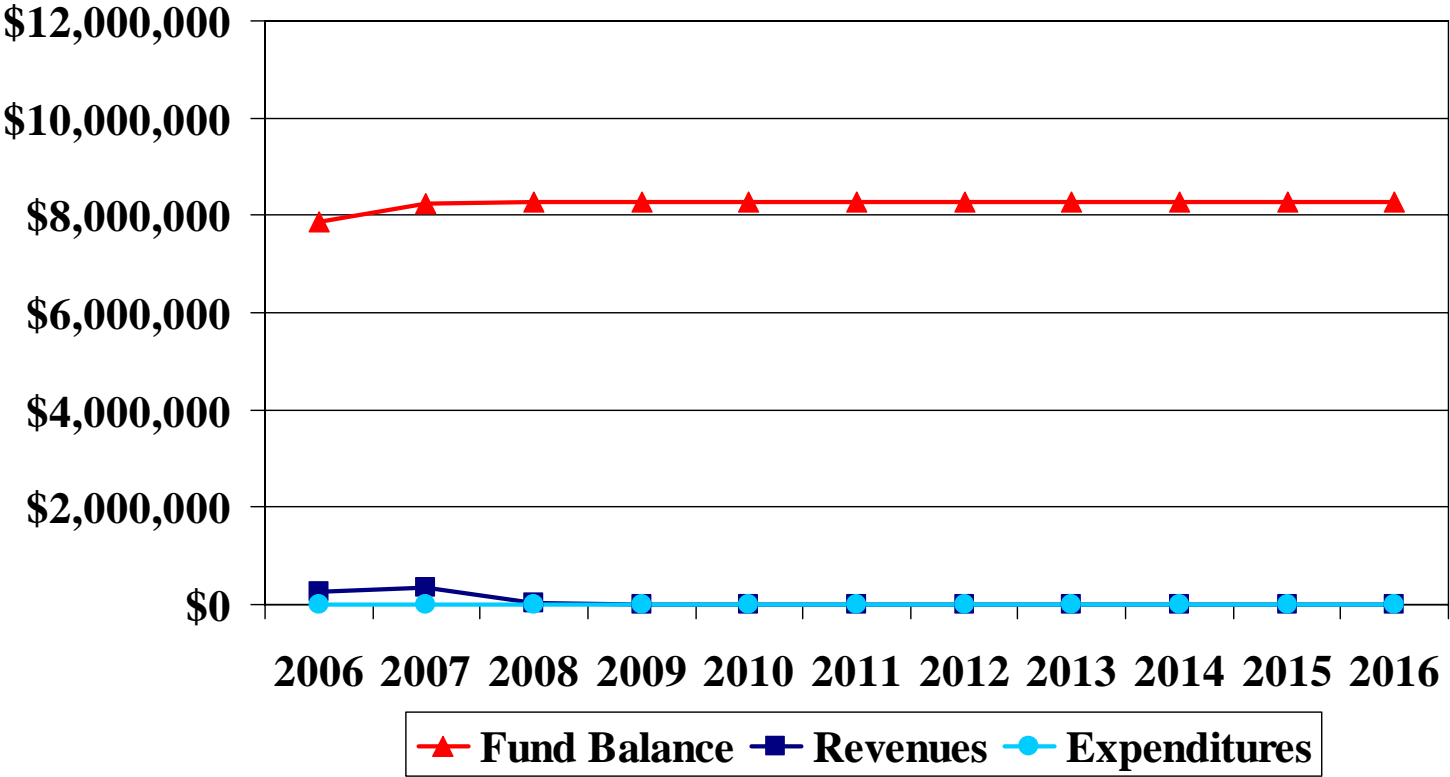
**County of Ottawa
Financing Tools
Stabilization Fund (2570)
History/Projections**

					ESTIMATED	BUDGET	PROJECTIONS				
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Balance	\$7,603,560	\$7,872,350	\$8,232,069	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673
Revenues:											
Transfer from General Fund	\$268,790	\$359,719	\$37,604	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$268,790	\$359,719	\$37,604	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures:											
Transfer to General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$7,872,350	\$8,232,069	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673
Interest Income to General Fund	\$348,068	\$363,973	\$365,635	\$119,910	\$107,506	\$113,295	\$82,697	\$69,465	\$49,618	\$164,566	\$144,719
	PROJECTIONS										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Balance	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673
Revenues:											
Transfer from General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures:											
Transfer to General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673
Interest Income to General Fund	\$152,989	\$161,259	\$181,933	\$206,742	\$239,821	\$239,821	\$239,821	\$239,821	\$239,821	\$239,821	\$239,821



Notes: Estimated interest income to the General Fund is calculated at .6% - 2.9% per year

This financing tool is not currently fully funded. The estimated amount required to achieve full funding at 12/31/10 is estimated at \$968,507.

Stabilization



County of Ottawa
Financing Tools
Delinquent Tax Revolving Fund (5160)
History/Projections

	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>ESTIMATED 2010</u>	<u>BUDGET 2011</u>	<u>PROJECTIONS 2012</u>	 <u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Beginning Fund Balance	\$24,343,239	\$24,236,439	\$24,406,620	\$24,562,184	\$24,727,299	\$24,499,370	\$24,455,313	\$24,400,697	\$24,246,882	\$23,955,885	\$23,703,480
Revenues:											
Operating Revenue	\$1,149,927	\$1,519,704	\$1,917,109	\$2,225,825	\$2,106,000	\$2,184,000	\$2,161,953	\$2,092,545	\$1,915,740	\$1,793,092	\$1,765,284
Forfeiture Revenue	\$141,926	\$192,211	\$284,488	\$569,925	\$291,175	\$314,710	\$335,107	\$329,215	\$316,021	\$286,935	\$265,859
Nonoperating Revenue	\$844,786	\$999,816	\$706,196	\$156,383	\$160,000	\$219,200	\$154,068	\$116,831	\$81,470	\$262,197	\$223,998
Total Revenue	\$2,136,639	\$2,711,731	\$2,907,793	\$2,952,133	\$2,557,175	\$2,717,910	\$2,651,128	\$2,538,591	\$2,313,231	\$2,342,224	\$2,255,141
Expenses:											
Operating Expenses	\$1,374	\$1,012	\$1,012	\$591	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Forfeiture Expenses	\$85,408	\$78,627	\$132,805	\$188,591	\$166,267	\$152,839	\$154,367	\$146,649	\$131,984	\$125,385	\$125,385
Transfer to General/Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Prin & Int Pmts	\$2,156,657	\$2,461,911	\$2,618,412	\$2,597,836	\$2,618,837	\$2,609,128	\$2,051,377	\$2,045,757	\$1,972,244	\$1,969,244	\$1,967,994
Total Expenses	\$2,243,439	\$2,541,550	\$2,752,229	\$2,787,018	\$2,785,104	\$2,761,967	\$2,705,744	\$2,692,406	\$2,604,228	\$2,594,629	\$2,593,379
Ending Fund Balance	\$24,236,439	\$24,406,620	\$24,562,184	\$24,727,299	\$24,499,370	\$24,455,313	\$24,400,697	\$24,246,882	\$23,955,885	\$23,703,480	\$23,365,242
	PROJECTIONS 										
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Beginning Fund Balance	\$23,955,885	\$23,659,479	\$24,171,205	\$24,732,283	\$25,398,643	\$26,163,655	\$26,901,056	\$27,566,451	\$28,214,552	\$28,894,519	\$30,224,967
Revenues:											
Operating Revenue	\$1,789,109	\$1,824,263	\$1,840,878	\$1,870,529	\$1,907,453	\$1,862,497	\$1,776,697	\$1,757,677	\$1,783,716	\$1,818,927	\$1,855,309
Forfeiture Revenue	\$275,735	\$281,228	\$274,138	\$301,245	\$293,983	\$291,969	\$284,709	\$272,973	\$270,993	\$280,446	\$286,036
Nonoperating Revenue	\$234,887	\$281,430	\$324,378	\$377,167	\$449,302	\$462,835	\$475,880	\$487,651	\$499,115	\$511,144	\$534,680
Total Revenue	\$2,299,731	\$2,386,921	\$2,439,394	\$2,548,941	\$2,650,738	\$2,617,301	\$2,537,286	\$2,518,301	\$2,553,824	\$2,610,517	\$2,676,025
Expenses:											
Operating Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Forfeiture Expenses	\$127,893	\$130,451	\$131,103	\$133,725	\$136,400	\$130,944	\$124,397	\$125,019	\$127,519	\$130,069	\$132,670
Transfer to General/Other Funds	\$500,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Prin & Int Pmts	\$1,968,244	\$744,744	\$747,213	\$748,856	\$749,326	\$748,956	\$747,494	\$745,181	\$746,338	\$150,000	\$150,000
Total Expenses	\$2,596,137	\$1,875,195	\$1,878,316	\$1,882,581	\$1,885,726	\$1,879,900	\$1,871,891	\$1,870,200	\$1,873,857	\$1,280,069	\$1,282,670
Ending Fund Balance	\$23,659,479	\$24,171,205	\$24,732,283	\$25,398,643	\$26,163,655	\$26,901,056	\$27,566,451	\$28,214,552	\$28,894,519	\$30,224,967	\$31,618,322

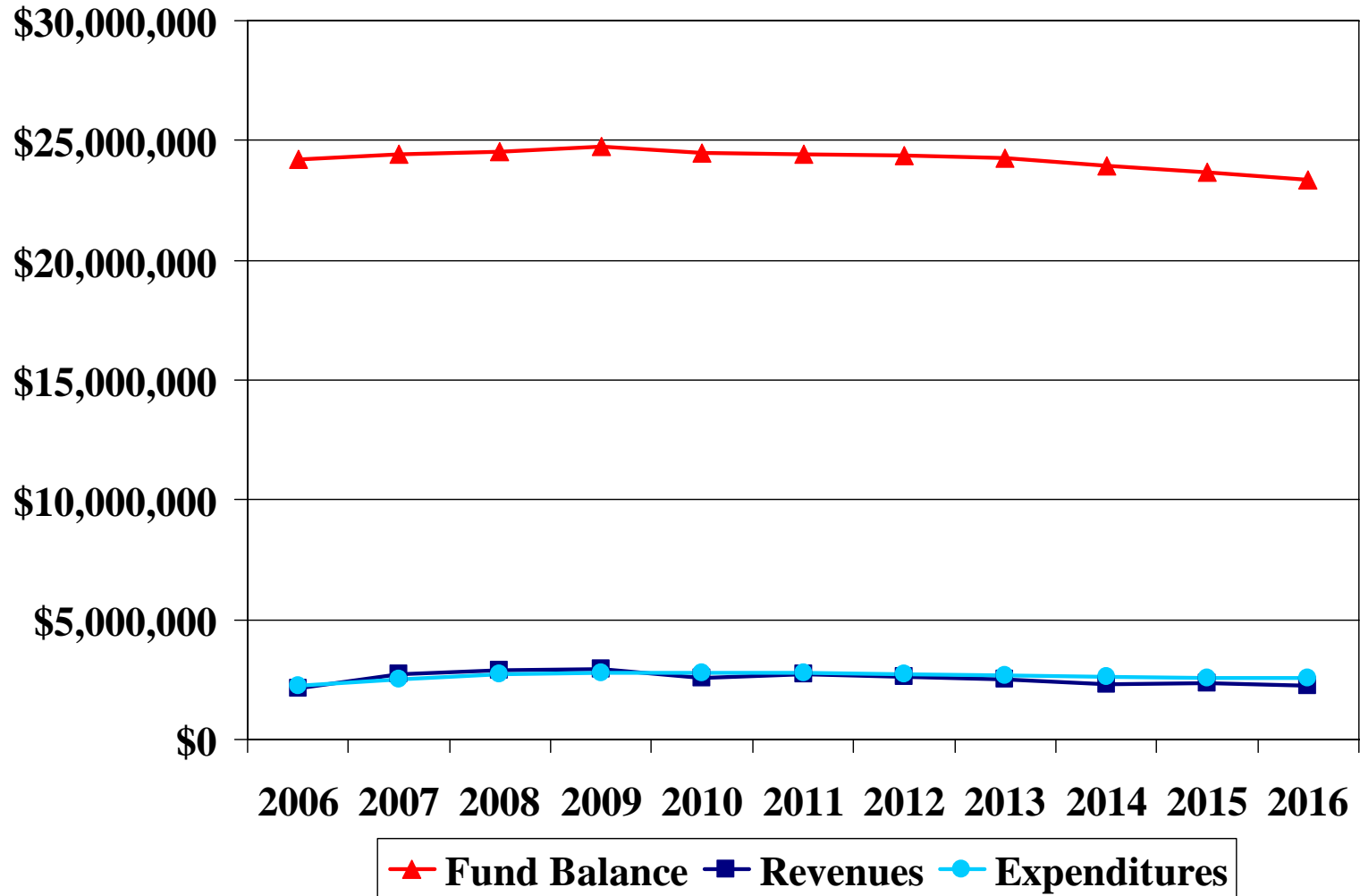
Long term projections for this fund are difficult to determine due to the overall economic volatility. These projections reflect changes in the annual delinquency of -10% to +2%.

Interest for 2012 thru 2027 ranges from .6% to 2.9% annually.


Cash is assumed to be a decreasing % of net assets through 2017, but increasing to 61% of net assets after 2017.


Principal and interest payments include bond fees

Delinquent Tax Revolving Fund



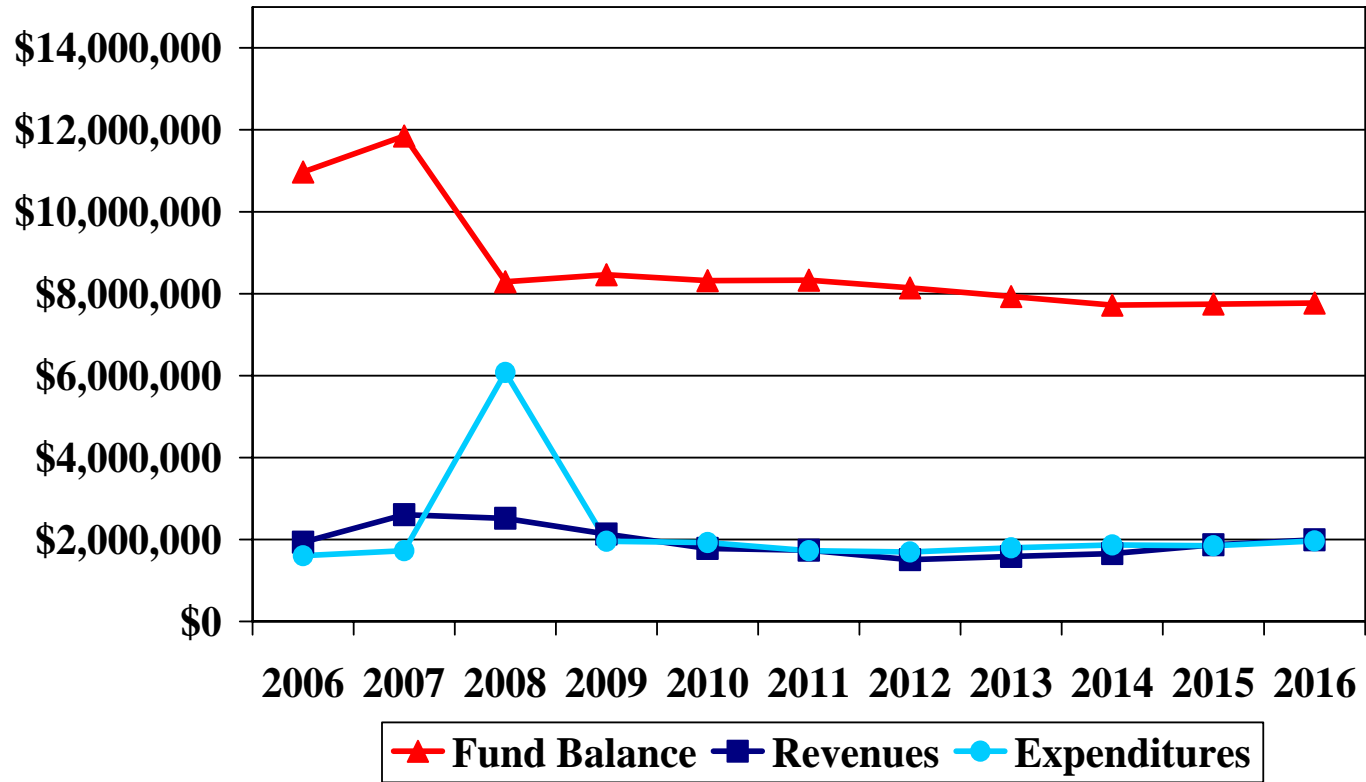
County of Ottawa
Financing Tools
Equipment Replacement Funds (6450, 6550, 6641)
History/Projections

	2006	2007	2008	2009	2010	BUDGET 2011	PROJECTIONS 2012	 2013	2014	2015	2016
Beginning Fund Equity	\$10,644,405	\$10,973,713	\$11,852,958	\$8,292,565	\$8,467,220	\$8,319,414	\$8,329,832	\$8,141,986	\$7,931,965	\$7,721,937	\$7,746,223
Revenues:											
Operating Revenue	\$1,832,838	\$2,192,322	\$2,153,830	\$2,022,826	\$1,820,158	\$1,755,856	\$1,544,378	\$1,630,857	\$1,714,318	\$1,725,410	\$1,863,802
Nonoperating Revenue	\$102,183	\$414,047	\$363,898	\$110,927	\$110,884	\$131,752	\$113,603	\$104,024	\$93,565	\$149,522	\$130,183
Diverted Phone Commissions	\$0	\$0	\$0	\$0	(\$150,000)	(\$150,000)	(\$150,000)	(\$150,000)	(\$150,000)	\$0	\$0
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,935,021	\$2,606,369	\$2,517,728	\$2,133,753	\$1,781,042	\$1,737,608	\$1,507,982	\$1,584,881	\$1,657,883	\$1,874,932	\$1,993,986
Expenses:											
Operating Expenses	\$1,605,713	\$1,727,124	\$1,828,121	\$1,809,098	\$1,728,848	\$1,577,190	\$1,545,828	\$1,644,902	\$1,717,911	\$1,700,647	\$1,814,108
Debt Service - GH/WO	\$0	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Operating Transfers Out	\$0	\$0	\$4,100,000	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$1,605,713	\$1,727,124	\$6,078,121	\$1,959,098	\$1,928,848	\$1,727,190	\$1,695,828	\$1,794,902	\$1,867,911	\$1,850,647	\$1,964,108
Ending Fund Equity	\$10,973,713	\$11,852,958	\$8,292,565	\$8,467,220	\$8,319,414	\$8,329,832	\$8,141,986	\$7,931,965	\$7,721,937	\$7,746,223	\$7,776,101

	PROJECTIONS 										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Equity	\$7,776,101	\$7,816,891	\$7,844,351	\$7,881,370	\$7,928,255	\$7,948,950	\$7,995,109	\$8,028,242	\$8,064,456	\$8,103,756	\$8,109,971
Revenues:											
Operating Revenue	\$2,010,273	\$2,068,660	\$2,141,897	\$2,194,920	\$2,246,864	\$2,395,394	\$2,470,082	\$2,485,857	\$2,482,585	\$2,460,861	\$2,492,994
Nonoperating Revenue	\$113,711	\$115,266	\$127,802	\$140,740	\$131,717	\$133,451	\$136,496	\$142,955	\$149,631	\$134,249	\$119,423
Total Revenue	\$2,123,984	\$2,183,925	\$2,269,698	\$2,335,660	\$2,378,582	\$2,528,846	\$2,606,577	\$2,628,812	\$2,632,216	\$2,595,110	\$2,612,417
Expenses:											
Operating Expenses	\$1,933,194	\$2,006,465	\$2,082,679	\$2,138,775	\$2,207,887	\$2,332,687	\$2,423,445	\$2,442,598	\$2,442,916	\$2,438,895	\$2,447,849
Debt Service - GH/WO	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Operating Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$2,083,194	\$2,156,465	\$2,232,679	\$2,288,775	\$2,357,887	\$2,482,687	\$2,573,445	\$2,592,598	\$2,592,916	\$2,588,895	\$2,597,849
Ending Fund Equity	\$7,816,891	\$7,844,351	\$7,881,370	\$7,928,255	\$7,948,950	\$7,995,109	\$8,028,242	\$8,064,456	\$8,103,756	\$8,109,971	\$8,124,539

Assumes equipment is replaced based on its useful life and 3% inflation per year. Technology changes are difficult to predict.
Assumes an annual interest rate of .06% - 2.9%.
Assumes no legislative changes are enacted affecting commissions on inmate phone calls, and subsequent contractual arrangements for the commissions are similar to the current contract.

Duplicating (6450), Telecommunications (6550) and Equipment Pool (6641)



**County of Ottawa
History of Positions By Fund
For the Years 2009 - 2011**

Fund #	Dept #	Sub-Dept #	Department Name	2009 Full-Time Equivalents	2010 Full-Time Equivalents	2011 Full-Time Equivalents	Change in Full-Time Equivalents 2010 to 2011
GENERAL FUND							
1010	1010		Commissioners	11.000	11.000	11.000	
1010	1310		Circuit Court	14.750	14.750	14.750	
1010	1360		District Court	54.175	53.825	53.775	-0.050 1
1010	1480		Probate Court	6.000	6.000	6.000	
1010	1490		Family Court - Juvenile Services	6.000	5.150	5.810	0.660 1
1010	1910		Elections	2.000	1.000	1.000	
1010	2010		Fiscal Services	14.300	13.300	12.800	-0.500 3
1010	2100		Corporate Counsel	1.575	1.575	1.575	
1010	2150		County Clerk	23.000	23.000	23.000	
1010	2230		Administrator	3.340	3.340	2.840	-0.500 3
1010	2250		Equalization	13.500	12.500	12.500	
1010	2260		Human Resources	4.600	4.325	4.325	
1010	2290		Prosecuting Attorney	27.100	26.100	26.100	
1010	2360		Register of Deeds	11.000	9.000	9.000	
1010	2450		Survey & Remonumentation	0.550	0.050	0.150	0.100 1
1010	2530		County Treasurer	9.450	9.950	8.950	-1.000 3
1010	2570		Co-Operative Extension	4.325	2.700	3.000	0.300 5
1010	2590		Geographic Information System	5.000	5.000	5.000	
1010	2651		Bldg. & Grnds - Hudsonville	0.676	1.054	1.054	
1010	2652		Bldg. & Grnds - Holland Human Serv.	0.968	1.312	1.312	
1010	2653		Bldg. & Grnds - Fulton Street	0.400	0.489	0.489	
1010	2654		Bldg. & Grnds - Grand Haven	6.686	3.637	3.637	
1010	2655		Bldg. & Grnds - Holland Health Facility	0.988	1.332	1.332	
1010	2656		Bldg. & Grnds - Holland District Court	1.386	1.443	1.443	
1010	2658		Bldg. & Grnds - Grand Haven Health	0.380	0.566	0.566	
1010	2659		Bldg. & Grnds - CMH Facility	1.044	1.592	1.592	
1010	2660		Bldg. & Grnds - Coopersville	0.352	0.176	0.176	
1010	2664		Bldg. & Grnds - 4th & Clinton	0.286	0.000	0.000	
1010	2665		Bldg. & Grnds-Probate/Juvenile Complex	4.914	3.323	3.323	
1010	2667		Bldg. & Grnds-Administrative Annex	6.206	3.798	3.798	
1010	2668		Bldg. & Grnds-FIA	1.564	1.879	1.879	
1010	2750		Drain Commission	7.000	7.000	7.000	
1010	3020		Sheriff	70.950	70.950	70.950	
1010	3100		West Michigan Enforcement Team	6.000	6.000	6.000	
1010	3113		COPS - Holland/West Ottawa	1.000	1.000	1.000	
1010	3119		City of Coopersville	5.000	5.000	5.000	
1010	3120		City of Hudsonville	6.000	6.000	6.000	
1010	3170		Blendon/Holland/Robinson/Zeeland	1.000	1.000	1.000	
1010	3310		Marine Safety	0.750	0.750	0.750	
1010	3510		Jail	77.000	76.000	76.000	
1010	4260		Emergency Services	2.100	2.100	2.100	
1010	4263		HAZMAT Response Team	0.400	0.400	0.400	
1010	4265		Homeland Security	0.730	0.693	0.670	-0.023 5
1010	4300		Animal Control	3.000	3.000	3.000	
1010	6480		Medical Examiner	0.200	0.200	0.200	
1010	7211		Planner/Grants	6.950	5.950	5.850	-0.100 1
TOTAL GENERAL FUND				425.595	409.208	408.095	-1.113
PARKS & RECREATION							
2081	7510		Parks Department	15.000	15.000	16.000	1.000 2
FRIEND OF THE COURT							
2160	1410		Friend of the Court	35.125	35.125	35.125	
2160	1440		FOC Warrant Officer	1.000	1.000	1.000	
TOTAL FRIEND OF THE COURT				36.125	36.125	36.125	
9/30 JUDICIAL GRANTS							
2170	1361		Dist. Ct. SCAO Drug Ct. Grant	1.000	1.000	1.000	

**County of Ottawa
History of Positions By Fund
For the Years 2009 - 2011**

Fund #	Dept #	Sub-Dept #	Department Name	2009 Full-Time Equivalents	2010 Full-Time Equivalents	2011 Full-Time Equivalents	Change in Full-Time Equivalents 2010 to 2011
2170	1371		SCAO Adult Drug Court Grant	1.000	0.000	0.000	
2170	1372		Adult Priority Population	3.000	0.000	2.500	2.500 5
2170	1493		SCAO Juvenile Drug Ct. Grant	1.000	0.000	1.000	1.000 5
				6.000	1.000	4.500	3.500
HEALTH FUND							
2210	6010		Agency Support	5.800	5.800	5.900	0.100 1
2210	6011		Public Health Preparedness	1.666	1.000	1.000	
2210	6012		Accounting/MIS	5.000	5.000	5.000	
2210	6013		PP-Surveillance	0.000	0.000	0.200	0.200 5
2210	6015		PHP Risk Communication	0.333	0.200	0.200	
2210	6020		Environmental - Field Services	8.050	6.750	6.750	0.000 1,4
2210	6021		Environmental - Food Services	6.930	7.430	7.430	
2210	6030		Dental	0.620	0.000	0.000	
2210	6031		Hearing/Vision	3.830	3.621	3.960	0.339 1
2210	6035		Epidemiology	1.000	0.000	0.000	
2210	6041		Clinic Clerical	12.900	11.750	11.750	
2210	6042		Family Planning	7.020	7.050	6.850	-0.200 3
2210	6044		Immunization Clinic	4.750	5.850	5.850	
2210	6045		Healthy Children's Contract	2.320	2.850	2.930	0.080 1
2210	6048		Tobacco Community Awareness	0.500	0.610	0.372	-0.239 1
2210	6049		Substance Abuse Prevention	1.750	0.000	0.570	0.570 1,5
2210	6050		Children's Special Health Care Services	3.600	4.300	4.680	0.380 1
2210	6052		Early On	1.470	0.679	0.000	-0.679 5
2210	6053		Maternal/Infant Support Services	10.950	9.400	8.850	-0.550 1,3
2210	6055		AIDS/Sexually Transmitted Diseases (STD)	3.630	3.750	3.250	-0.500 2
2210	6058		Prenatal Care - Enrollment & Coordination	0.330	0.200	0.200	
2210	6059		Communicable Disease	4.200	4.100	4.100	
2210	6060		Prenatal Education	0.320	0.000	0.000	
2210	6310		Health Education	2.520	2.672	2.328	-0.344 1
2210	6311		Nutrition/Wellness	2.890	2.068	1.960	-0.108 1
TOTAL HEALTH FUND				92.379	85.080	84.130	-0.950
MENTAL HEALTH FUND							
2220	6491	1240	D.D. Clinical Support	7.250	6.490	7.413	0.923 1
2220	6491	1349	D.D. Supported Employment	8.250	19.710	19.548	-0.162 1
2220	6491	1357	D.D. Skill Building	41.250	25.710	26.378	0.668 1
2220	6491	1443	D.D. Community Living Skills	0.000	0.910	0.834	-0.076 1
2220	6491	5400	D.D. Training	0.510	0.420	0.644	0.224 1
2220	6491	5401	D.D. Group Home Training	1.510	1.640	1.708	0.068 1
2220	6491	5510	D.D. Supports Coordination	13.770	15.174	10.211	-4.963 1
2220	6491	5522	D.D. Child Case Management	3.260	4.446	8.883	4.437 1
2220	6492	5511	Other Pop. HUD Leasing Assistance Grant III	0.087	0.062	0.062	
2220	6492	5540	Other Pop. HUD Leasing Assistance Grant II	0.092	0.009	0.009	
2220	6492	5541	Other Pop. HUD Leasing Assistance Grant	0.092	0.149	0.149	
2220	6493	3240	M.I. Adult Emergency Services	5.625	6.120	6.111	-0.009 1
2220	6493	3241	M.I. Adult Access Center	5.870	10.050	9.000	-1.050 1
2220	6493	3242	M.I. Adult Medication Clinic	6.510	2.571	1.780	-0.791 1
2220	6493	3243	M.I. Other Supported Services	1.000	0.000	0.000	
2220	6493	3244	M.I. MDT Grand Haven	0.000	11.921	10.941	-0.980 1,2
2220	6493	3245	M.I. Adult Outpatient	12.935	0.000	0.000	
2220	6493	3247	M.I. Vocational Rehabilitation	0.500	0.500	0.510	0.010 1
2220	6493	3249	M.I. Adult Assertive Community Treatment	9.330	8.171	7.111	-1.060 1
2220	6493	3254	M.I. MDT Holland	0.000	13.040	13.841	0.801 1,2
2220	6493	3256	M.I. MDT MI/DD	0.000	0.000	6.111	6.111 1,2
2220	6493	3344	M.I. Adult Lakeshore Clubhouse	5.840	5.157	4.111	-1.046 1
2220	6493	3450	M.I. Adult Riverview RTC	7.820	0.000	0.000	
2220	6493	3452	M.I. Adult Robert Brown Center	8.320	0.000	0.000	

**County of Ottawa
History of Positions By Fund
For the Years 2009 - 2011**

Fund #	Dept #	Sub-Dept #	Department Name	2009 Full-Time Equivalents	2010 Full-Time Equivalents	2011 Full-Time Equivalents	Change in Full-Time Equivalents 2010 to 2011
2220	6493	5515	M.I. Adult Community Support Case Management	10.640	0.000	0.000	
2220	6494	4244	M.I. Child Home Based Services	2.530	2.970	3.069	0.099 1
2220	6494	4245	M.I. Child Home Outpatient	0.000	3.690	5.042	1.352 1,2
2220	6494	4451	M.I. Child Respite	0.000	0.240	0.263	0.023 1
2220	6495	5020	Administration - Board	2.390	3.240	3.662	0.422 1,3
2220	6495	5022	Administration Quality Improvement	2.180	2.610	2.348	-0.262 1
2220	6495	5023	Administration Recipient Rights	1.500	1.500	1.500	
2220	6495	5024	Administration Community Relations & Public Education	1.180	1.500	1.500	
2220	6495	5026	Administration Finance	6.760	6.630	6.750	0.120 1
2220	6495	5028	Administration Division Directors	10.750	0.000	0.000	
2220	6495	5029	Administration Managed Care Organization Administration	11.380	9.380	10.394	1.014 1
2220	6495	5030	Administration Medical Records	1.420	1.390	1.416	0.026 1
			TOTAL MENTAL HEALTH	<u>190.550</u>	<u>165.400</u>	<u>171.300</u>	<u>5.900</u>
LANDFILL TIPPING FEES							
2272	5250		Laidlaw Surcharge	4.720	4.420	3.720	-0.700 3
2272	5251		Waste Management				
				<u>4.720</u>	<u>4.420</u>	<u>3.720</u>	<u>-0.700</u>
PROSECUTING ATTORNEY GRANTS							
2601	2320		Crime Victim's Rights	3.000	3.000	3.000	
SHERIFF 9/30 GRANT PROGRAMS							
2609	3160		Sheriff Curb Auto Theft (SCAT)	1.000	0.000	0.000	
COPS UNIVERSAL							
2610	3114		Community Policing	3.000	3.000	3.000	
2610	3131		Community Policing-Holland Township	4.000	4.000	4.000	
2610	3132		Community Policing-Park Township	1.000	1.000	1.000	
2610	3133		Community Policing- Zeeland/Georgetown Township	1.000	1.000	1.000	
2610	3134		Community Policing- Port Sheldon Twp/West Ottawa	1.000	1.000	1.000	
2610	3135		Community Policing- Allendale Twp/Allendale Schools	1.000	1.000	1.000	
2610	3136		Community Policing- Grand Haven Twp/Grand Haven Sch.	1.000	1.000	1.000	
2610	3137		Community Policing- Georgetown Twp/Jenison Schools	1.000	1.000	1.000	
2610	3138		Community Policing- Zeeland Twp/Zeeland Schools	1.000	1.000	1.000	
2610	3139		Community Policing- Park Township/West Ottawa/	10.000	10.000	10.000	
2610	3141		Community Policing- Holland/Park	1.000	1.000	1.000	
2610	3142		Community Policing- Spring Lake Twp/ Schools	1.000	1.000	1.000	
2610	3143		Community Policing- Jamestown Township	1.000	1.000	1.000	
2610	3144		Community Policing- Tallmadge/Chester/Wright/Polkton	1.000	1.000	1.000	
2610	3145		Community Policing- Holland Twp/MI Police Corps	0.000	0.000	0.000	
2610	3146		Community Policing- Georgetown Township	13.000	13.000	13.000	
2610	3147		Community Policing- Allendale Twp/MI Police Corp	1.000	1.000	1.000	
2610	3148		Community Policing- Allendale	1.000	1.000	1.000	
			TOTAL COPS UNIVERSAL	<u>43.000</u>	<u>43.000</u>	<u>43.000</u>	
SHERIFF ROAD PATROL							
2661	3150		Sheriff Road Patrol	3.000	3.000	3.000	
WORKFORCE INVESTMENT ACT FUNDS/MICHIGAN WORKS!/COMMUNITY ACTION AGENCY							
2740 - 2749, 2800, 2870 - 2890				19.200	26.400	28.530	2.130 2
GRANT PROGRAMS PASS THRU							
2750	3114		Community Policing	1.000	1.000	1.000	
COMMUNITY CORRECTIONS PROGRAM							
2850	1520		Adult Probation	9.025	8.175	7.225	-0.95 1

**County of Ottawa
History of Positions By Fund
For the Years 2009 - 2011**

Fund #	Dept #	Sub-Dept #	Department Name	2009 Full-Time Equivalents	2010 Full-Time Equivalents	2011 Full-Time Equivalents	Change in Full-Time Equivalents 2010 to 2011
CHILD CARE							
2920	6620		Family Court - Detention Services	29.650	29.700	31.700	2.000 1
2920	6622		Juvenile Intensive Supervision	3.300	3.300	3.300	
2920	6623		Juvenile Treatment/Div Services	12.430	12.830	11.830	-1.000 1
2920	6624		Juvenile In-Home Services	19.445	19.845	19.185	-0.660 1
TOTAL CHILD CARE				<u>64.825</u>	<u>65.675</u>	<u>66.015</u>	<u>0.340</u>
MANAGEMENT INFORMATION SERVICES							
6360	2580		Data Processing	18.900	17.900	17.900	
DUPLICATING							
6450	2890		General Services Administration	0.075	0.125	0.125	
TELECOMMUNICATIONS							
6550	2890		Telephones	1.375	1.175	1.175	
EQUIPMENT POOL FUND							
6641	9010		Equipment Pool	0.300	0.400	0.400	
PROTECTED SELF-FUNDED PROGRAMS							
6770	8690		P.S.F. Liability Insurance	1.130	1.130	1.130	
6770	8710		P.S.F. Worker's Compensation Insurance	0.520	0.459	0.458	-0.002 1
6771	8520		P.S.F. Health Insurance	1.690	1.646	1.653	0.007 1
6771	8540		P.S.F. Dental Insurance	0.240	0.214	0.215	0.001 1
6771	8550		P.S.F. Vision Insurance	0.240	0.214	0.215	0.001 1
6772	8700		P.S.F. Unemployment Insurance	0.290	0.281	0.281	
6775	8580		P.S.F. Long-Term Disability	0.100	0.091	0.091	
TOTAL PROTECTED SELF-FUNDED PROGRAMS				<u>4.210</u>	<u>4.035</u>	<u>4.042</u>	<u>0.007</u>
GRAND TOTAL OF ALL FUNDS				<u>939.399</u>	<u>890.118</u>	<u>899.282</u>	<u>9.164</u>

The total change in full time equivalents of 9.164 is comprised of the following:

- 1 The net change is due to a change in the salary distribution (salary split) and does not reflect a change in staffing levels
- 2 Position eliminated/added with the 2011 budget
- 3 Net positions approved/eliminated during 2010
- 4 Position held vacant for 2011 budget
- 5 Position added/eliminated due to grant funding

County of Ottawa
2011 Approved Equipment Requests

Department	Qty	Description	Estimated Purchase Price	Budget Amount
Commissioners	1	Laptop Computer	\$1,251	\$1,251
Commissioners	1	Desktop PC	\$900	\$900
Commissioners	4	Multifunction Printer	\$900	\$900
Circuit Court	1	Network Laser Printer	\$1,000	\$1,000
Circuit Court	1	Laptop Computer	\$1,251	\$1,251
Circuit Court	1	Color Inkjet Printer	\$150	\$150
Circuit Court	1	Fujitsu OnBase Scanner	\$1,154	\$1,154
Circuit Court	1	Laptop Docking Station	\$220	\$220
Circuit Court	12	19" LCD Monitor	\$2,100	\$2,100
Circuit Court	13	Desktop PC	\$11,700	\$11,700
Circuit Court	4	Small Laser Printer	\$900	\$900
District Court	2	Lifeloc PBT	\$938	\$938
District Court	1	Small Laser Printer	\$225	\$225
District Court	10	Cash Register Drawer	\$2,000	\$2,000
District Court	2	PC Inkjet Printer	\$200	\$200
District Court	20	Desktop PC	\$18,000	\$18,000
District Court	3	Laptop Computer	\$3,753	\$3,753
District Court	3	19" LCD Monitor	\$525	\$525
District Court	6	17" LCD Monitor	\$930	\$930
District Court	7	Network Laser Printer	\$7,000	\$7,000
District Court	7	21" LCD Monitor	\$1,680	\$1,680
District Court	9	Cash Register Printer	\$6,300	\$6,300
District Court	3	Desktop Scanner	\$1,500	\$1,500
District Court	3	Desktop Scanner Software License	\$1,500	\$1,500
District Court	1	Zebra Bar Code printer model TLP 2824	\$330	\$330
District Court	1	Color Inkjet printer	\$100	\$100
District Court	1	Dymo printer label	\$130	\$130
District Court	1	Signature Pad	\$300	\$300
District Court	3	19" LCD Monitor	\$525	\$525
District Court	4	Desktop PC	\$3,600	\$3,600
Probate Court	1	Probate Court Remote Monitoring System	\$2,500	\$2,500
Probate Court	1	Transcription Equipment	\$1,047	\$1,047
Probate Court	1	Electronic Door Locks for Courtroom A	\$1,500	\$1,500
Probate Court	1	Laptop Computer	\$1,251	\$1,251
Probate Court	1	17" LCD Monitor	\$155	\$155
Probate Court	1	Cash Register Drawer	\$200	\$200
Probate Court	1	Cash Register Printer	\$700	\$700
Probate Court	1	Desktop PC	\$900	\$900
Probate Court	1	PC Printer Label	\$500	\$500

County of Ottawa
2011 Approved Equipment Requests

Department	Qty	Description	Estimated Purchase Price	Budget Amount
Circuit Ct-Juvenile Services	2	Electronic lockdown system	\$3,000	\$3,000
Circuit Ct-Juvenile Services	2	Remote courtroom monitoring	\$4,970	\$4,970
Circuit Ct-Juvenile Services	1	Digital portable recorder	\$429	\$429
Circuit Ct-Juvenile Services	2	Digital Transcription Kit	\$618	\$618
Circuit Ct-Juvenile Services	1	Laptop Computer	\$1,251	\$1,251
Circuit Ct-Juvenile Services	1	Cash Register Drawer	\$200	\$200
Circuit Ct-Juvenile Services	1	Color Laser Printer	\$1,500	\$1,500
Circuit Ct-Juvenile Services	2	17" LCD Monitor	\$620	\$620
Circuit Ct-Juvenile Services	2	Desktop PC	\$3,600	\$3,600
Circuit Ct-Juvenile Services	3	Small Laser Printer	\$2,025	\$2,025
Circuit Ct-Juvenile Services	1	Desktop PC	\$900	\$900
Circuit Ct-Juvenile Services	3	Small Laser Printer	\$675	\$675
Adult Probation	1	Network Laser Printer	\$1,000	\$1,000
Adult Probation	3	Small Laser Printer	\$675	\$675
Fiscal Services	1	Acroprint date/time stamp	\$445	\$445
Fiscal Services	1	Laptop Computer	\$1,251	\$1,251
Fiscal Services	1	17" LCD Monitor	\$155	\$155
Fiscal Services	1	Large Lexmark printer	\$800	\$800
Fiscal Services	1	MICR Printer	\$4,000	\$4,000
Fiscal Services	3	Small Laser Printer	\$675	\$675
Fiscal Services	1	Financial System Software	\$800,000	\$80,000
County Clerk	2	Dictation Systems	\$658	\$658
County Clerk	4	19" LCD Monitor	\$700	\$700
County Clerk	2	Zebra PC Printer Label	\$1,000	\$1,000
County Clerk	1	Canon DR1210	\$375	\$375
County Clerk	4	Cash Register Printer	\$2,800	\$2,800
County Clerk	2	19" LCD Monitor	\$350	\$350
County Clerk	6	Small Laser Printer	\$1,350	\$1,350
County Clerk	9	Desktop PC	\$8,100	\$8,100
County Clerk	2	Canon DR5010c	\$10,670	\$2,134
Administrator	1	Laptop Computer	\$1,251	\$1,251
Administrator	1	Laptop Docking Station	\$180	\$180
Equalization	1	Desktop PC	\$900	\$900
Equalization	2	19" LCD Monitor	\$350	\$350
Equalization	4	Small Laser Printer	\$900	\$900
Equalization	6	20" Widescreen Monitor	\$2,880	\$2,880

County of Ottawa
2011 Approved Equipment Requests

Department	Qty	Description	Estimated Purchase Price	Budget Amount
Human Resources	1	Microsoft Access	\$144	\$144
Human Resources	3	17" LCD Monitor	\$465	\$465
Human Resources	1	Small Laser Printer	\$225	\$225
Human Resources	3	Desktop PC	\$2,700	\$2,700
Human Resources	1	Network Printer	\$1,500	\$1,500
Prosecuting Attorney	1	42" flat screen TV w/installation	\$795	\$795
Prosecuting Attorney	1	50" flat screen TV w/installation	\$895	\$895
Prosecuting Attorney	1	Mounting parts, cables and installation	\$1,067	\$1,067
Prosecuting Attorney	2	HI-DEF DVD players (external)	\$398	\$398
Prosecuting Attorney	3	Small Laser Printer	\$675	\$675
Prosecuting Attorney	1	Wide Screen Laptop with Bag	\$1,500	\$1,500
Prosecuting Attorney	5	20" wide screen monitor (HP L2045w)	\$1,200	\$1,200
Prosecuting Attorney	1	Desktop PC	\$900	\$900
Prosecuting Attorney	2	OnBase Scanners (replace Fujitsu 5120c)	\$2,308	\$2,308
Prosecuting Attorney	2	Canon DR7580 Onbase Scanner	\$12,732	\$2,547
County Treasurer	1	19" LCD Monitor	\$175	\$175
County Treasurer	1	Cash Register Printer	\$700	\$700
County Treasurer	1	Dymo LabelWriter 450 Twin Turbo	\$200	\$200
County Treasurer	1	Dymo Print Server	\$130	\$130
County Treasurer	3	Small Laser Printer	\$675	\$675
County Treasurer	3	Victor 15606 Calculator	\$690	\$690
MSU Extension	1	17" LCD Monitor	\$155	\$155
MSU Extension	3	Small Laser Printer	\$675	\$675
MSU Extension	1	Networked Color Laser Printer	\$700	\$700
Bldg/Grnds-Variou	1	Desktop PC	\$900	\$900
Bldg/Grnds-Variou	1	17" LCD Monitor	\$156	\$156
Bldg/Grnds-Grand Haven	1	Small Laser Printer	\$225	\$225
Bldg/Grnds-Holl Dist Ct	1	17" LCD Monitor	\$155	\$155
Bldg/Grnds-Holl Dist Ct	1	Desktop PC	\$900	\$900
Bldg & Grnds-Admin Annex	3	Small Laser Printer	\$675	\$675
Bldg & Grnds-Admin Annex	4	17" LCD Monitor	\$620	\$620

County of Ottawa
2011 Approved Equipment Requests

Department	Qty	Description	Estimated Purchase Price	Budget Amount
Bldg & Grnds-Admin Annex	4	Desktop PC	\$3,600	\$3,600
Bldg & Grnds-Admin Annex	1	Board Room Audio Visual Equip upgrade	\$58,000	\$11,600
Drain Commission	1	Color Inkjet Printer	\$150	\$150
Drain Commission	2	Small Laser Printer	\$450	\$450
Sheriff	1	Child Identification Kits	\$2,500	\$2,500
Sheriff	1	Besleler Copystand Kit	\$600	\$600
Sheriff	1	Pelican Storage Boxes (7)	\$500	\$500
Sheriff	1	Fax - High Volume	\$1,200	\$1,200
Sheriff	3	AR 15 Package (patrol rifle)	\$3,270	\$3,270
Sheriff	1	Public Relations Materials	\$2,000	\$2,000
Sheriff	2	Motorola MT1500 Portables	\$2,700	\$2,700
Sheriff	1	Range Supplies	\$1,200	\$1,200
Sheriff	1	Range Filters	\$1,200	\$1,200
Sheriff	1	Ammunition	\$46,000	\$46,000
Sheriff	1	Surveillance Recording Unit	\$2,900	\$2,900
Sheriff	1	Simunition FX Marking Rounds	\$2,205	\$2,205
Sheriff	1	Sim Cleaning materials/misc	\$500	\$500
Sheriff	10	Sim Training Male Groin Protector	\$520	\$520
Sheriff	15	Sim Training Throat Protectors	\$600	\$600
Sheriff	5	Sim Training Female Groin Protector	\$210	\$210
Sheriff	9	Headsets w/control for Range	\$12,537	\$12,537
Sheriff	1	Sim Training Face Sheilds	\$400	\$400
Sheriff	3	Digital Camera	\$450	\$450
Sheriff	3	Glock 22 w/night sights	\$1,230	\$1,230
Sheriff	5	Patrol Vehicle Set-up	\$28,500	\$28,500
Sheriff	2	Patrol Tahoe Set-up	\$13,000	\$13,000
Sheriff	1	Laptop Computer	\$1,251	\$1,251
Sheriff	1	Laptop docking station	\$180	\$180
Sheriff	1	Cash Register Drawer	\$200	\$200
Sheriff	1	Cash Register Printer	\$700	\$700
Sheriff	1	Document Scanner	\$400	\$400
Sheriff	1	Inkjet Printer	\$100	\$100
Sheriff	19	Small Laser Printer	\$4,275	\$4,275
Sheriff	20	17" LCD Monitor	\$3,100	\$3,100
Sheriff	23	Desktop PC	\$20,700	\$20,700
Sheriff	6	19" LCD Monitor	\$1,050	\$1,050
Sheriff	5	Patrol Vehicle	\$107,500	\$35,834
Sheriff	2	Patrol Tahoe	\$54,000	\$18,000
Sheriff	1	Canon Scanner DR7580	\$6,660	\$1,332
Sheriff - City of Hudsonville	1	Patrol Vehicle Set-up	\$4,000	\$4,000

County of Ottawa
2011 Approved Equipment Requests

Department	Qty	Description	Estimated Purchase Price	Budget Amount
Sheriff - City of Hudsonville	1	Patrol Vehicle	\$21,500	\$7,167
Sheriff - Marine Safety	3	Motorla PM1500 Mobile Radio	\$4,500	\$4,500
Sheriff - Marine Safety	4	Sound Meters	\$6,460	\$6,460
Sheriff - Marine Safety	16	Equipment Bags	\$1,600	\$1,600
Sheriff - Marine Safety	4	AGA Breathing Mask Valves	\$900	\$900
Sheriff - Marine Safety	1	Dolly Pull Carts	\$360	\$360
Sheriff - Jail	3	Motorola PR1500 Portable	\$3,150	\$3,150
Sheriff - Jail	1	Restraint Chair/Oversize handcuffs	\$1,030	\$1,030
Sheriff - Jail	100	Jail Mattresses	\$6,000	\$6,000
Sheriff - Jail	4	Emergency Response Belt w/case	\$500	\$500
Sheriff - Jail	5	MSA 30-min Aluminum Cylinder	\$2,630	\$2,630
Sheriff - Jail	1	Jail Transport Van Set-up	\$4,500	\$4,500
Sheriff - Jail	13	17" LCD Monitor	\$2,015	\$2,015
Sheriff - Jail	15	Desktop PC	\$13,500	\$13,500
Sheriff - Jail	2	Color Inkjet Printer	\$200	\$200
Sheriff - Jail	3	Small Laser Printer	\$675	\$675
Sheriff - Jail	1	Jail Transport Van	\$25,000	\$8,334
Sheriff - Emergency Svcs	1	PC Printer Ink Jet	\$100	\$100
Sheriff - Emergency Svcs	1	17" LCD Monitor	\$155	\$155
Sheriff - Emergency Svcs	1	Desktop PC	\$900	\$900
Hazmat	1	Laptop Computer	\$1,251	\$1,251
Hazmat	2	Level A Suits	\$1,800	\$1,800
Hazmat	20	Carabineers	\$400	\$400
Hazmat	2	Harnesses	\$600	\$600
Hazmat	1	Rope	\$300	\$300
Hazmat	4	Swiftwater Gear	\$5,500	\$5,500
Hazmat	1	Rescue Hardware	\$850	\$850
Hazmat	2	Aztec Kit	\$500	\$500
Hazmat	1	EZ Up Tent 12x12	\$200	\$200
Hazmat	2	Pre engineered anchors	\$100	\$100
Planning/Performance Impv	1	Laptop Computer	\$1,251	\$1,251
Planning/Performance Impv	5	19" LCD Monitor	\$875	\$875
Planning/Performance Impv	5	Small Laser Printer	\$1,125	\$1,125
Planning/Performance Impv	5	Desktop PC	\$4,500	\$4,500

County of Ottawa
2011 Approved Equipment Requests

Department	Qty	Description	Estimated Purchase Price	Budget Amount
Parks & Recreation	2	Stereo microscopes for Nature Educ Ctr	\$800	\$800
Parks & Recreation	1	AGRITEK DS Driveway scraper or equiv	\$1,200	\$1,200
Parks & Recreation	1	Flat bed maintenance trailer	\$2,000	\$2,000
Parks & Recreation	1	AVerMedia 355AF Document Camera	\$800	\$800
Parks & Recreation	1	Desktop PC	\$900	\$900
Parks & Recreation	1	Desktop PC	\$900	\$900
Parks & Recreation	1	Color inkjet printer	\$100	\$100
Parks & Recreation	1	20" LCD Monitor, widescreen	\$240	\$240
Parks & Recreation	1	Small Laser Printer	\$225	\$225
Parks & Recreation	1	Color inkjet printer	\$100	\$100
Parks & Recreation	1	Desktop PC	\$900	\$900
Parks & Recreation	1	Small Laser Printer	\$225	\$225
Parks & Recreation	2	AutoCad 2011 Legacy Slm Ace + softwar	\$4,592	\$4,592
Parks & Recreation	2	Autocad Sub 1 Yr. Maintenance	\$800	\$800
Parks & Recreation	1	19" LCD Monitor	\$175	\$175
Parks & Recreation	1	Desktop PC	\$900	\$900
Parks & Recreation	1	Color inkjet printer	\$100	\$100
Parks & Recreation	1	20" comml grade mech floor scrubber	\$6,000	\$1,200
Parks & Recreation	1	Front wheel drive van	\$24,000	\$4,800
Friend Of The Court	3	Small Laser Printer	\$675	\$675
Friend Of The Court	3	19" LCD Monitor	\$525	\$525
Friend Of The Court	1	Desktop PC	\$900	\$900
Health - Agency Support	1	17" LCD Monitor	\$155	\$155
Health - Agency Support	1	Laptop Computer	\$1,251	\$1,251
Health - Agency Support	1	Small Laser Printer	\$225	\$225
Health - Agency Support	1	Cross cut paper shredder	\$400	\$400
Health - Agency Support	1	Scanner 18 ppm	\$400	\$400
Health - Agency Support	1	Laptop Computer	\$1,251	\$1,251
Health - Agency Support	1	Small Laser Printer	\$225	\$225
Health - E.H. Field Services	1	17" LCD Monitor	\$155	\$155
Health - E.H. Field Services	1	19" LCD Monitor	\$175	\$175
Health - E.H. Field Services	1	Large document scanner	\$4,500	\$4,500
Health - E.H. Field Services	1	17" LCD Monitor	\$155	\$155
Health - E.H. Field Services	1	Auto/air adaptor	\$99	\$99
Health - E.H. Field Services	1	Docking Station	\$169	\$169
Health - E.H. Field Services	1	Tablet PC Fujitsu T5010	\$1,969	\$1,969
Health - E.H. Field Services	1	17" LCD Monitor	\$155	\$155
Health - E.H. Field Services	1	Auto/air adaptor	\$99	\$99
Health - E.H. Field Services	1	Docking Station	\$169	\$169
Health - E.H. Field Services	1	Tablet PC Fujitsu T5010	\$1,969	\$1,969
Health - E.H. Field Services	1	17" LCD Monitor	\$155	\$155

County of Ottawa
2011 Approved Equipment Requests

Department	Qty	Description	Estimated Purchase Price	Budget Amount
Health - E.H. Field Services	1	Auto/air adaptor	\$99	\$99
Health - E.H. Field Services	1	Docking Station	\$169	\$169
Health - E.H. Field Services	1	Tablet PC Fujitsu T5010	\$1,969	\$1,969
Health - E.H. Field Services	1	17" LCD Monitor	\$155	\$155
Health - E.H. Field Services	1	Auto/air adaptor	\$99	\$99
Health - E.H. Field Services	1	Docking Station	\$169	\$169
Health - E.H. Field Services	1	Tablet PC Fujitsu T5010	\$1,969	\$1,969
Health - E.H. Field Services	1	Small Laser Printer	\$225	\$225
Health - Env Food Serv	1	Laptop Computer	\$1,251	\$1,251
Health - Env Food Serv	1	Laptop Computer	\$1,251	\$1,251
Health - Env Food Serv	1	17" LCD Monitor	\$155	\$155
Health - Env Food Serv	1	Small Laser Printer	\$225	\$225
Health - Hearing/Vision	1	Laptop Computer	\$1,251	\$1,251
Health - Clinic Clerical	1	Desktop PC	\$900	\$900
Health - Clinic Clerical	1	Desktop PC	\$900	\$900
Health - Clinic Clerical	1	17" LCD Monitor	\$155	\$155
Health - Clinic Clerical	1	Desktop PC	\$900	\$900
Health - Clinic Clerical	1	17" LCD Monitor	\$155	\$155
Health - Clinic Clerical	1	Desktop PC	\$900	\$900
Health - Family Planning	1	Laptop Computer	\$1,251	\$1,251
Health - Family Planning	1	17" LCD Monitor	\$155	\$155
Health - Family Planning	1	Desktop PC	\$900	\$900
Health - Family Planning	1	17" LCD Monitor	\$155	\$155
Health - Family Planning	1	Desktop PC	\$900	\$900
Health - Family Planning	1	Docking Station	\$220	\$220
Health - Family Planning	1	Laptop Computer	\$1,251	\$1,251
Health - Family Planning	1	17" LCD Monitor	\$155	\$155
Health - Family Planning	1	Laptop Computer	\$1,251	\$1,251
Health - Family Planning	1	17" LCD Monitor	\$155	\$155
Health - Family Planning	1	Docking Station	\$220	\$220
Health - Immunization Clinic	1	Laptop Computer	\$1,251	\$1,251
Health - Immunization Clinic	1	Laptop Computer	\$1,251	\$1,251
Health - Immunization Clinic	1	Laptop Computer	\$1,251	\$1,251
Health - Immunization Clinic	1	17" LCD Monitor	\$155	\$155
Health - Immunization Clinic	1	Desktop PC	\$900	\$900
Health - Immunization Clinic	1	17" LCD Monitor	\$155	\$155

County of Ottawa
2011 Approved Equipment Requests

Department	Qty	Description	Estimated Purchase Price	Budget Amount
Health - Immunization Clinic	1	Desktop PC	\$900	\$900
Health - Immunization Clinic	1	17" LCD Monitor	\$155	\$155
Health - Immunization Clinic	1	Desktop PC	\$900	\$900
Health - Healthy Children	1	Statim 2000 Autoclave	\$3,700	\$3,700
Health - Healthy Children	1	Small Laser Printer	\$225	\$225
Health - Healthy Children	1	Laptop Computer	\$1,251	\$1,251
Health - Healthy Children	1	17" LCD Monitor	\$155	\$155
Health - Healthy Children	1	Docking station	\$220	\$220
Health - Child's Spec Care	1	Laptop Computer	\$1,251	\$1,251
Health - Child's Spec Care	1	17" LCD Monitor	\$155	\$155
Health - Child's Spec Care	1	Small Network Printer	\$275	\$275
Health - Child's Spec Care	1	Docking station	\$220	\$220
Health - Child's Spec Care	1	Small Laser Printer	\$225	\$225
Health - Maternal/Infant Supp	1	Laptop Computer	\$1,251	\$1,251
Health - Maternal/Infant Supp	1	17" LCD Monitor	\$155	\$155
Health - Maternal/Infant Supp	1	Small Laser Printer	\$225	\$225
Health - Maternal/Infant Supp	1	17" LCD Monitor	\$155	\$155
Health - Maternal/Infant Supp	1	Small Laser Printer	\$225	\$225
Health - Maternal/Infant Supp	1	Small Network Printer	\$275	\$275
Health - Maternal/Infant Supp	1	17" LCD Monitor	\$155	\$155
Health - Maternal/Infant Supp	1	Small Laser Printer	\$225	\$225
Health - AIDS/STD	1	Laptop Computer	\$1,251	\$1,251
Health - AIDS/STD	1	17" LCD Monitor	\$155	\$155
Health - AIDS/STD	1	Desktop PC	\$900	\$900
Health -AIDS/STD/ Communicable Disease	1	Laptop Computer	\$1,251	\$1,251
Health -AIDS/STD/ Communicable Disease	1	Docking Station	\$220	\$220
Health -AIDS/STD/ Communicable Disease	1	17" LCD Monitor	\$155	\$155
Health - Health Education	1	Small Laser Printer	\$225	\$225
Health - Health Education	1	17" LCD Monitor	\$155	\$155
Health - Health Education	1	Desktop PC	\$900	\$900
Health - Health Education	1	Laptop Computer	\$1,251	\$1,251
Health - Health Education	1	Scanner 18 ppm	\$400	\$400
Health - Nutrition/Wellness	1	Laptop Computer	\$1,251	\$1,251

County of Ottawa
2011 Approved Equipment Requests

Department	Qty	Description	Estimated Purchase Price	Budget Amount
Health - Nutrition/Wellness	1	17" LCD Monitor	\$155	\$155
Health - Nutrition/Wellness	1	Desktop PC	\$900	\$900
Health - Nutrition/Wellness	1	Laptop Computer	\$1,251	\$1,251
Health - Nutrition/Wellness	1	Small Laser Printer	\$225	\$225
CMH - Quality Improvement	2	Network Printer Color	\$3,000	\$3,000
CMH - Quality Improvement	21	Laptop Computer	\$26,271	\$26,271
CMH - Quality Improvement	4	Network Printer B/W	\$3,000	\$3,000
CMH - Quality Improvement	5	Small Laser Printer	\$1,125	\$1,125
CMH - Quality Improvement	73	17" LCD Monitor	\$11,315	\$11,315
CMH - Quality Improvement	73	Desktop PC	\$65,700	\$65,700
CMH - Allocated Costs	1	Chevy Silverado Ext. Cab FWD	\$28,150	\$5,630
CMH - Allocated Costs	1	Chevy Mailbu	\$18,775	\$3,755
CMH - Allocated Costs	1	Ford Lift Van	\$55,950	\$11,190
CMH - Allocated Costs	3	Chevy Impala	\$63,315	\$12,663
Landfill Tipping Fees- Allied	1	17" LCD Monitor	\$155	\$155
Landfill Tipping Fees- Allied	1	Laptop Computer	\$1,251	\$1,251
Landfill Tipping Fees- Allied	1	Docking Station	\$220	\$220
Landfill Tipping Fees- Allied	1	Standard USB Keyboard	\$25	\$25
Landfill Tipping Fees- Allied	1	Small Laser Printer	\$225	\$225
Landfill Tipping Fees- Allied	1	17" LCD Monitor	\$155	\$155
Landfill Tipping Fees- Allied	1	Desktop PC	\$900	\$900
Landfill Tipping Fees- Allied	2	17" LCD Monitor	\$310	\$310
Landfill Tipping Fees- Allied	2	Desktop PC	\$1,800	\$1,800
Landfill Tipping Fees- Allied	1	Laptop Computer	\$1,251	\$1,251
Landfill Tipping Fees- Allied	1	Wireless Mouse	\$20	\$20
Landfill Tipping Fees- Allied	1	Docking Station	\$220	\$220
Landfill Tipping Fees- Allied	1	Wireless Keyboard	\$50	\$50
Register Of Deeds	1	Desktop PC	\$900	\$900
Register Of Deeds	1	24" LCD Monitor	\$415	\$415
Register Of Deeds	1	Dymo Label Printer	\$22	\$22
Register Of Deeds	1	Epson Inkjet Printer	\$747	\$747
Register Of Deeds	1	Fujitsu Scanner	\$1,414	\$1,414
Register Of Deeds	1	Handheld Products Stand & Bar Scanner	\$180	\$180
Register Of Deeds	1	High Speed USB Cable	\$2	\$2
Register Of Deeds	1	Blackberry phone/set-up	\$206	\$206
Register Of Deeds	1	Blackberry monthly fee		

County of Ottawa
2011 Approved Equipment Requests

Department	Qty	Description	Estimated Purchase Price	Budget Amount
Sheriff - Comm Pol - Holl Twp	3	AR 15 Package (patrol rifle)	\$3,270	\$3,270
Sheriff - Comm Pol - Park Twp	1	AR 15 Package (patrol rifle)	\$1,090	\$1,090
Sheriff - COPS Holl/Park Twp	1	AR 15 Package (patrol rifle)	\$1,090	\$1,090
Sheriff - COPS Holl/Park Twp	1	Patrol Tahoe Set-up	\$6,500	\$6,500
Sheriff - COPS Holl/Park Twp	1	Patrol Tahoe	\$27,000	\$9,000
Sheriff - Georgetown Twp	2	AR 15 Package (patrol rifle)	\$2,180	\$2,180
Sheriff - Georgetown Twp	1	Patrol Tahoe Set-up	\$6,500	\$6,500
Sheriff - Georgetown Twp	1	Suction Units for Paramedic Units	\$600	\$600
Sheriff - Georgetown Twp	1	Patrol Tahoe	\$27,000	\$9,000
Sheriff - Allendale/MI Police	1	AR 15 Package (patrol rifle)	\$1,090	\$1,090
Sheriff - 416 Rd Patrol Grant	1	Interior Lightbar w/install	\$700	\$700
Michigan Works	4	Laptop Computers	\$5,004	\$5,004
Community Corrections	1	Small Laser Printer	\$225	\$225
Community Corrections	1	Color Inkjet Printer	\$100	\$100
Community Corrections	1	Dymo printer label	\$130	\$130
Community Corrections	2	Signature Pad	\$600	\$600
Community Corrections	4	19" LCD Monitor	\$700	\$700
Community Corrections	4	Desktop PC	\$3,600	\$3,600
Community Corrections	1	Ford Fusion	\$16,257	\$3,251
Circuit Court - Detention	1	45 Pocket Organizer/Staff Mail boxes	\$468	\$468
Circuit Court - Detention	1	Electronic Thermometer	\$313	\$313
Circuit Court - Detention	6	Bookcases for Detention Library	\$2,064	\$2,064
Circuit Court - Detention	1	19" LCD Monitor	\$175	\$175
Circuit Court - Juv Treatment	1	17" LCD Monitor	\$155	\$155
Circuit Court - Juv Comm Int	1	Desktop PC	\$900	\$900
Circuit Court - Juv Comm Int	1	Color Laser Printer	\$1,500	\$1,500

County of Ottawa
2011 Approved Equipment Requests

Department	Qty	Description	Estimated Purchase Price	Budget Amount
Circuit Court - Juv Comm Int	1	Fujitsu 5120c Scanner	\$1,150	\$1,150
Circuit Court - Juv Comm Int	1	Desktop Scanner	\$300	\$300
Information Technology	1	SQL Server 2008 Developer License	\$50	\$50
Information Technology	1	SQL Enterprise Server License	\$4,000	\$4,000
Information Technology	1	Windows Server 2008 License	\$1,500	\$1,500
Information Technology	1	Hardware Support Tools	\$600	\$600
Information Technology	1	IT Software Support Tools	\$600	\$600
Information Technology	1	KVM 8 Port Console	\$1,200	\$1,200
Information Technology	20	CISCO Switch 296024TT	\$16,160	\$16,160
Information Technology	4	CISCO 802.11a/g/n Mod Auto Access Pt	\$3,840	\$3,840
Information Technology	10	OnBase Workflow Concurrent License	\$16,000	\$16,000
Information Technology	8	OnBase Workflow Named License	\$8,000	\$8,000
Information Technology	1	Web Filtering	\$20,000	\$4,000
Information Technology	1	PowerEdge 510 2 rack server,	\$8,000	\$1,600
Information Technology	2	Dell SAN Enclosure with Storage/drives	\$11,014	\$2,203
Duplicating	12	Copy Machines	\$52,800	\$52,800
Duplicating	1	Copy Machine - Fillmore Copy Room	\$10,000	\$10,000
Telecommunications	1	Laptop Computer	\$1,251	\$1,251
Telecommunications	2	Sorrento Gigamux 2-port Gig Eth card/filt	\$8,000	\$8,000
Total All Departments			<u>\$2,147,611</u>	<u>\$981,328</u>

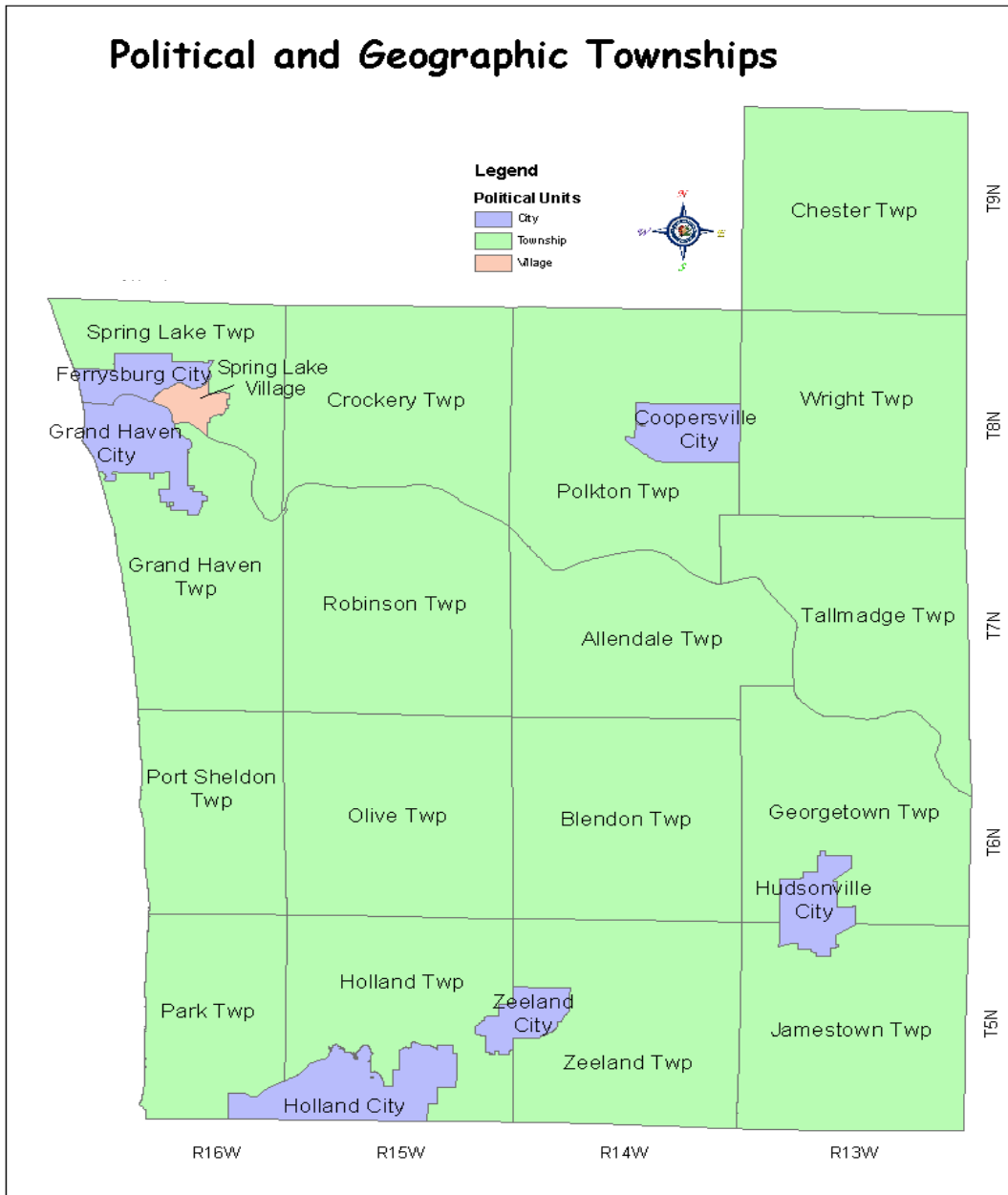


County of Ottawa Community Profile

Ottawa County State Perspective



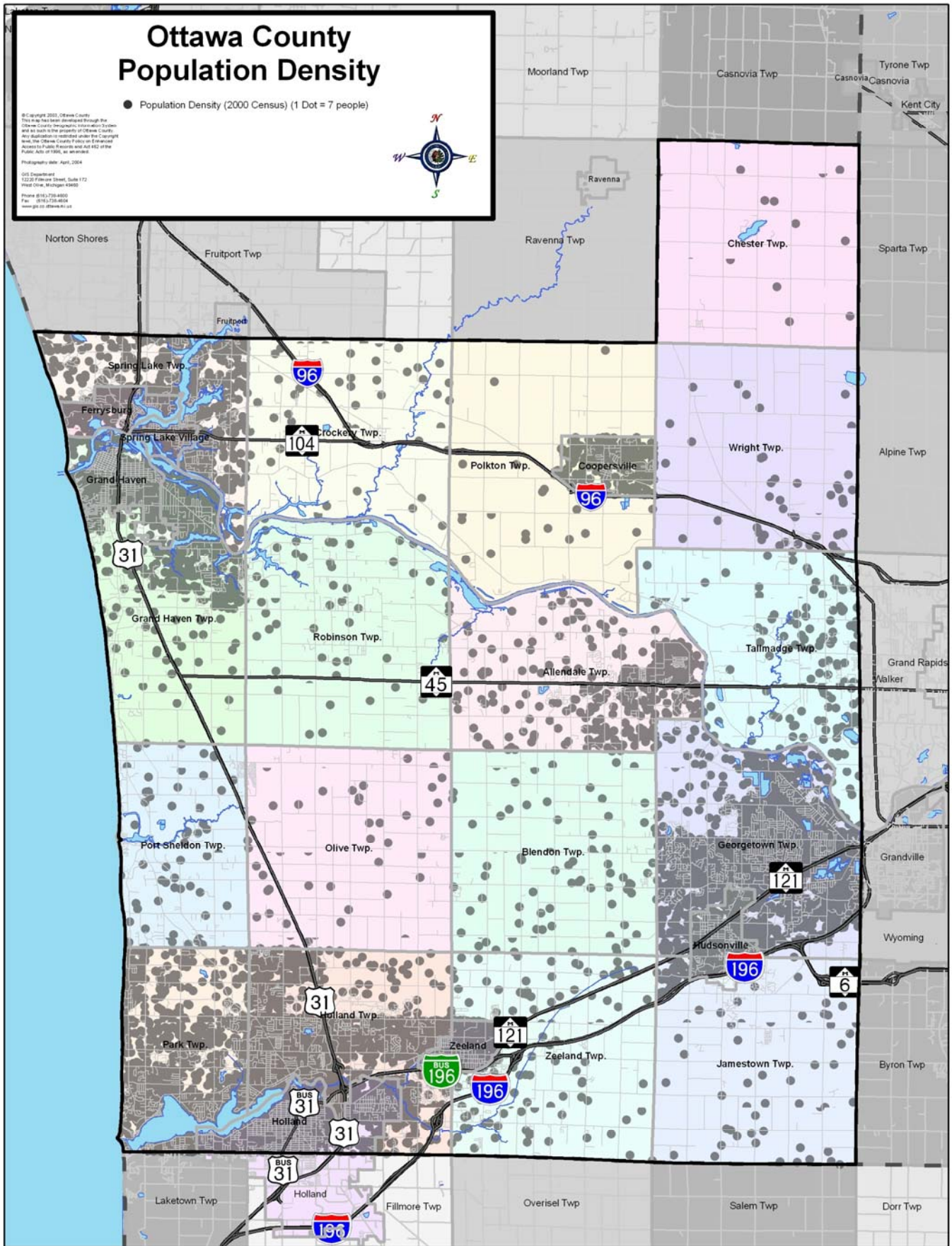
Political and Geographic Townships



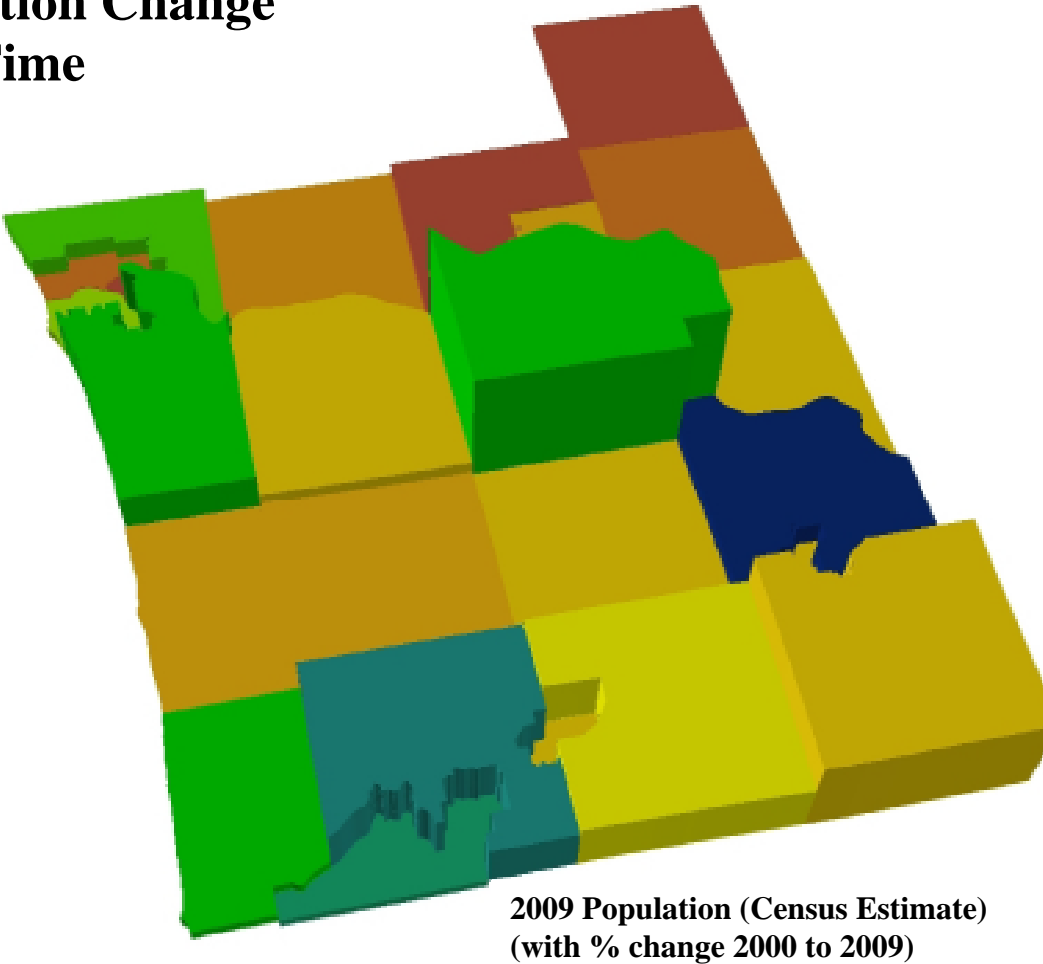
Ottawa County Population Density

● Population Density (2000 Census) (1 Dot = 7 people)















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Population Change Over Time

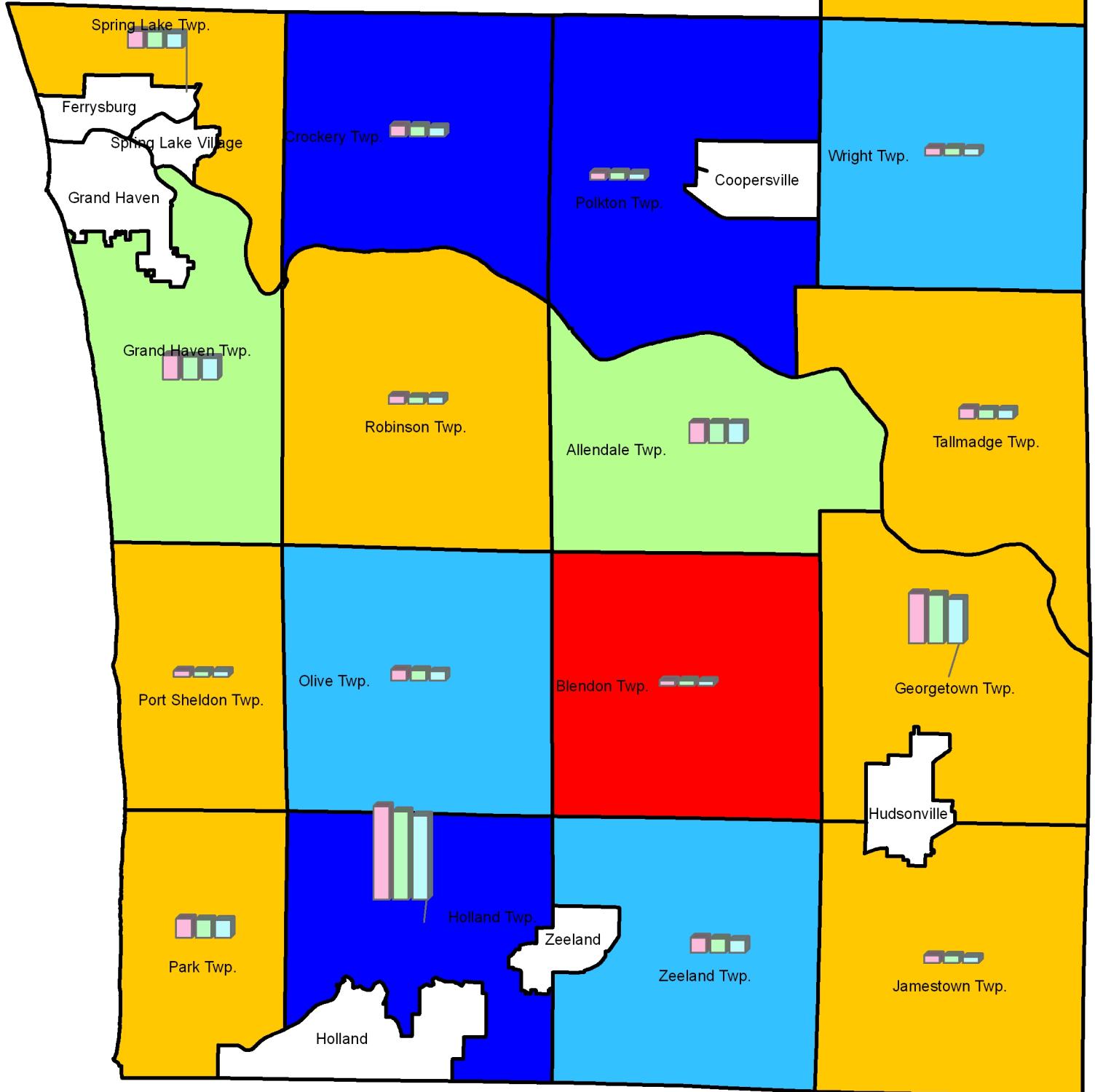
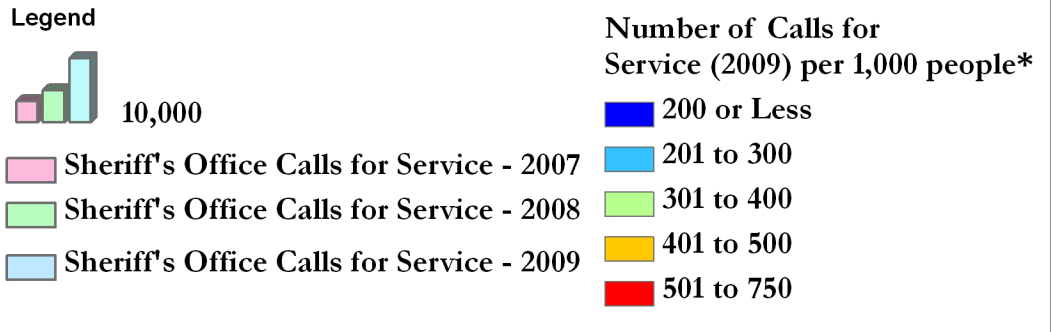


Legend

 Less than 2,500	 12,500 – 14,999
 2,500 – 2,999	 15,000 – 19,999
 3,000 – 3,499	 20,000 – 24,999
 3,500 – 3,999	 25,000 – 29,999
 4,000 – 4,999	 30,000 – 34,999
 5,000 – 7,499	 35,000 – 39,999
 7,500 – 9,999	 40,000 – 44,999

Raised or lowered values represent percentage change over time.

Ottawa County Sheriff's Office Calls for Service 2007-2009



Ottawa County

Traffic Counts* and Change Over Time

2009-2010 Traffic Counts (726 Stations Counted)

% Change

1 to 2,499 (350 Stations)

(Ten-Year Interval)**

2,499 to 7,499 (249 Stations)

● -0.01% or Less (434 Stations)

7,499 to 14,999 (87 Stations)

● 0.0% to 24.9% (183 Stations)

14,999 to 24,999 (37 Stations)

● 25.0% to 49.9% (65 Stations)

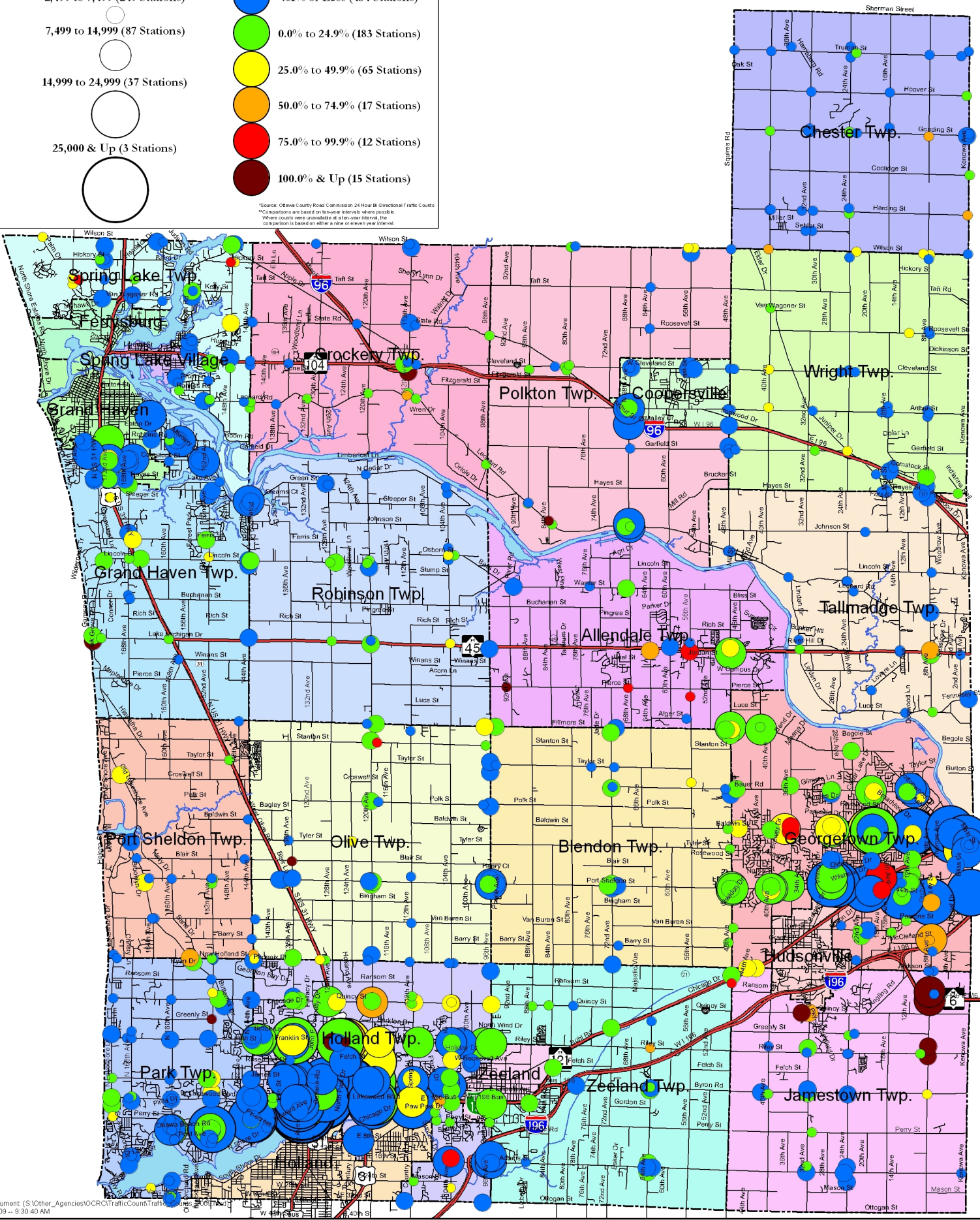
25,000 & Up (3 Stations)

● 50.0% to 74.9% (17 Stations)

● 75.0% to 99.9% (12 Stations)

● 100.0% & Up (15 Stations)

*Source: Ottawa County Road Commission 24 Hour Bi-Directional Traffic Counts
 **Comparisons are based on ten-year intervals where possible.
 Where counts were unavailable at a ten-year interval, the comparison is based on either a nine or eleven year interval.



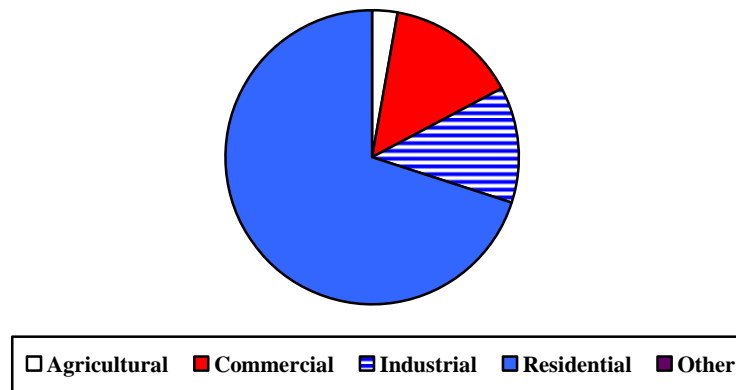
Ottawa County

Introduction

Named for the Ottawa Indians who hunted the area's forests and fished the waters, Ottawa County was established in 1837. The County began full operations in April of 1838. At that time (according to the Census of 1840), there were only 208 residents within all of Ottawa County. The most recently published Census (2000) recorded Ottawa County's total population at 238,314. Since the last Census, the total population has increased by nearly 24,000 persons to 261,957 (2009 estimate). Significant population growth has occurred over the years and is expected to continue in the years ahead, though at a slower rate. Ottawa County is located in the southwestern portion of Michigan's Lower Peninsula along the Lake Michigan shoreline. The County encompasses a land area of approximately 565 square miles and is comprised of 17 townships, 6 cities and 1 village.

Tax Base

Ottawa County is considered a bedroom community of Kent County which encompasses the City of Grand Rapids. The graph below shows the make up of the County's tax base:

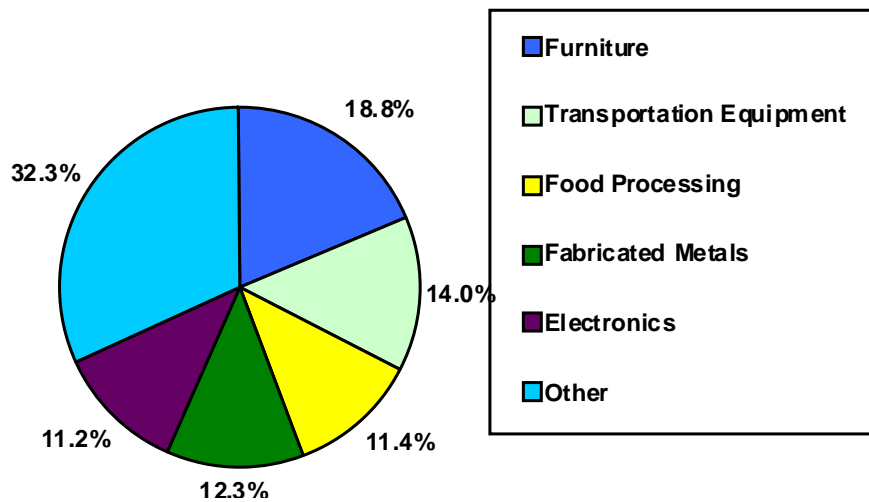


Industrial

Industrial property valuations account for \$1,208,598,957 or 12.6% of the County's 2010 Taxable Value. Ottawa County has a large and diversified industrial base of nearly 800 manufacturing firms. The size of firms range from one & two person shops to nationally known Fortune 500 corporations. The largest concentration of manufacturing firms is found in the southwest portion of the County, although there are over a dozen established industrial parks (many with available sites) located throughout Ottawa County. The major industrial sectors in terms of employment include furniture, fabricated metals, plastics, food products and transportation equipment. Major automotive suppliers include Johnson Controls, Inc., Magna Donnelly, Gentex, Delphi Automotive and Eagle Ottawa Leather. Major office furniture

manufacturers include Herman Miller, Inc. and Haworth. Prominent food processors include Bil-Mar/Sara Lee, Heinz, Request Foods, Boar’s Head and Leprino Foods.

Ottawa County Manufacturing Composition



As a growth area, Ottawa County experiences a number of significant private and public sector development projects each year. In fact, based on P.A. 198 industrial facilities exemption certificates, the County’s manufacturing sector continues to expand. In 2009, 38 certificates were issued by the State Tax Commission to manufacturing firms who collectively proposed investments of approximately \$178.8 million in new buildings & improvements, land improvements and the acquisition of new personal property (machinery, equipment, furniture & fixtures) over a 24-month period. In 2009, Ottawa County ranked first in Michigan in terms of the number of certificates issued; and Ottawa County ranked third in the State in terms of the total amount of private investments. The chart below shows IFT exemptions per year over the last five years:

Year	Number of Exemptions Granted	Total Exemption Amount	Estimated Job Creation
2005	70	\$258,925,004	1,071
2006	81	258,718,812	871
2007	62	172,841,439	1,133
2008	53	211,797,675	948
2009	38	178,710,366	656

In addition, there are two large projects that represent a new industry in the electronics and electrical components sector affecting Ottawa County - the manufacture of lithium ion batteries to be utilized in the next generation of hybrid electric and plug-in hybrid electric vehicles. Supported with substantial federal grants, Johnson Controls, Inc. (based in Milwaukee, Wisconsin) and Compact Power, Inc. (LG Chem, Ltd. of Korea) will be establishing battery manufacturing operations in the City of Holland. The two new advanced battery manufacturing plants in Ottawa County are anticipated to become industry anchors that will create the potential

for establishing a service and supplier base in West Michigan. It has been estimated that a new energy storage and power management cluster could generate 10,000 jobs by 2020 and as much as \$2 billion in investments. Further, LG Chem, Ltd.'s selection of a site in Ottawa County over sites potentially anywhere else in the country, validates our area and opens the door to the attraction of other Korean companies once the attributes of the area are experienced firsthand and communicated abroad by the new residents. Those attributes include the work ethic; employee reliability, dedication and loyalty, attractive environment, and a low cost of living.

Recreation

In addition to the 30 miles of Lake Michigan shoreline, Ottawa County has 36 miles of inland lake shorelines and 285 miles of tributaries. Ottawa County is a water wonderland offering boating fishing, swimming and just plain relaxation opportunities on its beaches and piers. There are 13 County parks and two State parks located in Ottawa County. Both State parks are located along the Lake Michigan shoreline and attract more visitors than any other parks in the State's system. Other local attractions include the Grand Haven Musical Fountain, Berlin Raceway in Marne, three fairs (County and two communities), numerous paved bike paths, outstanding golf courses and two nationally known festivals – Tulip Time in Holland and the Coast Guard festival in Grand Haven.

Agriculture

Agriculture is an important sector of Ottawa County's economy. It has a taxable value of \$274,527,947 and amounts to approximately 2.9% of the County's total taxable value in 2010. Notably, Ottawa County ranks first in the State (among 83 counties) in the market value of all agricultural products sold. Leading products include nursery and ornamental shrubs, greenhouse products, poultry and livestock. Crops of importance include blueberries, soybeans, corn celery, and onions. The County's growing season is 160 days. The average annual precipitation is 31 inches with 75 inches of snowfall.

Residential

Residential valuations comprise \$6,740,043,812 or 70.1% of the 2010 tax base of the County. Housing costs in Ottawa County are comparatively lower than in many other areas of the nation. The southeast (Georgetown Township) and southwest (Holland and Park Townships) portions of the County have experienced the greatest residential growth. Other strong residential growth areas include Allendale Township and Grand Haven Township.

Health Care

Ottawa County gained national notoriety earlier this year when the Gallup-Healthways Well-Being Index named the Holland-Grand Haven area second in health and well-being in the nation. In an interview with ABC World News Tonight anchor Diane Sawyer, Holland mayor Kurt Dykstra cited the community's long and rich history of religion and emphasis on family for its high ranking on the happiness list, saying Holland exists in "a Norman Rockwell world." The Western Michigan region was also recently named the second most generous region in the country by the Chronicle of Philanthropy. In February of 2010, Ottawa County was ranked second in the state for healthiest residents by a study performed by the Robert Wood Johnson

Foundation and University of Wisconsin Population Health Institute. The study shows overall West Michigan residents have better access to quality programs that promote good health, are less likely to die before age 75, and are more likely to engage in healthy behaviors

Financial Services

Ottawa County residents are served by many financial institutions. Firms in the County range from branches of major regional institutions like Fifth Third, Huntington bank and National City to smaller community banks like West Michigan Community Bank and Macatawa Bank and Grand Haven bank. Branches of these banks and about a dozen other financial institutions, including credit unions are located throughout Ottawa County.

Education

Ottawa County has 9 public school districts that collectively comprise the Ottawa Area Intermediate School District. In addition there are several non-public schools and charter schools in the County. Most of the non-public schools are Christian schools. Enrollments have steadily increased following the growth in the County's population. Institutions of higher education are also located in Ottawa County. Grand Valley State University (GVSU) has campuses in Allendale and Holland and has an estimated enrollment of 20,000. GVSU is the second largest employer in the County. Hope College, located in the City of Holland, is a four-year liberal arts college that has been recognized as one of the nation's best small private colleges. Two Grand Rapids based colleges also have a presence in Ottawa County: Davenport University and Grand Rapids Community College. The Ottawa Area Intermediate School District and Grand Rapids Community College have jointly established (with State financial support) an M-TEC Center along U.S. 31 in Olive Township to assist in the training and retraining of the area's adult workforce. This facility is located next to the Careerline Tech Center which is a vocational education center serving students through the Ottawa Area Intermediate School District.

Transportation

Ottawa County is accessed by several Interstate and State Highways, including I-96, I-196, US-31, I-45, and M104. US-31, which parallels the Lake Michigan shoreline, is a heavily traveled route especially by tourist during the summer months. M-6, the 20-mile long South Beltline around Grand Rapids opened in November of 2004. This route connects to I-196 on the west in Jamestown Township (in Ottawa County) and to I-96 on the east in Cascade Township in Kent County).

Work on the M-231 bypass, part of a larger transportation project, is anticipated to start in December of 2010. Specifically, construction is expected to begin in 2010 on the bridge portion of the bypass. Based on the Michigan Department of Transportation's proposed project timeline, grading and clearing from Sleeper Street north to the Grand River will occur in December. In 2011, the Grand River bridge, as well as M-231 over North Cedar Drive and Little Robinson Creek, will be constructed, according to MDOT. In 2013, the work will go from Lake Michigan Drive north to Little Robinson Creek, and U.S. 31 from Lakewood Boulevard north to Quincy Street. Beyond that, work is expected to take place in Grand Haven with improvements on U.S. 31 from Franklin Avenue north to Jackson Street.

There are two principal rail lines in the County, both owned by CSX Transportation. Amtrak uses the line between Grand Rapids and Holland. Ottawa County has two deep water ports connecting to Lake Michigan – the Grand River in Northwest Ottawa County and Lake Macatawa in the Holland area. Air transportation facilities for the County include three general aviation airports – Tulip City in Holland (Allegan County), Grand Haven’s Memorial Airport and Riverview in Jenison. The nearest commercial airports are the Gerald R. Ford International in Kent County and Muskegon County International.

Ten (10) largest employers in Ottawa County in terms of employment:

<u>Company</u>	<u>Business</u>	Approximate Number <u>Employees</u>
Herman Miller (1,2)	Office Furniture	3,613
Johnson Controls (2)	Automotive Components	2,493
Gentex Corporation	Automotive Mirrors	2,425
Grand Valley State University	Higher Education	1,843
Holland Community Hospital	Health Care	1,780
Haworth (1)	Office Furniture	1,637
Meijer, Inc.	Retail Stores	1,256
Magna Optera (2)	Automotive Windows & Mirrors	1,238
County of Ottawa	Government	1,166
Shape Corporation	Metal Roll Forming	1,040

SOURCE: Ottawa County Economic Development Office, Inc.

- (1) Facilities located within Ottawa County and/or the City of Holland portion of Allegan County
- (2) Includes all subsidiaries

Form of Government: The County's legislative body is an eleven-member Board of Commissioners which is elected from single-member districts, determined by population, on a partisan basis for two-year terms. The Board annually elects from within its ranks a Chairman and Vice-Chairman by majority vote.

Location and Description: The County is located in the west-central part of Michigan's Lower Peninsula, having over 30 miles of Lake Michigan shoreline. The County is bordered by the City of Muskegon on its northwesterly boundary and the City of Grand Rapids on approximately half of its easterly boundary.

The topography of the County’s 565 square miles is flat to gently rolling, with approximately half of its land area being devoted to agricultural purposes. The County enjoys a healthy mix of tourism, industrial, commercial, and agricultural uses within its confines.

**County Of Ottawa
Demographic and Economic Statistics
Last Ten Calendar Years**

Fiscal Year	Population (1)	Personal Income (thousands of dollars) (1)	Per Capita Income (1)	Median Age (2)	School Enrollment (3)	Unemployment Rate (4)
2000	239,490	\$6,684,845	\$27,913	32.3	54,068	2.6%
2001	243,502	6,769,599	27,801	32.4	54,620	4.1%
2002	246,332	6,816,596	27,672	32.7	55,293	5.4%
2003	249,228	7,089,242	28,445	32.9	55,060	5.9%
2004	252,323	7,457,199	29,554	33.1	55,696	5.5%
2005	254,312	7,784,716	30,611	33.4	55,575	5.1%
2006	256,851	8,220,775	32,006	33.6	55,412	5.2%
2007	258,808	8,424,445	32,551	33.8	55,032	5.5%
2008	260,891	8,611,656	33,009	34.0	54,662	6.9%
2009	261,957	n/a	n/a	n/a	55,068	12.3%

n/a: Information is unavailable.

Sources:

- (1) U.S. Department of Commerce, Bureau of Economic Analysis, updated with most recent census figures
- (2) U.S. Census Bureau, updated with most recent census figures
- (3) Fourth Friday Count, Ottawa Area Intermediate School District
- (4) U.S. Department of Labor, Bureau of Labor Statistics, updated with most recent census figures

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County of Ottawa Financial Policies

REVENUE AND EXPENDITURE POLICY

I. POLICY

All entities face economic constraints. As a result, the County must pay attention both to inflows and outflows to provide consistent services to the public and promote stability. The intent of this policy is to define the County philosophy on revenue collection and expenditure recognition, allocation, and review.

II. STATUTORY REFERENCES

Constitutional Amendment of 1978 – Headlee Amendment
Constitutional Amendment of 1994 – Proposal A
Public Act 123 of 1999

PROCEDURE

Revenues:

1. The more dependent the County is on any one revenue source the less able it is to weather changes in that revenue resulting from economic conditions. Consequently, the County will strive to develop a diversified revenue mix in order to avoid disruption to County services.

2. Taxes represent the most significant revenue source for the General Fund. However, there has been legislation that limits the County's ability to tax.

a. It is important that the County find ways to develop flexibility within its taxing authority. To do this, the County will strive to levy less than its legal maximum levy each year. This provides the County with a "cushion" to fall back on should conditions develop that would otherwise result in an immediate reduction of services. This "cushion" provides the County with time to find other funding sources and/or identify more cost effective ways to deliver services.

In addition, flexibility within the levy is also important to bond rating agencies. The agencies look very favorably on entities that have the flexibility to adjust tax revenues. The higher the County's bond rating is, the lower the cost to borrow. This affects not just the County but the public overall, since assessments will be lower.

b. Levying less than the maximum legal amount provides the County with flexibility, it also lessens the burden on citizens and businesses within the County. The County Board will strive to balance the need for taxes to fund public services with the impact the taxes have on citizens and businesses.

County of Ottawa Financial Policies

c. The County may purchase the real delinquencies of other municipalities and school districts within the County. At that point, the money is no longer owed to the municipality but is now owed to the County. The County will adhere to the requirements provided under Public Act 123 of 1999, which require due notice to the property owner prior to foreclosure.

3. User fees are important in the development of a diversified revenue mix. However, the other benefit of user fees is equity. Instituting user fees allow the beneficiary of the service to be the one paying for it (or a portion of it). User fees, when allowable under the law, will be charged at the discretion of the Board of Commissioners.

a. The County Board will determine the extent that user fees cover the cost of the services. Cost includes both the direct costs as well as indirect costs (e.g., administrative overhead). It is not always feasible or desirable to cover the full cost of a service. Exceptions to full cost recovery include:

- The fee is a barrier to a segment of the County in receiving the services.
- The cost of collecting the fees exceeds the revenue collected.
- Some services provide benefits not only to the direct user, but also to other public. Consequently, it is important to set the fee at a rate that will encourage the use of the service.
- The fee is set by statute.

b. It is also important for the fees established to stay relevant. The Board of Commissioners will have a study performed every three years or as needed to determine the appropriateness of fees and to keep them relevant to the cost associated with the service. Such fee changes will be formally adopted at a Board meeting open to the public.

4. One time revenues are non-recurring, often unexpected resources that the County receives. Because they are non-recurring, they should not be used to cover ongoing expenditures. Instead, they should only be used for their intended purpose (if identified) or to fund non-operational expenditures (e.g., capital projects).

Expenditures:

1. The County will fund expenditures at a level sufficient to ensure the ongoing health, safety, and welfare of the public. If not statutorily specified, the level of services provided will be determined the Board of Commissioners through strategic planning and program ranking and evaluation.

County of Ottawa Financial Policies

2. Indirect Cost:

The expenditures of departments in governmental funds that provide services to other County departments will be allocated to all departments through an annual indirect cost allocation study performed by an outside consultant. The allocation of these costs has different bases depending on the function. These bases include (but are not limited to) transaction counts, number of employees and square footage of space occupied.

All departments receiving these services are included in the study, but not all departments are charged. Specifically, the County will charge a department if doing so will provide additional revenue through grants or will help identify the full costs of certain services.

3. The full cost of an employee's compensation is not limited to the cash outlays for salaries and fringe benefits. Most employees are also earning benefits that will not be actually paid for several years. Specifically, in addition to the wages and benefits paid and received during the year, most employees are also earning future compensation in the form of pension and retiree health care. Because these future cash outlays are actually being *earned* now, the County should contribute to them now. This allows us to identify the full cost of the services being provided and avoid passing on costs incurred now to future generations.

The County will strive to fully fund its long-term liabilities. Each year, the County receives actuary studies that calculate the annual required contribution (ARC) for the County's pension and other post employment benefits (primarily retiree health care). The County will make every effort to budget and pay the ARC each year. The County will also analyze ways to reduce these (and other) costs to benefit the taxpayer yet still provide adequate compensation for employees.

4. To provide proper stewardship of taxpayer dollars, the County has an obligation to review the services it provides for effectiveness and efficiency. In some instances, economies of scale and specialized knowledge allow private agencies to do tasks more efficiently and effectively. Consequently, the County will encourage the use of outside agencies and contractors when analysis shows they are able to provide equivalent or better services more cost effectively than County employees.

5. The County provides a variety of services to the public. As departments adjust programs to meet the perceived needs of their clients, a duplication of services can result, both with other County programs and with other government and private agencies. Regular program review can help identify duplications. Where identified, the County will eliminate services duplicated internally or externally in order to use resources more efficiently.

6. Technology can often provide efficiencies for County departments. Such efficiencies may result in improved service to customers, streamlined processes both within the department and with related agencies, and lower personnel demands. It is important for

County of Ottawa Financial Policies

County departments to continually explore technology alternatives and the costs and benefits they may bring. Depending on funding availability and a project's compatibility with long-term planning, new technology initiatives will be considered when the estimated benefits exceed the estimated costs.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

FINANCIAL GOALS POLICY

I. POLICY

The Ottawa County Board of Commissioners is the governing body and the primary policy and budgetary approval center for county government. It is the policy of the Board of Commissioners to plan for the future financial needs of the County by establishing prudent financial goals and procedures, so that the ongoing and emerging needs of the public are met, future needs are adequately planned for, and the fiscal integrity and reputation of Ottawa County government are preserved.

II. STATUTORY REFERENCES

The Board of Commissioners may establish such rules and regulations regarding the business concerns of the County as the Board considers necessary and proper. See: MCL 46.11(m); Act 156 of 1851, as amended.

PROCEDURE

1. Maintain an adequate financial base to sustain a prescribed level of services as determined by the State of Michigan and the County Board of Commissioners.
2. Adhere to the highest accounting and management practices as set by the Financial Accounting Standards Board, the Governmental Accounting Standards Board, the Government Finance Officers' Association standards for financial reporting and budgeting, and other applicable professional standards.
3. Assure the public that the County government is well managed by using prudent financial management practices and maintaining a sound fiscal condition.
4. Establish priorities and funding mechanisms which allow the County to respond to local and regional economic conditions, changes in service

County of Ottawa Financial Policies

requirements, changes in State and Federal priorities and funding, as they affect the County's residents.

5. Preserve, maintain and plan for replacement of physical assets.
6. Promote fiscal conservation and strive to obtain the highest credit rating in the financial community, by ensuring that the County:
 - a. pays current bills in a timely fashion;
 - b. balances the budget;
 - c. provides for future costs, services and facilities;
 - d. maintains needed and desired services.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

GENERAL FUND BUDGET SURPLUS POLICY

I. POLICY

The Ottawa County Board of Commissioners does not assume that the County will finish each fiscal year with a budget surplus in the General Fund. If such a surplus does exist, the Board will use such surplus funds to meet the identified long-term fiscal goals of Ottawa County. Generally, such funds should not be used toward payment of ongoing operational costs. Ottawa County defines a surplus as the amount of undesignated fund balance that exceeds the lesser of (a) three months of the most recently adopted budget, or (b) 15% of the General Fund's expenditures from the most recently completed audit.

II. STATUTORY REFERENCES

The Board of Commissioners may establish such rules and regulations regarding the business concerns of the County as the Board considers necessary and proper. See: MCL 46.11(m); Act 156 of 1851, as amended.

PROCEDURE

1. Board will use surplus funds left over at the close of the fiscal year in the following order of priority:

County of Ottawa Financial Policies

- a. Such funds may be added to the Designated Fund Balance of the General Fund for a specified purpose;
 - b. The Board may use the funds to fund the county financing tools;
 - c. Such funds may be used to address emergency needs, concerns, or one time projects as designated by the Board;
 - d. After funding the county financing tools, any remaining fund balance may be used toward a millage reduction factor to be applied to the next levied millage;
2. The Board will designate surplus funds projected during the budgetary process for use in the following order of priority:
- a. The Board may use such funds to grant additional equipment requests which were not originally approved in the proposed budget;
 - b. The Board may use such funds to add to the Designated Fund Balance of the General Fund for a specified purpose;
 - c. The Board may use such funds to fund the county financing tools;
 - d. The Board may use the funds in the form of a millage reduction factor;
3. In making its decisions about the use and allocation of such funds on new, unbudgeted projects, the Board will use the following criteria:
- a. Any request for funding must be designed to meet a significant public need. The request must be supportable and defensible;
 - b. Any proposal for funding must be cost effective, affordable, and contain a realistic proposal for available, ongoing funding, if necessary to successfully complete the project or provide the service;
 - c. Any proposal for funding must be consistent with the Board's Strategic Plan;
 - d. Any proposal for funding must be specific, attainable, have measurable results, be realistic, and timely;
 - e. Any proposal for funding must identify long-term benefits for the general public which would benefit in an identifiable way the "majority" of citizens'
 - f. In making decisions about the use of such funds, the Board will consider whether the program or goal can be performed better by a person or entity other than the County.

County of Ottawa Financial Policies

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

OPERATING BUDGET POLICY

I. POLICY

The Ottawa County Board of Commissioners supports principles of budgeting, management, and accounting which promote the fiscal integrity of the County, clearly enhance the County's reputation for good stewardship, and which explain the status of County operations to the citizens and tax payers of Ottawa County. Systems and procedures will be implemented by Ottawa County to implement this policy, in accordance with the Ottawa County Strategic Plan.

II. STATUTORY REFERENCES

The Board of Commissioners may establish such rules and regulations regarding the business concerns of the County as the Board considers necessary and proper. See: MCL 46.11(m); 46.71, Act 156 of 1851, as amended. See also the specific statutory requirements of the Uniform Budgeting and Accounting Act, MCL 141.421a et seq.

PROCEDURE

1. County Budget Philosophy

a. Alignment with Strategic Plan: The County Board regularly reviews and updates the County's strategic plan which serves as a guide for County operations. Since the budget is the main tool for implementation of the Strategic Plan, the budget, to the extent possible, will be consistent with the goals and objectives of the strategic plan.

b. Prudence: As stewards of taxpayer dollars and to promote stability, the budget will be prepared using conservative, but realistic estimates. The County will also avoid budgetary procedures such as accruing future years' revenues or rolling over short-term debt to balance the current budget at the expense of future budgets.

The County will include a contingency amount in the budget for unforeseen and emergency type expenditures. The amount will represent not less than 1% and not more than 2% of the General Fund's actual expenditures for the most recently completed audit (e.g., 2006 audit used for the 2008 budget). All appropriations from contingency must have Board approval.

c. Balancing the Budget: In accordance with Public Act 621, no fund will be budgeted with a deficit (expenditures exceeding revenues and fund balance).

County of Ottawa Financial Policies

Prudence requires that the ongoing operating budget be matched with ongoing, stable revenue sources in order to avoid disruption of services. The County will make every effort to avoid the use of one-time dollars and fund balance to balance the budget. Instead, cash balances and one-time revenues should only be used for one-time expenditures such as capital improvements.

2. Budget Formulation

a. Responsibility: The Administrator will assume final responsibility for the preparation, presentation and control of the budget, and shall prepare an annual budget calendar and budget resolution packet for each fiscal year.

b. Budget Basis: The budget will be prepared on the same basis as the County's financial statements. The governmental funds will be based on modified accrual and the proprietary funds (budgeted in total only) will be based on full accrual. The County's legal level of control is by line item.

c. Schedule: The annual budget process will be conducted in accordance with the following budget calendar:

County of Ottawa Budget Calendar

Mid March Equipment and Personnel Request Forms sent to department heads.

March 31 Department requests for equipment and personnel submitted to Fiscal Services Department.

April 1 Performance Measures sent to department heads for updating.

April 30 Performance Measures returned to Fiscal Services Department.

First Tuesday in May

Finance Committee approves the Resolutions of Intent to Increase Millage Rates, Distribution of the Convention Facility Tax and Distribution of the Cigarette Tax. *The County operating levy under consideration is for the current budget year. The 911 and Parks levies under consideration are for the next budget year.*

Board reviews Truth-in-Taxation Calculation, the Resolutions of Intent to Increase Millage Rates and sets the date for public hearing.

Third Monday in May

County of Ottawa Financial Policies

Budget packets distributed to departments.

Third Tuesday in May

Finance Committee approves the Resolutions to Approve the Millage Rates and forwards them to the Board.

Fourth Tuesday in May

Board holds a public hearing and approves the millage rates.

Third Monday in May-

Mid June Departments develop individual budgets. The Fiscal Services Department available to provide any needed assistance in completing budget documents.

Mid June Departments submit completed budget requests and narratives to the Fiscal Services Department.

Mid June - Fiscal Services Department summarizes budgets and prepares documents for Administrative review.
July 31

Mid July - Administration and Fiscal Services Director meet with Department Heads
Mid August in preparation of a proposed budget.

First Tuesday in September

Finance Committee presented with preliminary review of the General Fund budget

Third Tuesday in September

Finance Committee preliminary review of the budget; approval of the Salary and Fringe Benefits Adjustments.

Fourth Tuesday in September

Board sets the date for the public hearing on the County Budget for second Tuesday in October, receives preliminary overview of budget and approves the Salary and Fringe Benefit Adjustments.

Six Days Prior to Public Hearing

Deadline for the publication of the public hearing notice on the budget.

County of Ottawa Financial Policies

Second Tuesday in October

Board holds the public hearing on the budget and receives the formal Budget Presentation.

Third Tuesday in October

Finance Committee reviews Resolution to Approve the County Budget, Insurance Authority Budget and the Apportionment Report.

Fourth Tuesday in October

Board adopts the County Budget, the Insurance Authority Budget and the Apportionment Report.

d. Required Budget Data: Department heads and other administrative officers of budgetary centers will provide necessary information to the Administrator for budget preparation. Specifically, departments will be asked to provide equipment and personnel requests with explanatory data, goals, objectives and performance data, substantiating information for each account, and performance measures, both historical and projected.

e. Budget Document: The County will prepare the final budget document in accordance with the guidelines established the Government Finance Officers Association Distinguished Budget Award Program and on a basis consistent/t with principles established by the Governmental Accounting Standards Board.

3. Amendments to the Budget

Budgets for the current year are continually reviewed for any required revisions of original estimates. Proposed increases or reductions in appropriations in excess of \$50,000, involving multiple funds, or any amendment resulting in a net change to revenues or expenditures are presented to the Board for action. Transfers that are \$50,000 or less, within a single fund, and do not result in a net change to revenues or expenditures may be approved by the County Administrator and Fiscal Services Director. Budget adjustments will not be made after a fund's fiscal year end except where permitted by grant agreements. All budget appropriations lapse at the end of each fiscal year unless specific Board action is taken.

All unencumbered appropriations lapse at year-end. However, the appropriation authority for major capital projects, capital assets and previously authorized projects (i.e., the encumbered portions) carries forward automatically to the subsequent year. All other encumbered appropriations lapse at year-end.

County of Ottawa Financial Policies

4. Long-term Financial Planning

As part of the annual budget process, five year revenue and expenditure estimates will be provided for the General Fund. The estimates will assess the long-term impacts of budget policies, tax levies, program changes, capital improvements and other initiatives. This information may then be used to develop strategies to maintain the County's financial standing. If a structural deficit (operating revenues do not cover operating expenditures) is identified, or projected, the Administrator will develop and bring before the Board a deficit elimination plan to address the problem.

In addition, the County will support efforts that control future operating costs. The County will strive to fully fund the County's financing tools to benefit all current and future residents of Ottawa County. The following funds have been identified as financing tools of the County:

2271 Solid Waste Clean-up Fund: This fund was established from monies received by Ottawa County from the settlement of litigation over the Southwest Ottawa Landfill. These monies are to be used for the clean-up of the landfill. The fund's goal is to use the interest generated from the principal to cover ongoing annual costs of the landfill clean-up.

2444 Infrastructure Fund: This fund was established to provide financial assistance to local units of government for water, sewer, road, and bridge projects that are especially unique, non-routine, and out-of-the ordinary. Money is loaned to municipalities for qualifying projects at attractive interest rates.

2450 Public Improvement Fund: This fund is used to account for monies set aside for public improvements. The fund's goal is to provide sufficient dollars to fund the County's major capital projects.

2570 Stabilization Fund: This fund was established pursuant to Act No. 30 of the Public Acts of 1978 to assure the continued solid financial condition of the County. Use of funds are restricted for but not limited to:

- a. cover a general fund deficit, when the County's annual audit reveals such a deficit.
- b. prevent a reduction in the level of public services or in the number of employees at any time in a fiscal year when the County's budgeted revenue is not being collected in an amount sufficient to cover budgeted expenditures.
- c. prevent a reduction in the level of public services or in the number of employees when in preparing the budget for the next fiscal year the County's estimated revenue does not appear sufficient to cover estimated expenses.
- d. cover expenses arising because of natural disaster, including a flood, fire, or tornado.

County of Ottawa Financial Policies

2980 Employee Sick Pay Bank: The purpose of the Employee Sick Pay Bank Fund is to pay for the County's accrued liability which was a result of discontinuing the accumulation and payoff of employee sick days.

5160 Delinquent Tax Revolving Fund: The Delinquent Tax Revolving Fund is used to pay each local government unit, including the County, the respective amount of taxes not collected as of March 1 of each year. After many years of waiting for this fund to mature, the treasurer now avoids costly issuances of Delinquent Tax Anticipation Notes (now referred to as General Obligation Limited Tax Notes) and pays schools, local units and the County in a timely fashion. An annual evaluation is made to determine if it is beneficial for the County to issue general obligation limited tax notes versus using cash on hand. As a financing tool, the fund also covers the principal and interest payments on four bond issues.

6450 Duplicating Fund

6550 Telecommunications Fund

6641 Equipment Pool Fund: These funds are used to provide ongoing funding for equipment replacement. They help stabilize the operating budget by avoiding the peaks and valleys that can occur with equipment purchases.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

GRANTS AND THIRD-PARTY CONTRACT REVENUE POLICY

I. POLICY

State and Federal grant-funded programs, and third-party contract revenue should not be replaced by county or other locally generated revenues at the close of the grant-funding period, upon the expiration of a grant, or upon the expiration of a non-renewed third-party contract. In the ordinary case, the County will not continue funding of such programs unless the Ottawa county Board of Commissioners is convinced that doing so is both fiscally prudent and in the best interests of the health, safety and welfare of the residents of Ottawa County.

II. STATUTORY REFERENCE

The Board of Commissioners may establish such rules and regulations regarding the business concerns of the County as the Board considers necessary and proper. See: MCL 46.11(m); Act 156 of 1851, as amended.

County of Ottawa Financial Policies

PROCEDURE

1. A minimum of locally generated revenue will be used to replace funding for activities, including grant-funded activities, which are or have been previously funded by the State and Federal governments, or by third-party contract revenue.
2. Grant applications to fund new services and programs with State or Federal funds shall be reviewed by the County Planning & Grants Department, with significant consideration given to whether locally generated funds will be required to support these services and programs when original funding is no longer available.
3. As deemed necessary, the county will utilize the procedures of the Performance Measurement Policy in evaluating the effectiveness of grant-funded programs.
- 4 Grant-funded positions will be automatically sun-setted upon the expiration of grant funding, absent a two-thirds (2/3) affirmative vote by the Board to continue such positions.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICY

I. POLICY

As stewards of funds, the County must provide accountability for their use. The accounting, auditing and financial reporting functions address accountability and provide critical information to the County Board, administrative staff, and department managers that helps them assess their programs and aid in decision-making.

The intent of this policy is to establish guidelines and standards for the County's accounting, auditing and financial reporting process.

II. STATUTORY REFERENCES

Public Act 2 of 1968, Uniform Budgeting and Accounting Act
Public Act 71 of 1919, Uniform System of Accounting MCL 141.921(1)
Public Act 34 of 2001, the Revised Municipal Finance Act
SEC Rule 15c2-12

County of Ottawa Financial Policies

PROCEDURE

1. The County will comply with generally accepted accounting principles as contained in the following publications:

- *Codification of Governmental Accounting and Financial Reporting Standards* issued by the Governmental Accounting Standards Board (GASB)
- *Pronouncements of the Financial Accounting Standards Board* (FASB)
- *Governmental Accounting, Auditing and Financial Reporting* (GAAFR) issued by the Government Finance Officers Association (GFOA) of the United States and Canada
- *Audits of State and Local Government Units*, an industry guide published by the American Institute of Certified Public Accountants (AICPA)
- *Government Auditing Standards* issued by the Controller General of the United States
- *Uniform Budgeting and Accounting Act*, State of Michigan Public Act 2 of 1968
- *Uniform System of Accounting Act*, State of Michigan Public Act 71 of 1919
- *Municipal Finance Act*

2. The County will issue all required financial reports by their established deadlines:

- A comprehensive financial audit including an audit of federal grants according to the United States Office of Management and Budget Circular A-133 will be performed annually by an independent public accounting firm. The firm will express an opinion on the County's financial statements.
- The Comprehensive Annual Financial Report will be issued within six months of the County's fiscal year end.
- The Comprehensive Annual Financial Report will be in compliance with the standards and guidelines established by the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting program.
- The Schedule of Federal Financial Assistance (Single Audit) will be issued within nine months of the County's fiscal year end.
- The County will submit a qualifying statement to the State of Michigan in compliance with Public Act 34 of 2001, the Revised Municipal Finance Act.
- The County will meet all continuing disclosure filings required by the Securities and Exchange Commission (SEC) including the guidelines established by SEC Rule 15c2-12.

3. The County will provide accurate and timely financial reports to departments and the Board of Commissioners to aid them in assessing the financial condition of the County and individual departments:

County of Ottawa Financial Policies

- A system of internal accounting controls will be maintained to adequately safeguard assets and provide reasonable assurances of proper recording of the County's financial transactions.
- The internal control practices of individual departments will be reviewed annually in connection with the annual audit.
- Monthly financial reports including a budget to actual comparison, transaction listing and budget exception report will be provided to departments or departments will have access to such information.
- Fiscal Services Department will provide the Finance and Administration Committee of the Board with budget to actual comparisons for the General Fund, Mental Health Fund and Health Fund on a quarterly basis or as requested.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

CAPITAL ASSET POLICY

I. POLICY

In order to provide services to the public, the County must procure certain capital assets. Capital assets provide convenient access to County services to the public and enhance the efficiency and effectiveness of Ottawa County employees.

The intent of this policy is to define capital assets, identify the capital project selection process, identify the capital asset financing, and assign responsibility for property planning, control, budgeting and recording.

II. STATUTORY REFERENCES: None

PROCEDURE

1. Capital Assets Defined:

Capital assets fall in two categories: (a) Capital Outlays which includes furniture and equipment purchases with an initial, individual cost of more than \$5,000 (amount not rounded) and an estimated useful life in excess of two years and (b) Capital Projects which generally refer to building construction. Infrastructure assets (e.g., roads, bridges, sidewalks, and similar items), are the responsibility of the County's component units (the Ottawa County Road Commission, Ottawa County Public Utilities, and the Ottawa County Office of the Drain Commissioner). Accordingly, the County Board is not directly involved in the development, analysis and funding requirements for infrastructure assets (see separate policy on infrastructure). All capital assets are recorded in the County's financial statements in accordance with generally accepted accounting principles.

County of Ottawa Financial Policies

a. Capital Outlays:

Capital outlays are usually budgeted out of the Equipment Pool fund (an Internal Service Fund) and rented back to departments over a period of three to five years. The Equipment Pool is used to fund these purchases in order to minimize the impact of these expenditures on the County's budget. Most capital outlay projects are approved in conjunction with the County's annual budget process. Requests for new and replacement equipment (including equipment costing less than \$5,000) are reviewed with the budgets and are included in the budget proposal approved by the Board of Commissioners. Equipment purchases costing less than \$5,000 is expensed wholly in the department budgets.

Capital assets are valued at cost where historical records are available and at an estimated historical cost where no historical records exists. Donated capital assets are valued at their estimated fair market value on the date received. The amount reported for infrastructure includes assets acquired or constructed since 1980. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized. Improvements are capitalized and depreciated over the remaining useful lives of the related capital assets, as applicable.

Depreciation on the capital assets is computed using the straight-line method over the following estimated useful lives:

	<u>Years</u>
Land improvements	25
Office furniture and equipment	5 – 20
Vehicles	3 – 10

The Fiscal Services Department is responsible for maintaining the records, affixing tag numbers, and periodic physical inventories of County capital assets.

b. Capital Projects:

Capital projects non-recurring costs related to the acquisition, expansion or major rehabilitation of a physical County structure. Capital projects exceed \$50,000 and have an estimated useful life of at least ten years, or, if part of an existing structure, an estimated useful life of at least the remaining life of the original structure. The Board of Commissioners must grant approval to all capital projects. To assist the Board in the capital improvement decision making, County administrative staff will:

1. Develop and maintain a capital improvement plan
2. Identify estimated costs and potential funding sources for all capital

County of Ottawa Financial Policies

- improvement projects
3. Identify additional operational costs (including debt service) that will result from the project
 4. Ensure that all County projects will be constructed and expenditures incurred for the purpose approved by the Board of Commissioners

Depreciation on the capital assets is computed using the straight-line method over 25-30 years.

2. Financial Planning and Budgeting for Capital Assets:

The nature and amount of capital projects as well as the County's financial resources and market conditions determine the financing method for capital projects. Specifically, care must be exercised to ensure that the payment stream for the project does not exceed the expected life of the project. Although the County has paid for several projects with cash, each project must be analyzed separately to determine if it is in the County's financial interest to pay cash, borrow or bond. The County's cash balances and the ability of the operating budget to absorb debt service payments will also influence the financing method selection process.

Because the County has experienced exceptional growth over the last 20 years, previous Boards have established funding mechanisms to help meet the County's capital needs. Capital Outlay needs are met through the Duplicating, Telecommunications, and Equipment Pool funds (Internal Service Funds) and provide a dependable and on-going funding source for routine capital outlay.

To assist with capital projects, the Board established the Public Improvement Fund in 1981 to account for funds set aside for public improvements. In addition, the Board may authorize a fund balance designation in the General Fund to help finance future building projects.

Once the Board of Commissioners has approved a capital project, the Fiscal Services department will incorporate the approved sources and uses of funds applicable to the County's fiscal year into the annual operating budget. This may be a part of the annual budget process or a separate budget adjustment during the year. The Fiscal Services Department is also responsible for monitoring the projects for conformance with approved spending levels.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

County of Ottawa Financial Policies

PURCHASING POLICY

I. POLICY

The County of Ottawa will engage in purchasing activities that are fair and equitable, and which provide the maximum purchasing value for public funds. The County will implement procedures designed to maintain a procurement system of quality and integrity.

II. STATUTORY REFERENCES

The Board of Commissioners may establish such rules and regulations regarding the business concerns of the County as the Board considers necessary and proper. See: MCL 46.11(m); Act 156 of 1851, as amended.

III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

The original Board Policy on this subject matter was adopted on 05/23/95.

Board of Commissioners Policy Adoption Date and Resolution Number: October 14, 2008; 08-253

Board of Commissioners Review Date and Resolution Number: September 23, 2008; 08-219

Name and Date of Last Committee Review: Planning and Policy Committee, September 11, 2008

Related Policies: _____

PURCHASING POLICY

1. PROCEDURE

Operational Guidelines

1.1 Application. This Policy applies to the procurement of supplies, goods, equipment, services, and construction entered into by Ottawa County and its constituent departments and agencies, after the effective date of this Policy. It shall apply to every expenditure of public funds by Ottawa County irrespective of the source of the funds. When the procurement involves the expenditure of federal or state assistance or contract funds, the procurement shall be conducted in accordance with any applicable federal or state laws and regulations. Nothing in this Policy shall prevent any public agency from complying with the terms and conditions of any grant, gift, or bequest that is otherwise consistent with law.

County of Ottawa Financial Policies

1.2 Administration. This Policy shall be administered by the Fiscal Services Director. All Requests for Proposals (RFP) and Requests for Qualifications (RFQ) are administered through the Fiscal Services Department.

1.3 Sales Tax Exemption. The County shall not be charged or pay sales tax. Ottawa County, as a Michigan Municipal Corporation, is exempt from sales tax as provided in Act 167 of Public Acts of 1933. MCL 205.54(7); MSA 7.525(4)(7), and the Michigan Sales and Use Tax Rule, 1979 MAC Rule 205.79, provide that sales to the United States government, the State of Michigan, and their political subdivisions, departments and institutions are not taxable when ordered on a Purchase Order and paid for by warrant on government funds. In the alternative, the government may claim exemption at the time of purchase by providing the seller with a signed statement to the effect that the purchaser is a governmental entity. This position was affirmed by the Michigan Department of Treasury through its Revenue Administrative Bulletin 1990-32, approved on October 11, 1990.

The issuance of an Ottawa County Purchase Order or a Michigan Sales Tax Exemption Certificate does not, by itself, mandate the seller to exempt the sale. Therefore, all departments, divisions, and Elected Officials shall utilize Ottawa County's Purchase Order and accounts payable system to the fullest extent possible when purchasing and paying for tangible personal property while still adhering to the other provisions within this Purchasing Policy.

1.4 Emergency Purchases. Whenever there is an imminent threat to the public health, safety or welfare of the County or its citizens, the Chairman of the Board of Commissioners or the County Administrator, in his/her absence, may authorize the award of a contract, utilizing competition as may be practical and reasonable under the circumstances, for the emergency purchase of supplies, materials, equipment, services or construction. Such purchase must be reported to the County Commissioners as soon as possible, under the provisions of the Ottawa County Emergency Services Resolution.

1.5 Cooperative Purchasing. The County may join in cooperative purchasing arrangements with the State of Michigan, public school systems, and other government units.

1.6 Governmental Pricing. The County may accept extended governmental pricing, if it is determined by the Fiscal Services Director or the Board of Commissioners to be cost-effective and in the County's best interest.

1.7 Gratuities, Personal Benefits, and Kickbacks. It shall be a violation of this Policy for any person to offer, give or agree to give any County employee or former County employee, or for any County employee or former County employee to solicit, demand, accept or agree to accept from another person, a gratuity, personal benefit, or kickback in connection with any purchasing or contracting decision.

County of Ottawa Financial Policies

1.8 Failure to Follow Policy. The County shall not be responsible for the costs of goods and services ordered or purchased by any County official or employee that are not obtained in accordance with this policy. Contracts negotiated outside of this policy will be considered invalid and non-binding.

2. STANDARDS FOR PROCUREMENT

2.1 Procurement Procedures:

The procurement procedure to be used is determined by the dollar amount of the procurement. Contracts or purchases shall not be artificially divided to circumvent the purchasing procedures in this policy. An aggregate of regular, reoccurring purchases shall be determined on an annual basis; (for example: gasoline, paper products, cleaning supplies, ammunition, etc.).

a. Purchases from \$0.01 to \$999.99:

1. Purchases in this dollar amount are made by the department head and do not have to be by competition. Vendor selection and pricing should be reviewed annually for adequate and reasonable competition. A purchase order is not required.

b. Purchases from \$1,000.00 to \$19,999.99

1. Purchases in this dollar amount shall be by competition. A minimum of three (3) quotes are required to process a purchase requisition. The quotes should be obtained in writing, and must be typed on the purchase requisition form. Award shall be made to the qualified vendor offering the best value in the opinion of the Fiscal Services Director.
2. If a department wishes to use specific vendors without obtaining quotes, departments must provide justification for the single vendor (i.e. vendor already has plates for printing; vendor is familiar with equipment, etc.) by completion of a sole source form.

c. Purchases for \$20,000.00 and up:

Purchases shall be by formal "Competitive Sealed Bid," or "Request for Proposal" and may be subject to negotiation after bid award.

2.2. Competitive Sealed Bidding

(1) Conditions for Use. All procurement contracts of the County shall be awarded by competitive sealed bidding, except as otherwise provided in this Policy.

(2) Invitation for Bids. An invitation for bids shall be issued and shall include specifications, and all contractual terms and conditions applicable to the procurement.

County of Ottawa Financial Policies

(3) Public Notice. Public notice of the invitation for bids shall be given a reasonable time prior to the bid submission date set forth therein. Such notice may include publication in a newspaper of general circulation and/or online media for a reasonable time as determined by the Fiscal Services Director prior to the bid opening. The public notice shall state the place, date and time of bid opening, and shall be in a format approved by the Fiscal Services Director.

(4) Bid Opening. Bids shall be opened publicly in the presence of one or more witnesses following the deadline set for the submission of bids at the time and place designated in the invitation for bids. The County shall hold a public bid opening when required by law, or when in the opinion of the Fiscal Services Director, a public bid opening is in the interest of the County. The amount of each bid, and such other relevant information as the Fiscal Services Director deems appropriate, together with the name of each bidder shall be recorded. The record and each bid shall be open to public inspection in accordance with Act 442 of the Public Acts of 1976, MCL 15.231 et seq.

(5) Bid Acceptance and Bid Evaluation. Bids shall be evaluated based on the requirements set forth in the invitation for bids, which may include criteria to determine acceptability such as inspection, testing, quality, workmanship, experience, delivery, warranty, and suitability for a particular purpose. Bids which do not comply with all criteria set forth in the invitation to bid may be subject to disqualification.

(6) Correction or Withdrawal of Bids; Cancellation of Awards. Correction or withdrawal of inadvertently erroneous bids before or after bid opening, or cancellation of awards or contracts based on such bid mistakes, may be permitted in the sole discretion of Ottawa County. Mistakes discovered before bid opening may be modified or withdrawn by written notice received in the office designated in the invitation for bids, prior to the time set for bid opening. After bid opening, corrections in bids shall be permitted only to the extent that the bidder can show by clear and convincing evidence, as determined by the Fiscal Services Director, that a mistake of a nonjudgmental character was made.

(7) Award. The contract shall be awarded by appropriate notice to the responsible and responsive bidder whose bid meets the requirements and response selection criteria set forth in the invitation for bids. Nothing in the award process shall prevent the Fiscal Services Director from acting in the County's best interest when making the bid award, including awarding the bid to other than the low bidder, using a quality based selection process. No contract or purchase order shall knowingly be entered into with any company or business which is in bankruptcy or receivership. In the event the bid for a project exceeds available funds, the Fiscal Services Director is authorized to negotiate an adjustment of the bid price when time or economic considerations preclude resolicitation of work of a reduced scope, in order to bring the bid within the amount of available funds.

County of Ottawa Financial Policies

2.3 Request for Proposal (RFP)

(1) Conditions for Use. When the Fiscal Services Director determines that the use of competitive sealed bidding is either not practicable or not advantageous to the County, a contract may be entered into by use of competitive sealed requests for proposals (RFP).

(2) Request for Proposal. Proposals shall be solicited through a (RFP).

(3) Public Notice. Adequate public notice of the (RFP) shall be given in the same manner as provided in Section 2.2(3), (Competitive Sealed Bidding, Public Notice).

(4) Receipt of Proposals. No proposal shall be handled so as to permit disclosure of the identity of an offeror or the content of any proposal to competing offerors until the time for the public opening of bids or proposals or if a public opening is not to be conducted, until the deadline for submission of bids or proposals has expired. A register of proposals shall be prepared containing the name of each offeror, the number of modifications received, if any, and a description sufficient to identify the item offered.

(5) Evaluation Factors. The request for proposal may state the relative importance of price and other evaluation and selection criteria, and may include specific criteria detailing a quality-based method of determining and selecting the best bid.

(6) Responsible Offerors and Revisions of Proposals. As provided in the (RFP), discussions may be conducted with responsible offerors to assure understanding of, and conformance to, the solicitation requirements. Responsible offers shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals and such revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. In conducting discussions, there shall be no disclosure of the identity of competing offerors or of any information derived from proposals submitted by competing offerors.

(7) Award. Award shall be made to the responsible offeror whose proposal is determined to be the most advantageous to the County, as determined by the Fiscal Services Director, taking into consideration price and the evaluation criteria set forth in the request for proposals.

County of Ottawa Financial Policies

PURCHASING SUMMARY

AMOUNT OF PURCHASE	LINE ITEM BUDGETED FUNDS NECESSARY	CONTACT TO INITIATE PURCHASE	TYPE OF QUOTE NEEDED	AWARD AUTHORIZATION REQUIRED BY	PURCHASE ORDER REQUIREMENT
\$20 AND UNDER / PETTY CASH	YES	DEPARTMENT HEAD	N/A	DEPARTMENT HEAD	NO
LESS THAN \$1,000	YES	DEPARTMENT HEAD	N/A	DEPARTMENT HEAD	NO
\$1,000 – 19,999	YES	FISCAL SERVICES	3 VERBAL, DOCUMENTED OR WRITTEN	FISCAL SERVICES DIRECTOR	YES
\$20,000 <i>OR GREATER</i>	YES	FISCAL SERVICES	SEALED BIDS, RFP, RFQ	FISCAL SERVICES DIRECTOR	YES
RECEIVING	DEPARTMENT HEADS ARE RESPONSIBLE FOR DETERMINING THE PROPER QUANTITY AND QUALITY OF GOODS RECEIVED BEFORE FORWARDING THE INVOICE FOR PAYMENT BY THE COUNTY.				

2.4 Request for Qualifications (RFQ)

When it is considered impractical to initially prepare a purchase description to support an award based on price, and/or where the capability of the prospective proposers or bidders are uncertain, a request for qualifications (RFQ) may be issued. Once the prospective bidders/offerors have submitted their responses to the RFQ and have been determined to be technically acceptable and qualified to perform, then an invitation to bid or RFP may be issued to the qualified bidders/offerors.

2.5 Sole Source Procurement

A contract may be awarded, without competition, when the Fiscal Services Director determines, in writing, after conducting a good faith review of available sources, that there is only one appropriate source, and/or, when it is in the best interest of the County to choose the one appropriate source, for the required supply, equipment, service, or construction item. The Fiscal Services Director, or the soliciting agency/department, where delegated by the Fiscal Services Director, shall conduct negotiations, as appropriate, as to price, delivery, and terms.

County of Ottawa Financial Policies

2.6 Emergency Procurements

Notwithstanding any other provisions of this Policy, as provided for under the Ottawa County Emergency Services Resolution the Fiscal Services Director may make, or authorize others to make emergency procurements of supplies, services, or construction items, as directed by the Chairman of the Board of Commissioners or the County Administrator, when there exists a threat to public health, safety, or welfare, or where it is in the County's best interest to do so, provided that such emergency procurements shall be made with such competition as is practicable under the circumstances, and shall be documented in writing.

2.7 Cancellation of Bids or Requests for Proposals

A bid or a request for proposal, or other solicitation, may be cancelled, or any or all bids or proposals may be rejected in whole or in part, as may be specified in the solicitation, when it is in the best interest of the County, as determined by the Fiscal Services Director. Each solicitation issued by the County shall state that the solicitation may be cancelled and that any bid or proposal may be rejected in whole or in part when it is in the best interest of the County.

2.8 Rejection of all Bids or Offerors; Responsibility of Bidders or Offerors

It shall be within the discretion of the Fiscal Services Director not to award a contract to a bidder or offeror for any reason, including a determination that the party is not a responsible bidder or offeror.

2.9 Bid, Payment, and Performance Bonds on Contracts

To protect the County's interests, bid surety, payment bonds, or performance bonds or other security may be required for contracts in conformance with State law, as determined by the Fiscal Services Director. Any such requirements shall be set forth in the solicitation. Bid or performance bonds shall not be used as a substitute for a determination of a bidder or offeror's responsibility. Financial statements or performance bonds may be required from any company, if deemed appropriate by the Fiscal Services Director.

2.10 Types of Contracts

(1) General Authority. Subject to the limitations of this Section, the "Ottawa County Contracting Policy," and/or subject to approval by the Ottawa County Board of Commissioners any type of contract which is appropriate to the procurement and which will promote the best interest of the County may be used. A cost reimbursement contract may be used only when a determination is made that such contract is likely to be less costly to the County than any other type, or it is not practicable to obtain the supply, equipment, service, or construction item required except under such a contract.

County of Ottawa Financial Policies

(2) Multi-Term Contracts:

(a) Specified Period. Unless otherwise provided by law, a contract may be entered into for any period of time deemed to be in the best interests of the County. Payment and performance obligations shall be subject to the availability and appropriation of funds.

(b) Determination Prior to Use. Prior to the utilization of a multi-term contract, it shall be determined:

(i) that needs of the County and the contract price are reasonably firm and continuing; and,

(ii) that such a contract will serve the best interests of the County by encouraging effective competition or otherwise promoting economies in County procurement.

(c) Cancellation Due to Unavailability of Funds in Succeeding Fiscal Periods. When funds are not appropriated or otherwise made available to support continuation of performance in a subsequent fiscal period, the contract shall be subject to cancellation.

2.11 Contract Clauses and Their Administration

(1) Contract Clauses. All County contracts shall include provisions necessary to define the responsibilities and rights of the parties to the contract. The Fiscal Services Director, pursuant to the Ottawa County Contracting Policy, may issue clauses appropriate for particular contracts, addressing among others, the following subjects:

(a) the unilateral right of the County to order, in writing, changes in the work within the scope of the contract;

(b) the unilateral right of the County to order, in writing, the temporary stoppage of the work or delaying performance that does not alter the scope of the contract;

(c) variations occurring between estimated quantities of work in the contract and actual quantities;

(d) defective pricing;

(e) liquidated damages;

(f) specified excuses for delay or nonperformance;

(g) termination of the contract for default;

(h) termination of the contract in whole or in part for the convenience of the County;

County of Ottawa Financial Policies

- (i) suspension of work on a project;
- (j) site conditions differing from those indicated in the contract, or ordinarily encountered, except that differing site conditions need not be included in a contract:
 - (i) when the contract is negotiated;
 - (ii) when the contractor provides the site or design; or
 - (iii) when the parties have otherwise agreed with respect to the risk of differing site conditions.
- (k) warranty clauses, including warranty of fitness for a particular purpose;
- (l) failure to meet contracted-for performance objectives.

(2) Price Adjustments. Adjustments in price resulting from the use of contract clauses required by Subsection (1) of this Section shall be computed by one or more of the following ways:

- (a) by agreement on a fixed price adjustment before commencement of the pertinent performance or as soon thereafter as practicable;
- (b) by unit prices specified in the contract or subsequently agreed upon;
- (c) by the cost attributable to the events or situations under such clauses with adjustment of profit or fee, all as specified in the contract or subsequently agreed upon;
- (d) in such other manner as the contracting parties may mutually agree; or
- (e) in the absence of agreement by the parties, by a unilateral determination by the County of the costs attributable to the events or situations under such clauses with adjustment of profit or fee as computed by the County, as accounted for in accordance with generally accepted accounting principles and subject to the provisions of Article VI (Appeals and Remedies).

(3) Standard Clauses and Their Modification. Pursuant to the Ottawa County contracting policy, the Fiscal Services Director may establish standard contract clauses for use in County contracts. If the Fiscal Services Director establishes any standard clauses addressing the subjects set forth in Subsection (1) of this Section, such clauses may be varied provided that the circumstances justify such variations.

2.12 Contract Administration

The assigned County oversight agency, shall provide assessments to the Fiscal Services Director and shall oversee contract administration to ensure that a contractor is performing in accordance with the solicitation and proposal under which the contract was awarded, and according to the terms and conditions of the contract.

County of Ottawa Financial Policies

2.13. Right to Inspect Place of Business, etc.

The County may inspect the place of business or work site of a contractor or subcontractor at any time, if such inspection *is* pertinent to the performance of any contract awarded or to be awarded by the County.

2.14 Right to Audit Records

(1) Audit of Cost or Pricing Data. The County may audit the books and records of any contractor that has submitted cost or pricing data as a part of its bid or proposal, for three (3) years from the date of final payment under the contract.

(2) Contract Records to Be Maintained. The County shall be entitled to audit the books and records of a contractor or a subcontractor at any time under any contract or subcontract, other than a firm fixed-price contract, to the extent that such books, documents, papers, and records are pertinent to the performance of such contract or subcontract. Such books and records shall be maintained by the contractor for a period of three (3) years from the date of final payment under the prime contract and by the subcontractor for a period of three (3) years, or longer if required, from the date of final payment under the subcontract.

2.15 Reporting of Anti-competitive Practices

When for any reason collusion or other anti-competitive practices are suspected among any bidders or offerors, the Fiscal Services Director shall give notice of the relevant facts to the Ottawa County Corporation Counsel.

2.16 County Procurement Records

(1) Bid File. All determinations and other written records pertaining to the solicitation and award of a contract shall be maintained by the Fiscal Services Director in a bid file.

(2) Retention of Procurement Records. All procurement records shall be retained and disposed of by the County in accordance with the appropriate Records Retention Schedules.

3. SPECIFICATIONS

3.1 Maximum Practicable Competition

Specifications shall be written so as to promote overall economy for the purposes intended and to encourage competition in satisfying the County's needs, while still providing a fair opportunity to all qualified vendors. The policy enunciated in this Section applies to all specifications prepared by County staff or prepared by others on the County's behalf.

County of Ottawa Financial Policies

3.2 "Brand Name or Equal" Specification

(1) "Brand name or equal" specifications may be used when the Fiscal Services Director determines that use of a "brand name or equal" specifications is in the County's best interest.

(2) The Fiscal Services Director shall seek to identify sources from which the designated brand name item or items may be obtained and shall solicit such sources to achieve whatever degree of price competition is practicable. If only one source can supply the requirement, the procurement shall be made under Section 2.5 (Sole Source Procurement).

3.3 Nondiscrimination

Every contract or purchase order issued by the County shall be entered into under provisions which requires the contractor, subcontractor or vendor not to discriminate against any employee or applicant for employment because of his/her race, religion, sex, color, national origin, height, weight, handicap or marital status.

4. PROCUREMENT OF CONSTRUCTION SERVICES

4.1 Responsibility for Selection of Methods of Construction Contracting Management

The Fiscal Services Director shall have discretion to select the method of construction contracting management for a particular project. In determining which method to use, the Fiscal Services Director shall consult with the appropriate County officials, consider the County's requirements, its resources, the project type and scope, and the potential contractor's capabilities.

4.2 Bid Security

(1) Requirement for Bid Security. Bid security may be required for competitive sealed bidding, for construction contracts when the price is estimated to exceed \$50,000. Bid security shall be a bond provided by a surety company authorized to do business in the State of Michigan, or the equivalent in cash, or otherwise supplied in a form satisfactory to the County. Nothing herein shall prevent the requirement of such bonds on construction contracts under \$50,000 when the circumstances warrant.

(2) Amount of Bid Security. Bid security shall be in an amount equal to at least 5% of the amount of the bid.

(3) Rejection of Bids for Noncompliance with Bid Security Requirements. When the invitation for bids requires security, the bid may be rejected for non-compliance.

(4) Withdrawal of Bids. If the bidder is permitted to withdraw the bid before award as provided in Section 2.2(6) (Competitive Sealed Bidding; Correction or Withdrawal of

County of Ottawa Financial Policies

Bids, Cancellation of Awards), no action shall be taken against the bidder or the bid security.

4.3 Contract Performance and Payment Bonds.

(1) Bond Amounts: When Required. When a construction contract is awarded the following bonds or security may be required and shall become binding on the parties upon the execution of the contract:

(a) A performance bond satisfactory to the County, executed by a surety company authorized to do business in the State of Michigan, or otherwise secured in a manner satisfactory to the County, in an amount equal to 100% of the price specified in the contract; and

(b) A payment bond satisfactory to the County, executed by a surety company authorized to do business in the State of Michigan, or otherwise secured in a manner satisfactory to the County, for the protection of all persons supplying labor and material to the contractor or its subcontractors for the performance of the work provided for in the contract. The bonds shall be an amount equal to 100% of the price specified in the contract.

(2) Authority to Require Additional Bonds. Nothing in this Section shall be construed to limit the authority of the County to require a performance bond or other security in addition to those bonds, or in circumstances other than specified in Subsection (1) of this Section.

(3) Actions on Payment Bonds; Where and When Brought. Unless otherwise required by law, every action instituted upon a payment bond shall be brought in a court of competent jurisdiction within Ottawa County.

4.4 Fiscal Responsibility

Every contract modification, change order, or contract price adjustment which exceeds the authorized contract amount, plus contingency of the total contract amount under a construction contract with the County, shall be subject to the applicable County policies.

5. SUSPENSIONS

5.1 Authority to Suspend

The Fiscal Services Director, upon consultation with the Office of Corporation Counsel, is authorized to suspend a person from consideration for award of contracts. The suspension shall be for a period of not more than three years. The guidelines for making a suspension include, but are not limited to any one or more of the following:

County of Ottawa Financial Policies

(1) conviction of a person for commission of a criminal offense as an incident to obtaining or attempting to obtain a public or private contract or subcontract, or in the performance of such contract or subcontract, or pending, unresolved charges thereof;

(2) conviction of a person under state or federal statutes of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or any other offense indicating a lack of business integrity or business honesty which seriously and directly affects responsibility as a County contractor, or pending, unresolved charges thereof;

(3) conviction of a person under state or federal statutes arising out of the submission of bids or proposals, or pending, unresolved charges thereof;

(4) violation of contract provisions, as set forth below, of a character which is regarded by the Fiscal Services Director to be so serious as to justify suspension:

(a) deliberate failure without good cause to perform in accordance with the specification or within the time limit provided in the contract; or

(b) a record of failure to perform or of unsatisfactory performance in accordance with the terms of one or more contracts.

(5) any other cause the Fiscal Services Director determines to be so serious and compelling as to affect responsibility as a County contractor, including suspension or termination by another governmental entity for any cause substantially similar to those listed in this Section; and

(6) violation of the standards set forth in Article VII (Ethics in Public Purchasing/Contracting).

5.2 Notice to Suspend

The Fiscal Services Director shall issue a written notice to suspend.

5.3 Finality of Decision

A notice under Section 5.2 (Notice to Suspend) shall be final and conclusive.

6. APPEALS AND REMEDIES

6.1 Bid Protests

Any actual or prospective bidder, offeror, or contractor who is aggrieved in connection with the solicitation or award of a contract may protest to the County Administrator. Aggrieved persons are urged to seek resolution of their complaints initially with the appropriate Department Head and/or the Fiscal Services Director. A protest with respect to an invitation for bids or request for

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proposals shall be submitted in writing within seven (7) calendar days of the date the contract is awarded. The County Administrator and the Chairperson of the Board shall make a determination on the merits of the protest, and, if appropriate, determine a remedy, and that determination shall be final and conclusive.

6.2 Contract Claims

(1) Claims By a Contractor. All claims by a contractor against the County relating to a contract, except bid protests, shall be submitted in writing to the Fiscal Services Director. The contractor may request a conference with the Fiscal Services Director on the claim. Claims may include, without limitation, disputes arising under a contract, and those based upon breach of contract, mistake, misrepresentation, or other cause for contract modification or rescission.

(2) Notice of Decision. The decision of the Fiscal Services Director shall be issued in writing, and shall be mailed or otherwise furnished to the contractor.

(3) Contractor's Right to Appeal. The Fiscal Services Director's decision shall be final and conclusive unless, within seven (7) calendar days from the date of receipt of the decision, a written appeal *is received by* the County Administrator. The County Administrator and the Chairperson of the Board shall make a determination on the merits of the appeal, and, if appropriate, determine a remedy, and those determinations shall be final and conclusive.

(4) Failure to Render Timely Decision. If the Fiscal Services Director does not issue a written decision regarding any contract controversy within seven (7) calendar days after written request for a final decision or within such longer period as may be agreed upon between the parties, then the contractor shall file an appeal with the County Administrator.

6.3 Authority of the Fiscal Services Director to Settle Bid Protests and Contract Claims

The Fiscal Services Director is authorized to settle any protest regarding the solicitation or award of a County contract, or any claim arising out of the performance of a County contract, prior to an appeal to the County Administrator.

6.4 Remedies for Solicitations or Awards in Violation of Law

(1) Prior to Bid Opening or Closing Date for Receipt of Proposals. If prior to the bid opening or the closing date for receipt of proposals, the Fiscal Services Director, after consultation with the Office of Corporation Counsel, determines that an invitation to bid or RFP is in violation of applicable law, it shall be canceled or revised to comply with applicable law.

(2) Prior to Award. If, after bid opening or the closing date for receipt of proposals, the Fiscal Services Director, after consultation with the Office of Corporation Counsel,

County of Ottawa Financial Policies

determines that an invitation to bid or RFP, or a proposed award of a contract is in violation of applicable law, then the invitation to bid, RFP, or proposed award shall be canceled.

(3) After Award. If, after an award, the Fiscal Services Director, after consultation with the Office of Corporation Counsel, determines that an invitation to bid, RFP, or award of a contract was in violation of applicable law, then the contract shall be modified to be consistent with the law, or shall be terminated.

(4) Reservation of Right to Sue for Damages; Equitable Relief. Nothing herein shall prohibit, impair or bar the County's right, to sue for damages or equitable relief, in addition to the remedies set forth herein.

(5) Venue. Any action filed by any party for relief on a determination under the terms of this Policy shall be filed in a court of competent jurisdiction within Ottawa County.

7. ETHICS IN PUBLIC PURCHASING/CONTRACTING

7.1 Criminal Penalties

To the extent that violations of the ethical standards of conduct set forth in this Policy constitute violations of federal statutes or Michigan law, they shall be punishable as those statutes provide therein. Such penalties shall be in addition to the civil and administrative sanctions set forth in this Policy.

7.2 Employee's Duty to Abide by County Policies

County employees shall abide by existing County policies including, but not limited to, policies regarding conflict of interest, gratuities or "kickbacks" and confidential information.

8. EQUIPMENT DISPOSITION/DISPOSAL

8.1 Equipment Disposition

Equipment, supplies or other County property which have been determined by the Department Head or the Fiscal Services Director to be obsolete, worn out or no longer needed, shall be disposed of in the following manner:

(1) For Items \$5,000 or greater (Original Cost).

(a) Disposal shall be by auction, sealed bid, public offering or any other method the Fiscal Services Director deems to be in the County's best interest.

(b) A file shall be maintained by the Fiscal Services Director containing the following information on each item disposed of:

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- (i) Item Description
- (ii) Tag number
- (iii) Original Cost and Date of Purchase if available
- (iv) Date of Transfer or Sale
- (v) Dollar Amount Received at Sale
- (vi) Method of Transfer - Auction, Sealed Bid, Public Offering, Other.

(2) For Items Under \$5,000 (Original Cost) or Lost, Stolen, Unclaimed and Other Property.

(a) the Fiscal Services Director shall dispose of these items in a manner which encourages competition and/or as appropriate for the situation.

(b) a file shall be maintained by the Fiscal Services Director indicating the date, amount of sale, and a description of the item sold, according to an applicable records retention schedule.

9. DEFINITIONS

9.1 Whenever applicable, this Policy shall utilize the following definitions:

(1) "Brand Name or Equal" Specification. A specification limited to one or more items by manufacturers' names or catalogue numbers to describe the standard of quality, performance, and other salient characteristics needed to meet County requirements and which provides for the submission of equivalent products.

(2) Brand Name Specification. A specification limited to one or more items by manufacturers' names or catalogue numbers.

(3) Business. Any corporation, partnership, individual, sole proprietorship, joint stock company, joint venture, or any other private legal entity.

(4) Competitive Sealed Bids. As determined by the Fiscal Services Director, the process of receiving two or more sealed bids, responses, or proposals submitted by responsive vendors.

(5) Confidential Information. Any information which is available to an employee only because of the employee's status as an employee of the County and is not a matter of public knowledge or available to the public on request.

(6) Construction. The process of building, altering, repairing, improving, or demolishing any public structure or building, or other public improvements of any kind to any public real property. It does not include the routine operation, routine repair, or routine maintenance of existing structures, buildings, or real property.

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(7) Contract. All types of County agreements, regardless of what they may be called, for the procurement of supplies, equipment, services, or construction.

(8) Contractor. Any person having a contract with the County or any agency thereof.

(9) Cost-Reimbursement Contract. A contract under which a contractor is reimbursed for costs which are allowable and allocable in accordance with the contract terms and the provisions of this Policy, and a fee or profit, if any.

(10) Employee. An individual drawing a salary or wages from the County, whether elected or not; any non-compensated individual performing personal services for the County or any department, agency, commission, council, board, or any other entity established by the executive or legislative branch of the County.

(11) Gratuity. A payment, loan, subscription, advance, deposit of money, service, or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value is received.

(12) Invitation for Bids. All documents, whether attached or incorporated by reference, utilized for soliciting sealed bids.

(13) Person. Any individual, business (including the partners, officers, directors, agents, employees and individual members of the business, or any combination thereof), union, committee, club, other organization, or group of individuals.

(14) Procurement. The buying, purchasing, renting, leasing, or otherwise acquiring of any supplies, equipment, services, or construction. It also includes all functions that pertain to the obtaining of any supply, service, or construction including description of requirements, selection, and solicitation of sources, preparation and award of contract, and all phases of contract administration.

(15) Request for Proposals (RFP). All documents and other materials, whether attached or incorporated by reference, intended by Ottawa County to be utilized for soliciting proposals.

(16) Request for Qualifications (RFQ). As determined by the Fiscal Services Director, the process of receiving proposals, documents, specifications, recommendations, samples, records, brochures, or personnel information, to establish that an offeror is fully qualified to provide a particular good or service in accordance with anticipated contract standards, requirements, and specifications.

(17) Responsible Bidder or Offeror. A person who has the capability in all respects to perform fully the contract requirements, and the tenacity, perseverance, experience, integrity, reliability, capacity, facilities, equipment, and credit which will assure good faith performance.

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(18) Responsive Bidder. A person who has submitted a bid which conforms in all material respects to the requirements set forth in the invitation for bids.

(19) Services. The furnishing of labor, time, or effort by a contractor, not involving the delivery of a specific end product other than reports which are merely incidental to the required performance. This term shall not include employment agreements or collective bargaining agreements.

(20) Specification. Any description of the physical or functional characteristics or of the nature of supplies, services, or construction items. It may include a description of any requirement for inspecting, testing, or preparing a supplies, equipment, services, or construction items for delivery.

(21) Subcontractor. A person providing supplies, services, or construction items to or for the benefit of the County, pursuant to a contract with a person who has a direct contract with the County.

(22) Equipment. All fungible, non-consumable personal property.

(23) Supplies. All consumable goods purchased by Ottawa County, materials, printing, insurance, and leases of personal property, excluding land or a permanent interest in land.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

ACCOUNTS PAYABLE AUDIT POLICY

I. POLICY

Accounts Payable will be reviewed and certified by the responsible elected and administrative officials prior to payment approval by the Board of Commissioners, to assure the prompt payment of invoices and the financial integrity of Ottawa County government. The Fiscal Services Department may pay accounts payable prior to approval by the Board to avoid finance or late charges and to pay appreciated amounts and payroll (including related payroll taxes and withholdings).

II. STATUTORY REFERENCES

The Board of Commissioners may establish such rules and regulations regarding the business concerns of the County as the Board considers necessary and proper. See: MCL 46.11(m); 46.71, Act 156 of the Public Acts of 1851, as amended.

County of Ottawa Financial Policies

PROCEDURE

1. Prior to a meeting of the Board of Commissioners, the Administrator, County Treasurer, and Fiscal Services Director, or their designees, will review the Accounts Payable Paid Invoices Report and any supporting invoices.

2. The Administrator and the County Treasurer, or in their absence, their designees, will prepare a certification in the form attached, with a copy to be attached to the archived copy of the Accounts Payable Paid Invoices Report, attesting to their review of the Accounts Payable listing and to the appropriateness of the accounts submitted for payment. The Report will indicate any invoices paid prior to Board approval. The certification will identify any accounts which, in the opinion of the Administrator or the Treasurer, merit detailed inquiry and review by the Board.

3. The Board, at all times, retains the right to review the Accounts Payable printout and supporting invoices in complete detail, and to question and investigate the merits of any claim submitted for payment.

CERTIFICATION OF ACCOUNTS PAYABLE

We hereby certify that we have received the Accounts Payable printout dated: _____ and found it to be in good order and appropriate for confirmation by the Board of Commissioners.

We believe the following accounts and requests for payment merit further discussion and inquiry:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____

County of Ottawa Financial Policies

- 10. _____
- 11. _____
- 12. _____
- 13. _____
- 14. _____
- 15. _____

Respectfully submitted,

Bradley Slagh
Ottawa County Treasurer
REVIEW PERIOD

Alan G. Vanderberg
Ottawa County Administrator

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

AUTOMATIC CLEARING HOUSE (ACH) AND ELECTRONIC TRANSACTIONS OF PUBLIC FUNDS POLICY

I. POLICY

The County of Ottawa may engage in Automatic Clearing House (ACH) transactions under the terms of this Policy and the procedures and protocols established by the Ottawa County Treasurer, according to the terms of Act 738 of the Public Acts of 2002, MCLA 124.301 et seq.

II. STATUTORY REFERENCES

The Board of Commissioners may establish such rules and regulations regarding the business concerns of the County as the Board considers necessary and proper. See: MCL 46.11(m); Act 156 of the Public Acts of 1851, as amended. The County of Ottawa may engage in Automatic Clearing House Transactions according to the terms of MCLA 124.301 et seq.

PROCEDURE

1. **Authority to Enter Into ACH Agreements and Electronic Transfer of Public Funds:** The County Treasurer may enter into ACH agreements and engage in the electronic transfer of public funds as provided for by Act 738. All ACH Agreements entered into by the County Treasurer shall be reviewed and

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approved according to the standard Ottawa County policies and procedures for the approval of contracts.

2. Responsibility for ACH Agreements: The County Fiscal Services Director shall be responsible for all ACH agreements, including payment approval, reporting, and general oversight of compliance with this Policy. For all ACH transactions, the Fiscal Services Director shall submit to the Ottawa County Board of Commissioners documentation detailing the good or services purchased, the cost of goods or services, the date of the payment, and the department levels serviced by payment. This report may be contained in the electronic general ledger software system or in a separate report to the Ottawa County Board of Commissioners.

3. Internal Accounting Controls to Monitor Use of ACH Transactions:

- a. The County Treasurer, County Administrator, or his/her designee and the Fiscal Services Director shall jointly determine those invoices to be paid by ACH or electronic transfers.
- b. Upon receipt of an invoice of payment for accounts payable by ACH or electronic transfer, the Fiscal Services Director or his/her designee shall approve payment and notify the County Treasurer of the date of debit to Ottawa County's bank accounts. Invoices paid by this method may include utility and recurring lease payments. These payments shall be included on the report of payments to the Ottawa County Board of Commissioners. All invoices approved by the Fiscal Services Director or his/her designee and payable by ACH or electronic transfer may be paid in that manner through the County Treasurer's Office if approved by the County Administrator and deemed in the best interest of the County.
- c. For payment of State and Federal payroll taxes, the County Treasurer shall initiate payment to the proper authority upon receipt of the information from the Accounting Director or his/her designee using the established EFTPS and state program.
- d. For deposits, including deposits from state, county, and/or federal authorities, and from third-party payment processors, (e.g., banks, vendors), the County Treasurer shall obtain the amount of the deposit and send an advice to the Fiscal Services Director or his/her designee, as may be necessary.
- e. All invoices shall be held by the Fiscal Services Director or is/her designee along with copies of payment advices, according the standard Ottawa County policies therefore. Internal controls are subject to ongoing review for appropriateness and compliance and during the annual audit process.

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f. This Policy shall not govern ACH and electronic transfers of surplus funds by the Treasurer's Office for investment purposes, which shall be governed by separate investment policies, procedures, and protocols.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

Use of Credit Cards to Pay Bills and Purchase Goods and Services from Ottawa County and the Ottawa County Courts Policy

I. POLICY

For the convenience of the public, the use of nationally recognized credit cards (Mastercard, Visa, Discover, American Express) shall be permitted to pay bills with Ottawa County and the Ottawa County Courts and to purchase goods and services from Ottawa County and the Ottawa County Courts, in instances where a sufficient number of transactions are likely to occur to justify the administrative, equipment, and software costs of providing for credit card usage and/or where the cost of providing for the use of credit cards by the public can be recovered by the County. Adoption of this Policy is authorized by Act 280 of the Public Acts of 1995, MCLA 129.221 et seq.

II. STATUTORY REFERENCES

The Board of Commissioners may establish such rules and regulations regarding the business concerns of the County as the Board considers necessary and proper. See: MCL 46.11(m); 46.71, Act 156 of 1851, as amended. See also the specific statutory requirements at MCL 129.221 et seq.

PROCEDURE

1. A proposal to authorize the use of credit cards may be initiated by a department head, a court administrator, or by the County Administrator. All proposals shall be presented to the County Administrator or his/her designee, and to the County Treasurer, in writing.
2. The use of credit cards by the public to pay bills with the County and the Ottawa County Courts and to purchase goods and services from the County and the Ottawa County Courts shall be approved in instances where it is determined that a sufficient number of transactions will occur to cover the contract, administrative, equipment and/or software costs of accepting payment by credit cards for those transaction, or where an alternative method of recovering the cost of providing

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this service is established by the County. The approval shall be in writing, and shall specify the bills, goods, or services for which payment by credit cards is permitted.

3. The County may contract with third-party service providers to provide the public with goods and services from Ottawa County and the Ottawa County Courts utilizing nationally recognized credit cards. In appropriate instances, credit card transactions may be handled by the service provider, not by Ottawa County.
4. All contracts with credit card companies and other service providers under this Policy shall be reviewed and approved according to the standard Ottawa County policies and procedures for the approval of contracts.
5. The County will be responsible for the security of credit card information provided.
6. The County Treasurer, will develop forms, procedures, and protocols necessary to implement this Policy.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

INVESTMENT POLICY

INTRODUCTION

The intent of the Investment Policy of the County of Ottawa is to define the parameters within which the County's funds are to be managed. The County recognizes its responsibilities with respect to the use and custody of public funds. It is the policy of the County to manage public funds in a manner which will provide the highest investment return with maximum security while meeting the daily cash flow demands of the County and conforming to all State statutes and local resolutions governing the investment of public funds. As a result of changes in the market or State statute, current holdings could exceed the guidelines of this policy. Whenever that occurs, notice will immediately be provided by the County Treasurer to the Finance Committee and appropriate action taken. This Policy is approved by the Ottawa County Board of Commissioners.

The comprehensive policy will define the following

- Scope of policy
- Investment objectives
- Prudence
- Authority
- Ethics and conflicts of interest

County of Ottawa Financial Policies

- Authorized financial dealers and institutions
- Authorized and suitable investments
- Maturities and diversification
- Safekeeping of investments
- Cash management
- Accounting
- Internal controls
- Investment performance and reporting
- Investment Policy adoption

Questions regarding this policy should be directed to

County of Ottawa
Office of the County Treasurer
Bradley Slagh, County Treasurer
Cheryl Clark, Chief Deputy Treasurer
(616) 994-4501

SECTION I. SCOPE

The Investment Policy applies to all County funds held by the County other than pension funds; deferred compensation funds; the Ottawa County Michigan Insurance Authority; the Ottawa County Building Authority; the Ottawa County Central Dispatch Authority; and certain funds of the District Court, Friend of the Court, Mental Health, and Social Services; and Other Post Employee Benefits trust. These assets are accounted for in the County's annual financial report and include:

- General Fund
- Special Revenue Funds
- Debt Service Funds
- Capital Projects Funds
- Enterprise Funds
- Internal Service Funds
- Trust and Agency Funds

SECTION II. INVESTMENT OBJECTIVES

The following investment objectives, in priority order, will be applied in the management of the County's funds:

Safety. The primary objective of the County's investment activities is the preservation of capital in the overall portfolio and the protection of investment principal. The County Treasurer will establish investment procedures and strategies to control risks and diversify investments regarding specific security types and individual financial institutions.

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Liquidity. The investment portfolio will remain sufficiently liquid to enable the County to meet future operating, capital expenditure, and debt needs which might be reasonably anticipated, and to meet unanticipated needs.

Management of Risk. To control risks regarding specific security types, or individual financial institutions, or specific maturity, the county will diversify its investments.

Return on Investment. It is the intent of the County to maximize its return on surplus funds by actively investing all available and prudent balances within the guidelines established by State statutes and this Policy. The County recognizes that interest earnings are an important revenue source; however, the priority is safety, liquidity to meet County obligations and then interest earnings.

Competitive Environment. An objective of the Investment Policy is to provide for a competitive environment while providing flexibility to the County Treasurer. Competitive concepts include taking bids on investments placed and bank services purchased.

SECTION III. PRUDENCE

The standard of prudence to be applied by the investment officials shall be the "prudent person rule" and shall be applied in the context of managing an overall portfolio. Under the "prudent person rule", investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, but for investment, considering the probable safety of their capital as well as the probable revenue to be derived.

SECTION IV. AUTHORITY

The County Treasurer is the custodian of all County funds. By resolution, and in accordance with Act No. 40, Public Acts of Michigan, 1932, as amended, the County Board of Commissioners designates a depository or depositories for County funds.

By resolution of the Board of Commissioners, the County Treasurer is authorized to invest surplus County funds in the various forms of investments that are permitted by State statutes and that follow the guidelines of this Policy.

Additional resolutions of the Board of Commissioners authorize depositing and investing funds for the County Road Commission and the County Drain Commissioner. Copies of the resolutions are on file with the County Clerk.

The County Treasurer shall be responsible for all transactions undertaken, and shall establish a system of controls to regulate the activities of the staff of the Treasurer's Office.

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SECTION V. ETHICS AND CONFLICTS OF INTEREST

The Treasurer and employees of the Treasurer's Office, involved in investment activities, shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair (or create the appearance of an impairment on) their ability to make impartial investment decisions. These persons shall disclose to the County Board of Commissioners any material financial interests in financial institutions that conduct business with Ottawa County, and they shall further disclose any large personal financial investment positions that could be related to the performance of the County's portfolio. The Treasurer and the above mentioned employees shall subordinate their personal financial transactions to those of the County, particularly with regard to the time of purchases and sales.

SECTION VI. AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS

Depositories. Deposits made by the County with financial institutions consist of checking accounts, savings accounts, and certificates of deposit. It is understood by the County that for FDIC deposit insurance purposes, all funds in deposit form with one financial institution are added together and insured up to a maximum of \$250,000 in demand deposits and \$250,000 in time deposits regardless of the number of accounts involved. It is the policy of the County to manage the risk by establishing procedures to evaluate the creditworthiness of the financial institutions and to diversify by setting concentration limits for each financial institution where funds are placed in deposit form. The County does not expect to manage this risk by limiting deposits with each financial institution to \$250,000.

Depositories shall be selected through the County's banking services procurement process, which shall include a two (2) year solicitation and review of current vendor pricing and market comparisons, and issued every four (4) years a formal request for proposals. The banking services procurement process shall be managed by the County Treasurer in a manner consistent with the County's Purchasing Policy and the requirements of Michigan law. The County Treasurer will recommend financial institutions to provide depository services to the County Commission for approval. In selecting depositories, the creditworthiness of institutions shall be considered. The evaluation of the financial institution will be based upon information provided by a service such as the Sheshunoff Information Services Inc.

The evaluation will include the following recommended financial ratios and other relevant data (financial institutions that do not meet all of the criteria will still be considered on an individual basis for some Certificate of Deposit investments):

Net income ratio/Net income to earning assets	minimum	0.6%
Net loan charge off to average loans	maximum	1.0%
Cash and Treasuries to total deposits	minimum	10.0%
Net purchased money to earning assets	maximum	110.0%
Capital to total assets	minimum	5.0%
Net loans to deposits	maximum	80.0%
Municipal time deposits to total deposits	maximum	20.0%

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In addition to a ratio analysis, the institution will have been profitable for the past five years. However, if a loss is reported in no more than one year of the past five years, and if the institution remains profitable in the aggregate, the County Treasurer may review the circumstances and approve the institution for the bid list if appropriate.

Broker/Dealers. The County Treasurer will maintain a list of approved security broker/dealers selected by creditworthiness, who maintain an office in the State of Michigan or who are "primary" dealers or regional dealers that qualify under Securities & Exchange Commission Rule 15C3-1 (uniform net capital rule).

All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the County Treasurer with the following: audited financial statements for the most recent fiscal year and then annually, within 6 months of the year end; certification of having read the County's Investment Policy and the pertinent State statutes; proof of National Association of Security Dealers certification; and proof of State registration, where applicable.

SECTION VII. AUTHORIZED AND SUITABLE INVESTMENTS

The County is empowered by Public Act 20 of 1943 (as amended through June 30, 1997) to invest public funds. In its Investment Policy, the County Board of Commissioners limits the investment authority to the following:

- A. Bonds, securities or other obligations of the United States or an agency or instrumentality of the United States.
- B. Certificates of deposit, savings accounts, deposit accounts or depository receipts of a financial institution. The financial institution must be:
 - a. a state or nationally chartered bank or a state or federally chartered savings and loan association, savings bank or credit union
 - b. whose deposits are insured by an agency of the United States government, and
 - c. that maintains a principal office located in the State of Michigan under the laws of this State or the United States
- C. Commercial paper rated at the time of purchase within the highest classification by at least two rating services and that mature not more than 270 days after the date of purchase. Not more than 20% of any fund may be invested in commercial paper at any time.
- D. Repurchase agreements consisting of bonds, securities, and other obligations of the United States or an agency or instrumentality of the United States.
- E. Banker's acceptances of United States banks.
- F. Obligations of this state or any of its political subdivisions that at the time of purchase are rated at an A or M-1/SP-1 or better by not less than 1 standard rating service.
- G. Mutual funds registered under the Federal Investment Company Act of 1940, composed of the investment vehicles described above. The policy includes securities whose net asset value per share may fluctuate on a periodic basis.
- H. Obligations described above if purchased through an inter-local agreement under the Urban Cooperation Act of 1967 (for example, the MBIA program).

County of Ottawa Financial Policies

- I. Investment pools organized under the Surplus Funds Investment Pool Act (Public Act 367 of 1982), e.g. bank pools.

SECTION VIII. MATURITIES AND DIVERSIFICATION

Liquidity shall be assured through practices ensuring that disbursement, payroll, and bond payable dates are covered through maturing investments or marketable US Treasury issues.

It is the policy of the County to diversify its investment portfolio. Assets held in the pooled funds and other investment funds shall be diversified to eliminate the risk of loss resulting from the over concentration of assets in a specific maturity, a specific issuer, or a specific class of securities. In establishing diversification strategies, and within the statutory restrictions, the following guidelines and constraints shall apply:

<u>INSTRUMENT</u>	<u>PORTFOLIO MIN/MAX</u>	<u>PERCENT OF PORTFOLIO</u>	
		<u>ISSUER MAXIMUM</u>	<u>MATURITY/DURATION MAXIMUM</u>
US Treasuries	15% min	N/A	10 years
US Agencies	50% max.	20%	7 years
Certificates of Deposit	50% max.	5% net worth \$10 million	1 year 10% to 2 years
Commercial Paper	20% max.	5% net worth	A-1 270 days
Repurchase Agreements	50% max.	10%	60 days
Bankers Acceptances	50% max.	10%	184 days
Mutual Funds	25% max.	10%	N/A
Money Market Mutual Funds	50% max.	N/A	N/A
State and Local Bonds	25% max	N/A	5 years

Portfolio Maturity and Limitation Percentages. The average maturity of the portfolio as a whole may not exceed three years. This calculation excludes the maturities of the underlying securities of a repurchase agreement. Limitation percentages of the portfolio are measured from the date the securities are acquired.

Government Securities (Treasuries). The County Treasurer may invest in negotiable direct obligations of the US Government. Such securities will include, but not limited to the following: Treasury cash management bills, notes, bonds, and zero strips. At least 15% of the portfolio must be in direct government securities or repurchase agreements. The maximum

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length to maturity of any direct investment in government obligations is ten years, except for the underlying securities of the repurchase agreements (see Repurchase Agreements).

Federal Agencies (Agencies). The County Treasurer may invest in Federal Agencies. Such securities may include but not limited to the Federal National Mortgage Association (FNMA), Federal Home Loan Bank (FHLB), and Federal Farm Credit Bank (FFCB). No more than 50% of the portfolio may be in Federal Agency securities or repurchase agreements involving Federal Agency securities. There shall be a maximum of 20% of the portfolio in any one agency security. The maximum stated maturity for an investment in Federal Agency securities is seven years from the date of purchase.

Certificates of Deposit. Certificates of deposit (CD) may be purchased only from financial institutions which qualify under Michigan law and are consistent with Opinion No. 6168, Opinions of the Attorney General (1982). Purchases of certificates of deposit are further restricted to financial institutions which have been evaluated for creditworthiness and meet the ratios stated in Section VI of this Policy. As a general guideline, certificates of deposit in any one financial institution are to be combined with all funds in deposit form with the financial institution to meet a maximum test of 5% of net worth with an overall maximum of \$10 million in any one financial institution. A maximum of 10% of the portfolio may be invested in negotiable certificates of deposit with a maturity date range of 366 to 730 days and with interest paid semiannually. All other CD investments must not exceed a maximum maturity of 365 days.

Commercial Paper. Investments in commercial paper are restricted to those which have, at the time of purchase, the top investment rating (A-1/P-1) by either Standard and Poor's and/or Moody's or like ratings established by not less than two standard rating services. Commercial paper held in the portfolio which subsequently receives a reduced rating shall be closely monitored and sold immediately if the principal invested may otherwise be jeopardized. No more than 20% of the portfolio or 20% of any one fund may be in commercial paper. The maximum per issuer is 5% of the net worth of the issuer. The maximum maturity for A-1/P-1 paper is 270 days.

Repurchase Agreements. The County Treasurer may invest in repurchase agreements comprised only of those investment instruments as authorized with Sections VII and VIII of this Policy. All firms with whom the County enters into repurchase agreements will have in place and executed a Master Repurchase Agreement with the County (to include guidelines for safety). No more than 50% of the portfolio may be in repurchase agreements with a maximum of 10% per issuer. The maximum length to maturity is 60 days from the date of the agreement.

Bankers Acceptances. The County Treasurer may invest in bankers acceptances (BA's) or United States banks which are eligible as defined by the Federal Reserve; from institutions who long-term debt is rated at least A or equivalent by Moody's or Standard and Poor's. A maximum of 50% of the portfolio may be directly invested in BA's. A maximum of 10% of the portfolio may be invested with any one issuer. The maximum length to maturity of any BA's investment is 180 days.

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Mutual Funds. The County Treasurer may invest in fixed income mutual funds composed of investment vehicles which are legal for direct investment by local units of government in Michigan and are consistent with Opinion No. 6776, Opinions of the Attorney General (1993) and are within the limitations of this Policy. The securities underlying the mutual fund must be rated at least A or better by either Moody's or Standard and Poor's or be from institutions whose long-term debt rating is AAA or better. A maximum of 25% of the portfolio may be invested in fixed-income mutual funds. A maximum of 10% of the portfolio may be invested with any one fund.

Money Market Mutual Funds. Permitted investments include money market mutual funds or pooled funds organized under State statute such as the Surplus Funds Investment Pool Act and the Intergovernmental Corporation Act which are composed of investment vehicles which are legal for direct investment by local governments in Michigan. A maximum of 50% of the portfolio may be invested in money market mutual funds.

State and Local Bonds. The County Treasurer may invest in investment rated obligations of the State of Michigan and its political subdivisions, provided the government unit is rated an A or M-1/SP-1 or better by at least one (1) rating service at the date of purchase. A maximum of 25% of the portfolio may be invested in state or local unit obligations.. The maximum stated maturity for an investment in a state or local unit obligation is five years from the date of purchase.

SECTION IX. SAFEKEEPING OF INVESTMENTS

Investment securities purchased by the County shall be held in third-party safekeeping by an institution designated as primary agent. The County Treasurer, with the approval of the Board of Commissioners, will execute a third-party safekeeping agreement with the primary agent. Such agreement will include details as to responsibilities of each party; provision for delivery vs. payment; notification of transactions; safekeeping and transactions costs; and procedures in case of wire failure or other unforeseen mishaps including liability of each party. Safekeeping procedures and agreements should follow the Governmental Accounting Standards Board (GASB) guidelines for risk categories I or II.

Investment securities not included in the third-party safekeeping procedure include certificates of deposit, mutual funds, direct purchases of commercial paper, and banker's acceptances.

SECTION X. CASH MANAGEMENT

The County's policy regarding cash management is based upon the realization that there is a time-value to money. Temporarily idle cash should be invested in accordance with the County's Investment Policy. Accordingly, the County's financial team consisting of the County Administrator, County Treasurer, Finance Director, and Accounting Director shall cause to be prepared written cash management procedures which shall include, but not limited to, the following:

County of Ottawa Financial Policies

Receipts. All moneys due the County shall be collected as promptly as possible. Moneys that are received shall be deposited in an approved financial institution no later than the next business day after receipt by County departments or as may be deposited by written policy. Amounts that remain uncollected after a reasonable length of time shall be subject to any available legal means of collection.

Disbursements. Any disbursements to suppliers of goods or services or to employees for salaries and wages shall be contingent upon an available budget appropriation and the required prior approvals as stated in the County's general policies. The payment of County funds should be through controlled disbursements to maximize investment opportunities, however, payment should be made timely.

Cash forecast. At least annually, cash forecast shall be prepared using expected revenue sources and items of expenditure to project cash requirements over the fiscal year. The forecast shall be updated from time to time to identify the probable inevitable balances that will be available.

Pooling of cash. Except for cash in certain restricted and special accounts, the County Treasurer shall pool cash of various funds to maximize investment earnings.

Distribution of interest. Investment interest shall follow principal. Interest on the pooled funds shall be distributed based upon the average monthly balance of the specific General Ledger fund and the average interest yield of the pool. Certain General Ledger funds that receive funding from the General Fund are exempt from the interest distribution and the interest is given to the General Fund.

SECTION XI. ACCOUNTING

The County maintains its records on the basis of funds and account groups, each of which is considered a separate accounting entity. All investment transactions shall be recorded in the various funds of the County in accordance with generally accepted accounting principles as promulgated in Statement No. 31 of the Government Accounting Standards Board (GASB). Accounting treatment will include:

- Investments will be carried at fair value in the balance sheet or other statements of financial position.
- Fair value is the amount at which an investment could be exchanged in a current transaction between willing parties.
- The method used to determine fair value will be quoted market prices.
- The calculation of realized gains and losses is independent of a calculation of the net change in the fair value of investments.
- Realized gains and losses on investments that had been held in more than one fiscal year and sold in the current year are included as a change in the fair value of investments reported in the prior year(s) and the current year.
- All investment income, including changes in the fair value of investments shall be recognized as revenue in the operating statement.

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SECTION XII. INTERNAL CONTROLS

The County Treasurer shall abide by a system of established internal controls, documented in writing, which is designed to prevent losses of public funds arising from fraud, employee error, misrepresentation by third parties, unanticipated changes in financial markets, or imprudent actions by investment officers of the County. Internal control procedures are subject to review with regard to appropriateness and compliance during the annual independent audit process.

SECTION XIII. INVESTMENT PERFORMANCE AND REPORTING

The County Treasurer shall submit to the Board of Commissioners through the Finance Committee of the Board by January 31 of each year, an annual report which summarizes the County's investment of surplus funds for the preceding year, describes the County's existing investment holdings, examines the County's future fiscal needs, and proposes investment strategy for the coming year. The annual report should also examine the performance of the portfolio for the previous year. Also, a performance report will be given to the Finance Committee quarterly, showing the current status of the County's holdings and an evaluation of the activities during the quarter.

SECTION XIV. INVESTMENT POLICY ADOPTION

The County's Investment Policy is a comprehensive policy covering the statutory responsibilities of the County Treasurer and the County Board of Commissioners. The Policy shall be adopted by the County Board of Commissioners. The Policy shall be reviewed on an annual basis by the Finance Committee of the Board. Modifications made at that time or when necessitated by State statutory revision must be approved by the County Board of Commissioners.

REIMBURSEMENT FOR LIVESTOCK LOSSES DUE TO STRAY DOGS POLICY

I. POLICY

The Ottawa County Board of Commissioners is obligated, pursuant to MCL 287.280 et seq., to evaluate and pay valid and justifiable claims for losses to livestock and poultry caused by unidentified stray dogs. All such claims must be filed in compliance with the statute, and must show, on their face, that a proper investigation has been made by the township supervisor or appointed trustee of the township within which the loss occurred, in accordance with the requirements of MCL 287.280 et seq.

II. STATUTORY REFERENCES

The Board of Commissioners may establish such rules and regulations regarding the business concerns of the County as the Board considers necessary and proper. See: MCL 46.11(m); 46.71, Act 156 of 1851, as amended. See also the specific statutory requirements at MCL 287.280 et seq.

County of Ottawa Financial Policies

PROCEDURE

1. After such claims are submitted to the county by the township supervisor or the appointed trustee, it is the policy of the Ottawa County Board of Commissioners to make an independent determination of the amount of damages sustained by the claimant. This determination is made by checking the wholesale, per pound meat price of the livestock or poultry injured or destroyed, as of the point in time when the claim is evaluated by the Finance and Administration Committee of the Ottawa County Board of Commissioners. If no wholesale, agricultural market price for the specific type of livestock or poultry can be readily determined, a wholesale, agricultural market price will be selected for livestock or poultry of the same general type.
2. Claims based upon replacement cost, appraisals, the unique value of the animal injured or lost, sentimental value, breeding value, or any other such standards will not be paid.
3. The payment of such claims on this basis is consistent with the Board's authority to determine the amount, if any, to be allowed for the payment of such claims, and to make its award accordingly. See: MCL 287.283.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

PAYMENT OF ACCOUNTS PAYABLE PRIOR TO BOARD AUTHORIZATION

I. POLICY

Due to holidays and seasonal demands on the Board of Commissioners, it may be necessary to authorize the processing and payment of accounts payable, including appropriated amounts, payroll, payroll taxes and withholdings, prior to approval by the full Board of Commissioners. The purpose of this Policy is to establish a procedure to allow for such processing and payments, and to provide for review and approval by the Board.

II. STATUTORY REFERENCES

This Policy is authorized by MCLA 46.11, MCLA 141.421 et seq., and the Michigan Department of Treasury's interpretive statements regarding the requirements of the Uniform Budgeting and Accounting Act.

County of Ottawa Financial Policies

PROCEDURE

1. In any instance where the Board of Commissioners will not meet due to year-end holidays (Christmas, New Year's, etc.), or where a regularly scheduled meeting of the Board of Commissioners is cancelled for any reason, the Chairperson of the Board may authorize the use of this Policy to provide for the payment of Accounts Payable which are within the categories of the "scheduled accounts" set forth in Exhibit "A" attached. Upon the direction of the Chairperson, the Administrator, the Fiscal Services Director and the County Treasurer, or in their absence, their designees, may provide for payment of those scheduled accounts which they determine to be necessary or advantageous to authorize for payment prior to review and approval by the Board and/or the Finance Committee.
2. The Administrator, Fiscal Services Director, and County Treasurer, or their designees, shall, at the designated body's next meeting, notify the Board and/or the Finance Committee of the accounts which have been paid and of the amounts paid as specified under the Ottawa County Board of Commissioners Accounts Payable Audit Policy. The Board and/or the Finance Committee shall then act to review and approve the accounts paid, in accordance with the terms of the Accounts Payable Audit Policy.
3. The Ottawa County Administrator may amend the list of scheduled accounts set forth in Exhibit "A" as may be necessary to provide for the effective administration of this Policy.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

EXHIBIT "A"

SCHEDULED ACCOUNTS

The following categories of accounts are authorized for payment under the terms of the Payment of Accounts Payable Prior to Board Authorization Policy.

1. Supplies
2. Other Services and Charges
3. Capital Outlays

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4. Scheduled Principal and Interest Payments
5. Payments due to federal, state, or local government
6. Pass-through payments held in trust

TRAVEL AND MEAL POLICY

I. POLICY

This policy shall apply to all County employees, elected and appointed officials, and any other person who submits a travel or expense voucher to the County for reimbursement.

The responsibility for ensuring compliance with this policy rests with each traveler's department head. The Administrator and/or the Administrator's designee reserves the right to question travel vouchers which appear to violate the intent of this policy or to waive, where special circumstances warrant, any regulation/requirement herein.

All officers, employees and persons traveling on official business are expected to exercise the same care in incurring expenses that a prudent person would exercise if traveling on personal business. The person authorized to approve reimbursement of expenses is the traveler's department head.

The County Administrator and/or the Administrator's designee is responsible for interpretation and enforcement of this policy as they apply to all County employees, elected officials, and non-County personnel but excluding the County Administrator. The Finance and Administration Committee of the Board of Commissioners is responsible for interpretation and enforcement of this policy as they apply to the County Administrator, and may hear appeals of the Administrator's interpretation of this policy.

II. STATUTORY REFERENCES

Internal Revenue Service Code.

The Board of Commissioners may establish such rules and regulations regarding the business concerns of the County as the Board considers necessary and proper. See: MCL 46.11(m); Act 156 of 1851, as amended.

III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

The original Board policy on this subject matter was adopted in January 28, 1992.

Board of Commissioners Resolution Number: BC 92-58

Board of Commissioner Review Date and Resolution Number: BC 04-172, July 2004

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Board of Commissioners Revised Adopted Date: BC 04-185, August 2004

Name and Date of Last Committee Review: Planning and Policy – April 18, 2001/Personnel Committee June 14, 2004.

Board of Commissioners Revised Adopted Date: BC 10-092, April 2010

IV. PROCEDURES

A. GENERAL INFORMATION

1. All expenses must be annotated. A person must substantiate an expenditure for travel by adequate records or by sufficient evidence corroborating his/her own statement as to: (a) amount, (b) time and place, (c) business purpose, and (d) business relationship to taxpayers (IRS Code Section 954A) Also, an arrangement is not a reimbursement or an express expense allowance arrangement if it (a) does not require the employee to substantiate the covered expenses to the employer or (b) allows an employee to retain amounts in excess of substantiated covered expenses (IRS Code Section 941A).

2. Use of credit cards will be accepted as evidence of payment if supported by a detailed receipt, appropriately annotated to support cash payments.

3. Actual travel expenses of persons, other than County employees, who are called upon to contribute time and services as consultants, advisers or volunteers, must be authorized by the appropriate department head. Documentation must be furnished as required by these regulations. Complete explanation and justification must be shown on the vouchers. This type of expense should be submitted on the Expense Voucher.

4. Authority for Travel: All travel other than normally assigned in-County travel and travel of less than one day (not overnight), shall be duly authorized and approved by the department head. Sufficient budgeted funds must be available for such travel except that the Board of Commissioners may authorize travel and provide non-budgeted funds upon special request.

5. Advances for Travel: Normally, all travelers on official business for the County are expected to provide themselves with funds to cover their expenses. (Reimbursements will be processed in weekly check runs).

a. The county will pay direct the following expenses:

1. Registration costs for conferences and seminars.
2. Public transportation costs (i.e., air, boat, bus or rail).
3. Lodging charges.

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- b. In unusual cases, an actual advance can be requested. The advance will be determined by using the per diem guidelines established in this policy and the following are met:

1. The travel advance is authorized by the Administrator and/or the Administrator's designee who is to ensure that the advance is reasonable and complies with these regulations.

2. Upon the traveler's return, a final accounting of the actual expenses incurred plus required receipts will be submitted to the Fiscal Services Department within fifteen (15) days on an Expense Voucher.

B. EXPENSE VOUCHERS

1. The Expense Voucher form is to be used for reimbursement of expenses
2. The expenses of only one person shall be included on a single expense voucher, except when an employee in a custodial capacity is responsible for and pays expenses of other who accompany him or her. Names of others must be recorded on the expense voucher.
3. Itemized receipts must be attached for all items of expenses. Any receipt not submitted where required by this policy may cause the expense for same to be denied or reimbursed at rates determined by the Administrator or Administrator's designee.
4. Expense vouchers shall be submitted within fifteen (15) days after incurring the expenditures.

C. TRANSPORTATION

All travel must be by "usually" traveled route. In case a person travels by an indirect route for his or her own convenience, or uses a slower or more expensive mode of transportation, any extra costs shall be borne by the traveler and reimbursement for expenses will be based on only such charges as would have been incurred by a usually traveled route as determined by the Administrator and/or the Administrator's designee, i.e. Person has a conference in Denver, Colorado, scheduled to start Monday at 8:30 a.m. and concludes Friday at 11:00 a.m. The airlines schedule would allow the traveler to depart Sunday and allow them to return Friday. If for whatever reason the individual elected to drive there and back leaving Saturday and returning Sunday, expenses incurred for lodging and meals on Saturday and the following Saturday and Sunday would not be reimbursed by the County.

1. **Public Carrier:** The expense of traveling by public carrier (rail, airplane, boat) will be allowed on the basis of actual cost. All travelers are expected to travel by the most economical mode of transportation. Transportation expense in excess of the cost of coach-class air fare will not be allowed unless justification therefore is given and

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the approval of the Administrator and/or the Administrator's designee is obtained before leaving on the proposed trip. The cost for luggage on the public carrier will be reimbursed.

2. Private Automobile: If travel is by privately owned automobile, the traveler will be reimbursed at the rate established by the Board of Commissioners. (See Mileage Policy) If the travel is by private automobile, the maximum allowance will be the established mileage rate or coach-class air fare (round trip), whichever is the lesser amount.

3. Any transportation arrangements other than what is covered above will require specific approval by the Administrator and/or the Administrator's designee, prior to commencing travel.

D. LODGING

The actual paid lodging receipt is required for lodging reimbursement. Any change in hotel charges during continuous occupancy by an employee must be explained on the voucher. Documentation must show single occupancy rate as certified by the hotel or other lodging. IRS Tax Code Section 954A: A taxpayer must have documentary evidence for any lodging expense while traveling away from home.

1. When a traveler in County travel status shares hotel or other lodging with non-county travelers (family members, friends, etc.), reimbursement to the traveler will be as follows:

a. If hotel or other lodging is shared with one or more non-County travelers who receive no travel reimbursement from another source, reimbursement to the traveler will be at the rate of single occupancy as certified by the hotel or other lodging (the rate of single occupancy must be on the receipt) regardless of the number of persons and/or rooms occupied. At no time will reimbursement be allowed for an additional room, or for non-County travelers.

b. If hotel or other lodging is shared with a County or non-County traveler on County business who is receiving reimbursement for travel, reimbursement will be reduced by a proportionate amount of the bill, based on the number of persons occupying the room.

2. Only out-of-county lodging will be reimbursed.

E. MISCELLANEOUS EXPENSES

Miscellaneous expenses incidental to official County travel shall be held to the minimum amount required for essential and efficient conduct of County business. The department head or his/her authorized representative approving the travel voucher will be held responsible for their certification for all items of expense as being necessary and correct. The following miscellaneous items are reimbursable with appropriate receipts:

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1. Registration Fees: Enrollment or registration fees for conventions and meetings, associations or organizations are allowable for individuals attending as official representatives of the County. Receipts must be attached to the voucher. Registration literature must be attached indicating if meals are included in the fee. If meals are included in the registration fee, corresponding meals are not reimbursable.
2. Parking Fees: Reimbursement for parking fees is allowable, with receipts.
3. Taxi Cab: Necessary taxi cab fares will be allowed with receipts. If receipts are not available, a full explanation is required.
4. Car Rental: Allowable only if: (a) approved in advance of travel by the Administrator or the Administrator's designee, (b) it is more advantageous for County business and (3) more economical than some other mode of transportation. Explanation and receipt are required.
5. Fax: Charges are allowable when necessary for official business. A full explanation is required to include date, place person faxed and the nature of the business.
6. Personal Expenses: The County will not reimburse for the following: fees and tips for valets¹, flight insurance, housekeeping/maid service, alcoholic beverages, cleaning and pressing clothing, renting movies, snacks and similar personal expenses.
7. Personal Phone Calls: An employee is allowed one phone call home (duration not to exceed 5 minutes) for each day away.
8. Health Club Costs: Reimbursement for reasonable costs not to exceed \$10.00 per day for use of health club facilities during travel greater than one day. Receipts are required for reimbursement.
9. Baggage Handling: Charges for handling and checking baggage at hotels, depots, and terminals are allowable, when such charges are incurred as a necessary expense of the trip and not for the convenience of the traveler. The allowable rate shall not exceed \$2.00 at each point of handling.
10. Toll Bridge, Toll Road, and Ferry Boat Expenses: Toll bridge, toll road and ferry boat expenses are allowed with receipts.

F. MEALS

A traveler is entitled to a full day's meal reimbursement when travel commences before 7:00 a.m. and extends beyond 8:00 p.m. or they are out of town at a multi-day conference, seminar or training session. Whenever meals are included in the registration

¹ Fees and tips for valet charges will be reimbursed, when accompanied with receipts, when such charges are incurred as a necessary expense of the trip and not for the convenience of the traveler.

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fee, provided by public transportation or paid by others, the traveler shall not be entitled to any allowance for those particular meals.

1. Meals will not be reimbursed for non-County travelers (spouses, members of a family, friends, etc.)
2. In-county meals will be reimbursed for Associations or Organization meetings with a receipt.
3. **Guest Meals:** The cost of guest meals is reimbursed only if it can be shown that such cost is necessary to conduct official County business and has prior approval of the Administrator. In no case will the amount allowed be in excess of the maximum established in this policy. Full explanation must be given on the voucher, including the name, position, and employer of the guest, nature of business discussed and how it relates to the County as required by the IRS Code. Alcoholic beverages are not reimbursable by the County. The total cost of the meals for guests cannot exceed the amount permitted an employee. A detailed receipt is required for a guest meal.
4. **Food Services/Tips:** The maximum allowable tip for meals is 20% of the actual meal cost, excluding alcoholic drinks.
5. The following are the maximum rates established for meal reimbursement with receipts:

		In-State	Select Cities ²	Out-of-State	Select Cities ³
Breakfast	Travel must commence prior to 7:00 a.m. and extend beyond 8:30 a.m.	\$8.00	\$9.00	\$10.00	\$12.00
Lunch	Travel must commence prior to 11:30 a.m. and extend beyond 2:00 p.m.	\$12.00	\$13.00	\$15.00	\$18.00
Dinner	Travel must commence prior to 6:30 p.m. and extend beyond 8:00 p.m.	\$26.00	\$29.00	\$31.00	\$36.00
Total Reimbursement⁴		\$46.00	\$51.00	\$56.00	\$66.00

² Select Cities in-state: Charlevoix, Mackinaw Island, Ann Arbor, Detroit, Pontiac and South Haven.

³ Select Cities out-of-state: Los Angeles, San Francisco, San Diego, Washington D.C., Chicago, New Orleans, Baltimore, Boston, Las Vegas, New York, Austin Texas, Dallas, Houston.

⁴ Total excludes a maximum 20% tip.

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6. Days Defined: In computing the meal allowance for continuous travel of more than 24 hours, the hour of departure shall be considered as the beginning of the day, and for each full 24 hour period thereafter, the employee shall be entitled to the authorized maximum meal reimbursement with proper documentation:

Examples:

- a. Departure – June 1, 9:00 a.m.
Return – June 5, 4:30 p.m.
Allowable – June 1, lunch and dinner; June 2 through June 4, three (3) full day meals; June 5, breakfast and lunch plus four (4) days lodging.
- b. Departure – June 1, 3:00 p.m.
Return – June 2, 10:30 a.m.
Allowable – June 1, dinner and lodging, June 2 - breakfast.

G. TRAVEL OUTSIDE THE CONTIGUOUS 48 STATES

Reimbursement for all expenses related to conferences or travel outside the contiguous 48 states must be approved in advance of the travel by the Finance and Administration Committee.

PARTICIPATING IN CONFERENCES AND CONVENTIONS POLICY

I. POLICY

It is the policy of the Ottawa County Board of Commissioners to encourage members of the Board to participate in conferences and conventions sponsored by associations in which the Board has membership or that promote Ottawa County goals, member skills development, and/or recognition of Ottawa County. Members of the Board are particularly encouraged to attend the annual Michigan Association of Counties (MAC) and the annual National Association of Counties (NACo) conventions, and to participate in the committee work of those organizations to the extent that the committee work is relevant to the health, safety, and welfare of the residents of Ottawa County. Board members who so participate will be expected to take an active role and promote the County's interests.

II. STATUTORY REFERENCES

The Board of Commissioners may establish such rules and regulations regarding the business concerns of the County as the Board considers necessary and proper. See: MCL 46.11(m); 46.71, Act 156 of 1851, as amended.

PROCEDURE

1. The Ottawa County Finance and Administration Committee shall annually recommend to the Ottawa County Board of Commissioners a budget sufficient for the purposes of this policy.

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2. For travel pursuant to this Policy within the contiguous 48 states, the County will pay or reimburse the conference fees (if any) and the reasonable and necessary transportation expenses of a Board member to attend the conferences, conventions and meetings of approved organizations and their committees. The County will also reimburse the reasonable and necessary food, lodging, and associated expenses of a Board member for attendance.
3. For travel pursuant to this Policy outside of the contiguous 48 states, the County will pay or reimburse the conference fees (if any) and will reimburse the reasonable and necessary food, lodging, and associated expenses of a Board member to attend the conferences, conventions, and meetings of approved organizations and their committees. The County will also pay the reasonable and necessary transportation expenses and the reasonable and necessary lodging expenses of a Board member to attend the conventions and meetings of approved organizations and their committees, up to the average cost of a Board member's air far transportation cost, as based upon a three (3) year history of such costs [i.e., the total air fare cost and lodging cost incurred by Board members over the previous three (3) calendar years divided by the total number of Board attendees = average reimbursement of air fare cost and average reimbursement of lodging cost]. Lodging costs will be calculated based upon cost per night of stay. Any excess air fare cost and similar excess costs for transportation expenses and any excess lodging costs incurred outside the contiguous 48 states must be paid by the attending Board member.
4. Board members will, orally or in writing, share information gathered through attendance at conferences and conventions.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

MILEAGE POLICY

I. POLICY

County employees who are required to use their personal vehicles in the conduct of County business shall be reimbursed in accordance with this policy and at the IRS prevailing mileage reimbursement rate.

II. STATUTORY REFERENCES

IRS Regulations

III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

County of Ottawa Financial Policies

Mileage Policy adopted by the Board of Commissioners July 23, 1979

MILEAGE REIMBURSEMENT PROCEDURES

PROCEDURE

1. Employees who are required to drive their personal vehicles in connection with their work, shall be reimbursed mileage for miles driven from their first official work station of the day to subsequent assignments.
2. An official work station shall be defined as any location in Ottawa County where an employee has been assigned to begin work on any given day. An employee is expected to be at the first official (assigned) work station of the day, and to drive home from the last assigned work station at the end of the day, anywhere in the County, without reimbursement for mileage.
3. Reimbursement is only paid for miles driven from that first assigned work station to subsequent assignments. It is not acceptable for an employee to drive from home to the nearest office and begin the day there if that office is not the assigned work station. There is no paid time allowed for travel to and from work. (See Travel Policy for rules governing travel time.)
4. Reimbursement for mileage to out of County locations, in the course of employment, will be paid for miles driven from the employee's assigned work station or home (whichever is less) and return to the assigned work station or home (whichever is less).
5. In accordance with IRS Regulations, it is important to distinguish expenses for "transportation" from "commuting". Commuting refers to travel between an employee's personal residence and main or regular place of work. Reimbursements for transportation expenses for getting from one workplace to another in the course of the employer's business within the general area of the place of work may be excludable from wages, whereas reimbursements for commuting are not excludable. [IRS Reg. 1.162-2(e)]
6. For weekend meetings, evening meetings or activities outside of an employee's normally scheduled work hours that requires travel from their home, the employee may submit mileage reimbursement requests from home to the meeting/activity and back home if the meeting/activities are pre-approved. In this circumstance, the mileage would be taxable.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

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RISK MANAGEMENT POLICY

I. POLICY

As stewards of public funds, the County has an obligation to protect the government against the financial consequences of accidental or intentional losses which may be catastrophic in nature and to preserve County assets and public service capabilities from destruction or depletion.

The intent of this policy is to communicate the objectives, assign the authority, and provide for the implementation of the County's risk management program.

II. STATUTORY REFERENCES

Intergovernmental Contracts between Municipalities Act, MCL 124.1

Uniform Reporting Format and Uniform Accounting System for Self Insurance Pools, MCL 124.8

PROCEDURE

1. Objectives:

- Protect the assets of the County against any loss which might significantly effect operations.
- Take practical measures to eliminate or prevent personal injuries and minimize property loss.
- Provide risk management services in an efficient and economical way.

2. Responsibilities:

The County Board in cooperation with the Ottawa county Building Authority, has established the Ottawa County, Michigan Insurance Authority (the "Authority") to execute its risk management program with regard to general liability, vehicle liability and property liability. Specifically, the Authority has been assigned the responsibility to:

- Determine self insurance and reinsurance amounts.
- Select an insurance broker and purchase insurance policies in accordance with County purchasing policies.
- Determine appropriate types and the mix of the investments of the Authority and select an investment firm if necessary.
- Contract with a risk management consultant.
- Contract for outside legal counsel for general assistance as well as claims and litigation defense.

3. Implementation:

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- Under the direction of the Authority, the Fiscal Services Department is responsible for claim processing and reporting
- The Fiscal Services Department is responsible for obtaining liability insurance certificates from contractors the County uses
- The Fiscal Services Department will coordinate with an outside actuary to obtain an annual actuary study for the Authority
- The Fiscal Services Department will coordinate with the external auditors the completion of the annual financial report and file the appropriate documents with the State of Michigan and the Michigan Insurance Bureau

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

COUNTY EQUIPMENT – PERSONAL USE POLICY

I. POLICY

The County strives to provide employees with the equipment necessary to perform their job functions in a prompt and efficient manner. Equipment may include but is not limited to computers, copy machines, communications equipment and communication connections. County equipment is intended for use pursuant to County business. Documented personal use of County equipment will be reported as a taxable fringe benefit following IRS guidelines on the employee's W-2.

This policy applies to all employees of the County.

II. STATUTORY REFERENCES

IRS Code

PROCEDURE

1. Employees who use County equipment for personal use must complete a "County Equipment – Personal Use Report Form" at least annually.
2. The Fiscal Services Department must receive the report form no later than December 1 of each year.
3. The Fiscal Services Department will include the related cost of the personal use of the equipment on the employee's paycheck as a taxable fringe benefit.

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REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

DEBT MANAGEMENT POLICY

I. POLICY

Debt financing is an important tool for municipalities in meeting their service obligations to the public. However, used inappropriately, debt financing can cause serious, long-term problems that significantly affect on-going operations. It is important for municipalities to have appropriate guidelines in place to avoid the potential pitfalls of debt financing.

The intent of this policy is to establish parameters and guidance for the issuance, management, monitoring, assessment and evaluation of all debt obligations of the County.

II. STATUTORY REFERENCES

State of Michigan Constitution of 1963, Article VII, Section 11
Public Act 34 of 2001, the Revised Municipal Finance Act
Public Act 470 of 2002, the Agency Reporting Act

PROCEDURE

1. Conditions for Debt Issuance

In order to maintain a high credit rating and provide accountability to the taxpayers, debt issuance is subject to current conditions. Specifically, debt issuance is limited to the following conditions:

- a. Debt financing may be used to finance the construction or acquisition of infrastructure and other capital assets for the purpose of meeting its service obligations to the public.
- b. Debt (short-term or long-term) will not be issued to finance current, on-going operations of the County except in the case of an extreme financial emergency which is beyond its control or reasonable ability to forecast.
- c. The County may issue debt to refund outstanding debt when indicated by market conditions or to remove a restrictive covenant imposed by the bonds to be refinanced.
- d. The County may guarantee debt issued by the County's component units for the construction or acquisition of infrastructure and other capital assets for the purpose of meeting its service obligations to the public.

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- e. Every proposed bond issue to be financed by County funds will be accompanied by an analysis to ensure that the new issue combined with current debt does not negatively impact the County's debt capacity and conformance with County debt policies.
- f. An internal feasibility analysis will be prepared for each debt proposal to be financed by County funds which analyzes the impact on current and future budgets to ensure that the County's operating budget can absorb the additional costs.

2. Limitations on Debt Issuance

The County faces both legal restrictions on debt issuance as well as self-imposed limitations.

- a. The County will comply with the State of Michigan Constitution of 1963, Article VII, Section 11, which states "No County shall incur indebtedness which shall increase its total debt beyond 10% of its assessed valuation."
- b. The County will comply with the provisions of the State of Michigan Public Act 34 of 2001, the Revised Municipal Finance Act.
- c. The County will manage debt in a manner than ensures the long-term financial integrity of the County.
- d. The maximum maturity of the issue will not exceed the expected useful life of the project.
- e. Exclusive of the debt service payments for the Ottawa County Central Dispatch Authority (which has a separate funding source), direct debt will not be issued if it will cause the total annual debt service payments to exceed 10% of the revenue sources that cover them. These revenue sources include the general operating levy, the interest, penalties, and collection fees earned by the Delinquent Tax Revolving Fund, and other identified sources.
- f. Additional debt will not be issued or guaranteed if doing so may jeopardize the County's current bond rating.

3. Debt Issuance Process and Maintenance

The County will issue debt in the manner providing the best financial benefit and maintain its obligation to the purchasers in an efficient and responsible manner.

- a. The County may sell bonds with a competitive bid process or as a negotiated sale. Certain issue specific conditions or market conditions may exist that necessitate a negotiated sale.

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- b. Credit enhancements (e.g., insurance) may be considered if the projected benefits equal or exceed the additional cost.
- c. The County will comply with all disclosure requirements of the Securities Exchange Commission.
- d. The County will comply with State of Michigan Public Act 470 of 2002, the Agency Reporting Act.
- e. The County will make every effort to maintain or improve its bond rating.
- f. Debt Service payments will be made for all issues on or before the due date.
- g. Debt Service payments will be made via electronic funds transfer in order to enhance the security and timeliness of payments and to maximize the investment return on County funds.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

INFRASTRUCTURE PROGRAM FUND POLICY

I. POLICY

The Ottawa County Infrastructure Program Fund is established by the Ottawa County Board of Commissioners. The Infrastructure Program Fund will be used for the following purposes: (1) as a Revolving Loan Fund for local units of government that are implementing water or sewer construction projects; (2) for projects authorized for County funding by Act 246 of the Public Acts of 1931, as amended; and (3) for County Board Initiatives that are selected for funding by the Ottawa County Board of Commissioners. The approval and administration of projects will be governed by the terms of this policy.

II. STATUTORY REFERENCES

The Board of Commissioners may establish such rules and regulations regarding the business concerns of the County as the Board considers necessary and proper. See: MCL 46.11(m); Act 156 of the Public Acts of 1851, as amended.

PROCEDURE

1. Revolving Loans:

The purpose of this Infrastructure Program Fund component is to provide low-interest loans to local units of government within Ottawa County for

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municipal water or sanitary sewer system construction projects, or for authorized Act 246 projects.

2. Eligible Projects:

- a. Water System Construction
- b. Sanitary Sewer System Construction
- c. Projects authorized for County funding by Act 246 of the Public Acts of 1931, as amended.

3. Eligible Applicants:

- a. Townships
- b. Cities
- c. Villages

4. Eligibility Requirements:

- a. Engineering and design plans and project budgets must be completed.
- b. Projects must be consistent with the goals of the Ottawa County Development Plan.
- c. A revolving loan application in a form developed by the Planning and Grants Department must be completed.
- d. The total amount of funds that are loaned in any single calendar year shall not exceed \$1,000,000. Each loan and interest must be repaid in-full within ten (10) years.
- e. If the total amount of eligible loan requests exceeds available funds in a single calendar year, the Ottawa County Board of Commissioners will select among the eligible projects.
- f. The interest rate on loans shall be based upon the General Obligation AAA rate report in the weekly "Current Municipal Bond Rates" Report published by Wachovia, or any other similar publication approved by the Ottawa County Administrator. The interest rate shall be up to two percentage points less than that rate; but at no time shall the interest rate on loan be less than 3%.
- g. Approved project funding must be drawn down to reimburse project costs in full by the local unit of government within one (1) calendar year of approval of the project by the Board of

County of Ottawa Financial Policies

Commissioners. If the funding is not fully drawn down, the approval shall lapse as to any undrawn funds.

5. Other Provisions:

- a. The application process will consist of submitting a formal application. Applications will be accepted at any time. Applicant(s) will be notified of funding status after a determination has been made by the County Board of Commissioners. The County reserves the right to reject any and all applications that are submitted.
- b. Local units of government will be required to pledge their full faith and credit on the loan.
- c. Formal contractual and/or loan documents agreements must be signed by the County and the loan recipient prior to any project costs being incurred.
- d. If approved for funding, the project applicant must provide the County with quarterly update reports regarding the project.
- e. Any cost overruns associated with an approved loan project will not be eligible for additional County funding.
- f. At the County's discretion, an arbitrage calculation will be performed on the loan at the end of the construction period. The local unit of government (lender) shall reimburse the County for the costs of the arbitrage calculation and any rebatable arbitrage.
- g. The County will not be responsible for any operational or maintenance costs after the project is completed.
- h. The establishment and maintenance of the Infrastructure Program fund does not and shall not be construed to commit Ottawa County and the Ottawa County Board of Commissioners to fund any projects whatsoever. Funds may be transferred into and out of the Infrastructure Program Fund by the Ottawa County Board of Commissioners at any time and at its absolute discretion, consistent with the requirements of law and the Policies of the Ottawa County Board of Commissioners. The decisions to commit or not to commit money from the Infrastructure Program Fund to any project, and the decisions to transfer money into and out of that Fund, are legislative in nature. These decisions are absolutely discretionary with the Ottawa County Board of Commissioners and are not subject to appeal.
- i. Any statement made by an employee of Ottawa County regarding specific funding requests or specific projects will not be binding upon the

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County.

6. Applications must be submitted to:

County Administrator
12220 Fillmore Street, Room 310
West Olive, Michigan 49460

The County Administrator will advise the Board of Commissioners of the applications received.

7. Questions or comments regarding this program should be directed to:

Planning and Grants Department
12220 Fillmore Street, Room 170
West Olive, Michigan 49460
Phone: (616) 738-4852

8. County Board Initiatives

The Infrastructure Fund may also be used to fund capital improvement projects initiated by the Board of Commissioners which, in the opinion of the Board, provide maximum social and economic benefit to the citizens of Ottawa County.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

MILLAGE REQUEST POLICY

I. POLICY

The Ottawa County Board of Commissioners is, by law, responsible for determining whether a county wide property tax millage will be placed on the ballot for consideration by the voters of Ottawa County. To assist in its review and consideration of such requests, the Ottawa County Board of Commissioners has adopted this “Millage Request Policy.” Persons or entities seeking to have a new county-wide property tax millage placed on the ballot by the Board are expected to comply with its terms.

All proposals for a county-wide millage must be for programs and activities which are consistent with the Strategic Plan of the Board.

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The Board may, by majority vote, require that the procedural steps set forth herein be followed for renewals of county millages.

II. STATUTORY REFERENCES

The Board of Commissioners may establish such rules and regulations regarding the business concerns of the County as the Board considers necessary and proper. See: MCL 46.11(m); 46.71, Act 156 of the Public Acts of 1851, as amended.

PROCEDURE

1. At a minimum, county-wide property tax millage requests must include, in writing:
 - a. The name, address, and telephone number(s) of the entity, person, or persons seeking the county-wide property tax millage.
 - b. The amount of mills sought, the proposed duration of the millage, and a calculation stating and clearly explaining the amount of tax dollars anticipated to be generated in each year the millage is to be in effect.
 - c. A written narrative description of the purpose, project, or projects for which the millage is sought. The narrative should explain why it is necessary to adopt a county-wide property tax millage to accomplish the purpose, explain what alternative efforts have been made to obtain funding, and state why it is necessary to fund the purpose through the mechanism of a county-wide property tax millage.
 - d. A statement of how anticipated revenues from the millage will be spent in each year it is in effect.
 - e. A statement as to how funding for the project is to be accomplished (if at all) at the conclusion of the duration of the requested millage.
 - f. The date upon which the vote is sought must be supplied. In the general course, a county-wide property tax millage request, in the form set forth herein, must be submitted to the Ottawa County Board of Commissioners not less than ninety (90) days prior to the date for the final determination of ballot language.
 - g. Proposed ballot language must be supplied.
 - h. Any letters, petitions, and/or resolutions supporting the proposed millage.
 - i. Any other information the proponents of the county-wide property

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tax millage believe is important for the Board of Commissioners to consider in evaluating the request.

2. Millage requests under this policy should be submitted in one (1) original form and (16) sets of copies, to the Office of the Ottawa County Clerk.
3. Following receipt of the written materials required herein, the Ottawa County Board of Commissioners shall, as part of a regularly scheduled meeting, notice and hold at least one public hearing on the millage vote request.
4. As part of its consideration of such a request, the Ottawa County Board of Commissioners may:
 - a. Poll local units of government and/or school districts to determine their position on the proposed property tax millage.
 - b. At a regularly scheduled meeting following the date of the public hearing, adopt ballot language to place the county-wide property tax millage on the ballot and schedule an election therefore.
 - c. Take such other action as it deems appropriate.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

PERFORMANCE MEASUREMENT POLICY

I. POLICY

As stewards of public funds, the Ottawa County Board of Commissioners must be accountable for their use. Providing a thorough accounting for the dollars provided and used is important but true accountability also requires the Board to evaluate whether these dollars were used effectively. Performance measures that include output, efficiency, and outcome measures are critical tools in evaluating the effectiveness of County programs.

The intent of this Policy is to provide for the use of performance measures in County operations.

To facilitate the County budget process, all programs and activities funded by County dollars and/or accounted for through the County budget must submit performance measurements as part of the budget process. Performance measures will be used so that Administrator can make budget recommendations to the Board of Commissioners, to allow the Board to make informed

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allocations of fiscal resources, and to provide for the continued improvement of resource allocations.

II. STATUTORY REFERENCES

The Board of Commissioners may establish such rules and regulations regarding the business concerns of the County as the Board considers necessary and proper. See: MCL 46.11(m); 46.71, Act 156 of 1851, as amended.

PROCEDURE

1. The Board of Commissioners will support the use of performance measures.
 - The Board will require annual reports from all departments under the control of the Administrator, and request annual reports from the courts and from offices and departments managed by elected officials. These annual reports will include performance measures that reflect the functions performed by each reporting entity.
 - As part of the annual budget reporting process, the Administration will incorporate performance measures that support the Ottawa County Strategic Plan as well as tie departmental goals and objectives to the annual budget.
2. The Board will emphasize the development of *outcome* measures.

In measuring performance, there are three types of indicators most often used. Output measures (e.g., number of tickets written) address the workload of departments, but do not indicate if the department is performing well. Efficiency measures (e.g., percent of payroll checks issued without error) address whether workloads/caseloads are being processed timely and efficiently. Outcome measures (e.g., recidivism) reflect effectiveness and indicate whether we have achieved the goals we set out to accomplish.

- As part of their strategic planning process, the Board will include outcome performance measures that link County goals and objectives to results.
3. The Board will utilize performance measures in the decision-making process.

Once appropriate performance measures are developed, their true potential may be realized. The measures may be used to enhance service delivery, evaluate program performance and results, support new initiatives, communicate program goals and, ultimately, improve program effectiveness.

County of Ottawa Financial Policies

- The Board will utilize performance measures in analyzing personnel requests, technology initiatives, program funding, and other budget decisions.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

GLOSSARY OF ACRONYMS

ADA: Americans with Disabilities Act

AICPA: American Institute of Certified Public Accountants

ARM: Alcohol Risk Management (See Health Department, Special Revenue fund 2210)

BMI: Body Mass Index Screening; widely used diagnostic tool to identify weight problems within a population. The screening uses body weight and height to determine the measure.

BRFS: Behavioral Risk Factors Survey; survey performed periodically by the Health Department to assist in program evaluation and development

CCF: Child Care Fund (Special Revenue fund 2920)

CD: Communicable Disease (see Health Department, Special Revenue fund 2210)

CDBG: Community Development Block Grant; predominately federal funding for a variety of public assistance programs

CERC: Crisis Emergency Risk Communication Plan; Crisis and emergency risk communication is the attempt by science or public health professionals to provide information that allows an individual, stakeholders, or an entire community to make the best possible decisions for their well being during a crisis

CHP: Community Health Plan (See Health Department, Special Revenue fund 2210)

CIP: Capital Improvement Program; a program which identifies capital projects and equipment purchases, provides a planning schedule and identifies options for financing the plan.

COOP: Continuity of Operations Plan; a plan that ensures the entity is prepared to respond to emergencies, recover from them, and mitigate against their impacts and is prepared to provide critical services in an environment that is threatened, diminished, or incapacitated

COPS: Community Oriented Policing Services; Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police.

CSHCS: Children's Special Health Care Services; CSHCS helps persons with chronic health problems by providing: coverage and referral for specialty services based on the person's health problems; family centered services to support the primary caretaker of the child; community based services to help care for the child at home and maintain normal routines; culturally competent services which demonstrate awareness of cultural

GLOSSARY OF ACRONYMS

differences, and coordinated services to pull together the services of many different providers who work within different agencies. (See Health Department, Special Revenue fund 2210)

EOC: Emergency Operations Center (See General Fund, department 4260)

EPSDT: Early and Periodic Screening and Diagnostic Testing; Medicaid program that provides comprehensive health and developmental assessments and vision, dental and hearing services to children and youth up to age 21 in order to identify conditions that can impede children's natural growth and development (avoiding the health and financial costs of long-term disability). (See Health Department, Special Revenue fund 2210)

ERP: Emergency Response Plan; a basic guide for providing a response system to major crises or emergencies occurring in the County.

FHLB: Federal Home Loan Bank.

FHLMC: Federal Home Loan Mortgage Company (Freddie Mac).

FNMA: Federal National Mortgage Association (Fannie Mae).

FTE: Full time equivalent – Number of hours worked per year divided by 2,080.

GAAP: Generally Accepted Accounting Principals_- Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the GASB.

GAAS: Generally Accepted Auditing Standards established by the AICPA for the conduct and reporting of financial audits. There are 10 basic GAAS, classed into three broad categories: general standards, standards of fieldwork, and standards of reporting. The Auditing Standards Board of the AICPA publishes SAS to comment and expand upon these basic standards. These SAS, together with the 10 basic standards, constitute GAAS. These GAAS set forth the objectives of the audit and establish measures that can be applied to judge the quality of its performance.

GAGAS: Generally Accepted Government Auditing Standards_ established by the GAO in its publication Standards for Audit of Governmental Organizations, Programs, Activities and Functions ("yellow book") for the conduct and reporting of both financial and performance audits. GAGAS set forth general standards applicable to both types of audits and separate standards of fieldwork and reporting for financial and performance

GLOSSARY OF ACRONYMS

audits. The GAGAS standards of fieldwork and reporting for financial audits incorporate and build upon GAAS.

GAO: General Accounting Office; is an independent, nonpartisan agency that works for Congress. Often called the "congressional watchdog," GAO investigates how the federal government spends taxpayer dollars.

GASB: Governmental Accounting Standards Board is the authoritative accounting and financial reporting standard-setting body for government entities.

HHW: Household Hazardous Waste; The County offers a HHW program to protect the public and the environment from the improper disposal of household hazardous materials.

LEPC: Local Emergency Planning Commission; committee established by the County to ensure that appropriate plans are in place help prevent chemical accidents from happening and to develop community plans for responding to chemical emergencies.

MDCH: Michigan Department of Community Health

MDOT: Michigan Department of Transportation

MDSS: Michigan Disease Surveillance System; A web based communicable disease reporting system developed for the State of Michigan

MI Child: State of Michigan health and dental insurance program for children under the age of 19 who do not have insurance and whose families qualify based on income. The program charges \$10 month for the coverage.

MIHP: Maternal and Infant Health Program; a program for all Michigan women with Medicaid health insurance who are pregnant and all infants with Medicaid. MIHP provides support to promote healthy pregnancies, good birth outcomes, and healthy infants.

MHP: Maternal Health Program (See MIHP)

IHP: Infant Health Program (See MIHP)

MiSDU: Michigan State Disbursement Unit; centralized collection of child support payments for families in the State of Michigan

MOS: Miles of Smiles program; The Miles of Smiles mobile unit provides on-site dental services for qualifying low-income, uninsured; Medicaid insured; and MI Child participating children at schools, Head Start Centers, Health Department clinics, migrant camps and sites for dentally underserved children

GLOSSARY OF ACRONYMS

MSHDA: Michigan State Housing Development Authority; a State agency which provides funding for various housing programs.

NAPSACC: Nutrition and Physical Activity Self Assessment for Child Care; tool used by the Health department for program evaluation and development.

NMSN: National Medical Support Notices; the standardized form to notify an employer to withhold premiums from an employee's income when a parent is ordered to provide health care coverage for his or her child(ren).

OCYSHC: Ottawa County Youth Sexual Health Coalition; Collaboration of several community groups to reduce the consequences of youth sexual activity by promoting healthy sexuality.

OCWC: Ottawa County Wellness Coalition; coalition that seeks to implement policy and environmental changes in the areas of physical activity, healthy eating, and tobacco-free living in Ottawa County.

OPHP: Office of Public Health Preparedness (See Health Department, Special Revenue fund 2210)

OUIL: Operating Under the Influence of Liquor.

OWI: Operating While Intoxicated

PHP: Public Health Preparedness (See Health Department, Special Revenue fund 2210)

PNC: Pre-natal care

PRE: Principal Residence Exemption - exempts a residence from the tax levied by a local school district for school operating purposes up to 18 mills.

RRSC: Resource Recovery Service Center (See Landfill Tipping Fees, Special Revenue fund 2272)

SCAO: State Court Administrative Office

S.E.V.: In Michigan means "State Equalized Value" which is approximately one half the value of the property.

STD: Sexually Transmitted Disease

STI: Sexually Transmitted Infection

SNS: Strategic National Stockpile Plan (mass prophylaxis) ; Federal initiative to maintain an inventory of antibiotics, antivirals, chemical antidotes, antitoxins, life support

GLOSSARY OF ACRONYMS

pharmaceuticals, vaccines, and other medical supplies for use in the event of an incident anywhere in the United States using a weapon of mass destruction (chemical, biological, radiological or explosive) or a major natural or technological disaster.

VFC: Vaccines for Children program (See Health Department, Special Revenue fund 2210)

WEMET: West Michigan Enforcement Team; a joint venture with participants from Ottawa, Muskegon, and Allegan Counties and the Michigan Department of State Police. This legally separate entity was formed in 2002 under the Urban Cooperation Act of 1967 and is governed by a board made up of member-designated representatives. The purpose of the WEMET is to establish a cooperative law enforcement force assembled for the purpose of enforcing narcotics and other controlled substances laws.

WIA: Workforce Investment Act (Special Revenue Funds)

YAS: Youth Assessment Survey; survey performed periodically by the Health Department to assist in program evaluation and development.

GLOSSARY OF BUDGET AND FINANCE TERMS

The Annual Budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of the Annual Budget document in understanding these terms, a glossary has been included in the document.

Accounting System: The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity.

Accrual Basis: A basis of accounting in which debits and credits are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, revenue which was earned between October 1 and December 31, but for which payment was not received until January 10, is recorded as being received on December 31 rather than on January 10.

Activity: A specific unit of work or service performed.

Ad Valorem Tax: A tax based on value. Property taxes.

Advance Refunding Bonds: Bonds issued to refinance an outstanding bond issue before the date the outstanding bonds become due or callable. Proceeds of the advance refunding bonds are deposited in escrow with a fiduciary, invested in U.S. Treasury Bonds, or other authorized securities and used to redeem the underlying bonds at their maturity or call date, to pay interest on the bonds being refunded, or to pay interest on the advance refunding bonds.

Amortization: The reduction of the value of an asset by prorating its cost over a period of years.

Appropriation: A legal authorization granted by the County Board of Commissioners which permits the County to incur obligations and to make expenditures of resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Appropriation Ordinance: The official enactment by the County Board of Commissioners to establish legal authority for County officials to obligate and expend resources.

Assessed Valuation: A value that is established for real or personal property for use as a basis for levying property taxes. (Note: Property values are established by the local townships and city assessors).

Assets: Property owned by a government which has a monetary value.

Assignment of Mortgage: To record the sale of the mortgage in the secondary market.

Audit: A systematic examination of resource utilization concluding in a written report. It is a test of management's internal accounting controls and is intended to:

- ascertain whether financial statements fairly present financial positions and results of operations;
- test whether transactions have been legally performed;

GLOSSARY OF BUDGET AND FINANCE TERMS

- identify areas for possible improvements in accounting practices and procedures;
- ascertain whether transactions have been recorded accurately and consistently; and
- ascertain the stewardship of officials responsible for governmental resources.

Balanced Budget: A budget in which estimated revenues and fund balance equals or exceeds estimated expenditures.

Balance Sheet: A financial statement that discloses the assets, liabilities, reserves, and balances of a specific governmental fund as of a specific date.

Bond: A written promise to pay (debt) a specified sum of money (called principal or face value) on a specific future date (called the maturity date(s)). The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, and water and sewage systems.

Budget: A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures with various municipal services.

Budget Adjustment: A legal procedure utilized by the County staff and County Board to revise a budget appropriation. The County of Ottawa requires the Finance Committee of the Board of Commissioners to approve through the adoption of a supplemental appropriation ordinance (which specifies both the source of revenue and/or the appropriate expenditure account) for any appropriation between funds or any appropriation over \$50,000. The County Administrator and Finance Director can approve adjustments for \$50,000 or less within a fund.

Budget Calendar: The schedule of key dates or milestones which the County departments follow in the preparation, adoption, and administration of the budget.

Budget Document: The instrument used by the budget-making authority to present a comprehensive financial program to the County Board of Commissioners.

Budgeted Funds: Funds that are planned for certain uses that have been formally or legally appropriated by the legislative body. The budget document that is submitted for the County Board of Commissioners approval included all the required information. Public Act 621 of 1978, known as the Uniform Budgeting and Accounting Act, requires a formal budget be adopted for all governmental fund types. Informational summary of projected revenues and expenditures is required for proprietary fund types and capital construction projects.

Budget Message: The opening section of the budget which provides the County Board of Commissioners and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations of the County Administrator and Finance Director.

GLOSSARY OF BUDGET AND FINANCE TERMS

Budgetary Control: The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Capital Construction Projects: A plan of approved capital expenditures and the means of financing them. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility. The capital budget is enacted as part of the County's consolidated budget which includes both operating and capital outlays. The capital budget normally is based on a capital improvement program (CIP).

Capital Improvement Program (CIP): A plan for capital expenditures to provide long-lasting physical improvements to be incurred over a fixed period of several future years.

Capital Expenditures/Outlays: Expenditures greater than \$5,000 for the acquisition of capital assets. The assets are of significant value and have a useful life of more than one year. Capital assets are also called fixed assets.

Capital Projects Fund: A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

Capitalization Policy: The criteria used by a government to determine which outlays should be reported as fixed assets.

Cash Accounting: A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

Cash Management: The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

CDBG: Community Development Block Grant; predominately federal funding for a variety of public assistance programs.

Certificate of Deposit: A negotiable or non-negotiable receipt for monies deposited in a bank or financial institution for a specified period for a specified rate of interest.

Commercial Paper: A very short-term unsecured promissory note, supported by a bank line or letter of credit, which has a maturity from one to 270 days.

Commodities: Items of expenditure (in the operating budget) which, after use, are consumed or show a material change in their physical condition, and which are generally of limited value and are characterized by rapid depreciation. Office supplies and gas and oil are examples of commodities.

GLOSSARY OF BUDGET AND FINANCE TERMS

Component Unit: A separate government unit, agency, or non-profit corporation that is combined with other component units to constitute the reporting entity in conformity with GAAP. The elected officials of the primary government are financially accountable for the component unit.

Contingency Account: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

Contractual Services: Services rendered to County departments and agencies by private firms, individuals, or other government agencies. Examples include utilities, insurance, and professional services.

Debt Service Fund: A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Debt Services: The County's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

Deficit: (1) The excess of an entity's liabilities over its assets (See Fund Balance).
(2) The excess of expenditures or expenses over revenues during a single accounting period.

Delinquent Taxes: Taxes that remain unpaid on and after the date on which a penalty for non-payment is attached.

Department: A major administrative division of the County which indicates overall management responsibility for an operation or a group of related operations within a functional area.

Department Function Statement: The primary reason for the existence of a specific department is explained through the department function statement.

Depreciation: The decrease in value of physical assets due to use and the passage of time.

Designated: An account used to indicate a portion of a fund's balance to reflect tentative plans for future spending related to specific projects or purposes. These amounts are formally designated by the Board of Commissioners. Although these amounts are not legally restricted, they represent current intentions of the Board.

Disbursement: Payment for goods and services in cash or by check.

Discharge of Mortgage: To record the pay off of the mortgage.

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Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditures. Funds cease to be encumbered when paid or when an actual liability is set up.

Enterprise Fund: A proprietary fund type in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures.

EPSDT: Early and Periodic Screening and Diagnostic Testing; the Health department provides these services primarily to children.

Equalized Value: Locally assessed value multiplied by County and/or state factors to provide a uniform tax base. Equalized values are multiplied by tax rates to yield a tax amount in dollars.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by County Board of Commissioners.

Expenditure: This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all governmental funds and expendable trust funds. (Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.)

Expenses: Charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest, and other charges. This term applies to proprietary funds and non-expendable trust funds.

FHLB: Federal Home Loan Bank.

FHLMC: Federal Home Loan Mortgage Company (Freddie Mac).

FNMA: Federal National Mortgage Association (Fannie Mae).

Family Court: A newly created division of the Circuit Court that administers domestic relations and juvenile neglect and abuse cases.

Finance Committee: A five-member committee made up of Board of Commissioners who have original jurisdiction over matters of County business in the areas of purchasing, financial control, insurance, audit of claims, auditing, equalization and apportionment bonding, human resources, and other related matters. The committee members are appointed by the Chairperson of the Board and serve for a one-year term.

Financing Tools: Financial mechanisms established by the Board of Commissioners to address long-term financial needs of the County. (See Users Guide for more detail.)

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Fiscal Year: A twelve-month period designated as the operating year for an entity. The County of Ottawa has specified January 1 to December 31 as its fiscal year. However, certain grant funds carry fiscal year-ends to coincide with the grants reporting period.

Fixed Assets: Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Full Faith and Credit: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

Function: A major class or grouping of tasks directed toward a common goal, such as improvements to the public safety, improvement of the physical environment, etc. For the purposes utilized in budgetary analysis, the categories of functions have been established by the State of Michigan and financial reports must be grouped according to those established functions.

Fund: An accounting entity with a set of self-balancing accounts that records all financial transactions for the purpose of carrying on specific activities or government functions. Seven commonly used fund types in governmental accounting are: general, special revenue, debt service, capital projects, enterprise, internal service, and trust and agency.

Fund Balance: Fund balance is the excess of assets over liabilities and is therefore also known as surplus funds. This term applies to governmental funds. A negative fund balance is sometimes called a deficit.

Fund Balance, Designated, Unreserved: The portion of fund balance that is available for appropriation but has been earmarked for a specific purpose.

Fund Balance, Reserved: The portion of fund balance that is not available for appropriation. Generally, these funds are legally restricted for a specific use.

Fund Balance, Undesignated, Unreserved: The portion of fund balance available for appropriation.

Fund Equity: Fund Equity is the excess of assets over liabilities and is also known as surplus funds. This term applies to proprietary fund types.

General Fund: The General Fund accounts for all current financial resources not required by law or administrative action to be accounted for in another fund and serves as the primary reporting vehicle for current government operations.

General Ledger: A set of records which records all transactions necessary to reflect the financial position of the government.

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General Obligation Bonds: When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds which are to be repaid from taxes and other general revenues.

Generally Accepted Accounting Principals (GAAP): Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the GASB.

Generally Accepted Auditing Standards (GAAS): Standards established by the AICPA for the conduct and reporting of financial audits. There are 10 basic GAAS, classed into three broad categories: general standards, standards of fieldwork, and standards of reporting. The Auditing Standards Board of the AICPA publishes SAS to comment and expand upon these basic standards. These SAS, together with the 10 basic standards, constitute GAAS. These GAAS set forth the objectives of the audit and establish measures that can be applied to judge the quality of its performance.

Generally Accepted Government Auditing Standards (GAGAS): Standards established by the GAO in its publication Standards for Audit of Governmental Organizations, Programs, Activities and Functions ("yellow book") for the conduct and reporting of both financial and performance audits. GAGAS set forth general standards applicable to both types of audits and separate standards of fieldwork and reporting for financial and performance audits. The GAGAS standards of fieldwork and reporting for financial audits incorporate and build upon GAAS.

Goal: The long range plans necessary to meet the visions of the strategic plan.

Governmental Accounting: The composite activity of analyzing, recording, summarizing, reporting, and interpreting the financial transactions of governments.

Governmental Accounting Standards Board (GASB): The authoritative accounting and financial reporting standard-setting body for government entities.

Governmental Fund Types: Funds used to account for the acquisition, use, and balances of expendable financial resources and the related current liabilities - except those accounted for in proprietary funds and fiduciary funds. In essence, these funds are accounting segregations of financial resources. Expendable assets are assigned to a particular governmental fund type according to the purposes for which they may or must be used. Current liabilities are assigned to the fund type from which they are to be paid. The difference between the assets and liabilities of governmental fund types is referred to as fund balance. The measurement focus in these fund types is on the determination of financial position changes and changes in financial position (sources, uses, and balances of financial resources), rather than on net income determination. The statement of revenues, expenditures, and changes in fund balance is the primary

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governmental fund type operating statement. It may be supported or supplemented by more detailed schedules of revenues, expenditures, transfers, and other changes in fund balance. Under current GAAP, there are four governmental fund types: general, special revenue, debt service, and capital projects.

Grant: A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

Headlee Rollback (also called Tax Limitation Amendment):

(Article IX, Sec. 31 of the Michigan Constitution). If the total value of existing taxable property in a local taxing unit increases faster than the U.S. Consumer Price Index (CPI) from one year to the next, the maximum authorized tax rate in that jurisdiction must be "rolled back" (reduced). The rollback may be reversed by a vote of the electors.

Indirect Costs: Costs associated with, but not directly attributable to, the providing of a product or services. These costs are usually incurred by other departments in the support of operating departments.

Interfund Expenditures: Services rendered to County departments and agencies by other County departments. Examples include data processing services, telecommunications, duplicating, insurance services, etc.

Interfund Transfer: Payment from one fund to another fund primarily for work or services provided.

Intergovernmental Revenue: A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

Internal Control Structure: Policies and procedures established to provide reasonable assurance that specific government objectives will be achieved.

Internal Service Fund: A fund used to account for the financing of goods or services provided by one department to other departments on a reimbursement basis.

Inventory: A detailed listing of property currently held by the government.

Investment: Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals, or base payments.

Invoice: A bill requesting payment for goods or services by a vendor or other governmental unit.

Legal Investment: Investments that governments are permitted to make by law.

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Levy: To impose taxes, special assessments, or service charges for the support of County activities.

Liability: Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. (Note: The term does not include encumbrances.)

Line-item Budget: A budget that lists each revenue and expenditure category (taxes, charges for services, salary, telephone, mileage, etc.) separately, along with the dollar amount budgeted for each specified category.

Long-term Debt: Debt with a maturity of more than one year after the date of Issuance.

Mandate: Any responsibility, action or procedure that is imposed by one sphere of government on another through constitutional, legislative, administrative, executive, or judicial action as a direct order or that is required as a condition of aid.

Maturities: The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

MSHDA: Michigan State Housing Development Authority; a State agency which provides funding for various housing programs.

Mill: One one-thousandth of a dollar of assessed value.

Millage: Rate used in calculating taxes based upon the value of property, expressed in mills per dollar of property, expressed in mills per dollar of property value.

Modified Accrual Basis: Used in governmental fund types. Revenues should be recognized in the accounting period in which they become available and measurable (similar to cash basis). Expenditures should be recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt, which should be recognized when due.

Non Violent Crimes: Non violent crimes are non-index crimes including Assault, Forgery, Fraud, Embezzlement, Stolen Property, Vandalism, Weapons (carry/possession), Sex Offenses, Drug/Narcotic Violations, Family Offenses, OUIL, Liquor Laws, Disorderly Conduct, Vagrancy, and Runaways (non inclusive).

Object of Expenditure: Expenditure classifications based upon the types or categories of goods and services purchased. Typical objects of expenditures include:

- personnel services (salaries and fringes);
- supplies;
- other services and charges (utilities, maintenance contracts, travel); and,
- capital outlays.

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Objective: The means to achieve the established goals; an implementation plan.

Operating Budget: A annual plan of financial operation embodying an estimate of proposed expenditures for the calendar year and the proposed means of financing them (revenue estimates). The plan specifies the type and level of municipal services to be provided, while limiting, through the appropriation process, the amount of money which can be spent.

Operating Transfer: Routine and/or recurring transfers of assets between funds.

Other Financing Sources: Governmental fund general long-term debt proceeds, amounts equal to the present value of minimum lease payments arising from capital leases, proceeds from the sale of general fixed assets, and operating transfers in. Such amounts are classified separately from revenues on the governmental operating statement.

Other Financing Uses: Governmental fund operating transfers out and the amount of refunding bond proceeds deposited with the escrow agent. Such amounts are classified separately from expenditures on the governmental operating statement.

OUIL: Operating Under the Influence of Liquor.

OWI: Operating While Intoxicated

P.A. 621: See Uniform Budget and Accounting Act.

Performance Measures: Specific quantitative and qualitative measures of work performed as an objective of the department.

Personnel Services: Items of expenditures in the operating budget for salaries and wages paid for services performed by County employees, as well as the incidental fringe benefit costs associated with County employment.

Primary Government: Any state government or general-purpose local government (Municipality or County) which meets the following criteria: 1) has a separately elected governing body, 2) is legally separate, and 3) is fiscally independent of other state and local governments.

Proprietary Fund Types: Sometimes referred to as income determination or commercial-type funds, the classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds). All assets liabilities, equities, revenues, expenses, and transfers relating to the government's business and quasi-business activities are accounted for through proprietary funds. The GAAP used are generally those applicable to similar businesses in the private sector and the measurement focus is on determination of net income, financial position, and changes in financial position. However, where the GASB has issued pronouncements applicable to those entities and activities, they should be guided by these pronouncements.

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Property Tax: Property taxes are levied on both real and personal property according to the property's valuation and the tax rate. Also known as "ad valorem taxes".

Purchase Order: A document authorizing the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

Rating: In the context of bonds, normally an evaluation of credit worthiness performed by an independent rating service.

Requisition: A written request from a department to the purchasing office for specific goods or services. This action precedes the authorization of a purchase order.

Reserve: An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Residual Equity Transfer: Non-recurring or non-routine transfers of assets between funds.

Resolution: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources: Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

Retained Earnings: An equity account reflecting the accumulated earnings of the County's Enterprise and Internal Service Funds.

Revenue: Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, and interest income.

Revenue Bonds: Bonds usually sold for construction of a project that will produce revenue for the government. The revenue is used to pay the principal and interest of the bond.

Revenue Estimate: A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

Risk Management: An organized attempt to protect a government's assets against accidental loss in the most economical method.

Rollback Legislation: See Headlee Rollback.

Self-Insurance: A term often used to describe the retention by an entity of a risk of loss arising out of ownership.

S.E.V.: In Michigan means "State Equalized Value" which is approximately one half the value of the property.

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Source of Revenue: Revenues are classified according to their source or point of origin (i.e.: taxes, charges for services, interest on investments).

Special Assessment: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Assessment Roll: The official list showing the amount of special assessments levied against each property presumed to be benefited by an improvement or service.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specified purposes, GAAP only require the use of special revenue funds when legally mandated.

State Equalized Value: See S.E.V.

Strategic Plan: Plan developed by the Board of Commissioners to establish County objectives, goals, and action plans.

Surplus: Revenue over expenditures for any given year. The cumulative revenue over expenditures is called fund balance.

Tax-Exempt Bonds: State and local government securities whose interest is exempt from taxation by the federal government or within the jurisdiction issued.

Tax Levy: The total amount to be raised by general property taxes for the purposes stated in the resolution approved by the County Board of Commissioners.

Tax Rate: The amount of taxes (mills) levied for each \$1,000 of assessed valuation.

Tax Rate Limit: The maximum legal property tax rate at which a County may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes. The County's legal limit is 4.44 mills voted on by County residents in 1988 for 6 years. This millage will expire in 1994 at which time the Tax Allocation Committee will meet.

Tax Roll: The certification of assessed/taxable values prepared by the assessor of each local governmental unit presented to the taxing authority in October of each year.

Tax Year: The calendar year in which ad valorem property taxes are levied to finance the ensuing calendar year budget. For example, taxes levied in 1993 will finance the 1994 budget.

Taxable Value: The dollar figure for each parcel of property against which tax rates are levied. This may or may not be an arbitrary calculation depending upon the market value, how that

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value has changed over time, whether it has been subject to statutory caps" and when it was last "uncapped" because of "transfer of ownership".

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments.

Truth in Taxation (Act No. 5, PA of 1982): Any increase in the total value of existing taxable property in a local taxing unit must be offset by a corresponding decrease in the tax rate actually levied so that the yield does not increase from one year to the next. The rollback may be reversed by a special vote of the legislative body of the local unit provided that the action is preceded by a public advertisement and hearing.

Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purchases.

Uniform Budget and Accounting Act (P.A. 621): This act was passed by the Michigan Legislature in 1978 to provide for a system of uniform procedures for the preparation and execution of budgets in local government. The Act addresses responsible parties in the budget process, required information in the budget document, and policies regarding deficits and budget amendments.

Unqualified Opinion: An auditor's opinion stating that the financial statements present fairly the financial position, results of operations and (when applicable) changes in financial position in conformity with GAAP (which include adequate disclosure). This conclusion may be expressed only when the auditor has formed such an opinion on the basis of an examination made in accordance with GAAS or GAGAS.

User Charges (also known as User Fees): The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Violent Crimes: Violent crimes are index crimes including Murder/Manslaughter, Negligent Homicide, Kidnapping, Criminal Sexual Conduct, Robbery, Aggravated Assault, Burglary, Motor Vehicle Theft, Arson, and Larceny.

Yield: The rate earned on an investment based on the price paid for the investment.

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