



County of Ottawa

Board of Commissioners

Philip D. Kuyers
Chairperson

James C. Holtrop
Vice-Chairperson

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

West Olive (616) 738-4898

Fax (616) 738-4888

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Website: www.miOttawa.org

July 8, 2011

To All Ottawa County Commissioners:

The Ottawa County Board of Commissioners will meet on **Tuesday, July 12, 2011 at 1:30 p.m.**, for the regular **July** meeting of the Board at the Ottawa County Fillmore Street Complex in West Olive, Michigan.

The Agenda is as follows:

1. Call to Order by the Chairperson
2. Invocation – Commissioner Baumann
3. Pledge of Allegiance to the Flag
4. Roll Call
5. Presentation of Petitions and Communications
6. Public Comments and Communications from County Staff
7. Approval of Agenda
8. Actions and Reports

A. Consent Resolutions:

From the County Clerk

1. Board of Commissioners Meeting Minutes
Suggested Motion:
To approve the Minutes of the June 28, 2011 Board of Commissioners Meeting.
2. Payroll
Suggested Motion:
To authorize the payroll of July 12, 2011 in the amount of \$_____.
3. Correspondence Log 417
Suggested Motion:
To receive for information the Correspondence Log.

Stuart P. Visser Dennis W. Swartout Jane M. Ruiter Greg J. DeJong Roger G. Rycenga
Joseph S. Baumann Robert W. Karsten James H. Holtvluwer Donald G. Disselkoen

From the Finance and Administration Committee

4. Monthly Accounts Payable for June 20, 2011 through June 30, 2011
Suggested Motion:
To approve the general claims in the amount of \$1,658,510.30 as presented by the summary report for June 20, 2011 through June 30, 2011.

From Administration

5. Ottawa County Information Technology 2010 Annual Report
Suggested Motion:
To receive for information the Ottawa County Information Technology 2010 Annual Report.
6. Ottawa County Planning and Performance Improvement 2010 Annual Report
Suggested Motion:
To receive for information the Ottawa County Planning and Performance Improvement 2010 Annual Report.

B. Action Items:

From Administration

7. Public Hearing on FY 2011 Edward Byrne Memorial Justice Assistance Formula Grant (JAG)
Suggested Motion:
 - a. To open Public Hearing
 - b. To close Public Hearing
8. Spring Lake Township 2011 Wastewater System Pump Station Improvements and Refunding Bonds Agreement
Suggested Motion:
To approve and authorize the Board Chair and Clerk to sign the defense, release and indemnification agreement with Spring Lake Township regarding the Act 342 Bonds to finance the Spring Lake 2011 Wastewater System Pump Station Improvements Project and refund the 1999 Bond Issue.

From the Finance and Administration Committee

9. Spring Lake Township 2011 Wastewater System Pump Station Improvements and Refunding
Suggested Motion:
To approve and authorize the Board Chair and Clerk to sign the resolution authorizing the County Road Commission to issue Act 342 Bonds in the not-to-exceed amount of \$1,360,000 to finance the Spring Lake 2011 Wastewater System Pump Station Improvements Project and refund the 1999 Bond Issue.

C. Appointments: None

D. Discussion Items:

10. Ottawa County Information Technology 2010 Annual Report
(Presented by: Dave Hulst, IT Director)
11. Ottawa County Planning and Performance Improvement 2010 Annual Report
(Presented by: Mark Knudsen, Planning Director)
9. Report of the County Administrator
10. General Information, Comments, and Meetings Attended
11. Public Comments
12. Adjournment

**PROPOSED
PROCEEDINGS OF THE OTTAWA COUNTY
BOARD OF COMMISSIONERS
JUNE SESSION – SECOND DAY**

The Ottawa County Board of Commissioners met on Tuesday, June 28, 2011, at 1:30 p.m. and was called to order by the Chair.

Mr. Rycenga pronounced the invocation.

The Clerk led in the Pledge of Allegiance to the Flag

Present at roll call: Messrs. Visser, Kuyers, Swartout, Mrs. Ruiters, Messrs. DeJong, Rycenga, Baumann, Disselkoen, Karsten, Holtrop, Holtvluwer. (11)

- B/C 11-148 Mr. Swartout moved to approve the agenda of today as presented and amended with a substitute motion for Action Item #15 – Study with the City of Grand Haven to Implement Collaborated Services. The motion passed.
- B/C 11-149 Mr. Holtrop moved to approve the following Consent Resolutions:
1. To approve the Minutes of the June 14, 2011 Board of Commissioners Meeting.
 2. To authorize the payroll of June 28, 2011 in the amount of \$575.66.
 3. To approve the general claims in the amount of \$5,129,005.08 as presented by the summary report for June 1, 2011 through June 17, 2011.
 4. To approve the appropriation changes greater than \$50,000 and those approved by the Administrator and Fiscal Services Director for \$50,000 or less which changed the total appropriation from the amended budget for the month of May 2011.
 5. To approve and authorize the Board Chair and Clerk to sign the Resolution honoring Juke Van Oss for sixty (60) years of broadcasting at WHTC – AM, Holland, Michigan.
 6. To approve and authorize the Board Chair and Clerk to sign the Resolution honoring Denny Swartout for his sixteen (16) years of service at the Tri-Cities Historical Museum, Grand Haven, Michigan.

The motion passed as shown by the following votes: Yeas: Messrs. Disselkoen, Karsten, DeJong, Holtrop, Visser, Swartout, Mrs. Ruiter, Messrs. Rycenga, Holtvluwer, Baumann, Kuyers. (11)

Mr. Kuyers presented Mr. Swartout with the Resolution for his service at the Tri-Cities Historical Museum.

- B/C 11-150 Mr. Swartout moved to receive for information the Annual “Balance in Land Sale Proceeds Account” Report. The motion passed as shown by the following votes: Yeas: Messrs. DeJong, Visser, Swartout, Holtvluwer, Mrs. Ruiter, Messrs. Disselkoen, Baumann, Holtrop, Karsten, Rycenga, Kuyers. (11)
- B/C 11-151 Mr. Swartout moved to receive the Ottawa County Drain Commission’s Annual Financial Report for the year ended December 31, 2010. The motion passed as shown by the following votes: Yeas: Messrs. Visser, Holtvluwer, Disselkoen, Holtrop, Mrs. Ruiter, Messrs. Karsten, DeJong, Rycenga, Swartout, Baumann, Kuyers. (11)
- B/C 11-152 Mr. Swartout moved to receive for information the Comprehensive Annual Financial Report (CAFR) of the County of Ottawa for the year ended December 31, 2010. The motion passed as shown by the following votes: Yeas: Mrs. Ruiter, Messrs. Baumann, DeJong, Karsten, Swartout, Holtvluwer, Rycenga, Holtrop, Disselkoen, Visser, Kuyers. (11)
- B/C 11-153 Mr. Swartout moved to receive for information the County of Ottawa’s Single Audit Report for the year ended December 31, 2010. The motion passed as shown by the following votes: Yeas: Messrs. DeJong, Rycenga, Baumann, Disselkoen, Holtvluwer, Visser, Holtrop, Swartout, Karsten, Mrs. Ruiter, Mr. Kuyers. (11)
- B/C 11-154 Mr. Swartout moved to approve the proposal from the Information Technology Department and Community Mental Health to downgrade one (1) FTE Programmer/Analyst Unclassified (06A) position supporting CMH to one (1) FTE Programmer Unclassified (04A) at a savings of \$11,407.00. The motion passed as shown by the following votes: Yeas: Messrs. Swartout, Holtvluwer, Visser, Holtrop, Karsten, Disselkoen, Baumann, Rycenga, DeJong, Mrs. Ruiter, Mr. Kuyers. (11)
- B/C 11-155 Mr. Swartout moved to approve the request from Community Mental Health to create one (1) FTE Mental Health Clinician, (Unclassified, Paygrade 14, C Step) at a cost of \$34,089.00. Funding to come from Medicaid Funds. The motion passed as shown by the following votes: Yeas: Mr. Holtvluwer, Mrs. Ruiter, Messrs. Holtrop, Rycenga, Disselkoen, Baumann, Visser, Karsten, DeJong, Swartout, Kuyers. (11)

B/C 11-156 Mr. Swartout moved to approve the request from Community Mental Health to create one (1) FTE Mental Health Specialist (Unclassified, Paygrade 12, C Step) at a cost of \$29,352.00. Funding to come from Medicaid Funds. The motion passed as shown by the following votes: Yeas: Messrs. Rycenga, DeJong, Karsten, Mrs. Ruiter, Messrs. Baumann, Visser, Swartout, Holtvluwer, Disselkoen, Holtrop, Kuyers. (11)

B/C 11-157 Mr. Swartout moved to approve the request from Community Mental Health to create one (1) FTE Mental Health Clerk (Temporary Unbenefitted) at a cost of \$8,095.00. Funding to come from Medicaid Funds. The motion passed as shown by the following votes: Yeas: Messrs. Holtrop, Holtvluwer, Swartout, Baumann, Visser, Disselkoen, Karsten, Mrs. Ruiter, Messrs. Rycenga, DeJong, Kuyers. (11)

B/C 11-158 Mr. Swartout moved to approve the proposal from Plante and Moran, PLLC, to study and implement collaborative services with the City of Grand Haven including Finance, Assessing, Treasury and Information Technology, at a cost of \$10,000, with funding to come from General Fund Contingency. The motion passed as shown by the following votes: Yeas: Messrs. Karsten, Disselkoen, Holtrop, Visser, Holtvluwer, DeJong, Mrs. Ruiter, Messrs. Swartout, Rycenga, Baumann, Kuyers. (11)

Discussion Items

1. Employee Survey – Noel Willis and Sherri Loweke, RDA Group, presented the 2nd Quarter 2011 Ottawa County Employee Satisfaction Survey. RDA has partnered with Ottawa County since 2004 with this being the fourth survey done. There was a 64% response rate with 581 employees responding.

The Administrator's report was presented. Mr. Vanderberg recognized Bill Morse who will be retiring after 23 years serving as the Facilities and Maintenance Director.

B/C 11-159 Mr. Disselkoen moved to adjourned at 2:12 p.m. subject to the call of the Chair. The motion passed.

DANIEL C. KRUEGER, Clerk
Of the Board of Commissioners

PHILIP KUYERS, Chairman
Of the Board of Commissioners

Action Request



Committee: Board of Commissioners

Meeting Date: 7/12/2011

Requesting Department: County Clerk

Submitted By: Bob Spaman

Agenda Item: Payroll

SUGGESTED MOTION:

To authorize the payroll of July 12, 2011 in the amount of \$_____.

SUMMARY OF REQUEST:

To pay the current payroll of the members of the Ottawa County Board of Commissioners. Pursuant to MCL 46.11, the Board of Commissioners is authorized to provide for and manage the ongoing business affairs of the County.

FINANCIAL INFORMATION:

Total Cost: _____ General Fund Cost: _____ Included in Budget: Yes No

If not included in budget, recommended funding source: _____

ACTION IS RELATED TO AN ACTIVITY WHICH IS:

Mandated Non-Mandated New Activity

ACTION IS RELATED TO STRATEGIC PLAN:

Goal:

- 1: To Maintain and Improve the Strong Financial Position of the County.
- 2: To Maintain and Enhance Communication with Citizens, Employees, and Other Stakeholders.
- 3: To Contribute to a Healthy Physical, Economic, & Community Environment.
- 4: To Continually Improve the County's Organization and Services.

Objective: _____

ADMINISTRATION RECOMMENDATION: Recommended Not Recommended Without Recommendation

County Administrator: **Alan G. Vanderberg**

Digitally signed by Alan G. Vanderberg
DN: cn=Alan G. Vanderberg, o=US, ou=County of Ottawa, ou=Administrator's Office, email=avanderberg@miottawa.org
Reason: I am approving this document
Date: 2011.03.02 09:03:46 -05'00'

Committee/Governing/Advisory Board Approval Date: _____

Action Request



Committee: Board of Commissioners

Meeting Date: 7/12/2011

Requesting Department: County Clerk

Submitted By: Keith Van Beek

Agenda Item: Correspondence Log 417

SUGGESTED MOTION:

To receive for information the Correspondence Log.

SUMMARY OF REQUEST:

FINANCIAL INFORMATION:

Total Cost: \$0.00 | General Fund Cost: \$0.00 | Included in Budget: Yes | No

If not included in budget, recommended funding source:

ACTION IS RELATED TO AN ACTIVITY WHICH IS:

Mandated | Non-Mandated | New Activity

ACTION IS RELATED TO STRATEGIC PLAN:

Goal:

Objective:

ADMINISTRATION RECOMMENDATION: Recommended | Not Recommended | Without Recommendation

County Administrator: Alan G. Vanderberg

Digitally signed by Alan G. Vanderberg
DN: cn=Alan G. Vanderberg, o=OS, ou=County of Ottawa, ou=Administrator's Office, email=avanderberg@mottawak.org
Reason: I am approving this document.
Date: 2011.08.09 11:12:00 -0400

Committee/Governing/Advisory Board Approval Date:

CORRESPONDENCE LOG 417

Date	Correspondent	Content	Referred To
6/14/2011	LINDA NIOTIS, GH CITY CLERK	NOTICE OF HEARING	ADMINISTRATOR, SWARTOUT, RUITER
6/7/2011	MICHAEL DALMAN, HOLLAND TWP CLERK	HEARING NOTICES	ADMINISTRATOR, KUEYRS, BAUMANN, KARSTEN

From: To:
6/4/2011 7/6/2011

Action Request



Committee: Board of Commissioners

Meeting Date: 7/12/2011

Requesting Department: Fiscal Services

Submitted By: Bob Spaman

Agenda Item: Monthly Accounts Payable for June 20, 2011 through June 30, 2011

SUGGESTED MOTION:

To approve the general claims in the amount of \$1,658,510.30 as presented by the summary report for June 20, 2011 through June 30, 2011.

SUMMARY OF REQUEST:

Approve vendor payments in accordance with the Ottawa County Purchasing Policy.

FINANCIAL INFORMATION:

Total Cost: \$1,658,510.30 | General Fund Cost: \$1,658,510.30 | Included in Budget: Yes | No

If not included in budget, recommended funding source:

ACTION IS RELATED TO AN ACTIVITY WHICH IS:

Mandated | Non-Mandated | New Activity

ACTION IS RELATED TO STRATEGIC PLAN:

Goal: 1: To Maintain and Improve the Strong Financial Position of the County.

Objective:

- 1: Advocate on legislative issues to maintain and improve the financial position of the County.
- 2: Implement processes and strategies to deal with operational budget deficits.
- 3: Reduce the negative impact of rising employee benefit costs on the budget.
- 4: Maintain or improve bond ratings.

ADMINISTRATION RECOMMENDATION: Recommended | Not Recommended | Without Recommendation

County Administrator: Alan G. Vanderberg

Digitally signed by Alan G. Vanderberg
DN: cn=Alan G. Vanderberg, o=County of Ottawa, ou=Administrator's Office, email=avanderberg@ottawacounty.org
Reason: I am approving this document
Date: 2011.07.08 16:12:54 -0400

Committee/Governing/Advisory Board Approval Date:



County of Ottawa

Fiscal Services Department

Robert Spaman
Fiscal Services Director

Marvin Hinga
Fiscal Services Assistant Director

12220 Fillmore Street • Room 331 • West Olive, Michigan 49460

West Olive (616) 738-4847
Fax (616) 738-4098
e-mail: rspaman@miottawa.org
mhinga@miottawa.org

To: Board of Commissioners

From: Robert Spaman, Fiscal Services Director

Subject: Accounts Payable Listing – June 20, 2011 to June 30, 2011

Date: July 1, 2011

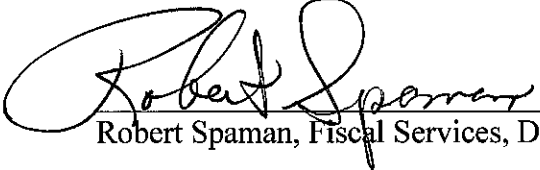
I have reviewed the Accounts Payable Listing for June 20 through June 30, 2011. The expenditures are general payments that are routine to Ottawa County.

If you have any additional questions, please feel free to contact me.

Total Checks/Automated Clearing House (ACH) 06/20/2011 through 06/30/2011

I hereby certify that to the best of my knowledge the List of Audit Claims, a summary of which is attached, constitutes all claims received and audited for payment. The List of Claims shows the name of claimant, amount of claim, check number, ACH number, check date and ACH date. The net amount of checks/ACH written during the period was \$1,549,670.48. The amount of claims to be approved totals \$1,658,510.30.

*Adjustments are voided checks or ACH.


Robert Spaman, Fiscal Services, Director

7/1/11
Date

We hereby certify that the Board of Commissioners has approved the claims on this 12th day of July, 2011.

Philip Kuyers, Chairperson
Board of Commissioners

Daniel Krueger, Clerk

ACCOUNTS PAYABLE CHECKS/ACH 06/20/2011 THROUGH 06/30/2011

<u>FUND NUMBER</u>	<u>FUND NAME</u>	<u>CLAIMS TO BE APPROVED</u>	<u>ADJUSTMENTS*</u>	<u>NET CHECK/ACH TOTALS</u>
1010	GENERAL FUND	353,443.94	(449.99)	352,993.95
1500	CEMETERY TRUST	0.00	0.00	0.00
2081	PARKS & RECREATION	27,991.35	0.00	27,991.35
2082	PARK 12	0.00	0.00	0.00
2160	FRIEND OF COURT	4,212.65	0.00	4,212.65
2170	9/30 JUDICIAL GRANTS	530.25	0.00	530.25
2210	HEALTH	43,964.43	0.00	43,964.43
2220	MENTAL HEALTH	167,243.45	(22.00)	167,221.45
2271	SOLID WASTE CLEAN-UP	31,046.01	0.00	31,046.01
2272	LANDFILL TIPPING FEES	1,520.22	0.00	1,520.22
2320	TRANSPORTATION SYSTEM	0.00	0.00	0.00
2420	PLANNING COMMISSION	0.00	0.00	0.00
2444	INFRASTRUCTURE FUND	0.00	0.00	0.00
2450	PUBLIC IMPROVEMENT	0.00	0.00	0.00
2550	HOMESTEAD PROPERTY TAX	0.00	0.00	0.00
2560	REGISTER OF DEEDS AUTOMATION FUND	1,397.92	0.00	1,397.92
2590	LIPPERT GRANT	0.00	0.00	0.00
2601	PROSECUTING ATTORNEY GRANTS	710.40	0.00	710.40
2602	WEMET	76,932.81	0.00	76,932.81
2603	WEED AND SEED	0.00	0.00	0.00
2605	COPS-AHEAD-GEORGETOWN	0.00	0.00	0.00
2606	COPS-FAST-GEORGETOWN	0.00	0.00	0.00
2608	COPS-FAST-ALLENDALE	0.00	0.00	0.00
2609	SHERIFF GRANT PROGRAMS	0.00	0.00	0.00

ACCOUNTS PAYABLE CHECKS/ACH 06/20/2011 THROUGH 06/30/2011

<u>FUND NUMBER</u>	<u>FUND NAME</u>	<u>CLAIMS TO BE APPROVED</u>	<u>ADJUSTMENTS*</u>	<u>NET CHECK/ACH TOTALS</u>
2610	COPS-UNIVERSAL	427.00	(241.50)	185.50
2640	EMT HOLLAND-PARK	0.00	0.00	0.00
2650	EMT GEORGETOWN TOWNSHIP	0.00	0.00	0.00
2661	SHERIFF ROAD PATROL	0.00	0.00	0.00
2690	LAW LIBRARY	0.00	0.00	0.00
2740	WIA-ADMIN. COST POOL	4,000.00	0.00	4,000.00
2741	WIA-YOUTH	315.71	0.00	315.71
2742	WIA-ADULT	447.95	0.00	447.95
2743	WIA-6/30 GRANT PROGRAMS	19,291.76	0.00	19,291.76
2744	WIA-12/31 GRANT PROGRAMS	694.00	0.00	694.00
2747	WIA-WORK FIRST YOUTH	0.00	0.00	0.00
2748	WIA-9/30 GRANT PROGRAMS	25,992.31	0.00	25,992.31
2749	WIA-3/31 GRANT PROGRAMS	0.00	0.00	0.00
2750	GRANT PROGRAMS-PASS THRU	21,998.98	0.00	21,998.98
2800	EMERGENCY FEEDING	0.00	0.00	0.00
2810	FEMA	0.00	0.00	0.00
2850	COMMUNITY CORRECTIONS PROG. GRANT	570.53	0.00	570.53
2870	COMMUNITY ACTION AGENCY (CAA)	7,406.99	0.00	7,406.99
2890	WEATHERIZATION	30,686.42	0.00	30,686.42
2900	DEPT OF HUMAN SERVICES	0.00	0.00	0.00
2901	DEPT OF HUMAN SERVICES	0.00	0.00	0.00
2920	CHILD CARE - PROBATE	41,705.83	0.00	41,705.83
2921	CHILD CARE - SOCIAL SERVICES	0.00	0.00	0.00
2930	SOLDIER & SAILORS RELIEF	0.00	0.00	0.00

ACCOUNTS PAYABLE CHECKS/ACH 06/20/2011 THROUGH 06/30/2011

<u>FUND NUMBER</u>	<u>FUND NAME</u>	<u>CLAIMS TO BE APPROVED</u>	<u>ADJUSTMENTS*</u>	<u>NET CHECK/ACH TOTALS</u>
2940	VETERANS TRUST	0.00	0.00	0.00
2941	VETERANS TRUST	0.00	0.00	0.00
2970	DB/DC CONVERSION	1,562.75	0.00	1,562.75
5160	DELINQUENT TAXES	212.00	0.00	212.00
6360	INFORMATION TECHNOLOGY	17,342.71	0.00	17,342.71
6410	WATER & SEWER REVOLVING	0.00	0.00	0.00
6450	DUPLICATING	37.92	0.00	37.92
6550	TELECOMMUNICATIONS	11,176.01	0.00	11,176.01
6641	EQUIPMENT POOL	0.00	0.00	0.00
6770	PROTECTED SELF-FUNDED INSURANCE	3,256.25	0.00	3,256.25
6771	PROTECTED SELF-FUNDED HEALTH INS.	588,838.85	0.00	588,838.85
6772	PROTECTED SELF-FUNDED UNEMPL INS.	0.00	0.00	0.00
6775	LONG-TERM DISABILITY INSURANCE	8,658.74	0.00	8,658.74
6776	PROTECTED SELF-FUNDED DENTAL INS.	0.00	0.00	0.00
6777	PROTECTED SELF-FUNDED VISION	0.00	0.00	0.00
6782	PROTECTED SELF-FUNDED INS PROG M.H.	0.00	0.00	0.00
7010	AGENCY	107,297.41	(108,126.33)	-828.92
7040	IMPREST PAYROLL	19,515.24	0.00	19,515.24
7210	LIBRARY PENAL FINE	0.00	0.00	0.00
7300	EMPLOYEE SICK PAY BANK	0.00	0.00	0.00
7360	OPEB TRUST	38,081.51	0.00	38,081.51
		<u>\$1,658,510.30</u>	<u>(\$108,839.82)</u>	<u>\$1,549,670.48</u>

Action Request



Committee: Board of Commissioners

Meeting Date: 7/12/2011

Requesting Department: IT

Submitted By: Keith Van Beek

Agenda Item: Ottawa County Information Technology 2010 Annual Report

SUGGESTED MOTION:

To receive for information the Ottawa County Information Technology 2010 Annual Report.

SUMMARY OF REQUEST:

In accordance with 2011 Rules of the Ottawa County Board of Commissioners:

Section 4.6 - Annual Reports From Departments of County Government - It is the policy of the Board of Commissioners to receive annual, written and oral Reports from all Departments of County government. Written reports shall be in a form approved by the County Administrator and shall, in the ordinary course, be submitted directly to the Board of Commissioners through the County Administrator's Office.

FINANCIAL INFORMATION:

Total Cost: \$0.00 | County Cost: \$0.00 | Included in Budget: Yes | No

If not included in budget, recommended funding source:

ACTION IS RELATED TO AN ACTIVITY WHICH IS:

Mandated | Non-Mandated | New Activity

ACTION IS RELATED TO STRATEGIC PLAN:

Goal: 2: To Maintain and Enhance Communication with Citizens, Employees, and Other Stakeholders.

Objective: 4: Continue to improve communication with Commissioners.

ADMINISTRATION RECOMMENDATION: Recommended | Not Recommended

County Administrator: **Alan G. Vanderberg**

Digitally signed by Alan G. Vanderberg
DN: cn=Alan G. Vanderberg, o=US, ou=County of Ottawa, ou=Administrator's Office, email=avanderberg@mottawa.org
Reason: I am approving this document
Date: 2011.07.06 16:00:00 -0400

Committee/Governing/Advisory Board Approval Date:



County of Ottawa
Information Technology Department
Annual Report
June 2010 – May 2011



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Executive Summary

The County Information Technology (IT) Department supports a broad range of technology. Support is delivered through a combination of internal staff and external service providers. County technology includes general purpose computers and software, department and enterprise systems, storage and server infrastructure, specialized systems and software, audiovisual equipment, and telecommunications systems. The IT staff cannot possess the expertise to support all technology equally. However, the IT Department considers itself the first level of support. If resolution cannot be provided with internal expertise, IT staff coordinates with external service providers for services. As the County has moved increasingly to vendor delivered solutions, the department's role as Technology Coordinator/Project Manager has taken on greater importance. The ability of IT staff to work through external vendors to deliver solutions requires a new set of skills. In addition to being the first responder to technical problems, IT functions as the County's technology integrator, bringing together component subsystems into a complete functional system.

In 2010, the County installed the fifth of seven BS&A applications. The newest .NET Delinquent Tax system supports operations in the County Treasurer's office.

As part of the development of a new Justice System, requirements gathering for the Sheriff's portion of the new system were completed. The new system, referred to as Many Integrated County Applications (MICA), has involved a number of Justice Departments resulting in some short term wins through process change and increased communication between departments (**Appendix K**). The first components of the MICA system are in operation.

In 2010, the County's technology efforts were recognized in the Digital Counties Survey sponsored by The Center for Digital Government. Ottawa County was ranked 4th in the 250,000 – 500,000 population category which was an improvement over the 8th place ranking of 2009.

In the past year 11 new on-line applications have been developed. Seven of these provide online public access to County services. Four applications provided internal efficiency gains. Three applications were upgraded or modified to accommodate changes in software or procedures. Through May 2011, year-to-date (YTD) revenue received through on-line services was up 34.6% from YTD revenue for 2010. A summary of the online services and applications developed is contained in **Appendix H**.

The Board of Commissioners approved a proposed upgrade of the County voice communications system on July 27, 2010. That upgrade is currently underway. The implementation of the upgraded phone system has been delayed due to configuration issues that required additional testing prior to deployment. The full implementation is expected to be completed prior to the end of 2011.

The IT Department has continued to pursue a strategy of consolidation with redundancy. This includes the voice communication system, servers and storage. The servers listed in **Appendix A** show that of 62 servers, 38 are virtual. As servers are replaced, IT will evaluate the ability to further consolidate previously independent server environments into the virtual infrastructure.

The IT staff has undergone recent changes. An additional position was approved for CMH by the Board of Commissioners in January 2011. This position has been filled effective June 1, 2011. Between March and April 2011, retirements created a gap in support for our legacy AS400 applications. This gap is currently being supported by a part time contractor, and a newly

Executive Summary

hired Programmer/Analyst. The retirements and staff changes have limited our ability to provide ongoing support for the legacy Justice System, thus making the replacement of this system a high priority.

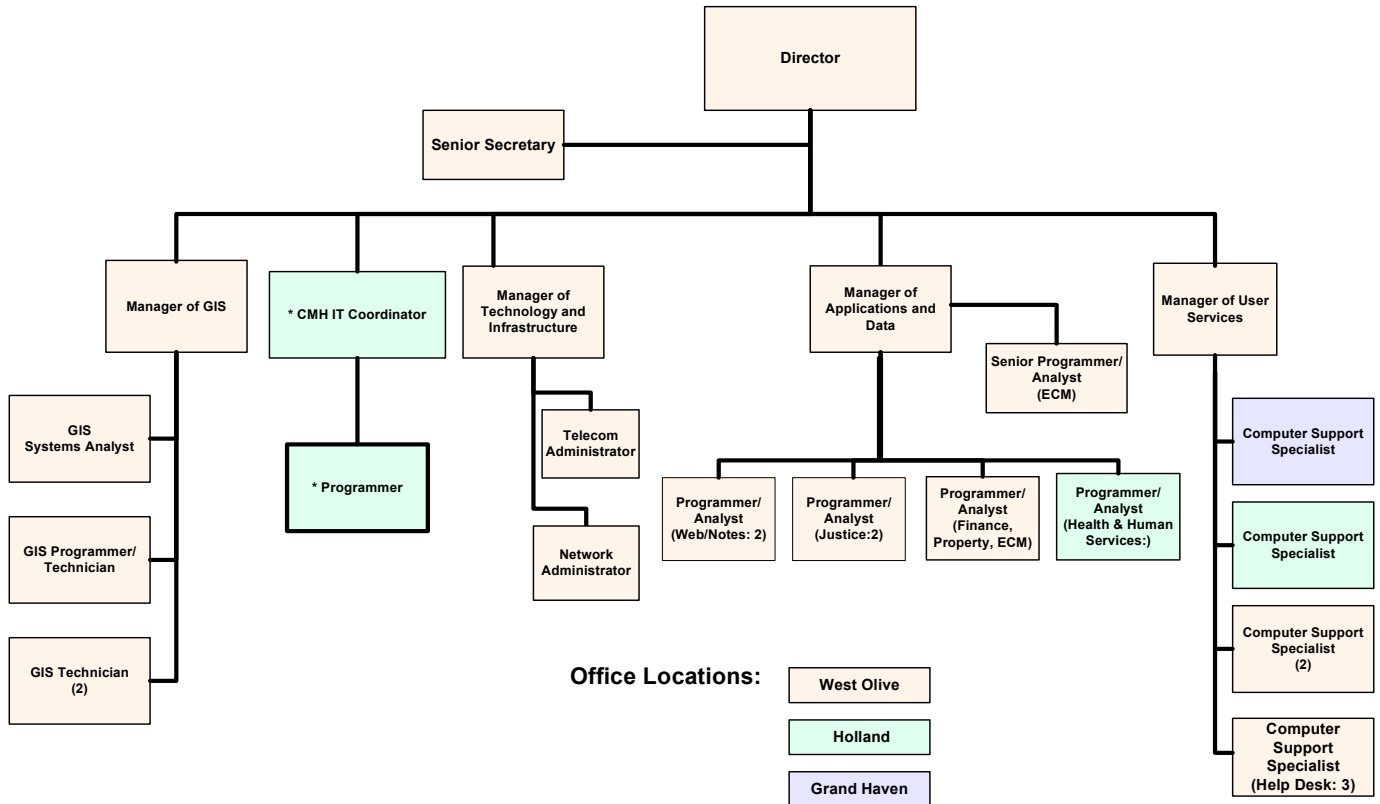
Major technology efforts and accomplishments during the past year include the following:

1. First operational components of Many Integrated County Applications (MICA).
2. Replaced the BS&A Delinquent Tax Applications.
3. Added seven new online services to the County Web site.
4. Developed six new quick form applications for Road Patrol Deputies.
5. Hosted a second local government online payment service.
6. Provided hosting for online payments for Muskegon County.
7. Hosted local government unit Enterprise Content Management (Imaging) solution.
8. Retired 653 devices and installed 664 new devices.
9. Resolved 13,472 (+3.3%) Help Desk Tickets. An average of 1,123 tickets per month.
10. Completed 666 (-9%) Project Requests. An average of 56 projects per month.

Who We are: Organization

IT Organizational Chart

Effective June 2011



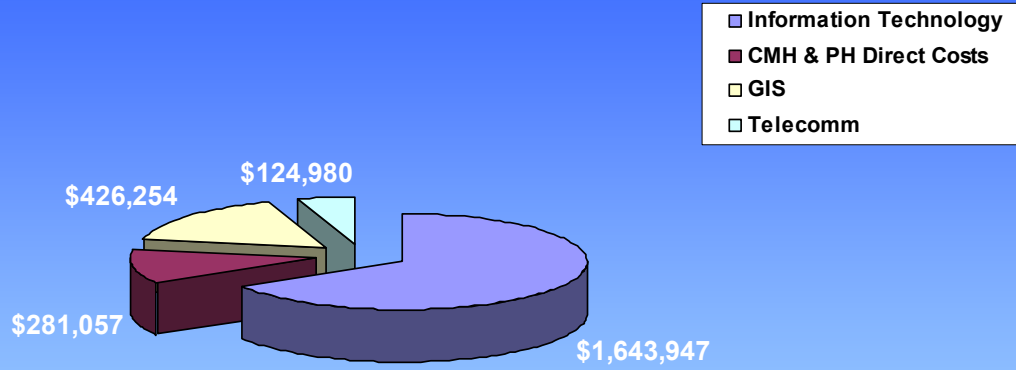
Staff (* New positions in 2011)

<u>Title</u>	<u>Pay Grade</u>	<u>FTE's</u>
Director	10	1.0
Managers	08	4.0
*CMH IT Coordinator	07	1.0
Senior Secretary	09 (Group T)	1.0
Network Administrator	07A	1.0
Telecomm Administrator	07A	1.0
Senior Programmer/Analyst	07A	1.0
Programmer/Analyst	06A	6.0
GIS Systems Analyst	06A	1.0
GIS Programmer/Technician	04A	1.0
*Programmer (Replaces 06A Programmer/Analyst)	04A	1.0
GIS Technician	03	2.0
Computer Support Specialist	03	7.0
Total		28.0

<u>Name</u>	<u>Position</u>	<u>Years With the County</u>
David Hulst	IT Director	17
Rachael Harper	Senior Secretary	12

Who We are: Organization

2010 Personnel Costs



Who We are: Organization

User Services Team

The primary goal of the User Services team is to ensure that County employees have dependable computer and phone equipment, responsive support and the knowledge to use their technology. Reaching this goal encompasses many different aspects. The User Services team rotates through roles at the Help Desk and PC Support in order to support the various offices throughout the County. Some of the responsibilities of the User Services team include: logging calls to the Help Desk, computer operations, hardware and software installation, troubleshooting and computer applications training services.

Help Desk: On average, the Help Desk receives 1,123 calls per month for problems and requests. Approximately 50% of those calls are resolved during the initial call. The remaining calls are escalated to the PC Support person working that week at the customer site or to another group within IT.

Desktop Support: Beyond the daily responsibilities of working on problem tickets and troubleshooting computer problems, the User Services team also works on project requests, such as installing new equipment purchased during the budget year, installing new applications and moving computer equipment. Some of the larger projects that the User Services team has worked on this year include upgrades to a new operating system, Windows 7, and upgrades to the Microsoft Office 2010 suite of products. The team has also been heavily involved in upgrades to the Lotus Notes client. Work on these upgrades will continue in 2011, and are expected to be completed sometime in 2012.

Training: During the past year, the User Services team taught 67 different sessions of computer classes to a total of 278 employees (**Appendix I**). This represents an increase in the number of classes conducted and people trained. During the spring of 2011, we offered 2 new classes: Microsoft Office 2010 Overview sessions and several Lunch and Learn sessions called Purchasing a New Home Computer. The Microsoft Office Overview had 35 attendees, while the IT Lunch and Learns had 31 attendees. Both of these new classes were offered at multiple locations: Fillmore, Grand Haven, and Holland James Street Campus.

In 2010, the IT User Services training team introduced multi-session classes. For example, the Excel Introduction class consists of (3) two hour sessions one week apart. We have received great feedback on these changes. This new format has allowed for the student to practice what they learn in the first session and then come back to the second and third sessions with questions. This has improved both employee skill levels and retention. As part of our migration to Windows 7 and Microsoft Office 2010, the training classes will be receiving another make-over in the summer of 2011. New training manuals for the 2010 Office Suite will need to be developed and those classes will be conducted beginning in the fall of 2011.

User Services' newest team member, Aaron Becker, has quickly become a valuable member of the team. Aaron joined Ottawa County as a member of the User Services team in January 2011. He is a graduate of Western Michigan University, where he majored in Computer Information Systems. He has experience with Windows 7 and Office 2010. Aaron taught both the Microsoft Office 2010 Overview courses and the Purchasing a New Home Computer Lunch and Learn.

Who We are: Organization

In early 2011, Tina McConnell, the Manager of User Services earned her HDI Support Center Manager certification. She also continues to be heavily involved in the local West Michigan HDI Chapter, and serves on the Chapter Board as the VP of Communications.

The User Services Team

Name	Position	Years with the County
Tina McConnell	Manager of User Services	5
Chris Bartaway	PC Support Specialist	16
Neung Chau	PC Support Specialist	11
Aaron Becker	PC Support Specialist	.5
Merey Podehl	PC Support Specialist	17
Mary Ann Quellos	PC Support Specialist	11
Beth Schipper	PC Support Specialist	6
Pam Wheeler	PC Support Specialist	15

Who We are: Organization Applications & Data Team

The Applications and Data team worked on 375 projects (completing 334), investing 3,181 hours in the delivery of customer requested application solutions. A total of 1,703 help desk tickets were responded to by the Applications and Data team members accounting for an additional 875 hours of support service to our customers.

This year saw the retirement of two Justice System Programmer/Analysts in March and April and the resignation of the Mental Health Programmer/Analyst at the end of May. This recent exodus of experienced skill sets may impact the team's productivity in support of our customers in those areas. The newest member to join the team is Stephen Swingle, who will serve as the lead Justice System support person. The IT Department has contracted an additional resource for 16 hours a week to supplement the Justice System support requirements for the remainder of 2011.

Dale Downing and Sylvain Stym-Popper worked with Webtecs Inc. to introduce the employee electronic paystub web site which allows County employees to access their biweekly payroll check information on-line. No longer are paper payroll checks being printed by Fiscal Services. Direct deposit or reloadable pay cards are now the only methods of employee payment. The on-line check stub solution leveraged via the Electronic Content Management (ECM) application's utilities further demonstrates the continued value add which the ECM package provides to the County. Dale oversaw the conversion of the BS&A Delinquent Tax application to a new BS&A .NET version.

Mental Health continued their plans to convert the existing AVATAR applications to newer release levels with the addition of restructuring the billing model. Complications with project oversight and billing system re-orientation have hampered the momentum of this effort. Conversion of paper based forms in favor of their electronic AVATAR managed alternative continues to gain momentum at CMH.

John Meyers has implemented automated 837 HIPAA 4010 electronic billing in Public Health. Environmental Health began using the Insight Time and Activity Application after John Meyers completed customization of the module to meet the reporting requirements of their unique managerial reports.

IT continued its partnership with Solid Design Software Solutions in the design, development and implementation of a web browser based application to replace the current integrated Justice System. Our second year of the project's Phase II Implementation has seen "quick wins" in many departments achieved by virtue of bringing customers together to understand and document existing procedures.

MICA Quick Wins Completed (Appendix K):

- Payroll Hours Entry Production Roll-Out to 5 Departments
- Eliminate check issuance of trust account balance at time of inmate release
- Fingerprint Transmission Reporting Tool
- Dog License Lookup in Patrol Cars
- Web Based Forms Delivery to Patrol Cars Expansion
 - Fast Track Booking
 - Raw/Missing Form

Who We are: Organization

- Mental Health Point-in-Time Survey
- Stolen Property
- Vehicle Impound/Release

Team Members:

Name	Position	Years With County	Primary Area of Expertise	Secondary Area of Expertise
Gregory Westra	Manager of Applications and Data	23		
Evelyn Keyes	Programmer/Analyst	18 (T)	Justice	Administrative
Terry Archambault	Programmer/Analyst	15 (T)	Justice (Lead)	Forms Management
Harold Harper	Programmer/Analyst	13	Lotus Notes (Lead)	.NET
Christina Kinsley	Programmer/Analyst	11 (T)	Mental Health	Public Health
Dale Downing	Programmer/Analyst	5	Financial	Imaging
John Meyers	Programmer/Analyst	5	Public Health	Mental Health
Tony Benjamin	Programmer/Analyst	5	.Net	Lotus Notes
Sylvain Stym-Popper	Senior Programmer/Analyst	5	Imaging (Lead)	Lotus Notes
Stephen Swingle	Programmer Analyst	.04	Justice (Lead)	Forms Management

Who We are: Organization Technology & Infrastructure Team

The Technology & Infrastructure team installs and maintains the Servers and Voice and Data Networks (**Appendix A**). They maintain the critical platforms that impact the operations of all County Departments. The team works with the Applications and Data Team to ensure the platforms supporting the Departmental and Enterprise wide applications meet performance requirements based on demand.

Servers: We have begun using 64-bit Windows Operating Systems where possible. Over the past year, 15 servers have either been added with, or upgraded to, 64-bit operating systems. We continued the initiative of converting departments to Lotus Domino server-based mail archiving. There are now 14 departments using this archiving method. The IT Department's Disaster Recovery/Contingency Manual was rewritten to include our VMware virtual server and SAN environments. The County's virtual server environment continues to expand. There are currently 38 virtual servers compared to 29 last year at this time. The information in **Appendix A** shows the number of servers and the servers that are virtualized. Cost savings are realized as a result of reduced hardware investment, future replacement costs, and demand on utilities (power and air conditioning).

Voice Network: A major upgrade of the County's phone and voicemail system is currently in process (**Appendix B**). This project began with a Request for Information (RFI), which was followed by a Request for Proposal (RFP) and the subsequent decision to award the contract to AT&T. Four sites have been upgraded so far; Grand Haven Courthouse, Fulton St. CMH, Fillmore Administrative Building, and the Fillmore Justice Complex. The other four; James St. Complex, Holland District Court, Hudsonville County Building, and Ferris St. Public Health are scheduled to be completed in July 2011.

Data Network: With the completion of our 2010/11 network upgrades, we have completed one of our main network design goals – all switches/routers at the County's major facilities connect to the network backbone at gigabit speeds. Also, as part of the phone system upgrade, all of the County's network backbone hardware was upgraded.

Wireless access improvements include managed wireless access at all three James St. buildings and the Fulton St. CMH building. Adding wireless access for the Fillmore St. Administrative Building, and the Hudsonville County Building is currently in process.

The Technology and Infrastructure Team

Name	Position	Years with County
Mark Krouse	Manager of Technology & Infrastructure	22
Steve Namenye	Telecommunications Administrator	18
Richard Steketee	Network Administrator	12

Who We are: Organization

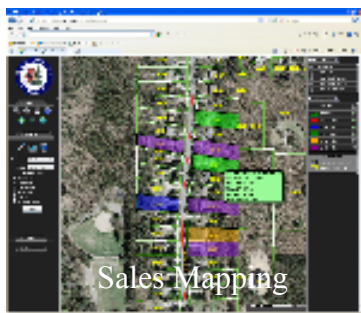
Geographic Information Systems Team

The GIS team manages the County's location-based data, develops and maintains the GIS applications and infrastructure, and provides the services and support needed for end users to benefit from this data. The County GIS data is comprised of over 500 unique layers of geographic information. This includes base data such as: aerial photos, terrain and elevation features, hydrology features, and environmental features; property ownership lines; road network; essential public safety information; drains, utilities and infrastructure information; government boundaries and service areas; planning and zoning information; public health information; and recreational features.

The data, applications, and services provided by the GIS team are an essential part of the business functions of numerous County Departments, external agencies (i.e. the Ottawa County Road Commission and Ottawa County Central Dispatch), Local Units, the private sector, and the general public.

Use of the County GIS system continues to expand, as evidenced by the addition of a major new partnership with the Holland Board of Public Works (BPW). Through this partnership, the County's GIS data has become an integral component of the BPW's daily operations. In addition, revenue has remained steady despite the difficult economy (down only 4 percent from 09-10, but up 4 percent from 08-09) and the suite of GIS websites continue to experience traffic growth (**Appendix G**).

Major accomplishments in 2010-2011 include the implementation of an enhanced addressing model for building footprints, completion of a spatial inventory of all County buildings, and completion of an integration program for the Drain Commissioner's Office (including a customized online drain database and desktop-based scanned-document look-up program). Other accomplishments included installation and training for a major Countywide GIS software upgrade, development of new products (registered-voter map books and a Countywide road atlas book), development of new Web applications (Grand River Water Trail, and Safe and Sound Mapping), and significant enhancements to existing Web applications (Sheriff's Incidents and Sales Mapping). At least \$15,000 worth of maps and data were provided by the GIS team for infrastructure and planning projects for County departments and partner organizations. Because of the unique requirements of the GIS Team, a separate set of metrics was created to evaluate the performance of this function (**Appendix G**).



This team is led by Aaron Boos. Aaron has been with the County for eight years. Prior to coming to Ottawa County, Aaron worked in the GIS Department in Lucas County, Ohio for four years. Aaron has significantly expanded the participation in GIS by Local Government Units and expanded the use of GIS through the development of new products. He has a strong knowledge of customer needs and GIS technology. Aaron was elected as a member of the IMAGIN Board in May 2010 and serves on the Emerging Technologies Subcommittee.

Who We are: Organization

As you will note by the current staffing, GIS is facing the turnover of some key personnel. Filling these vacant positions is a high priority

Name	Position	Years With County
Aaron Boos	Manager of GIS	8
Vacant	Systems Analyst	0
Vacant	GIS Programmer	0
Robert Royce	GIS Technician	9
Aason Bodbyl-Mast	GIS Technician	7

Why We Exist: Mission and Goals

Goals

1. Maintaining County IT Infrastructure
 - a. Protection of Information and Systems
 - b. Data Hosting and Networks
 - c. Voice Communications
2. Improve the Level of Employee Technical Knowledge
 - a. Train Employees to Effectively use Technology
 - b. Educate Employees in IT Related Policies
 - c. Increase Awareness of New Technologies
3. Provide Cost-Effective Services/Programs
 - a. Maintain High-Efficiency Work Outputs
 - b. Achieve Verifiable Outcome-Based Results
 - c. Produce Results that Equal or Exceed Peers
 - d. Develop and Implement New Processes
4. Provide Excellent Customer Service/Satisfaction
 - a. Provide Thorough and Satisfactory Services
 - b. Provide Courteous, Respectful & Friendly Customer Interaction
 - c. Provide Timely Responses to Service Requests

“Any change, even a change for the better, is always accompanied by drawbacks and discomforts.”

Arnold Bennett

The development of measurable goals and objectives has been an ongoing and evolving process for the past five years. In 2010, the IT Department worked with Fiscal Services and the Planning & Performance Improvement departments as part of the County’s budget process to develop metrics that fit with the County’s standard format. Four goals were developed during this process. The review of goals and objectives in 2011 resulted in some minor changes. In addition to identifying outcomes, the metrics include output indicators reflected in the workload metrics. The metrics reported as part of the 2011 budgeting process are contained in **Appendix J**.

The IT Department is continuously reviewing indicators of success. The Footprints system that supports our Problem Ticket reporting and Project Request processes, allows the department to generate reports on the workload, and compliance with defined service levels. The system can be adjusted to improve the customer services’ processes and is our primary tool for managing and monitoring the considerable demand for IT support.

IT MISSION

The Ottawa County Information Technology Department partners with its customers to provide technical leadership, support goals and create cost effective solutions that enable delivery of excellent service.

IT VISION STATEMENT

Ottawa County will be a model of technology application for local government

“Smooth seas do not make skillful sailors.”

African Proverb

What We Do: Goals and Metrics

Goal 1: Maintain County IT Infrastructure (hardware and software)

Purpose. To ensure that County systems are available when needed.

Infrastructure is the set of interconnected structural elements (*servers, networks, end user computing equipment, phone system*) that provide the framework supporting an entire organization. Infrastructure includes the policies and procedures for using and supporting the County's technology. Infrastructure is often hidden and unnoticed unless a disruption occurs. Since the infrastructure has an organization-wide impact, the IT department invests a significant amount of resources in this area. Security and contingency planning are a component of infrastructure services. Continuous review of systems, threats and countermeasures are necessary to protect the County's systems and information. Disaster Recovery plans are tested annually to evaluate their feasibility and practicality. Plans are updated as needed based on infrastructure changes and test results. Over a period of years, the County's infrastructure has migrated toward a virtual environment. The benefits of this environment are an ability to manage a larger number of servers and storage from a single management console, improved maintenance, reduced cost, greater flexibility and improved disaster recovery. **Appendix A** provides information on the current infrastructure.

The first upgrade to the County Voice Communication system in 13 years is currently in process. This upgrade will provide benefits in improved maintainability, new features, improved service and reduced cost. Metrics for this Goal are identified in summary in **Appendix J**.

What We Do: Goals and Metrics

Goal 2: Provide excellent customer service/satisfaction

Purpose. To provide service based on IT industry best practices, prevent disruption to operations and satisfy the customer by delivering a solution that meets or exceeds their needs. The Triennial IT Survey was conducted at the end of 2010. Random surveys are sent automatically as problem tickets are closed to employees who received IT service. Satisfaction surveys for IT Support are contained in **Appendix J**.

Metric. Achieve 95% performance level on Industry Best Practice Service Level Agreements

Priority Level:	Description	Level 1 Escalation Guideline:	Level 2/3 Response Time:	Communication Frequency to the Customer:	Resolution Time Goal: (Due Date)
1 Critical	Business critical, affects many users	5 minutes	15 minutes	Hourly	2 Hours
2 High	Limited scope, no workaround	5 minutes	30 minutes	4 Hours	8 Hours
3 Medium	1 user, workaround available	15 minutes	2 hours	12 Hours	24 Business Hours
4 Standard	Non-urgent requests	15 minutes	4 hours	24 Hours	48 Business Hours
5 Password	1 user, password reset or unlock	15 minutes	NA	NA	15 Minutes

Tickets Received 06/01/2010 - 05/31/2011

SLA Report by SLA Response Time

SLA	Achieved		Breached						Neither*		Pending**		Total
			Total		Resolved		Unresolved						
	Tickets	Percent	Tickets	Percent	Tickets	Percent	Tickets	Percent	Tickets	Percent	Tickets	Percent	
Critical	1	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1
High	3	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3
Medium	1157	99.57%	5	0.43%	5	0.43%	0	0.00%	0	0.00%	0	0.00%	1162
Standard	12360	99.69%	38	0.31%	38	0.31%	0	0.00%	0	0.00%	0	0.00%	12398

SLA Report by SLA Due Date

SLA	Achieved		Breached						Neither*		Pending**		Total
			Total		Resolved		Unresolved						
	Tickets	Percent	Tickets	Percent	Tickets	Percent	Tickets	Percent	Tickets	Percent	Tickets	Percent	
Critical	1	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1
High	3	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3
Medium	1141	98.19%	21	1.81%	21	1.81%	0	0.00%	0	0.00%	0	0.00%	1162
Standard	11905	96.02%	493	3.98%	480	3.87%	13	0.10%	0	0.00%	0	0.00%	12398

* These Tickets have neither achieved nor breached their service targets, as they haven't yet reached their due date/time.

*** Tickets with an empty value for the *SLA Due Date* field and not in the pending status were ignored when generating this report.

What We Do: Goals and Metrics

Goal 3: Improve the level of technical knowledge of County employees in County technologies

Purpose. To increase the effectiveness of County employees through training, information and awareness.

The desired outcome of an effective training program is increased employee performance and productivity. While these measures are challenging to verify, the effort to achieve this outcome is indicated by the number of employees completing training, their evaluation of the training, and their ability to apply that training without assistance (Help Desk Tickets). In the past year, the number of classes offered by IT increased by 49% and the number of employees participating in IT classes increased by 25% (**Appendix I, Appendix J**). The Help Desk rarely receives calls for assistance with standard desktop software applications such as word processing and spreadsheet applications. We believe this can be directly attributed to the IT training program.

Goal 4: Improve quality and cost-efficiency of work processes through innovation

Purpose. To design, develop and deliver technology that will provide solutions that optimize County operations.

This goal generates the greatest business value for the organization. By way of collaboration between IT and the other department(s), the County can create innovative solutions that have long term benefits in County services and methods of delivery. Process change is the basis for innovation. For change to occur, understanding, acceptance and ownership must occur at all levels of the affected department(s). Leaders must commit to pursuing change with the certainty that obstacles will occur that may threaten to disrupt the effort, or change the final outcome. Risk and uncertainty are directly related to the scope and degree of change. Management tools are essential elements of dealing with risk. The tools applied include financial management, governance structure and project management.

Appendix J identifies a few key initiatives. During the past year, IT has worked with a number of departments on process reviews: Drain Commissioner's Office (GIS Project), District and Circuit Courts and the Sheriff's Department (Justice System Project). Both of these efforts focused on process design as a basis for automation.

Appendix K provides a summary of short term benefits realized as part of the Many Integrated County Applications (MICA) project. Although the long-term goal is to create a new system for County Justice organizations, a number of benefits are being realized as participants increase their communication and adjust their processes to eliminate waste and redundancy. The accumulated benefits of the numerous small changes will have a positive and significant impact on the County. The process of positioning Ottawa County to be ready to deal with economic issues and take advantage of technology change is an on-going effort.

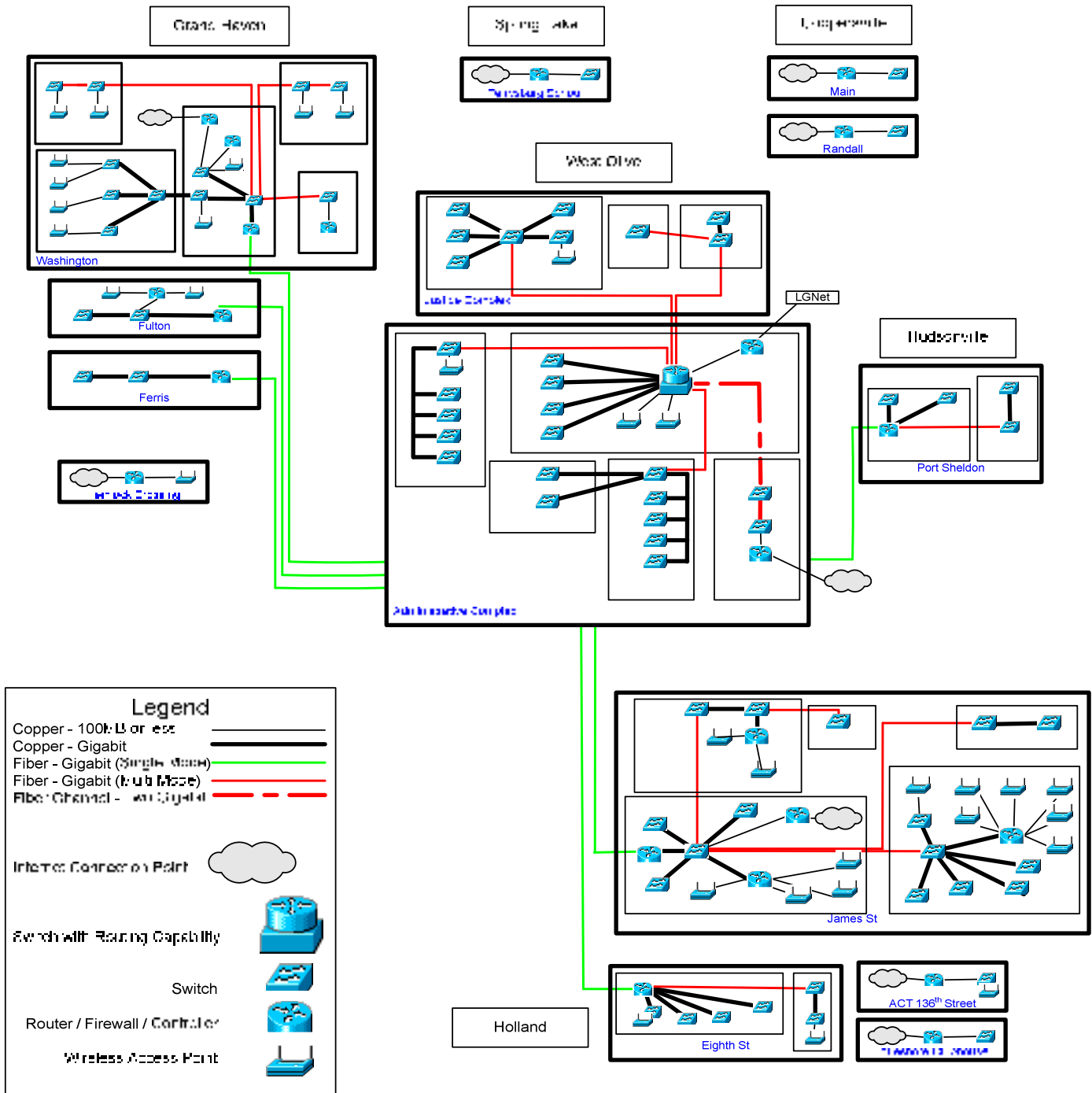
What We Do: Goals and Metrics
Key IT Accomplishments and Goals Supported

	Accomplishment	IT Goal(s)	Board Goal(s)
1.	Provide the opportunity for employees to evaluate IT Services and County Technology (Appendix J)	2,4	2,4
2.	Enhanced MiOttawa.org home page: video content on various aspects of the Community and County Government, County Dashboard, Administrator's Blog.	3	2
3.	Resolved 13,564 problem calls with 96% meeting or exceeding Service Level Agreement due date.	4	4
4.	Replaced 688 computer devices and related equipment (18%) (Appendix E)	1,3,4	1,4
5.	Expanded the Virtual Machine (VMWare) Environment (Appendix A)	1,3,4	1,4
6.	Initiated a monthly Network Security test through the State of Michigan Homeland Security Grant.	1	4
7.	Set up OC Health Department to transmit 837 electronic transactions with CHAMPS and receive 835 electronic confirmations.	3,4	1,4
8.	Completed survivability testing of new phone system for three sites.	1	4
9.	Created 63 Justice Enterprise Content Management (ECM) system Enhancements.	3	4
10.	Implemented Electronic Seals in ECM.	3	4
11.	Set up Treasurer's Department with ECM to replace paper reports with electronic.	3	1,4
12.	Process review and improvement during Justice System requirements gathering (Appendix K).	3	1,4
13.	Completed MICA Foundation and Payroll Hours Entry Modules. Five Departments using PHE system to workflow time off requests and electronic submission of payroll hours.	3	4
14.	Added Holland Board of Public Works as a GIS Partner.	3, GIS:2	1
15.	Development of an enhanced addressing model for building footprints (GIS).	3,GIS:3,4	1,3,4
16.	Completion of the Drain Commissioner's Integration project linking drain data with scanned design documents.	3,GIS:3,4	4
17.	Conducted 67 Computer training sessions with 278 attendees and hosted 40 additional training sessions in the IT Training Room (Appendix I).	2,4	2,4
18.	Conducted six Lunch & Learn Sessions.	2	2
19.	As part of MICA development, worked with Departments to evaluate and modify processes (Appendix K).	3	4
20.	New Web Site On-line Services: (Appendix H) <ol style="list-style-type: none"> 1. Learning Management System - Sheriff Jul-10 2. Elections Result Self-publishing Tool Jul-10 3. Drains – No Letter Necessary Fee Aug-10 4. Community Alerts – Sheriff's Office Aug-10 5. Spring Lake Township After Hours Fee Aug-10 6. Delinquent Tax Future Pay-off Oct-10 7. Spring Lake Village Online Payments Jan-11 8. Three Year Dog License Purchase Jan-11 9. Community Alerts Admin for Blackberry Feb-11 10. Career Resource Management May-11 11. Digital Pay Stub Apr-11 	3,4	2,4
21.	Expanded in-building wireless for Public Health and Community Mental Health	1,3,4	4
22.	Increased Annual Revenue received through on-line services from \$247,559 to \$333,846 (34.9%) through May 31, 2011 over year-to-date in 2010.	3,4	1,4

What We Do: Goals and Metrics

	Accomplishment	IT Goal(s)	Board Goal(s)
23.	Increased Annual Technology Revenue received through on-line services from \$21,046 to \$23,213 (10.3%) through May 31, 2011 over year-to-date in 2010.	3,4	1,4
24.	Updated County Technology Plan and presented it to the Board of Commissioners – Plan approved December 2010.	2,3	1,4
25.	Third annual increase in GIS web traffic with an average of more than 19,500 visits per month and 4,700 unique visitors per month	3,GIS: 3	1,4

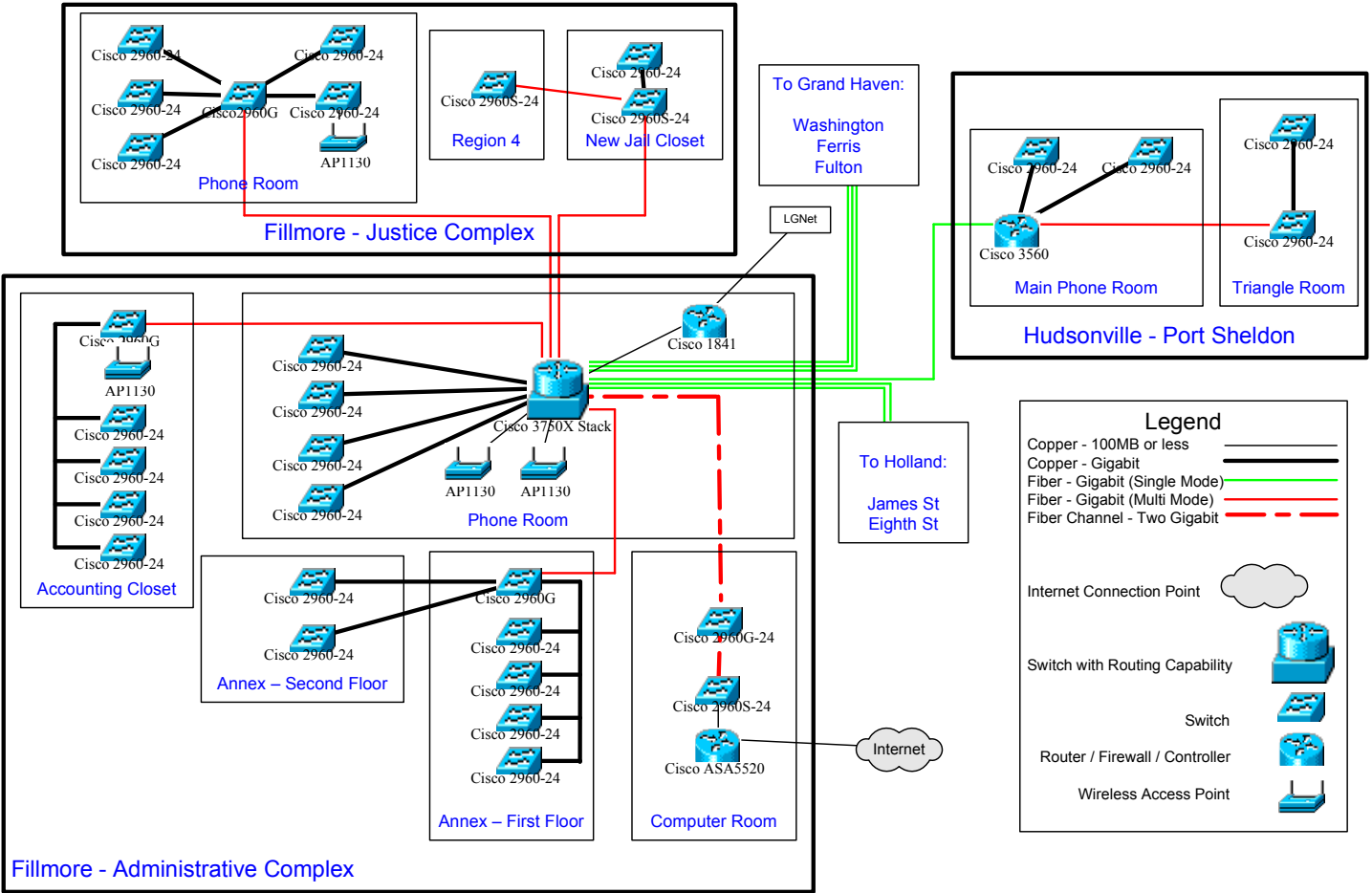
Ottawa County LAN/WAN Network Diagram Summary Diagram



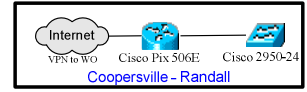
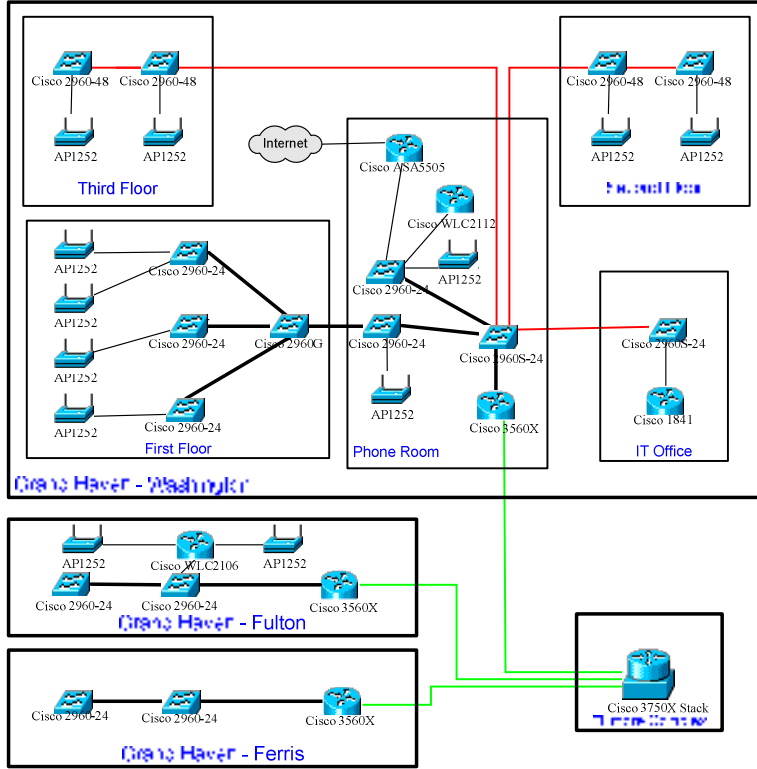
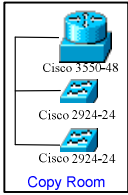
Appendix A: Network Diagrams and Servers

Ottawa County LAN/WAN Network Diagram Fillmore / Hudsonville

05/31/11



Appendix A: Network Diagrams and Servers



Legend

- Copper - 100MB or less
- Copper - Gigabit
- Fiber - Gigabit (Single Mode)
- Fiber - Gigabit (Multi Mode)
- Fiber Channel - Two Gigabit

INTERNET

SERVERS

SWITCHES

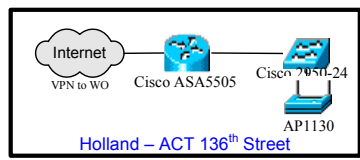
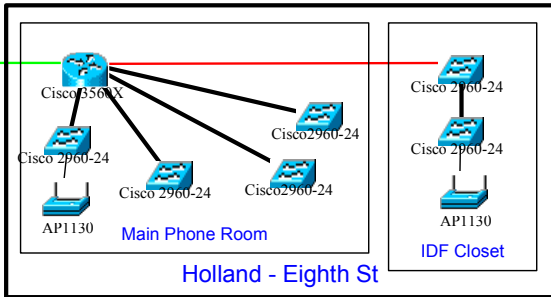
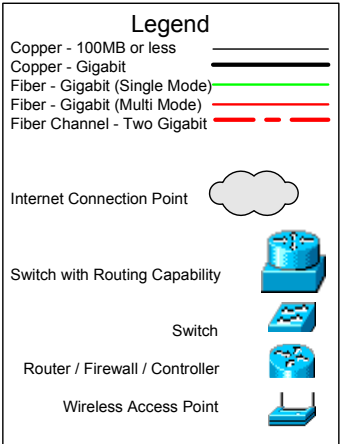
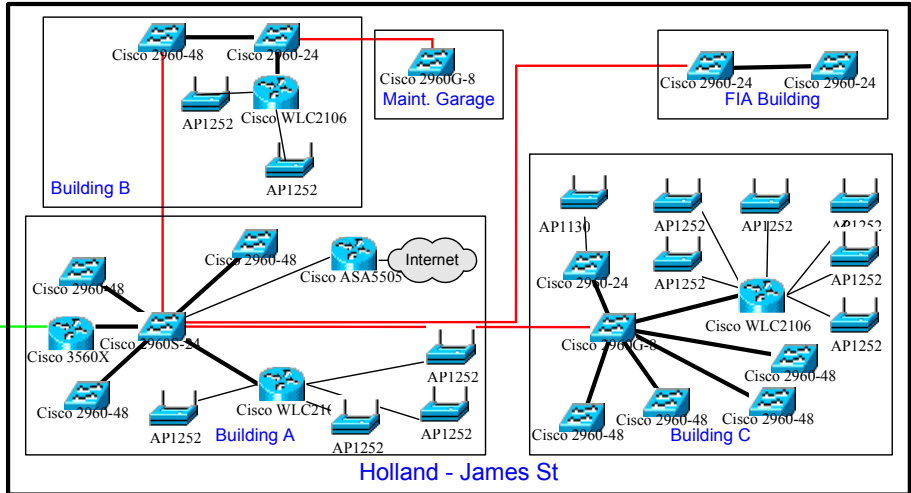
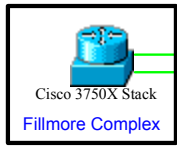
ROUTERS / FIREWALLS / CONTROLLERS

COMPUTERS

Appendix A: Network Diagrams and Servers

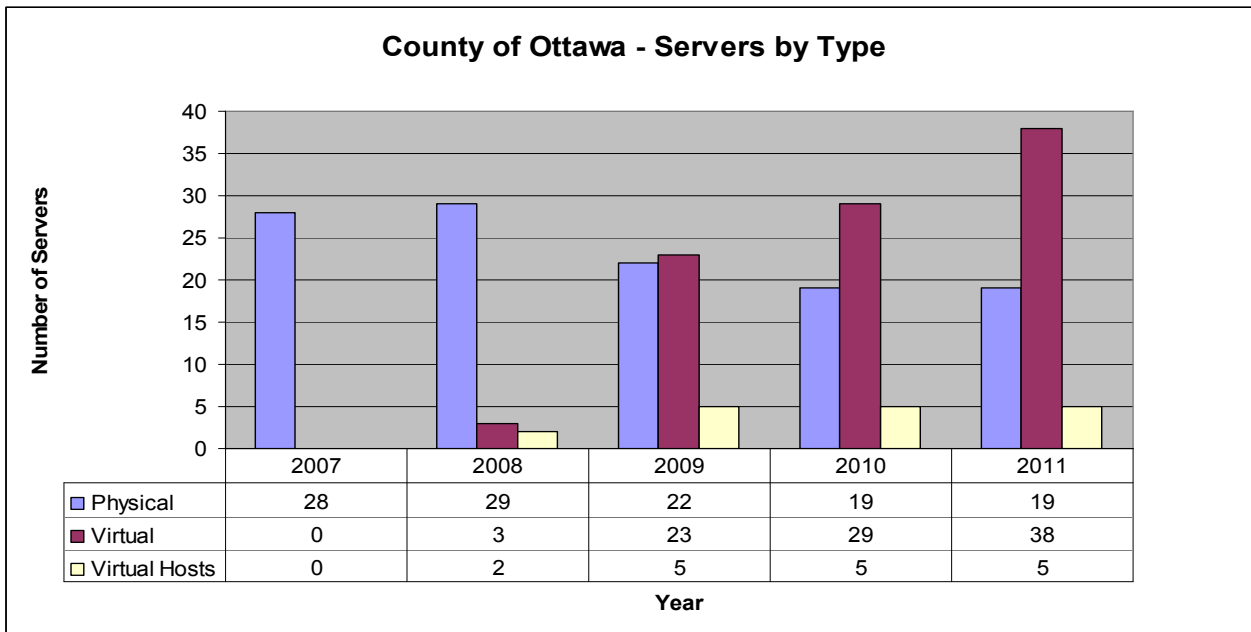
Ottawa County LAN/WAN Network Diagram Holland (and connection to Fillmore Headend)

05/31/11



Appendix A: Network Diagrams and Servers

Year	2007	2008	2009	2010	2011
Total Servers	28	34	50	53	62



Servers by Function:

Function	Number of Servers
Justice/New World/etc. Production	1
MICA System	2
County Primary and Backup Active Directory Servers	2
Register of Deeds System	3
Server Backup and Replication Services	5
Blackberry Enterprise Server	1
BSA Property Systems	2
Network and Virtual Server Management	2
CMH Avatar System	2
Contingency Server	1
Operations Console for Contingency Server	1
Testing/Development Environments	11
Sheriff Dictation System	1
Lotus Domino	2
File Servers - County/EOC	2
Help Desk System – Problem Tickets, Project Requests	2
County FTP Server/Courtstream data sync	1
GIS Systems Servers	3
Public Health Insight System	1
Sheriff/Juvenile Mugshot Hosting	2
Imaging Systems (OnBase)	4
Prosecuting Attorney Adult Case Tracking System	1
Health Department Food Inspection System	1
County Web Servers	4
Virtual Server Hosts	5

Additional older physical servers are in storage in Grand Haven for use in a disaster recovery scenario

Appendix B: Telecommunications

The County telecommunications system is currently being upgraded. The system being replaced consists of Nortel Meridian 1 telephone equipment, Octel Voicemail Systems, private fiber optic wide-area network (WAN) and a variety of leased circuits and services. The upgraded system will consist of Nortel CS1000E switches and a consolidated architecture that provides geo-redundant failover. The Voicemail system is being consolidated from five separate voicemail servers to one with geo-redundant failover. This architecture will simplify management and reduce maintenance costs. This is the first major infrastructure upgrade in more than 13 years. Additional functionality will be phased in, including Call Center and Unified Communications.

The County's five main sites for the replaced system are:

Grand Haven Courthouse	414 Washington St.	Grand Haven, MI
Fillmore Complex	12110-12220 Fillmore St.	West Olive, MI
James St. Campus	12251-12265 James St	Holland, MI
Holland District Court	85 W. Eighth St.	Holland, MI
Hudsonville Human Services/District Court	3100 Port Sheldon St.	Hudsonville, MI

In the new system the following sites are primary:

Grand Haven Courthouse	414 Washington St.	Grand Haven, MI
Fillmore Complex	12110-12220 Fillmore St.	West Olive, MI
James St. Campus	12251-12265 James St	Holland, MI

These sites are connected to the "outside world" by ISDN Prime circuits through AT&T. Each Prime circuit provides 23 voice channels or the equivalent of 23 phone lines. The Primes were selected to reduce the cost of the trunks that would otherwise be required and the channels can function as either incoming or outgoing lines depending on the traffic load at the time.

The above locations, along with the Mental Health Building at 1111 Fulton Street and the Public Health Clinic at 16920 Ferris St., Grand Haven, are connected to each other by the Fiber Optic Wide Area Network (WAN). This allows the County to take advantage of least-cost routing and four-digit dialing of extensions between sites to minimize phone company usage (call) and local toll charges. In the event of fiber disruption, the switches are configured to go into survivable mode using the Prime circuits.

The County's Fiber Optic WAN also carries the Video Arraignment system. The system provides digital video and audio over the fiber in a closed IP network between the Courts and Jail locations. The County owns the audio-visual premise equipment (cameras, monitors, etc.) that interfaces with the Video Arraignment system. This system was implemented to save man hours, equipment, and related operational costs that would otherwise have to be spent transporting inmates to and from Court for appearances.

The following County locations have access to broadband video arraignment:

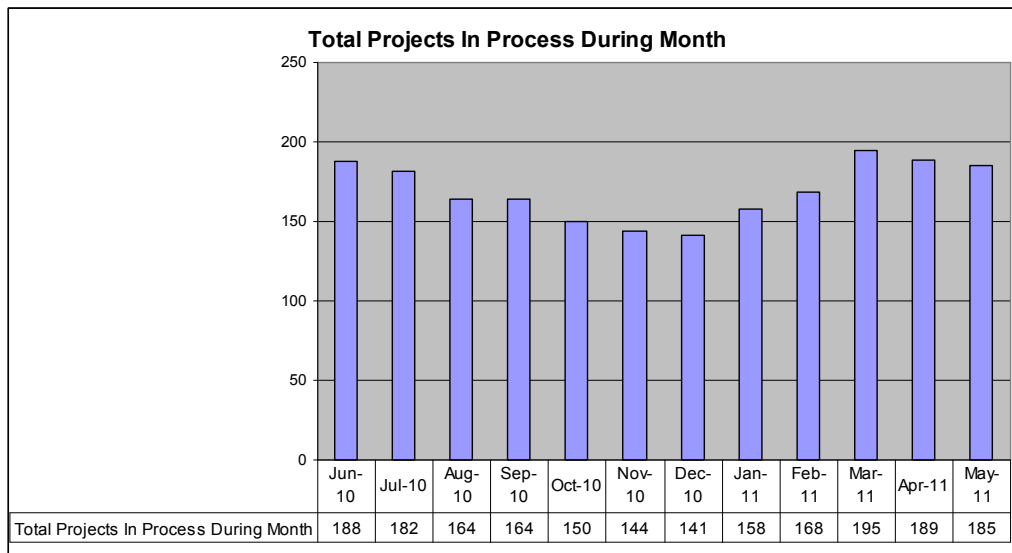
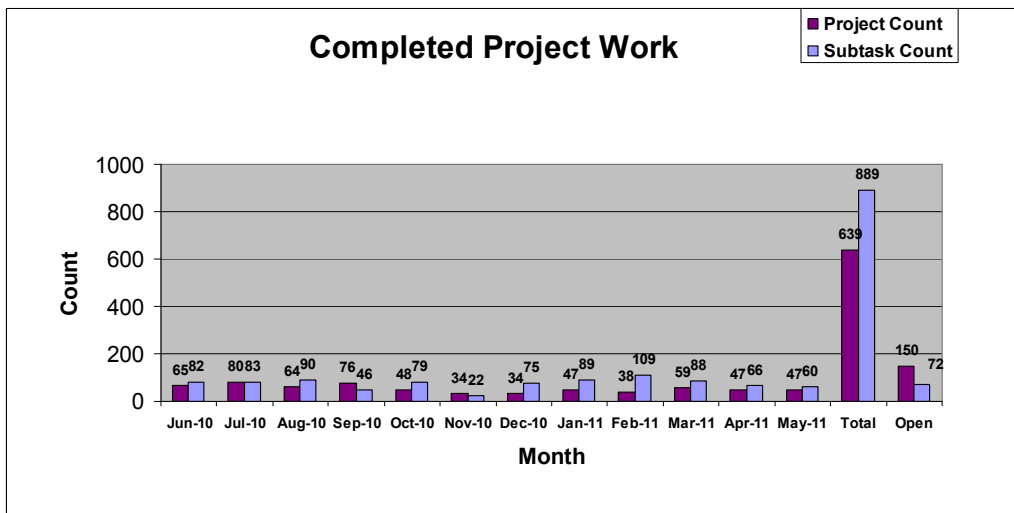
Grand Haven Courthouse	414 Washington St.	Grand Haven, MI
Holland District Court	85 W. Eighth St.	Holland, MI
Hudsonville District Court	3100 Port Sheldon St.	Hudsonville, MI
County Jail	12130 Fillmore St.	West Olive, MI

The City of Holland Police Department is also connected so that they can provide inmates for arraignment without transporting prisoners outside their holding area.

Appendix C: Project Statistics

Month	Projects Completed During Month	Projects in Process During Month	Average Age Completed Projects (Days)
Jun-10	65	188	20.06
Jul-10	80	182	19.88
Aug-10	64	164	19.31
Sep-10	76	164	20.68
Oct-10	48	150	9.24
Nov-10	34	144	8.40
Dec-10	34	141	20.82
Jan-11	47	158	14.60
Feb-11	38	168	13.39
Mar-11	59	195	10.71
Apr-11	47	189	32.04
May-11	47	185	15.05

Open Projects			
Projects Open as of June 1, 2011	Subtasks Open as of June 1, 2011	Hours Reported on Open Projects	Average Age (Days)
138	72	1,783.5	56.22



Appendix C: Project Statistics

Open Projects as of June 22, 2011		
Title	Date Submitted	Status
PR9019: Hydro Features Dataset maintenance and conversion.	1/24/2008	In Process
PR9190: Develop Backup Administration Plan for Footprints	5/5/2008	Assigned
PR9367: Create and address single complex multi owner buildings/properties	8/29/2008	In Process
PR9634: Purchase & Install Numara Asset Manager	1/20/2009	Assigned
PR9638: create maps and data for Crockery Township	1/21/2009	Wait Customer
PR9650: MICA Phase II Implementation	1/27/2009	Scheduled
PR9883: Print maps for Coopersville and surrounding townships	6/10/2009	In Process
PR9888: Convert Drain Easement from Liber/Page	6/11/2009	Wait Customer
PR10055: Modification to Monthly Activity for Victims Rights Report (JYH0PFR)	8/31/2009	Scheduled
PR10056: Develop GIS Mapping Applications using MS Silverlight	8/31/2009	Wait Customer
PR10119: Determine process for Local Unit large document scanning & retrieval	10/8/2009	In Process
PR10145: Revise Hydrology layers for Port Sheldon Township	10/22/2009	In Process
PR10268: Complete Hydrology editing for assigned area	12/29/2009	In Process
PR10315: Develop mapbook and road map for GH Twp Fire Department	1/18/2010	Wait Customer
PR10380: Update County Computers with New Local Admin Password	2/11/2010	Assigned
PR10390: OnBase workflow (large) discovery process Phase II Capture & track defense attorney requests	2/15/2010	Assigned
PR10394: Develop Court Order for Fingerprints workflow	2/16/2010	Assigned
PR10414: Develop maps for Spring Lake Township Fire Department	2/24/2010	Wait Customer
PR10457: Employee Training Application Enhancements	3/17/2010	Scheduled
PR10533: Connect GHDPs with electronic warrant submission via OnBase	5/14/2010	Assigned
PR10602: Topaz Signature Pad Integration with InSight (Laptop Deployment Model)	6/16/2010	Wait Customer
PR10645: Develop a method for electronically sealing and certifying court records within OnBase	7/12/2010	In Process
PR10690: Sunnydale Drain District petition	8/2/2010	Wait Customer
PR10701: Changes needed to SCAO Outstanding Receivables Report (ACC025)	8/5/2010	Assigned
PR10704: ACC025 Outstanding Receivables Error Reports Require Data Corrections for Holland District Court	8/5/2010	Assigned
PR10706: Phase 4 of Phone System Upgrade Implementation	8/10/2010	Wait Vendor
PR10757: Develop and print 2 map books for Port Sheldon Township	9/8/2010	In Process
PR10791: Upgrade to RAD2010 plus change to put MSO in the LIVE PM (currently in Dummy PM)	9/22/2010	Assigned
PR10799: Location Based asset management application pilot area for HR	9/28/2010	Wait Customer
PR10803: Add Document Library to PA Department Calendar	9/30/2010	Scheduled
PR10807: Migration to OnBase 10.0	10/7/2010	Assigned
PR10823: Plan, acquire and deploy wireless LAN for Fillmore & Port Sheldon buildings	10/12/2010	Scheduled
PR10843: ERP Phase I: Selection Process	10/21/2010	In Process
PR10844: GIS Ottawa County Building Spaces	10/21/2010	In Process
PR10859: InSight technical implementation of Meaningful Use (MU).	10/27/2010	Wait Vendor
PR10878: Coordinate HL7 testing with MDCH	11/9/2010	Wait Vendor
PR10888: Facilitate KIOSK Setup in Jail Lobby	11/17/2010	In Process
PR10906: Change Justice Screen JUY7E1R for events with code DSCP to disallow future termination dates	11/30/2010	Scheduled
PR10918: Create County-wide Road Atlas for Emergency Operations Committee	12/10/2010	In Process
PR10919: Project for tracking tickets opened with Netsmart Support	12/13/2010	Assigned
PR10929: Develop new Sheriff's MCT GIS Mapping Application for the Sheriff's cars	12/21/2010	Wait Customer
PR10933: 2011 ECM System Support Issue Tracking (ImageSoft & Hyland)	12/27/2010	Assigned
PR10937: Create project plan upgrade to ArcGIS 10	1/4/2011	Wait Vendor
PR10939: Purchase and install 2011 Equipment for ROD	1/4/2011	Assigned
PR10948: Purchase & Install 2011 Equipment for Circuit Court	1/10/2011	Assigned
PR10960: Purchase & Install 2011 Equipment for Administrator	1/11/2011	Assigned
PR10966: Purchase & Install 2011 Equipment for Facilities	1/11/2011	Assigned
PR10976: Purchase & Install 2011 Equipment for Fiscal Services	1/11/2011	Assigned

Appendix C: Project Statistics

Open Projects as of June 22, 2011		
Title	Date Submitted	Status
PR10953: Develop 2011 County Technology Plan	1/11/2011	In Process
PR10958: Purchase & Install 2011 Equipment for Friend of the Court	1/12/2011	Assigned
PR10988: Purchase & Install 2011 Equipment for Planning & Performance Management	1/12/2011	Assigned
PR10968: Purchase & Install 2011 Budgeted Equipment for Sheriff	1/21/2011	Assigned
PR10973: Purchase & Install 2011 Equipment for Jail	1/25/2011	Assigned
PR10985: Notary public commission program Cancelled/Pending user status	1/26/2011	In Process
PR10978: Match Road Commission road name inventory to GIS data	1/27/2011	In Process
PR10979: Create pilot data for Arc-Reader demo for Road Commission	1/27/2011	In Process
PR10983: Sheriff Daily Report for Verbal Warnings Export to host file for import into Excel	1/27/2011	Assigned
PR10992: Develop presentations for local unit visits	2/3/2011	In Process
PR10994: Purchase & Install 2011 Equipment for Probate Court	2/4/2011	Assigned
PR10996: Purchase and Install 2011 Equipment for PH - CSHCS	2/7/2011	Assigned
PR11002: Purchase & install 2011 Public Health Equipment (1 of 2)	2/9/2011	Assigned
PR11006: Create sales mapping application for ROD	2/10/2011	Wait Customer
PR11014: Develop billing exception reports re: 837 electronic claims submission	2/14/2011	Wait Customer
PR11017: Migrate excel based reports to Insight using reports builder or reports wizard	2/15/2011	In Process
PR11018: Track 2011 activities related in support of Financial System	2/15/2011	Scheduled
PR11027: Implement backup solution for "Miles of Smiles" data	2/21/2011	Assigned
PR11029: Process Encounter Data for FY 2011	2/22/2011	Assigned
PR11031: Evaluate OC6531 for use by Records Unit in Sheriff Department	2/23/2011	Assigned
PR11037: Create a function whereby the Fingerprint Initial Date can be corrected by the Prosecutor or the Jail.	2/24/2011	Scheduled
PR11041: Purchase & install, configure two 1Gb cards for Sorrento multiplexer	3/1/2011	Wait Vendor
PR11048: Deweerd drain and Branch Project: Hudsonville City	3/4/2011	Wait Customer
PR11049: Purchase & install new computer for security system at the jail	3/4/2011	Assigned
PR11054: Purchase & Install 2011 Equipment for DC Probation & Community Corrections	3/8/2011	Assigned
PR11055: Purchase & Install 2011 Equipment for County Clerk	3/8/2011	Assigned
PR11063: Add Kitchel Lindquist Dune area to Ferrysburg ARC Reader	3/10/2011	Assigned
PR11066: Install "data drops" and help with network connections when new copier/scanners arrive (per attached)	3/15/2011	Assigned
PR11068: Create daily "Ottawa County Victims Rights Activity Report"	3/15/2011	Assigned
PR11069: Create option to print "Order of Retitution" from Terminal for listed staff	3/15/2011	Scheduled
PR11056: Purchase & Install 2011 Budgeted Equipment for Prosecuting Attorney	3/16/2011	Assigned
PR11074: Purchase & install 2011 approved equipment for Juvenile Services per attached	3/17/2011	Assigned
PR11075: Evaluate and purchase wireless body pack and over ear/ around neck microphone	3/17/2011	Wait Customer
PR11084: Do not show listed codes on "next scheduled court date" line on bonds	3/21/2011	Scheduled
PR11086: Automate manual process for sending scheduling reminder text messages	3/22/2011	Assigned
PR11090: Multiple changes regarding Victim Rights letters for Prosecutor's office	3/23/2011	Assigned
PR11085: Purchase & Install 2011 Equipment for District Court	3/28/2011	Assigned
PR11111: Create report showing Judge's caseload by case type	4/1/2011	Assigned
PR11120: Enhancements to GIS Incident Mapping System	4/5/2011	Wait Customer
PR11118: Migrate Insight 6.8 release to 7.0	4/7/2011	In Process
PR11119: Inmate Medical Expenses Form Not Printed When Blank	4/7/2011	Scheduled
PR11122: Create a Checking Account Reconciliation Report (like a report from JIS System)	4/7/2011	Assigned
PR11128: Lab Module Implementation	4/12/2011	In Process
PR11130: Review & attribute Holland City building footprints	4/14/2011	In Process
PR11136: Jenison Chamber map	4/25/2011	Wait Customer
PR11142: Purchase & install DocRouter from Fidar Technologies	4/27/2011	Assigned
PR11148: Purchase & install SAN enclosures and additional disk drives	4/28/2011	Assigned
PR11149: Arrange to have a SAN/Server performance review performed	4/28/2011	Assigned
PR11151: Print credentials on reports printing from the EMR	4/29/2011	Assigned

Appendix C: Project Statistics

Open Projects as of June 22, 2011		
Title	Date Submitted	Status
PR11154: Make the Issued and Expiration Dates Not Required In CCW Application	5/2/2011	Scheduled
PR11160: Give County Clerk Staff Access to the No Contact Screen so they can Update it	5/3/2011	In Process
PR11161: Purchase & Install New Equipment for CMH IT Coordinator	5/3/2011	Assigned
PR11164: Research, purchase and install web filtering capability	5/5/2011	Assigned
PR11167: Create report from Daily Activity Report from the Justice System	5/5/2011	Assigned
PR11168: Fingerprint Orders sent to OnBase to print at Grand Haven District Court	5/6/2011	Scheduled
PR11171: Purchase and install requested equipment	5/10/2011	Assigned
PR11172: Create ability to run report/print list of cases by defendant in Justice System	5/11/2011	Assigned
PR11173: Purchase & install 4 cell phones	5/12/2011	Wait Customer
PR11177: Polycom ViewStation FX/VS 4000 Probate Court	5/13/2011	Assigned
PR11175: Install additional network and phone connections in new fingerprint room	5/16/2011	Wait Vendor
PR11176: Allow VPN at GH Township Sheriff access to Cournty, OCCDA and Internet	5/16/2011	Assigned
PR11178: Modify JAWS Assignment Letters (SYNON)	5/18/2011	Scheduled
PR11182: Create report or New Transaction Code To Report Positive Inmate Trust Account Balances	5/19/2011	Assigned
PR11184: Send fingerprint orders created on the AS400 to OnBase	5/20/2011	Assigned
PR11185: Purchase and Install 2011 Replacement OnBase Scanners	5/23/2011	Assigned
PR11186: Implement Pending Appointment roster in Insight to track client check in times	5/24/2011	Wait Customer
PR11188: Purchase & Install New Equipment for New Community Based Outreach Team	5/25/2011	Assigned
PR11189: Implement Batch Printing using Microsoft Scheduler	5/26/2011	Assigned
PR11190: Provide telephone and network connection in Holland Prosecutor's office	5/26/2011	Assigned
PR11194: Purchase and install equipment per CY11-068	5/27/2011	Assigned
PR11197: Purchase and install equipment as listed	5/31/2011	Assigned
PR10563: Investigate submission of files to Data Exchange Gateway (DEG)	5/31/2011	Assigned
PR10134: Work with Kandu Industries re: electronic claims submission	5/31/2011	Assigned
PR10351: Implementation of AVATAR "Point of Service" Document Management Module (Imaging)	5/31/2011	Assigned
PR11198: Investigate offering plat on the Property system through WebTecs.	5/31/2011	Assigned
PR11199: HIPAA 5010 Implementation and Testing	6/1/2011	Assigned
PR11200: Purchase & install equipment per CY11-0071	6/2/2011	Assigned
PR11201: Add two letters for hearing and vision follow-up to InSight reports	6/2/2011	Wait Customer
PR11203: Purchase and install equipment per CY11-0072	6/3/2011	Assigned
PR11204: Purchase and install bar code scanners(2) per CY11-0049	6/3/2011	Assigned
PR11205: Evaluate use of Topaz electronic signature pads for use in the InSight applications	6/3/2011	In Process
PR11196: Convert PA Court Calendar to Web Application	6/6/2011	Scheduled
PR11207: Add In/Out Board Component to Department Calendar	6/6/2011	Scheduled
PR11208: Jail Personnel Scheduling Enhancements	6/6/2011	Scheduled
PR11209: Load dental software VixWin onto OC9345	6/7/2011	Assigned
PR11210 GIS update safe and sound application	6/7/2011	Scheduled
PR11211: Prepare James St offices with appropriate access for Veterans Affairs offices	6/7/2011	Assigned
PR11212: Investigate necessary changes to Randall Street facility to prepare for sale of property	6/7/2011	Assigned
PR11213: Investigate dedicated phone line (number) for proposed Veterans Affairs office	6/7/2011	Wait Customer
PR11214: Multiple equipment and phone moves for CMH from Holland to Hudsonville	6/7/2011	Assigned
PR11215: Multiple OnBase workflow changes for Juvenile Services	6/7/2011	Assigned
PR11216: Purchase and install equipment for Children's Services Supervisor	6/9/2011	Assigned
PR11217: Train User Services Staff on the "art" of Daily Public Health MICR Data Transmissions to the State	6/10/2011	Assigned
PR11218: Red Gate SQL Developer Bundle Evaluation & Recommendation	6/10/2011	Assigned
PR11219: Prepare and Present 2010-2011 IT Annual Report	6/13/2011	In Process
PR11220: Changes to be made to District Court forms	6/13/2011	Assigned
PR11221: Purchase/Install updated license codes for IronPort appliances	6/15/2011	Assigned
PR11222: Assist in development of user-defined Avatar Clinician Workstation treatment plan	6/16/2011	Assigned

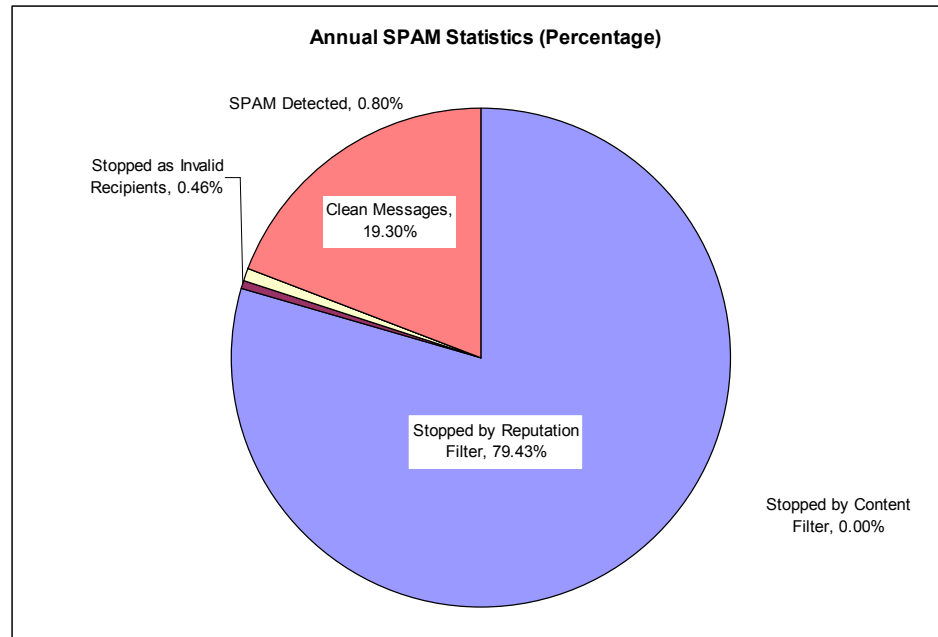
Appendix C: Project Statistics

Open Projects as of June 22, 2011		
Title	Date Submitted	Status
PR11226: Allow "pending" status on AS/400 for Juvenile Services	6/21/2011	New
PR11227: Remove selected data from hearing notices for Juvenile Services	6/21/2011	New
PR11228: Purchase & Install 2011 Equipment for Adult Probation	6/21/2011	Assigned
PR11229: Purchase & Install 2011 Equipment for Commissioners	6/21/2011	Assigned
PR11232: Purchase & install 2012 approved equipment for Public Health	6/22/2011	Assigned
PR11233: Purchase & install BlackBerry device for Rich Francisco	6/22/2011	New

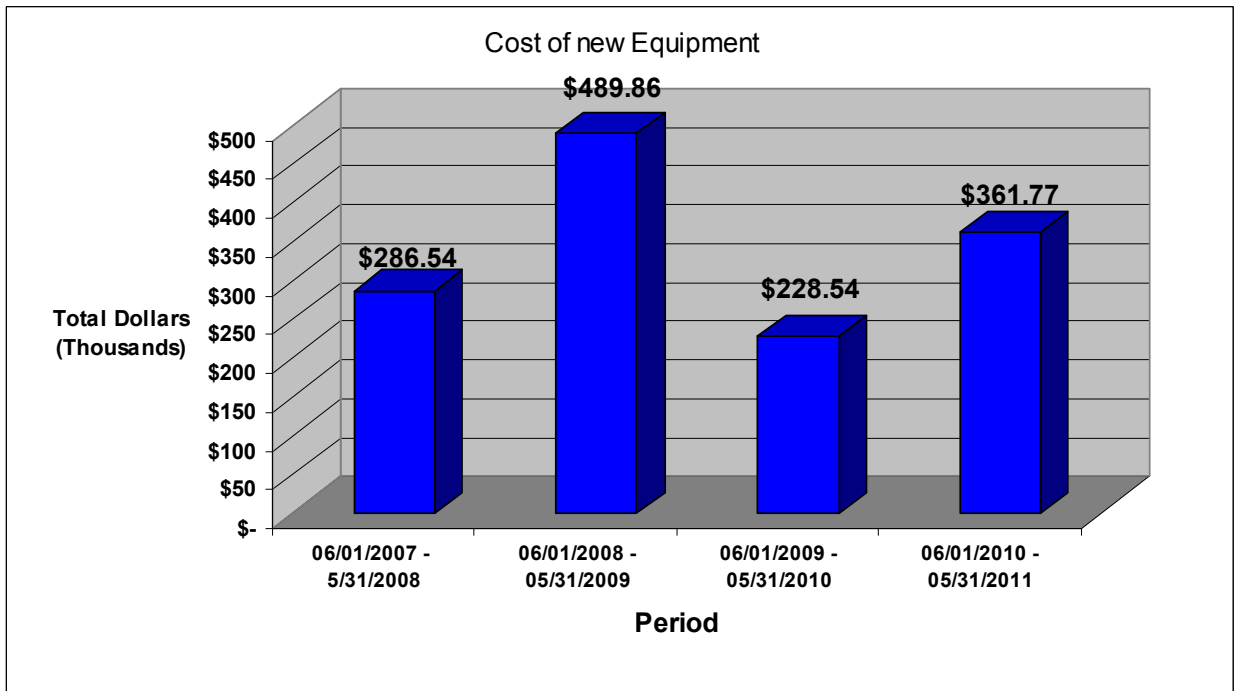
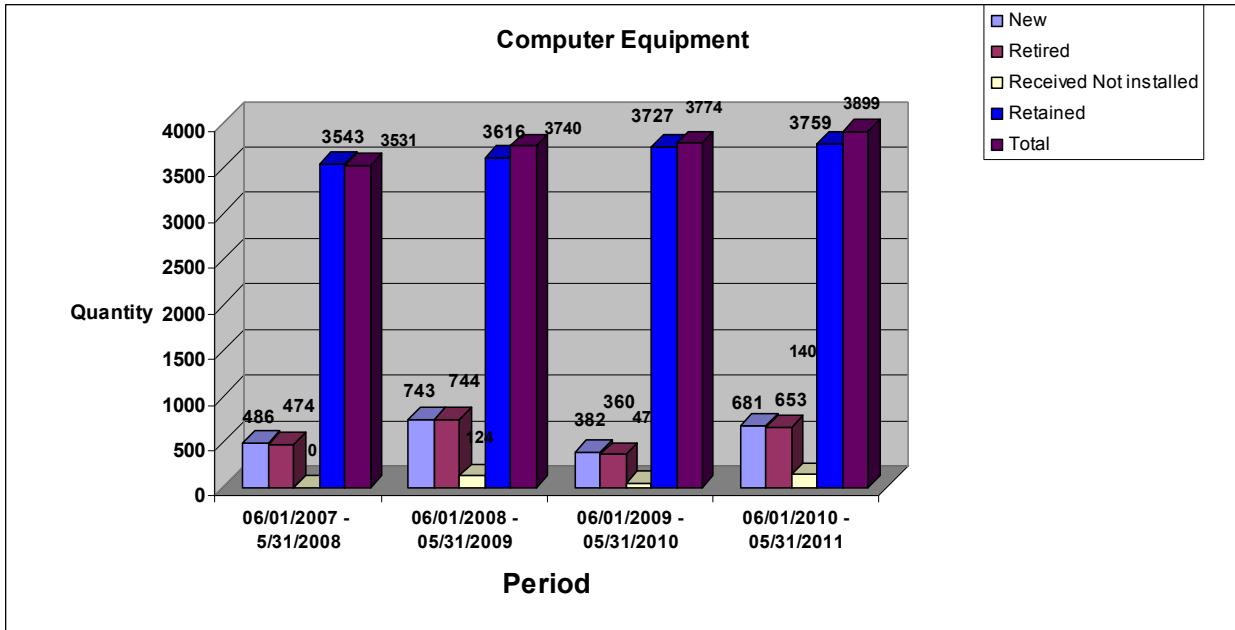
Appendix D: Anti-SPAM Statistics

Description	Filtering Statistics (Total Incoming E-mail)												
	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Annual
Stopped by Reputation Filter	384,011	408,395	479,836	380,951	458,727	266,325	153,826	142,983	274,770	414,547	384,011	406,817	4,155,199
Stopped as Invalid Recipients	2,011	2,475	1,393	1,055	1,411	1,333	1,257	1,423	1,919	4,541	2,011	3,403	24,232
SPAM Detected	5,306	6,052	1,981	2,029	2,101	2,165	2,184	2,706	3,098	3,769	5,306	5,395	42,092
Virus Detected	4	47	25	60	68	12	-	2	13	175	4	56	466
Stopped by Content Filter	-	-	-	-	-	-	-	-	-	44	-	-	44
Clean Messages	86,421	89,615	71,766	79,622	84,865	75,464	80,226	83,094	84,862	96,696	86,987	89,831	1,009,449

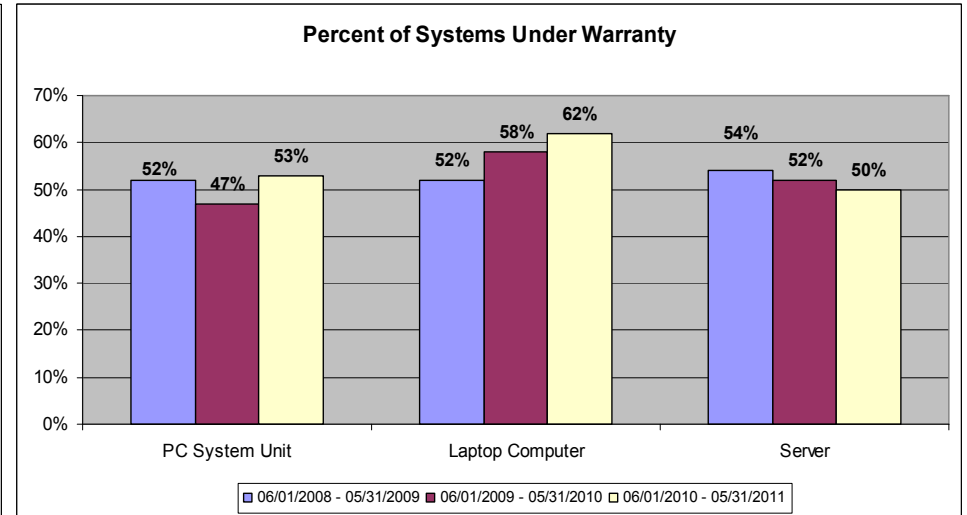
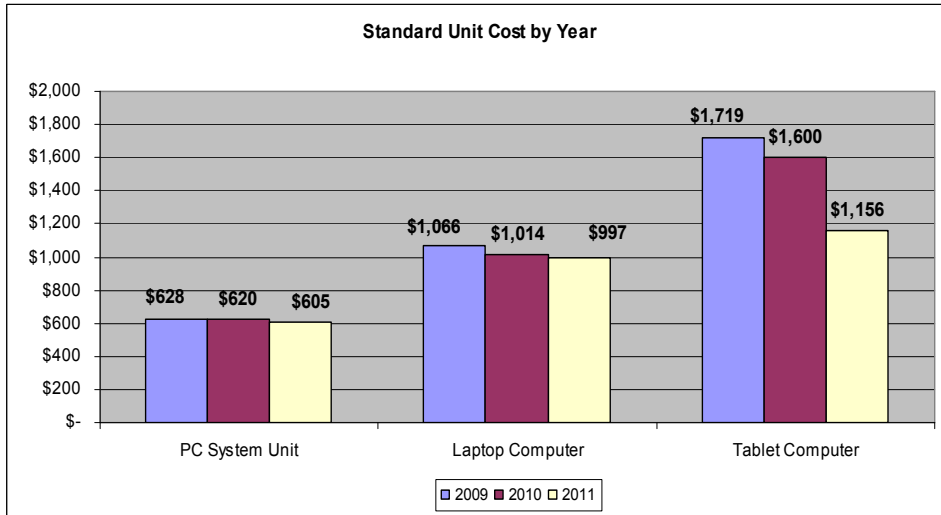
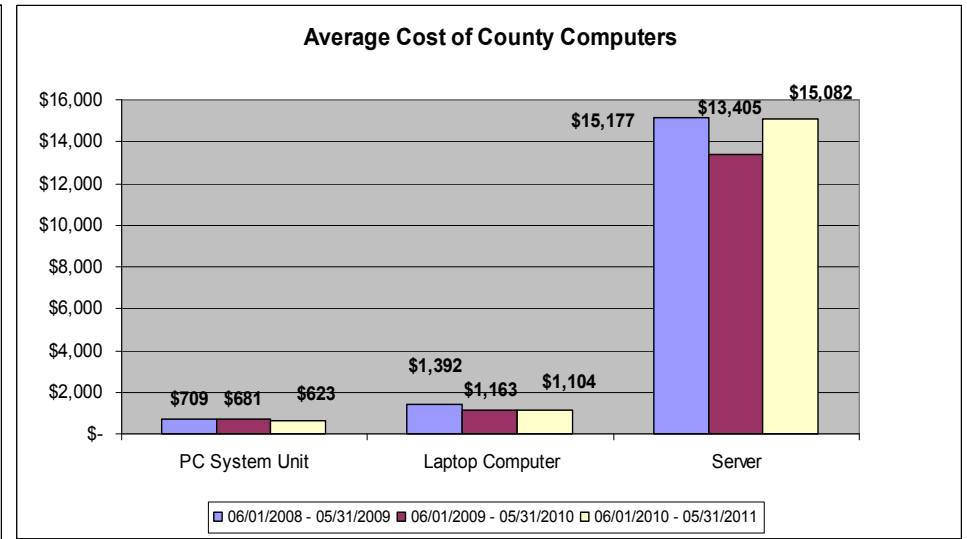
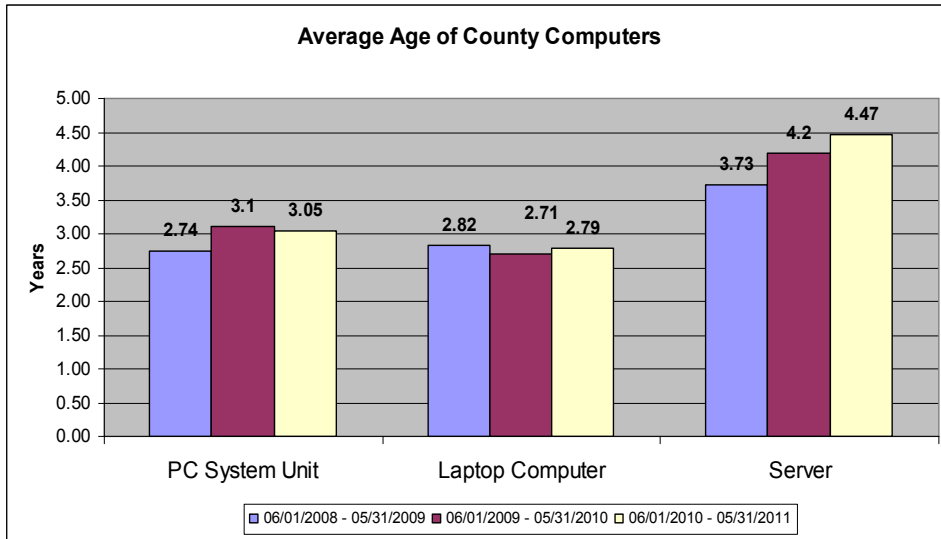
Description	Filtering Statistics (Percentage of Incoming E-mail)												
	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Annual
Stopped by Reputation Filter	80.38%	80.62%	86.46%	82.15%	83.84%	77.13%	64.77%	62.11%	75.35%	79.76%	80.28%	80.48%	79.43%
Stopped as Invalid Recipients	0.42%	0.49%	0.25%	0.23%	0.26%	0.39%	0.53%	0.62%	0.53%	0.87%	0.42%	0.67%	0.46%
SPAM Detected	1.11%	1.19%	0.36%	0.44%	0.38%	0.63%	0.92%	1.18%	0.85%	0.73%	1.11%	1.07%	0.80%
Virus Detected	0.00%	0.01%	0.00%	0.01%	0.01%	0.00%	0.00%	0.00%	0.00%	0.03%	0.00%	0.01%	0.01%
Stopped by Content Filter	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%	0.00%	0.00%
Clean Messages	18.09%	17.69%	12.93%	17.17%	15.51%	21.85%	33.78%	36.10%	23.27%	18.60%	18.19%	17.77%	19.30%



Appendix E: Computer Equipment Summary



Appendix E: Computer Equipment Summary



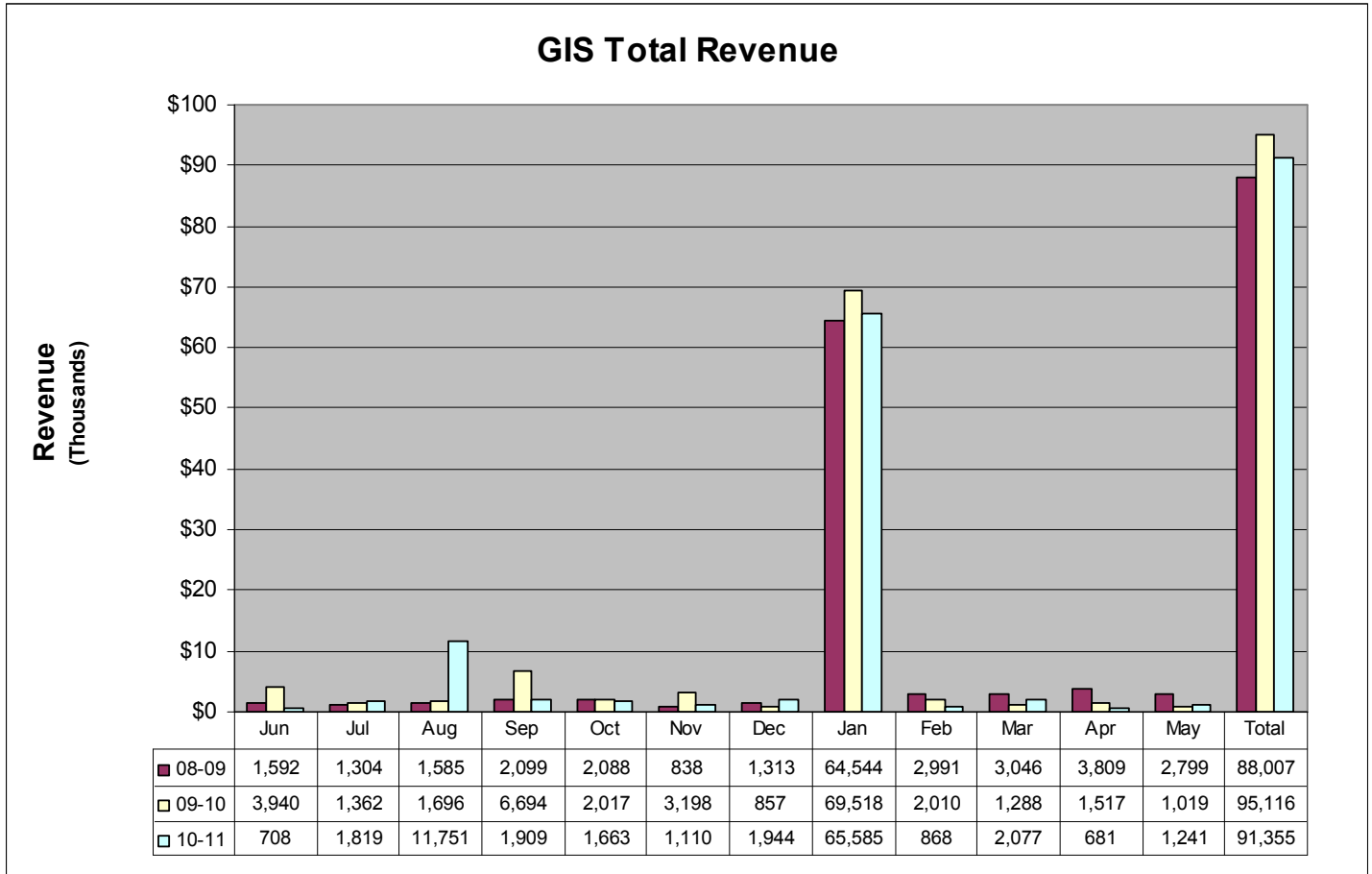
Appendix F: Enterprise Content Management

County officials have worked with State legislators to enact legislation that will support the capabilities available in the Enterprise Content Management (ECM) System. State support for Electronic Signatures, Electronic Seals and Electronic archiving of documents will result in cost savings and improved efficiency. The County's electronic document repository continues to grow with an increase of 51% in the number of pages stored in the past year.

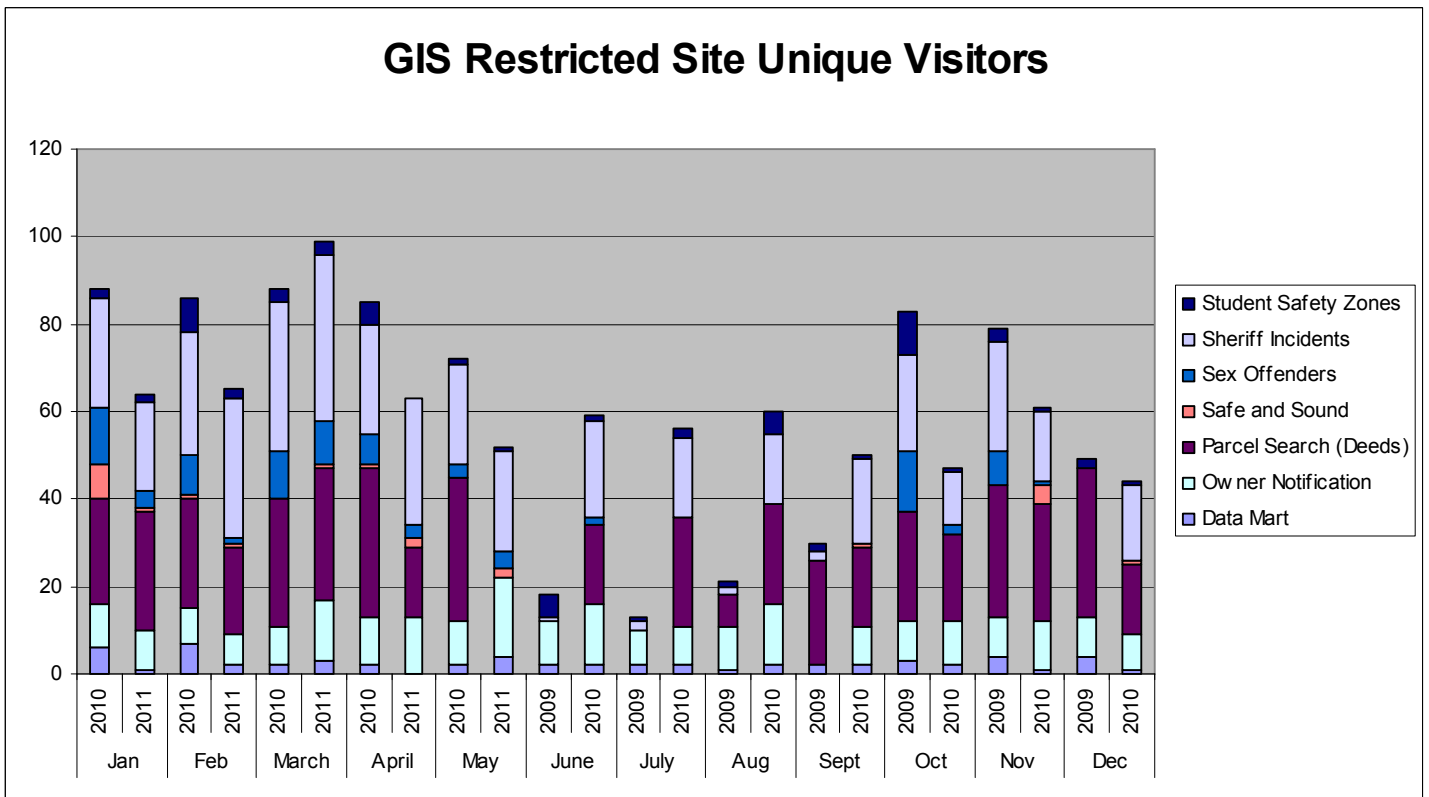
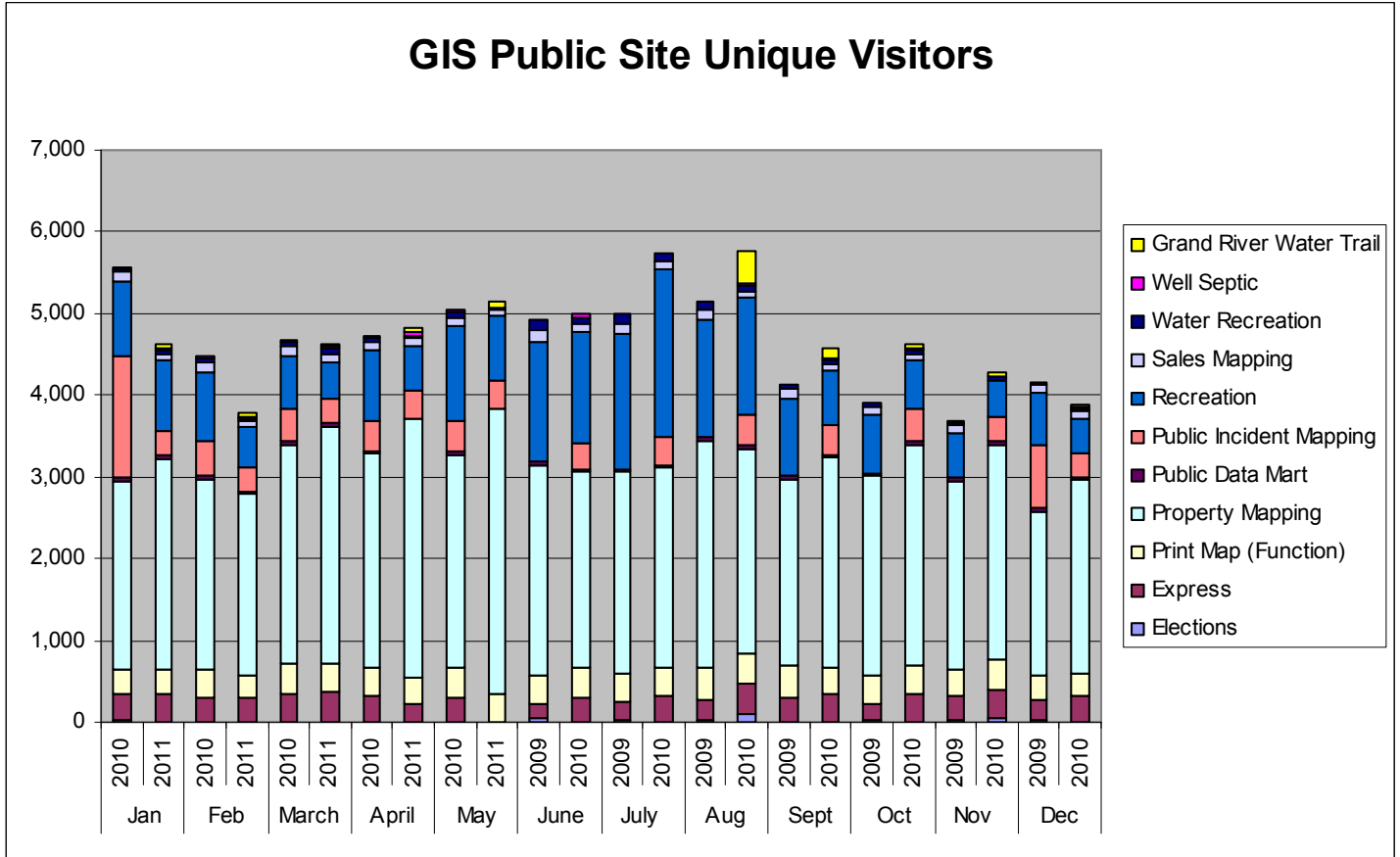
Life to Date Totals	Page Count	Document Count	Scanned Pages	Scanned Documents
Circuit Court Records	3,388,511	978,431	2,693,371	692,442
Friend of The Court	1,503,293	449,528	1,095,669	322,013
District Court	5,508,069	2,308,937	4,002,199	1,164,960
Probate Court	754,834	271,663	528,858	149,809
Sheriff	2,723,554	644,307	2,276,207	485,047
Clerk - Vital Records	483,367	399,949	186,898	103,648
District Court Probation	279,574	178,575	279,574	178,575
Prosecuting Attorney	1,369,450	448,364	1,369,450	448,364
Family Division of 20th Circuit Court	324,374	96,746	324,374	96,746
Community Mental Health	4,334,573	44,115	1,463,698	17,501
Register of Deeds	400,064	281,899	0	0
Human Resources	24,337	19,379	24,337	19,379
Imaging	21,094,000	6,121,893	14,244,635	3,678,484

Scanning Totals (June 1, 2010 – May 31, 2011)	Scanned Pages	Scanned Documents
Circuit Court Records	323,151	87,642
Friend of The Court	275,598	67,102
District Court	455,621	223,622
Probate Court	67,734	27,136
Sheriff	518,550	104,643
Clerk - Vital Records	49,777	23,337
District Court Probation	78,738	49,377
Prosecuting Attorney	177,804	56,554
Family Division of 20th Circuit Court	105,758	29,246
Community Mental Health	522,497	5,544
Human Resources	2,333	1,870
Imaging	14,791	14,791

Appendix G: GIS Statistics and Metrics



Appendix G: GIS Statistics and Metrics



Appendix G: GIS Statistics and Metrics

Function Statement

Geographic Information Systems (GIS) is an expanding department started in the fourth quarter of 1999. GIS provides better access to Ottawa County's information using the latest in information technology to improve the delivery and quality of government services, while experiencing improved efficiencies, productivity, and cost effective service. The advances in technology and the requirements of a more informed citizenry have increased the need for development of an enhanced access / informational delivery system. Our goal is to enable county-wide accessibility to GIS technology, data and procedures to support the County Departmental business functions. In addition, the IT/GIS Department will educate County Departments, external agencies and Local Units of Government, on how to use GIS as a tool to make their existing tasks and duties more efficient. The efficiencies gained combined with increased capabilities results in better service to the public and economic advantages for the County as a whole.

Mission Statement

Enhance the efficiency, decision-making capabilities, and business practices of the County's public and private sectors by providing efficient management of GIS-related data; seamless integration of GIS services with county and local government services; and timely, economical, and user-friendly access to GIS data and services.

TARGET POPULATION	<ul style="list-style-type: none"> • GIS Partner and Non-Partner Agencies • Citizens • County Departments 					
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Maintain County GIS Infrastructure (hardware and software) to improve decision making capabilities of customers</p> <p style="padding-left: 40px;">Objectives:</p> <ol style="list-style-type: none"> 1) Ensure GIS network availability 2) Ensure data is accurate 3) Develop new datasets and GIS applications/web-based services <p>Goal 2: Provide education and training to county local unit partners</p> <p style="padding-left: 40px;">Objectives:</p> <ol style="list-style-type: none"> 1) Train GIS users about GIS programs 2) Educate all users regarding GIS related policies 3) Increase awareness of new technologies 4) Establish partnership with agencies and non-participating local units of government who purchase GIS services <p>Goal 3: Provide cost-effective services/programs</p> <p style="padding-left: 40px;">Objectives:</p> <ol style="list-style-type: none"> 1) Maintain high-efficiency work outputs (i.e. workload and efficiency measures) 2) Achieve verifiable outcome-based results (i.e. outcome measures) 3) Produce results that equal or exceed peers (i.e. benchmark measures) <p>Goal 4: Provide excellent customer service/satisfaction</p> <p style="padding-left: 40px;">Objectives:</p> <ol style="list-style-type: none"> 1) Provide thorough and satisfactory services 2) Provide interaction with customers that is courteous, respectful, and friendly 3) Provide timely responses to requests for service 					
ACTIONS/ PROGRAMS	<p>Goal 1: Five Year Technology Plan</p> <p>Goal 2: Training and Education Program</p> <p>Goal 3: Continuous Assessment Program (e.g. Workload Analysis; Benchmark Analysis)</p> <p>Goal 4: Professional Customer Service</p>					
WORKLOAD	ANNUAL MEASURES	Target	2009 Actual	2010 Actual	2011 Estimated	2012 Projected
	# of total GIS licenses supported (internal / external)	100	67	102	110	115
	# of GIS users supported (County employees)	50	63	77	90	100
	# of GIS users supported (Local Units/agencies)	100	98	129	140	150
	# of service requests received	650	500	689	720	750
	# of new datasets created	3	4	2	4	4
	# of GIS applications/web-based services created	3	5	5	7	5
EFFICIENCY	% error in sample areas of GIS data	<1%	.49	.30	.28	<1%
	% of service requests responded to within 48 business hours	98%	100%	100%	100%	100%

Appendix H: Web Site Statistics

	2008 - 2009				2009 - 2010				2010 - 2011			
	Page Views	Total Hits	Visits	Doc Downs	Page Views	Total Hits	Visits	Doc Downs	Page Views	Total Hits	Visits	Doc Downs
Jun	219,012	1,219,553	96,326	54,691	208,619	1,361,121	86,529	83,264	273,790	2,277,626	125,929	88,935
Jul	224,313	1,331,375	93,795	58,460	192,426	1,278,164	84,938	67,479	283,982	2,336,857	133,151	101,084
Aug	223,230	1,333,808	86,511	61,113	221,980	1,474,073	93,159	62,872	294,493	2,487,993	139,578	107,066
Sep	202,084	1,195,302	80,191	54,545	217,690	1,514,240	92,812	62,274	267,835	2,145,060	122,008	97,033
Oct	215,313	1,275,504	88,395	62,816	219,576	1,497,865	96,321	61,442	393,726	2,519,206	131,254	100,820
Nov	216,954	1,321,274	86,284	72,339	253,974	1,817,629	106,841	64,779	338,746	2,334,723	135,876	118,440
Dec	190,214	1,144,079	75,237	81,234	212,933	1,438,763	81,908	69,223	282,121	1,985,797	122,805	97,509
Jan	216,089	1,471,269	81,539	56,714	250,357	1,941,639	115,882	78,893	295,205	2,374,363	143,653	125,516
Feb	253,677	1,700,450	112,313	71,484	244,327	2,064,730	117,001	70,191	357,989	2,169,833	122,897	94,342
Mar	293,661	1,901,034	125,845	100,301	289,070	2,394,752	132,568	92,098	274,082	2,276,359	137,559	105,452
Apr	240,722	1,587,311	106,414	74,134	268,686	2,247,006	124,246	83,685	256,645	2,097,359	128,216	105,516
May	246,198	1,797,726	109,456	79,136	288,682	2,338,048	130,429	97,900	306,339*	2,307,553*	137,739*	111,477*
TOTAL	2,741,467	17,278,685	1,142,306	826,967	2,868,320	21,368,030	1,262,634	894,100	3,318,614	25,005,176	1,442,926	1,141,713
% Increase over year prior	23.1%	35.7%	0.2%	38.4%	4.6%	23.7%	10.5%	8.1%	15.70%	17.02%	14.28%	27.69%

* Due to a nine day interruption in the server log, May 2011 Figures are projected

Appendix H: Web Site Statistics

Financial Report

Revenue By Application	Total Revenue				Convenience Fee Revenue			
	May '11	2011 YTD	2010 YTD	% Change	May '11	2011 YTD	2010 YTD	% Change
Accident Reports	\$606	\$4,170	\$3,405	22.5%	\$101	\$695	\$681	2.1%
Circuit Court Payments	\$11,787	\$28,397	\$16,236	74.9%	\$402	\$1,111	\$685	62.3%
Court Record Lookup	\$2,630	\$11,034	\$9,332	18.2%	\$449	\$1,873	\$1,533	22.2%
Delinquent Tax Payments	\$13,870	\$59,222	\$28,027	111.3%	\$410	\$1,757	\$841	109.0%
District Court Payments	\$24,481	\$116,940	\$99,039	18.1%	\$1,073	\$5,054	\$4,352	16.1%
DC Civil Extract	\$143	\$1,712	\$210	713.8%	\$8	\$97	\$12	N/A
Invoice Payments	\$5,220	\$26,887	\$23,139	16.2%	\$239	\$1,165	\$949	22.7%
Juvenile Court Payments	\$1,827	\$8,165	\$7,125	14.6%	\$98	\$411	\$349	17.7%
Deeds	\$240	\$1,140	\$1,074	6.1%	\$54	\$253	\$253	0.2%
Dog License	\$1,840	\$13,565	\$12,852	5.5%	\$74	\$537	\$784	-31.5%
EH Permits	\$3,961	\$11,653	\$10,162	14.7%	\$138	\$403	\$405	-0.4%
GIS Data	\$0	\$159	\$0	NA	\$0	\$9	\$0	NA
Parks Reservations	\$3,369	\$18,499	\$15,465	19.6%	\$199	\$1,049	\$828	26.7%
Payment Center	\$2,031	\$11,524	\$6,268	83.9%	\$202	\$1,091	\$639	70.9%
Tax Search	\$1,690	\$9,158	\$10,254	-10.7%	\$845	\$4,579	\$5,127	-10.7%
Vital Records	\$3,695	\$9,706	\$2,206	340.0%	\$460	\$1,214	\$346	250.9%
Minimum Billing	\$15	\$116	\$96	20.3%	\$15	\$116	\$96	20.3%
Monthly Accounts	\$360	\$1,800	\$2,880	-37.5%	\$360	\$1,800	\$2,880	-37.5%
TOTAL	\$77,764	\$333,846	\$247,769	34.7%	\$5,126	\$23,213	\$20,758	11.8%

Appendix H: Web Site Statistics

Online Service	Launch Date	Staff Productivity	Citizen Efficiency	E-Commerce Revenue To Date	Description of Service
New Website Introduction	Oct-05	X	X		
Property Split System	Oct-05	X			Database and tool to capture property splits.
Interactive Directions to County Offices	Oct-05	X	X		Standardized maps of County Offices.
Property Info System - General Search	Oct-05	X	X		Search parcel information; assessed & taxable values, property descriptions.
Payment Engine	Nov-05				Software to manage ecommerce transactions and reporting.
Monthly Account Software	Nov-05	X	X	\$29,760	Software to manage monthly accounts for ecommerce transactions.
Property Info System - Tax Search	Dec-05	X	X	\$65,876	Search parcel information for tax history, delinquent tax, payoff amounts.
Accident Reports	Jan-06	X	X	\$38,370	Search for accident reports, purchase, print.
Dog License Lookup	Feb-06	X	X		Owner information based on dog tag number search.
Home Security Check Request	Feb-06	X	X		Submit request to Sheriff's Office for home property surveillance.
Prescription Drug Plan	Mar-06	X		\$437	Submit application for County prescription program. Discontinued.
Beach Monitoring	Mar-06	X	X		Beach closing information due to unsatisfactory water testing.
Public Comment Polling	Mar-06		X		Collect public comment on topics of public concern.
Property Info System - Deeds	Apr-06	X	X	\$7,542	Purchase of last recorded property conveyance.
Emergency Mgmt Secure Area	Apr-06	X			Posting and controlled access to sensitive emergency management information.
Circuit/Probate Courts Schedules	May-06	X	X		Daily schedules for Probate & Circuit Courts.
Convert PDFs to Fillable Forms	Jul-06		X		Ability to type information on a form and print.
Juvenile Court Payments	Sep-06	X	X	\$50,129	Search outstanding balances for juveniles and parents; make payment with credit card.
Circuit Court Payments	Oct-06	X	X	\$159,853	Search outstanding balances; make payment with credit card.
Restaurant Inspection Reports	Oct-06	X	X		Automatic posting of restaurant inspection reports.
Inmate Lookup	Nov-06	X	X		Search of current County jail inmates; access to charges once arraigned.
Dog License Renewal	Nov-06	X	X	\$50,942	Renew and purchase new dog licenses; online submittal of veterinarian documents.
Park Reservation System Admin	Jan-07	X			Software to manage all park reservations.
Park Reservation System Public	Feb-07	X	X	\$108,792	Ability to make real-time park reservations online.
Accident Reports Imaging Integration	Mar-07	X			Change over to new imaging system.
Website Graphic Redesign & Conversion	Jun-07				
District Court Payments	Sep-07	X	X	\$687,016	Search outstanding balances; make payment with credit card.
Juvenile Services Court Schedule	Nov-07	X			Daily court schedule for Juvenile Services.
Perimeter Security Assessment Maintenance	Feb-08	X			
Environmental Health Permits & Apps	Mar-08	X	X	\$72,244	Ability to create map in GIS and integrate with permitting application. Manage all workflow for EH Permits.
Court Record Search (Circuit)	Apr-08	X	X	\$46,729	Search court records with access to Register of Action and final judgments.

Appendix H: Web Site Statistics

Online Service	Launch Date	Staff Productivity	Citizen Efficiency	E-Commerce Revenue To Date	Description of Service
Online Payment Center	Jun-08	X	X	\$36,895	Provides ability to take credit cards at various County Offices.
Juvenile Court Payments Admin	Sep-08	X			Reporting for Juvenile Court Payments.
HR Application & Workflow w/ Imaging	Dec-08	X	X		Ability to submit employment application online. Workflow for hiring process.
Weekly School Disease Reporting	Dec-08	X	X		Ability for all County-based schools and daycare facilities to submit weekly communicable disease report online.
Calendar/Agenda/Minutes Publishing	Feb-09	X	X		Interactive calendar of County events with associated agenda, minutes.
GIS MapStore	Mar-09		X	\$570	Ability to request and pay for GIS data online.
Marriage & Death Record Order/Genealogy	Apr-09	X	X	\$23,729	Search Clerk's database of marriage and death records; purchase certified copies of records.
Business Name Search	Apr-09	X	X	INC Above	Search Clerk's database of registered business names; purchase copy of business registration. Revenue included with Vitals.
Delinquent Tax Payments	Oct-09	X	X	\$147,586	Search parcels and pay delinquent taxes online with credit card.
District Court Hearing Schedule	Oct-09	X	X		Daily schedules for all District Court locations.
SL Twp Online Payment Pilot	Oct-09		X		Pilot project to allow SLTownship to accept online payments for Utility and Current Taxes. BS&A integration.
Website Statistics by Department	Oct-09	X			Ability to set up website statistics on at the department level.
Deeds Search	Nov-09		X	INC Above	Access to all recorded conveyance documents through Property application. Revenue included above.
Payment Processing Middleware Installation	Nov-09				
Police Dept Incident Reporting Interface	Nov-09	X			Ability for local unit PDs to load accident reports to County's imaging system.
Court Record Search (District)	Dec-09	X	X	INC Above	Search court records with access to Register of Action. Revenue included above.
Online Payments of County Invoices	Dec-09		X	\$89,786	Search County's accounts receivable balances and pay online with credit card.
District Court Civil Case Batch Download	Mar-10	X	X		Court records are batched and run at night. Customers can pay for and download 24/7.
MI Works Event Registration	Apr-10	X	X		Workshop and event self-publishing. Clients can register for workshops and events online. Email or text reminders.
Committee/Board/Intern Service Application	May-10	X			Self-publishing of vacancies; interested parties apply online. Workflow for review & interview process. Historical record keeping.
Marriage License Application	May-10	X	X	INC Above	Couples can apply for license online, thereby eliminating one of two trips to Clerk's Office.
Learning Management System - Sheriff	Jul-10	X			Full schedule of training sessions; online registration, reminders and tracking of employee training history.
Delinquent Tax Conversion to .Net, BS&A	Jun-10	X			Upgrade to Property Search Application to integrate with BS&A .NET version of Delinquent Tax system
Election results self-publishing tool	Jul-10	X			Self-publishing tool for election results by County Clerk Elections office
Drains - No Letter Necessary Fee	Aug-10	X	X	INC Above	Online payment center capability - \$10 fee
Community Alerts - Sheriff's Office	Aug-10	X	X		Ability for citizens to receive news alerts from the Sheriff's office via email or text messages
LowRez Dog License Lookup for Patrol Cars	Aug-10	X	X		Ability for patrol cars to have access to Dog License lookup service through in-car computers

Appendix H: Web Site Statistics

Online Service	Launch Date	Staff Productivity	Citizen Efficiency	E-Commerce Revenue To Date	Description of Service
SLT After Hours \$45 Fee	Aug-10	X	X		Ability fro residents to pay an additional \$45 for after hours service of water restoration due to shut-off
Administrator's Blog	Sep-10	X	X		Tool for County Administrator to publish to miOttawa with citizen commentary
Delinquent Taxes Future Payoff Amounts	Oct-10	X	X		Access to current and future month payoff amounts for delinquent taxes
SL Village Online Payments	Jan-11		X		Village of SL resident can make online payments for utility and current taxes, BS&A integration
Three-Year Dog Licensing	Jan-11	X	X	NA	Ability to renew dog license for 3 years, covering the rabies vaccination period
Community Alerts Admin for Blackberry	Feb-11	X			Ability for Sheriff's Office to author and approve Community Alerts via blackberry device
Career Resource Management	May-11	X			Electronic workflow for all steps/aspects of the County hiring process
Digital Pay Stub	Apr-11	X			Employee login with access to electronic paystubs. Eliminates envelope stuffing and postage
Veterinarian Dog Licensing	Jun-11	X	X		Ability for residents to purchase dog license from Veterinarian at time of rabies vaccination
Alcohol Server Training Registration	Jul-11	X	X	X	Calendar of training sessions, register and pay online
Civil Infraction Payments	Aug-11	X	X	X	Ability for residents to pay for civil infractions online
Pawnshop Inventory Tool	Oct-11	X			Inventory data entry tool for pawnshop owners. Review by Sheriff's Office

Non-Ecommerce Project
Ecommerce Project
New Service - no revenue at this time
Future Development

Net TOTAL	\$1,603,224	
Tech Fees	\$190,983	
TOTAL	\$1,794,208	Revenue through May 2011
Website Pages	1302	

Appendix H: Web Site Statistics

<i>Document Downloads:</i>	<i>28.3% increase over 2010 YTD</i>
<i>Accident Reports:</i>	<i>43.5% Adoption Rate</i>
<i>Circuit Court Payments:</i>	<i>7.1% Adoption Rate</i>
<i>District Court Payments:</i>	<i>7.8% Adoption Rate</i>
<i>Dog License Purchase/Renewal:</i>	<i>16.8% Adoption Rate</i>
<i>Property Lookup (Tax Search):</i>	<i>90% Adoption Rate</i>
<i>Property Search (Deeds, Document Purchases):</i>	<i>34.8% Adoption Rate</i>
<i>Park Reservations:</i>	<i>45% Adoption Rate</i>

Appendix I: Training

Name of Training	Description of Training	Number of Sessions	Number of Attendees
Microsoft Word Introduction	This course will teach you the beginning skills necessary to create documents in Microsoft Word. The topics covered include: getting familiar with Word, Word Help, creating documents, selecting text, formatting and editing text, cut/copy/paste, formatting paragraphs, using graphics, views, page setup, and printing. The course is broken into three sessions. Attendance at all three sessions is required.	1	5
Microsoft Word Intermediate	This course is a follow-up to Word Introduction. The topics covered in this course include: advanced saving options, advanced viewing options, customizing toolbars and menus, working with templates, creating numbered and bulleted lists, headers/footers, paragraph tools, using styles, and using time saving tools. Word Introduction or equivalent experience in Word is a pre-requisite for this course. This course is broken into three 2 hour sessions. Attendance at all three sessions is required.	2	7
Microsoft Word Mail Merge	Mail merges are designed to create large volume databases that are then used to create envelopes, post cards, labels, etc. This training will give you step-by-step instructions for building merge lists in Excel which are then used in Word. As with all IT Training, you will take a helpful step-by-step manual with you for reference.	3	6
Microsoft Word Forms	This course provides the basics on how to create a form using Microsoft Word. You will be creating a form by using the form options in Microsoft Word. In addition, the following items will be covered: toolbars, inserting a table, merging cells, form fields, text fields, drop down fields, check boxes, and how to save a form. Completion of Word Introduction and Word Intermediate or equivalent experience in Word are required prior to taking this course.	3	10
Microsoft Word Tables	This class provides the basics on how to create tables in Microsoft Word. Topics covered include creating tables, editing tables, and formatting tables. Word Introduction or equivalent experience in Word is a prerequisite for this class.	3	6

Appendix I: Training

Name of Training	Description of Training	Number of Sessions	Number of Attendees
Microsoft Excel Introduction	This course will teach you the beginning skills necessary to create and format a spreadsheet in Microsoft Excel. The topics covered include: getting familiar with Excel, Excel Help, basics of file management in Excel, entering data, basic formulas, cut/copy/paste, formatting, and printing. The course is broken into three 2 hour sessions. Attendance in all three sessions is required.	3	22
Microsoft Excel Intermediate	This course is a follow-up to Excel Introduction. The topics covered in this course include: using formulas in Excel, exploring Excel functions, working with ranges, managing lists, and integrating Excel with other programs, such as Word. Excel Introduction or equivalent experience in Excel is a pre-requisite for this class. The course is broken into three 2 hour sessions. Attendance at all three sessions is required.	3	12
Microsoft Excel Pivot Tables	This course will focus on how to analyze large amounts of data in Excel using Pivot tables. The data analyzed can be downloaded from databases such as Access, AS400, DB2, or SQL Server. Excel Introduction and Excel Intermediate or equivalent experience are prerequisites for this class.	4	11
Microsoft Excel Charts	Advanced training in all aspects of creating and manipulating charts in the spreadsheet environment are covered in this course. Learn to create, format, and modify charts. Excel Introduction training or equivalent experience is required before taking this class.	2	4
Excel Database Functions	This course will show you how to use Excel as a basic database application. It will teach you how to create and manage lists in Excel by adding, deleting, sorting, and searching fields within your list. Filtering and validating your data will also be focused on, as well as working with database functions and lookup functions. Excel Intermediate or equivalent experience is a prerequisite for this class.	4	12

Appendix I: Training

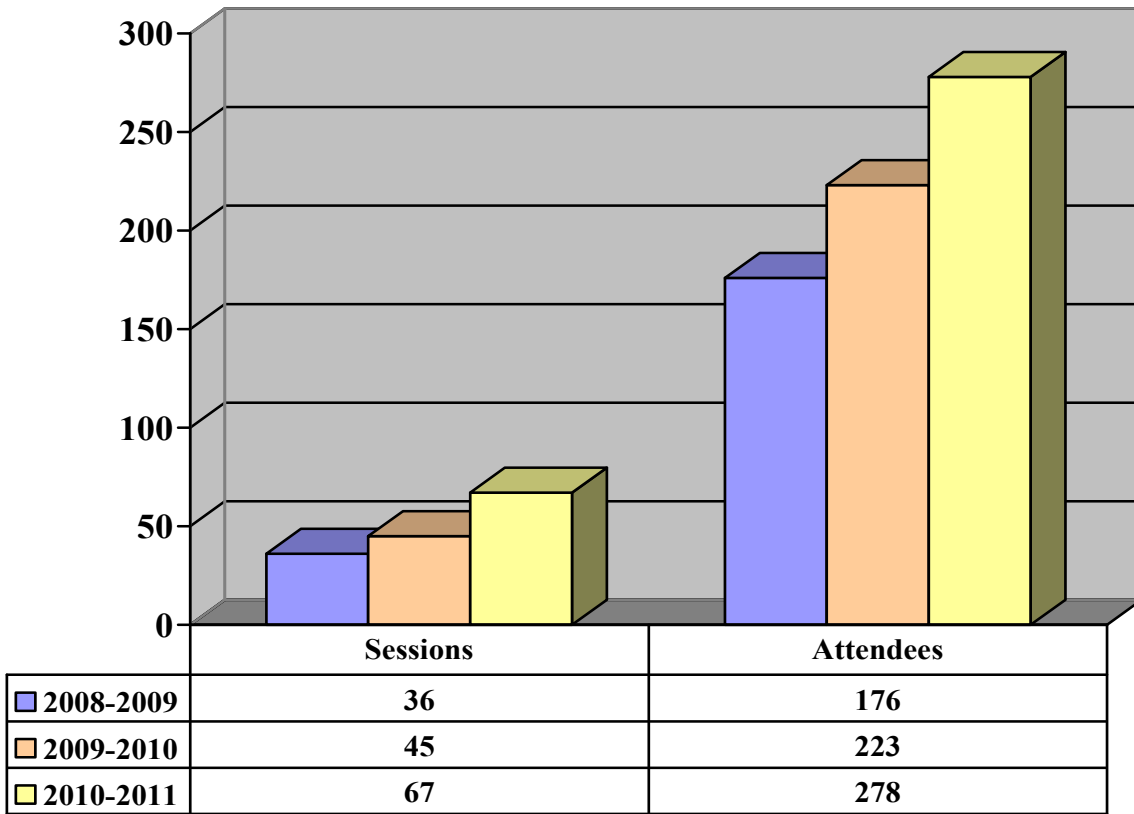
Name of Training	Description of Training	Number of Sessions	Number of Attendees
Lotus Notes Introduction (Covered in all Employee Orientation Sessions)	Lotus Notes Introduction covers the basics of E-mail, Calendars, and To Do Lists, with the main focus being E-mail functions. Included will be creating mail messages, formatting, spell checking, delivery options, replying, forwarding, attachments, and managing your E-mail account using folders. You will set up archiving and learn about the "Out of Office" feature. Also included will be setting up your local address book, using Calendars and scheduling meetings and using the "To Do" function for organizing your work activities.	22	93
OnBase	Customized classes available for departments using OnBase. Topics can include any of the following: launching OnBase, the OnBase workspace, document retrieval strategies, advanced document retrieval, custom queries, folders, working with documents, revisions and renditions, notes and highlights, printing, E-mailing documents, advanced options, customizing your OnBase client, scan queries, OnBase workflow, workflow window, work folders, ad-hoc tasks, indexing documents, electronic signatures, document history, markups. Requests for this training are made to Human Resources by Department Heads.	1	7
PowerPoint Introduction	This course will teach you the beginning skills necessary to create presentations in Microsoft PowerPoint. The topics covered include: getting familiar with PowerPoint, PowerPoint Help, creating, editing, and formatting slides, placeholders, formatting text, proofing tools, and printing your presentation. The course is broken into two 2 hour sessions.	3	12
PowerPoint Intermediate	This course is a follow-up to PowerPoint Introduction. The topics covered in this course include: working with tables in PowerPoint, charts/graphs, diagrams, implementing audio visual effects, animations, and executing your presentation. PowerPoint Introduction or equivalent experience with PowerPoint is a prerequisite for this class. The course is broken into two 3 hour sessions. Attendance at both sessions is required.	3	6

Appendix I: Training

Appendix I: Training			
Name of Training	Description of Training	Number of Sessions	Number of Attendees
Publisher Introduction	This course will teach you the beginning skills necessary to create publications in Microsoft Publisher. The topics covered include: getting familiar with Publisher, Publisher Help, creating a publication from a template, working with color and background schemes, page layouts, working with rulers/guides, and headers/footers. The course is broken into three 2 hour sessions. Attendance at all three sessions is required.	5	25
Publisher Intermediate	This course is a follow-up to Publisher Introduction. The topics covered in this course include working with lines and shapes, clipart, pictures, the design gallery, objects, tables, Publisher's mail merge, pack and go, design checker, and commercial printing tools. Publisher introduction or equivalent experience is a prerequisite for this class.	2	5
Microsoft Office 2010 Overview	This course will review the features of Office 2010 applications' Word, Excel, PowerPoint, and Publisher. Topics covered will include screen views, file handling functions, ribbon and tab structures, help features, and common issues that occur when transitioning from previous versions.	3	35
Total		67	278

Appendix I: Training

IT Training Annual Comparison



In collaboration with Human Resources' training schedule, training sessions are not offered during the months of January, February, July, and August. The increase in training sessions and attendees for this fiscal year can be attributed partially to new classes being offered.

Lotus Notes Introduction training has become part of the Employee Orientation process, and is taught by IT Staff. The Orientation numbers are included in the above numbers.

Appendix I: Training

Other Computer Training Room Use

The Ottawa County Computer Training room is available to all departments to use for specialized training. During the 2010 – 2011 reporting period, 186 hours of training were utilized for these special training sessions. The following is a list of such training sessions held in the Computer Training room. Attendance information is not available as that information is not reported back to the IT Department.

Department	Sessions	Hours of Usage
County Clerk	2	9.5
Community Corrections	2	16
Drain Commissioner	1	3
Fiscal Services	2	4
GIS	5	9
Human Resources (other than orientation)	7	12
Human Resources (Orientation)	22	110
IT (other than training sessions)	6	11.5
MSU Extension	1	5
Sheriff Dept	4	6
Total	40	186

Additional IT Outreach

As part of the roll out of the Payroll Hours Entry system, IT has conducted training as part of the implementation process. The majority of this training has occurred in the IT Training room.

The IT Department participated in the County's *Lunch and Learn* program for the first time this year. Aaron Becker, User Services, presented three sessions titled "Tips for Purchasing a New Computer." A total of 36 County employees attended the three sessions, which were well received. Aaron also conducted three sessions on "Office 2010" to provide information on the differences between Office 2003 and Office 2010 as the County has started to make that transition.

For the second year in a row, Aaron Boos and Aaron Bodbyl-Mast gave a presentation to the Ottawa County Genealogical Society at the Holland District Library. Also John Meyers, the Public Health Programmer/Analyst, presented for the second year in a row at the NetSmart Connections Conference.

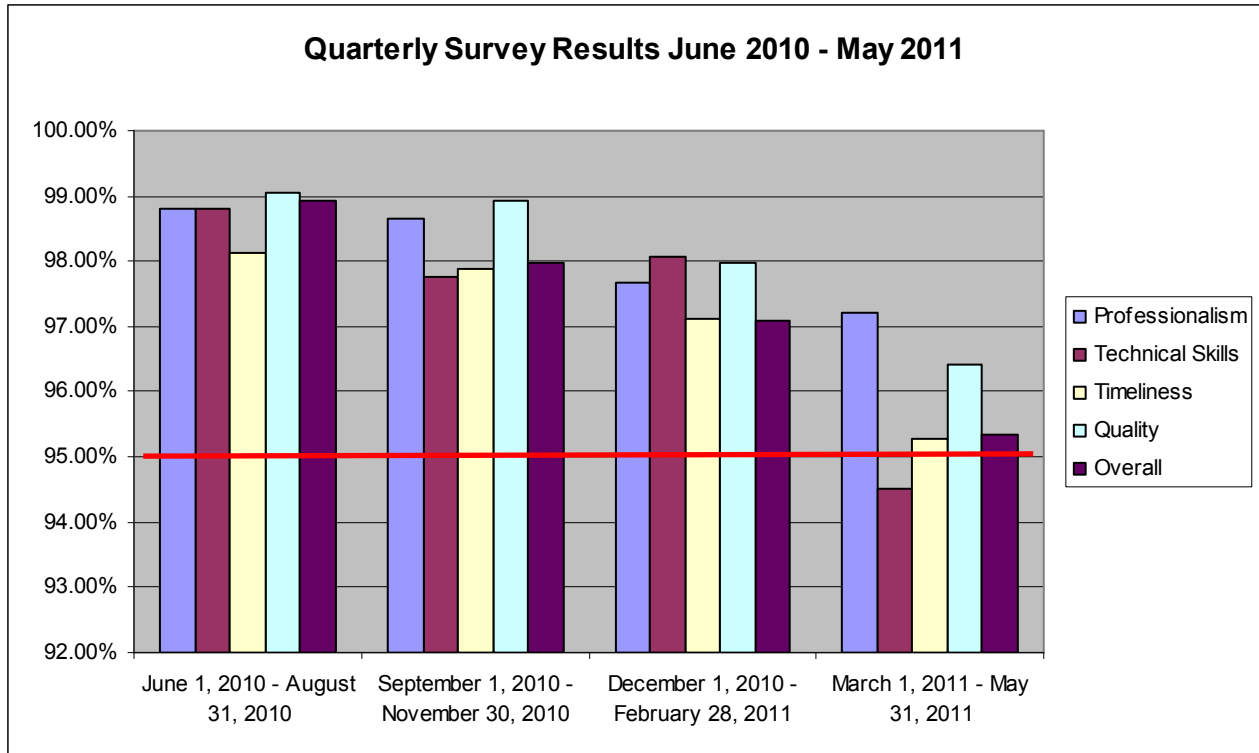
In 2011, the IT Department has budgeted equipment upgrades in the Training room to support training on the new versions of Microsoft products. One-third of the training room computers will be capable of supporting this effort. This is the first investment in new hardware and software for the IT Training room in seven years.

Appendix J: IT Department Metrics

TARGET POPULATION	<ul style="list-style-type: none"> • Citizens • County Employees 					
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Maintain County IT Infrastructure (hardware and software)</p> <p style="padding-left: 20px;">Objectives:</p> <ol style="list-style-type: none"> 1) Provide a secure system 2) Ensure voice network availability 3) Ensure data network availability <p>Goal 2: Improve the level of technical knowledge of County employees in County technologies</p> <p style="padding-left: 20px;">Objectives:</p> <ol style="list-style-type: none"> 1) Train all employees to effectively use County Technology 2) Educate all employees regarding IT related policies 3) Increase awareness of new technologies <p>Goal 3: Provide cost-effective services/programs</p> <p style="padding-left: 20px;">Objectives:</p> <ol style="list-style-type: none"> 1) Maintain high-efficiency work outputs (i.e. workload and efficiency measures) 2) Achieve verifiable outcome-based results (i.e. outcome measures) 3) Produce results that equal or exceed peers (i.e. benchmark measures) 4) Develop and implement new processes to improve organizational efficiencies <p>Goal 4: Provide excellent customer service/satisfaction</p> <p style="padding-left: 20px;">Objectives:</p> <ol style="list-style-type: none"> 1) Provide thorough and satisfactory services 2) Provide interaction with customers that is courteous, respectful, and friendly 3) Provide timely responses to requests for service 					
SERVICES/ PROGRAMS	<p>Goal 1: Five Year Technology Plan</p> <p>Goal 2: Training and Education Program</p> <p>Goal 3: Continuous Assessment Program (e.g. Workload Analysis; Benchmark Analysis)</p> <p>Goal 4: Professional Customer Service</p>					
WORKLOAD	ANNUAL MEASURES	Target	2009 Actual	2010 Actual	2011 Estimated	2012 Projected
	# of computers supported	-	1076	1158	1175	1200
	# of user (IDs) supported	-	979	938	895	900
	# of helpdesk calls received	-	12,403	12,967	13,000	13,500
	# of project requests completed	-	716	730	665	650
	# of new applications created	-	11	11	8	6
	# of revenue-generating applications created	-	7	4	2	2
	# of employees trained (e.g. new employee training, County training program)	-	228	146	150	250
EFFICIENCY	% IT Staff time required to recover from security breaches (Virus, Spyware, Adware, Intrusions)	0%	4.7%	2.4%	3.7%	2%
	% of Help Desk calls closed within 24 hours	80%	80%	84%	83%	85%
	% of IT services completed in a timely fashion as defined by industry standards	95%	96.69%	96.4%	96.4%	95%
OUTCOMES & BENCHMARKS	% of time of unplanned voice network outages	0%	0.38%	1%	0.084%	0%
	% of time of unplanned data network/server outages	0%	0.21%	.048%	1.2%	0%
	IT FTEs per County FTEs	-	1:48	1:42	1:41	1:41
	IT User Support FTEs per County FTEs	-	1:142	1:142	1:142	1:142
	IT User Support FTEs per IT computer device (computer, printer, laptop, scanner)	-	1:534	1:503	1:469	1:500
	Cost of IT per County FTE	-	\$2,666	\$2,182	\$2,734	\$2,600
	Cost of Help Desk per number of calls processed	-	\$19.86	\$13.81	\$14.00	\$13.90
CUSTOMER SERVICE	% of customers satisfied with IT Help Desk services	95%	96.51%	98.04%	95%	95%
	% of clients indicating interaction with staff IT was courteous, respectful, and friendly	95%	97.79%	94.82%	95%	95%
	% of customers satisfied with IT project request services (Triennial survey)	80%	N/A	90.09%	NA	NA
	% of employees who report that training improved their ability to perform their job effectively (Triennial survey)	80%	N/A	82.29%	NA	NA
	% of employees who thoroughly understanding IT policies (Triennial survey)	80%	N/A	77.97%	NA	NA
	% of employees aware of IT technology capabilities (Triennial survey)	80%	N/A	67.59%	NA	NA

Appendix J: IT Department Metrics

The following chart shows the Customer Satisfaction ratings for the department from June 1, 2010 to May 31, 2011 for Service Calls. Surveys are generated automatically by the Help Desk software on a random basis. In addition, respondents can request a follow up call which is handled by the IT Director or the appropriate IT Manager.



In 2010, a more comprehensive survey was sent to employees to rate IT services and capabilities. This survey has been conducted on a three year cycle for the past 18 years. The following information provides a summary of the key issues and the rankings of each question on a scale of 1 to 5 with 1 being Strongly Disagree and 5 Strongly agree. This survey is also a means of collecting input from employees as one source of input to the County Technology Plan.

Summary	
Number of Surveys Started (Opened)	353
Count of Respondents at Final Question	310
Percent of Respondents at Final Question	88%
Count of all County Employees (PT, FT, Temp)	1136
Percent of County Employees Responding	31.07%
Count of total Positions	895
Percent of Total Positions Responding	39.44%
Some General Trends Based on Comments:	
<ol style="list-style-type: none"> 1. It's time to move to a new version of Microsoft Office. 2. The current phone system needs to be updated. 3. More staff support is needed for OnBase. 4. Desire for mobile devices. 5. Information doesn't always penetrate to everyone in a department. 6. Delivery of service isn't always consistent. 7. Need more communication about technology capabilities and trends 	

Appendix J: IT Department Metrics

Information Technology Survey 2010

IT Services Satisfaction Survey Questions	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Response Count	Percentage Score on a 1 - 5 Scale
IT Staff are courteous and helpful	0	2	13	54	263	332	94.82%
IT responds professionally and courteously	2	1	17	59	259	338	93.85%
I am comfortable in communicating my needs to IT Staff	2	4	18	75	241	340	92.29%
IT keeps me informed of the status of my reported problems	3	5	17	75	239	339	91.98%
IT Staff take appropriate time to identify the nature of a problem	1	5	25	86	212	329	90.58%
The procedures for requesting IT support are quick and uncomplicated	1	8	19	98	205	331	90.09%
IT Staff have the skills to resolve my problems and questions	2	7	24	89	209	331	89.97%
IT Staff are able to explain a problem or answer my questions in an understandable manner	1	7	21	106	195	330	89.52%
IT Staff have more than one person who can adequately assist me	6	8	28	70	219	331	89.49%
IT responds to my needs using appropriate prioritization and speed	0	12	34	80	204	330	88.85%
IT staff communicates in understandable terms	1	6	28	122	183	340	88.24%
The range of services offered by IT are adequate	2	7	33	111	175	328	87.44%
I comply with County IT policies	0	3	43	118	161	325	86.89%
Adequate notice is given for scheduled maintenance	4	10	44	100	182	340	86.24%
Information updates on the Lotus Notes Front Page and County Newsletter are helpful	2	7	44	126	145	324	85.00%
IT is "customer service" oriented	3	12	44	119	137	315	83.81%
Trainers are knowledgeable	0	5	85	86	147	323	83.22%
Trainers are well prepared	0	8	89	84	140	321	82.18%
IT effectively communicates technology changes prior to implementing	3	21	60	113	136	333	81.50%
Training material is easy to follow and a useful reference	0	7	95	95	124	321	80.93%
IT staffing, organization and expertise is appropriate	4	12	65	121	110	312	80.58%
The IT training program provides the classes needed to help me do my work better	3	18	76	128	99	324	78.64%
I understand County IT policies	6	12	73	152	82	325	77.97%
IT shares information regarding technology plans and initiatives	10	29	91	112	95	337	75.01%
IT willingly receives input and listens to needs and ideas	5	15	124	97	72	313	73.80%
IT Training is convenient to attend(time and location)	8	35	94	105	82	324	73.46%
IT Services should be expanded	6	11	172	72	66	327	71.07%
IT implements technology to meet emerging needs	8	45	98	96	67	314	70.76%
IT is proactive in developing and implementing new capabilities	10	35	119	92	59	315	69.84%
IT provides useful information on technology trends	13	43	112	99	47	314	67.90%
I am aware of the County's Technology capabilities	12	53	100	118	41	324	67.59%

Appendix J: IT Department Metrics

County Technology Satisfaction Questions	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Not Applicable	Response Count	Percentage Score on a 1 - 5 Scale
I have access to the printer resources I need to work effectively	6	13	10	47	212	23	311	73.12%
Courtroom technology is effective	7	16	75	29	36	145	308	72.86%
Internal wireless connections are beneficial to my work	8	5	66	35	106	91	311	72.09%
The computer I am assigned to use by the County allows me to do my work effectively	6	22	15	72	179	17	311	68.75%
I am able to access network resources when I need to (central applications, file shares, Internet)	9	17	21	70	179	15	311	68.17%
The software I use to do my job meets my needs	6	24	17	92	155	16	310	66.71%
The phone system is reliable and adequate to meet my needs	16	27	34	91	122	21	311	61.80%

Appendix J: IT Department Metrics

County Information Systems Questions	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Not Applicable	Response Count	Percentage Score on a 1 - 5 Scale
Internet Access	4	11	22	71	185	16	309	88.81%
E-mail Filtering (Antispam, antivirus)	1	6	37	97	157	13	311	87.05%
County Web Site	3	9	31	98	159	9	309	86.73%
Computer Security (Antispam, Antivirus, Antimalware)	2	8	39	91	155	16	311	86.37%
Lotus Notes: The Front Page	3	10	41	85	159	8	306	85.97%
Lotus Notes: Mileage and Expense Vouchers	2	7	44	80	137	40	310	85.41%
Printers	4	15	36	85	155	12	307	85.22%
Lotus Notes: E-mail, Calendars, ToDo, Address Book	13	19	24	85	161	8	310	83.97%
Footprints: Help Desk Ticket System	1	6	50	72	113	65	307	83.97%
Voicemail	2	22	42	86	138	20	310	83.17%
Lotus Notes: Scheduling	6	12	46	75	112	57	308	81.91%
Desktop Technology: Computers, Laptops, PDA's	8	23	34	81	123	40	309	81.41%
Lotus Notes: Document Repositories (guides, policies,...)	3	10	66	73	112	42	306	81.29%
Footprints: IT Project Request	0	3	68	40	74	122	307	80.00%
Office Automation: Word processing, Spreadsheets,...	4	15	56	72	95	61	303	79.75%
Lotus Notes: Department Intranet/Information Resource	3	15	65	71	97	57	308	79.44%
Lotus Notes: Training Management	3	7	73	51	87	84	305	79.19%
Audiovisual Equipment	2	11	54	74	66	101	308	78.45%
Lotus Notes: Instant Messaging	8	12	62	30	91	102	305	78.13%
Lotus Notes: Equipment Request	4	7	67	54	73	102	307	78.05%
Phone System	11	30	50	91	114	13	309	78.04%
Work Order Application	0	0	69	29	50	154	302	77.43%
Shared Network Storage	0	4	67	44	53	138	306	77.38%
GIS	1	2	63	25	45	170	306	76.32%
BS&A (Assessing, Tax, Drains, Dog License)	1	2	59	19	38	187	306	75.29%
Remote Access: iNotes (Employee Login), VPN	15	15	60	51	74	92	307	74.33%
Enterprise Content Management (OnBase Product (Imaging))	2	16	62	52	43	134	309	73.49%
Justice System - Case Management	5	7	58	29	41	167	307	73.43%
Public Address System	3	16	73	37	50	129	308	72.85%

Appendix J: IT Department Metrics

County Information Systems Questions	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Not Applicable	Response Count	Percentage Score on a 1 - 5 Scale
NetSmart Avatar	6	5	60	12	41	181	305	72.42%
CourtStream	1	5	63	21	30	183	303	72.33%
Fidlar: Land Records Management System	0	2	66	15	23	201	307	71.13%
Video Conferencing	2	7	69	21	26	177	302	69.92%
NetSmart InSight	0	2	67	12	20	204	305	69.90%
Cellular Phone System	14	19	57	45	42	129	306	69.27%
Justice System - Jail Management	4	8	61	13	27	194	307	69.03%
Courtroom Technology	6	16	64	27	33	159	305	68.90%
Justice System - Traffic Management	1	3	69	12	18	202	305	68.35%
Justice System - Probation	6	6	58	16	21	199	306	67.48%
Justice System - Juvenile Detention	4	6	60	12	20	205	307	67.45%
Victims Rights System	0	2	66	10	12	217	307	67.11%
Justice System - Prosecutor Case Management	1	7	60	11	15	213	307	66.81%
Sword (Food Inspections)	0	1	64	3	10	227	305	65.64%
Probate - JIS	1	1	64	5	9	223	303	65.00%
Blackberry Service	6	12	71	8	18	191	306	63.48%
New World Financial System	6	13	71	14	11	187	302	61.91%

New Technology Interests	No Knowledge	No Interest	Low Interest	Neutral	Some Interest	Very Interested	Response Count	Percentage Score on a 1 - 5 Scale
Mobile Technology (Web Mobile apps, Blackberry, Droid...)	24	22	23	74	77	87	307	73.00%
Cloud Computing (Google Apps, Google Mail...)	44	12	24	78	91	61	310	72.41%
Browser Based Search Capability	37	9	31	102	82	48	309	69.49%
Virtual Desktop	58	10	26	97	69	47	307	69.40%
IP Phones	68	15	28	108	51	36	306	65.46%
Softphone (Your computer as a phone)	40	32	32	96	61	46	307	64.27%
Social Media Tools (Wikis, collaboration, Blogs...)	31	29	40	105	67	38	310	63.23%
Video Phone	37	43	44	91	57	34	306	59.63%

Appendix K: Process Improvement Quick Wins

The purpose of this information is to list the benefits realized through the Many Integrated County Applications (MICA) project. These changes resulted from having engaged the departments in requirements gathering. “Requirements Gathering” focuses on process reviews. Through the discussions, departments are discovering opportunities to make changes that produce immediate benefits. The improvements and increased communication among departments is creating a culture of change.

Process Improvement and Quick Win list				
	Issue	Solution	Effective Date	Impact
1	Payroll Hours Entry Standardization: Each department had their unique way to collect and enter hours in the Green Bar sheets. This lead to non-standard ways to collect and report payroll hours. Additionally none of the departments communicated with each other to share information or processes.	During requirements gathering a standard way to collect and report payroll hours was identified. Refer to Item 10	June 2009	<ul style="list-style-type: none"> • Simplify and standardize procedures across the organization in preparation for automation. • Elimination of manual steps. • Time savings.
2	District Court elimination of copy of MC219 used as a “tickler file” for future follow-up in 30 days.	Use timer in OnBase to notify staff when document has been held for 30 days	July 2010	<ul style="list-style-type: none"> • Reduction in paper usage • Reduction in staff time spent filing and reviewing 30 day old commitments.
3	Improve Inmate Collections	Eliminate check issuance of trust account balance at time of release	03/21/2011	<ul style="list-style-type: none"> • Streamline release process • Transfer accounting duties to the accountants • Increase accuracy of post-release addresses
4	Fingerprint reporting to the State has not been consistent. Certain codes require fingerprinting and forwarding to the State. The Fingerprint system did not distinguish between the finger printings that were reported to the Justice System and those reported to the State. Also, individuals who needed to be fingerprinted but did not go to jail were not	VB script extracts by date range all records in the Identix Fingerprint system to an Excel form to allow monitoring of daily transmissions to the State.	07/23/2010	<ul style="list-style-type: none"> • Eliminates manual searching of cryptic files housed several layers deep in the Identix folder directories.

Appendix K: Process Improvement Quick Wins

Process Improvement and Quick Win list				
	Issue	Solution	Effective Date	Impact
	being fingerprinted consistently since it required travel to the Fillmore Jail.	A fingerprint station was installed in Grand Haven Courthouse to fingerprint individuals not sent to Jail.	September 2010	<ul style="list-style-type: none"> • Increased communication between Jail and Prosecutor • Reduced the number of missed fingerprints
5	Licensed Dog Lookup	A low graphic screen will be designed by Webtecs to allow officers to pull up dog related information by license number, street address or owner name.	10/25/2010	<ul style="list-style-type: none"> • Improves officer safety
6	Fast Track Booking Form	Creation of a web submission form for use in the patrol cars. Officers can enter the arrest information on a webpage and upon submission have the Fast Track Booking form print on a printer at the Jail prior to their arrival.	April 2010	<ul style="list-style-type: none"> • Improves booking area by sending early notice of individual about to arrive. • Eliminates slower, less friendly iSeries (green screen) version.
7	Raw/Missing Form Mental Health Point-in-Time Survey Stolen Property	Creation of web submission forms for use in the patrol cars. Officers can enter the information on a webpage and upon submission have these forms print on a printer at the Jail.	October 2010	<ul style="list-style-type: none"> • Improves booking area by sending forms immediately. • Eliminates paper form filling by officers.
8	Vehicle Impound/Release	Creation of a web submission form for use in the patrol cars. Officers can enter the	October 2010	<ul style="list-style-type: none"> • Automatic routing to Amanda Zant's printer in West Olive.

Appendix K: Process Improvement Quick Wins

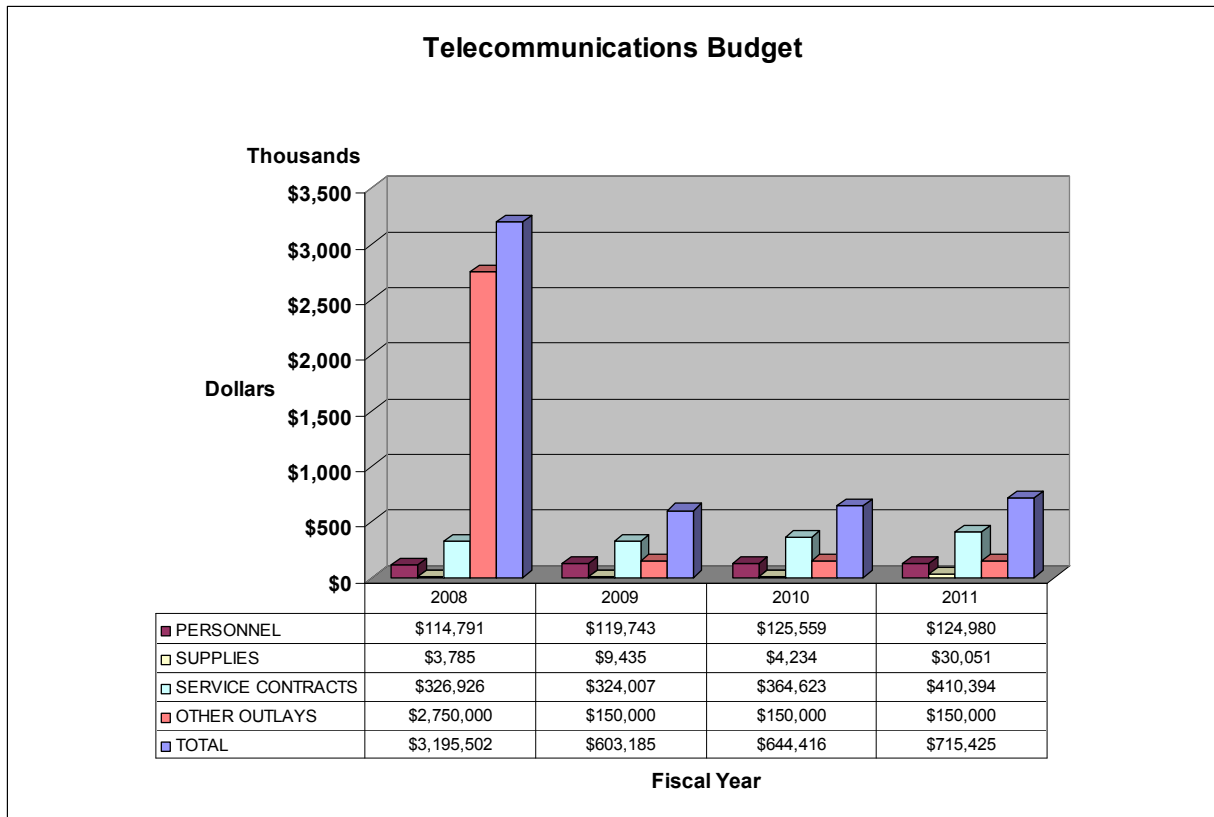
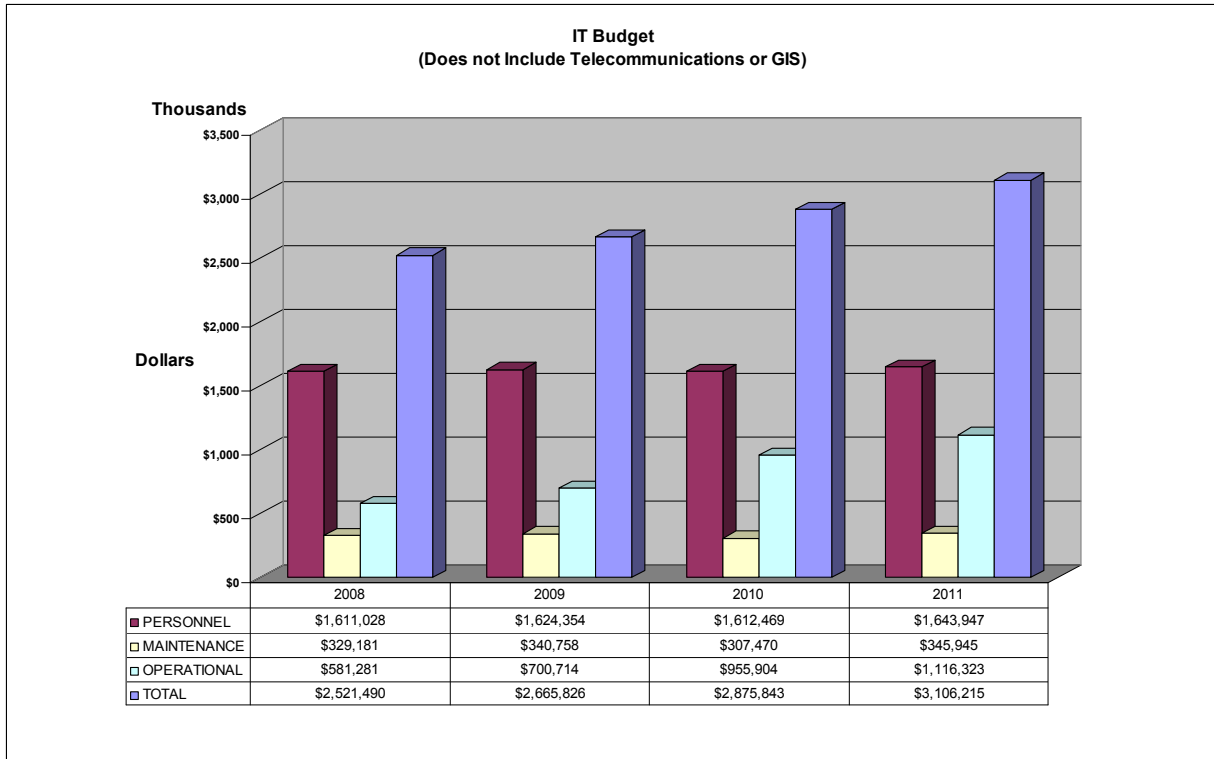
Process Improvement and Quick Win list				
	Issue	Solution	Effective Date	Impact
		information on a webpage and upon submission have these forms print on a printer at the Administration office in West Olive		
9	MICA Foundation in Production	The underlying department organizational structure and security functionality was completed and moved to production.	January 2011	<ul style="list-style-type: none"> • First live component of MICA. Basic building block for inviting users, and defining security levels for functional modules.
10	Payroll Hours Entry Module in Production	<p>Automated tracking of work hours, automated time off requests, electronic generation of payroll hours and submission to County Financial Payroll System.</p> <p>Refer to Item 1</p>	March 2011	<ul style="list-style-type: none"> • Five departments are now generating payroll hours and time off and sending it to the County Financial System completely paper free. Elimination of greenbar and manual calculations. Time savings and reduced error. Electronic implementation of standardized method for calculating hours.
11	Neglect and Abuse notifications to DHS were done by fax with considerable amount of back and forth communication.	Provide access for support staff at DHS to the County ECM and Justice Systems.	September 2010	<ul style="list-style-type: none"> • Improved Communication • Faster response • Better service • Reduced mailing

Appendix K: Process Improvement Quick Wins

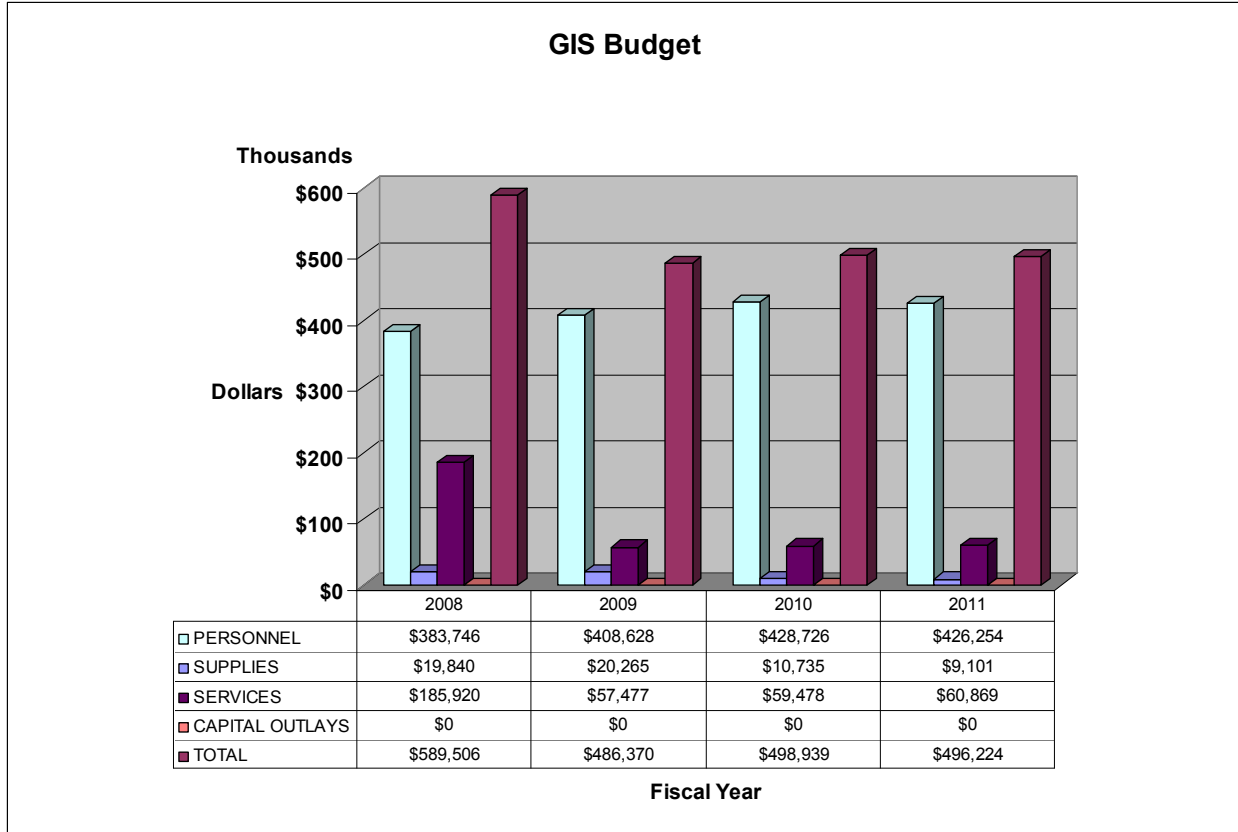
Process Improvement and Quick Win list				
	Issue	Solution	Effective Date	Impact
12	Checks issued at the jail by corrections staff from the Trust Account were requiring Jail staff to perform an accounting role which had to be reconciled later with Fiscal Services. Inmates left without having the opportunity to pay their expenses from their Trust Account.	Eliminated check issuing at the Jail. Inmate trust balances are paid by Fiscal Services by mailing checks.	March 2010	<ul style="list-style-type: none"> • Increase accuracy of addressing information • Increased collection rate • Reduced error rate.
13	LEIN submissions from the County Justice System are sent on a daily basis. Incorrect data results in an error report that is sent back to the County. This process was being performed by a Programmer/Analyst in the IT Department which was not cost effective. Also, an SCAO representative indicated that the corrections should be made by the Courts where the data entry originated.	Developed procedures and conducted training for IT Support staff to submit daily LEIN transmissions as part of morning Help Desk procedures. Created an automated process using OnBase to receive daily error reports and auto-split them and send them to the appropriate Court for correction. Documented and Conducted training for all Courts on how to read and correct the errors reported.	January 2011	<ul style="list-style-type: none"> • More cost effective use of staff time. • Improved continuity and knowledge transfer. • Compliance with SCAO regulations.
14	Court or Jail Payments need to be paid at one of four possible locations. This causes confusion for those who may need to make multiple payments.	Created a standard information sheet providing the contact information and locations for each possible payment.	February 2011	<ul style="list-style-type: none"> • Improve information to the public. • Reduce the number of inquiries and staff time spent responding to inquiries.

Appendix L: Financial Information

The 2011 values are budgeted. Previous years reflect actual expenses. "Other Outlays" in the Telecommunications budget reflects funds used for new construction. GIS expenditures in 2008 included payment for Ortho data. The next planned collection of Orthos is 2013.



Appendix L: Financial Information





The activities and programs of this department
are brought to you by the members of the
Ottawa County Board of Commissioners

Philip D. Kuyers, Chairman
James C. Holtrop, Vice-Chairman
Donald G. Disselkoen
Stu P. Visser
Dennis W. Swartout
Jane M. Ruiten
Greg J. DeJong
Roger G. Rycenga
Joseph S. Baumann
Robert Karsten
James H. Holtvluwer

Action Request



Committee: Board of Commissioners

Meeting Date: 7/12/2011

Requesting Department: Planning and Performance Improvement

Submitted By: Keith Van Beek

Agenda Item: Ottawa County Planning and Performance Improvement 2010 Annual Report

SUGGESTED MOTION:

To receive for information the Ottawa County Planning and Performance Improvement 2010 Annual Report.

SUMMARY OF REQUEST:

In accordance with 2011 Rules of the Ottawa County Board of Commissioners:

Section 4.6 - Annual Reports From Departments of County Government - It is the policy of the Board of Commissioners to receive annual, written and oral Reports from all Departments of County government. Written reports shall be in a form approved by the County Administrator and shall, in the ordinary course, be submitted directly to the Board of Commissioners through the County Administrator's Office.

FINANCIAL INFORMATION:

Total Cost: \$0.00 | County Cost: \$0.00 | Included in Budget: Yes | No

If not included in budget, recommended funding source:

ACTION IS RELATED TO AN ACTIVITY WHICH IS:

Mandated | Non-Mandated | New Activity

ACTION IS RELATED TO STRATEGIC PLAN:

Goal: 2: To Maintain and Enhance Communication with Citizens, Employees, and Other Stakeholders.

Objective: 4: Continue to improve communication with Commissioners.

ADMINISTRATION RECOMMENDATION: Recommended | Not Recommended

County Administrator: **Alan G. Vanderberg**

Digitally signed by Alan G. Vanderberg
DN: cn=Alan G. Vanderberg, o=US, ou=County of Ottawa, ou=Administrator's Office, email=avanderberg@miottawa.org
Reason: I am approving this document
Date: 2011.07.06 16:01:53 -0400

Committee/Governing/Advisory Board Approval Date:

PLANNING & PERFORMANCE IMPROVEMENT

ANNUAL REPORT 2010/2011

Strategic Planning & Program Evaluations



Economic Development



General Land Use Planning





The activities and programs of this department are brought to you by
the members of the Ottawa County Board of Commissioners.

2011 County Board of Commissioners

Philip D. Kuyers, Chairperson
James C. Holtrop, Vice-Chairperson
Joseph S. Baumann
Greg J. DeJong
Donald G. Disselkoen
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Stu P. Visser

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EXECUTIVE SUMMARY

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

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

A few of the highlights from 2010/2011 are as follows:

- Saved over **\$5.8 million** (cumulative) as a result of evaluation recommendations that modified, privatized, or discontinued ineffective County programs and services, and verified the cost-effectiveness of over **\$20 million** (cumulative) in County programming and services
- Assisted in developing a presentation to highlight the **Time Study and Materials Analysis** that was completed on the Electronic Content Management (ECM) System. This presentation (and the Study) is being utilized to justify the need for legislative changes that would result in an additional \$12.9 million in County savings over the next 25 years
- Completed **Program Evaluations** of the Sentenced Work Abatement Program (SWAP), Inmate Case Management and Treatment Program (ICMT), and Communities Helping Ottawa Obtain a Safe Environment Program (CHOOSE)
- Began **Program Evaluations** for the Cognitive Behavioral Therapy Program (CBT) and a proposed E-Ticketing System
- Finalized **Performance-Based Budgeting Systems** by preparing 50 unique outlines for the County's departmental budgets
- Completed a **County Dashboard** that articulates the County's progress with respect to performance measures that have been established by the State
- Established a partnership with Michigan State University to complete a **Comprehensive Water Resources Assessment**
- Initiated the construction of another **Wireless Broadband Tower** (Robinson Township) in an underserved population which will generate revenue for the County's technology fund
- Finalized a **Tree Legacy Report** that promotes standards for preserving tree canopies and aesthetic beauty along designated County transportation corridors
- Received three **National Achievement Awards** from NACO for the Electronic Case Management (ECM) Cost-Benefit Evaluation, the Model Urban Smart Growth Zoning Ordinance (Hudsonville), and the Environmental Data Book
- Full-time economic development planning has begun as a result of hiring Josh Spencer to fill the **Economic Development Coordinator** position

In addition, the Planning and Performance Improvement Department staff has been involved in several other administrative-support duties that include project research, data collection, and data dissemination. Staff members have also participated in several planning and economic development initiatives. In addition, the Planning and Performance Improvement Department worked with several other agencies and departments in 2010/2011 to obtain and/or process over **\$3.5 million** in grant awards and nearly **\$4.1 million** in state and federal allocations.

Overall, 2010/2011 was a productive year for the Planning and Performance Improvement Department, and it is our expectation that 2011/2012 will produce similar results.

DEPARTMENT OVERVIEW

The Planning and Performance Improvement Department is comprised of 6.5 permanent positions (**Attachment A**). The Department is responsible for initiating programs to increase economic development and protecting and improving quality of life in Ottawa County, as well as for conducting outcome-based evaluations of County programs and services to improve organizational performance and maximize the use of financial resources. In addition, the Department provides statistical data that is used by County departments and local agencies to justify requests for grant funding and performs reviews of grant applications and award requirements to protect the County from any permanent financial obligations. The Planning and Performance Improvement Department also provides oversight to the County Remonumentation Plan for public survey corners. Each Department goal is listed in the next section of this report, with further detail provided in the Planning and Performance Improvement Department Strategic Outline (**Attachment B**).

PLANNING COMMISSION OVERVIEW

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

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

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

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

GOALS

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

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

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

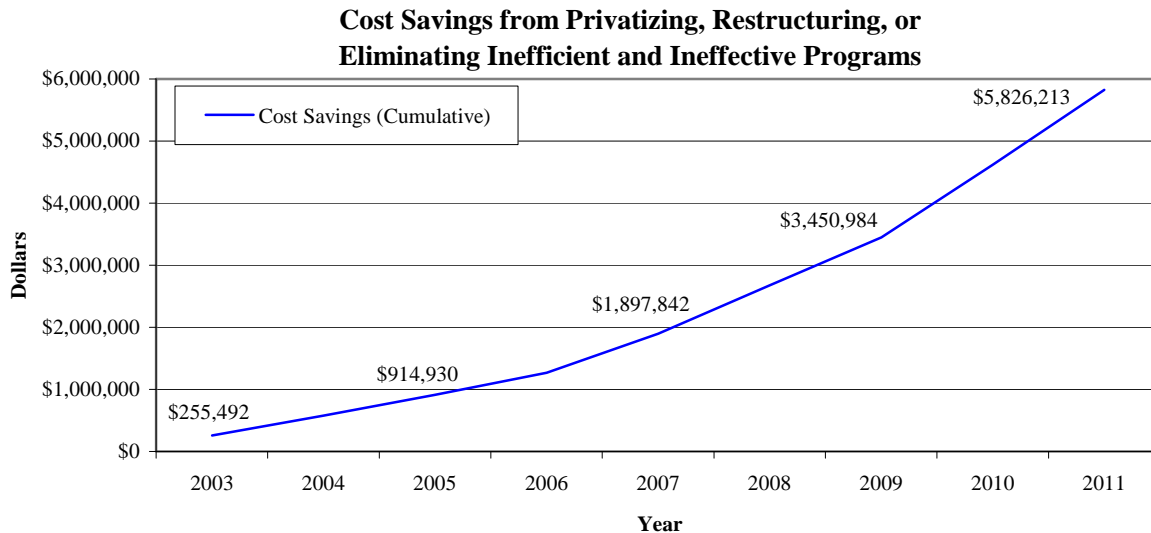
GOAL FOUR: Oversee the County Remonumentation Plan for public land survey corners pursuant to Act 345 of 1990.

ACCOMPLISHMENTS

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

Accomplishment One: Performance Improvement

The Planning and Performance Improvement Department continues its effort to improving organizational performance and maximizing the County's use of financial resources. Since 2003, outcome-based evaluations completed by the Department have saved over **\$5.8 million** as a result of recommendations that modified, privatized, or discontinued ineffective programs and services. In addition, over **\$20 million** in programming and services has been verified as cost-effective through the evaluation process.



A summary of the evaluation efforts that have occurred over the last year is as follows:

- **Communities Helping Ottawa Obtain a Safe Environment Program (CHOOSE):** This administrative evaluation assessed whether the restructured Communities Helping Ottawa Obtain a Safe Environment Program is administered efficiently. The administrative functions that were assessed included the disbursement of public media campaign materials, attendance at training programs and informational seminars, and the development of alcohol policies. The evaluation also measured whether program activities are having a preliminary impact (i.e. achieving targeted milestones).
- **Inmate Case Management and Treatment Program (ICMT):** This second administrative evaluation of the Inmate Case Management and Treatment Program assessed whether the administration of the program had improved and verified whether target measures of success were being achieved. The administrative functions that were assessed included program enrollment and operating capacity, adherence to the target population criteria, as well as completion of treatment plans and substance abuse assessments. Also included in this evaluation was an overview of program completion rates, jail diversions, and program cost.
- **Sentenced Work Abatement Program (SWAP):** An evaluation to assess whether the Sentenced Work Abatement Program is operating within its \$20,000 County funding threshold commenced in April 2011. The evaluation includes an annual assessment of program cost for 2008, 2009, and 2010. Projected annual cost assessments are also included for 2011 and 2012.

- Cognitive Behavioral Therapy Program (CBT):** A second outcome-based evaluation of the Cognitive Behavioral Therapy Program commenced in May 2011 to determine whether beneficial, cost-effective outcomes are being achieved. For this evaluation, the Planning and Performance Improvement Department will reassess program completion rates and recidivism rates. A cost-effectiveness analysis will also be conducted to compare the cost and effects of the CBT Program against matched-pair comparison group offenders who did not participate in the program.
- E-Ticketing System:** A cost-benefit analysis commenced in 2011 for a new E-Ticketing System that is being considered by the Sheriff's Office and the Courts. E-ticketing is the automation of ticketing for traffic/moving violations. During traffic stops, officers use a handheld device that automatically populates data fields on an e-ticket form instead of manually filling-out a paper ticket. The e-ticket can then be sent electronically to the court. Use of e-ticketing reportedly decreases cost, increases productivity, and improves officer safety. The cost-benefit analysis will verify the efficiencies and cost-savings of the proposed system.
- Electronic Content Management (ECM) System:** Using the findings of the 2010 Electronic Content Management System Evaluation, the Planning and Performance Improvement Department developed a presentation to promote legislative changes that will permit a completely paperless workflow in Michigan courts. The presentation has been formally conducted for several court associations and state committees including, but not limited to, the Circuit Court Administrators Association, the District Court Administrators Association, the State Technology Committee, and legislators representing Ottawa County.

Accomplishment Two: Performance-Based Budgeting

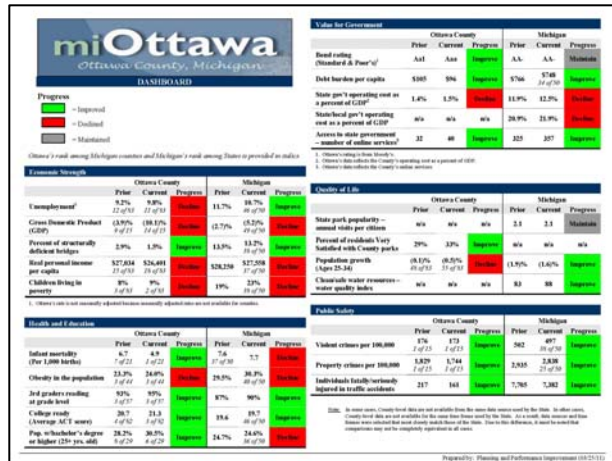
The Planning and Performance Improvement Department worked diligently with department heads and court officials during the last year to clearly define their departmental goals and objectives, and to identify verifiable outcomes for use in Fiscal Service's Performance-Based Budgeting System.

While many counties, in the State and across the nation, have measures to assess departmental/court performance, very few are truly outcome-based. The Strategic Outlines that were created for Ottawa County's budgeting process are the first known to incorporate measures that quantify actual department outcomes. A total of 50 unique Outlines were prepared for each of the County's General Fund budgets that provide a comprehensive set of performance measures related to workload, efficiency, outcomes and benchmarks, and customer service.

The Planning and Performance Improvement Department will continue to work with departments, the courts, and Fiscal Services over the next year to ensure that the necessary data is being collected to accurately depict outcomes, as well as to collect benchmark data from other counties. The Department is also developing a web-based portal where county and local officials, as well as residents, can view and download the Outlines and monitor annual department/court outcomes.

Fund: (1010) General Fund		Department (2330) Treasurer				
TABLED POPULATION	• Schools	• Property Owners	• Business Owners	• Judiciary Courts	• Local Clubs of Government	
	• Community Organizations	• County Departments and Elected Offices	• County Departments and Elected Offices	• Historians and Genealogical Researchers		
	Goal 1: Protect public funds	Objective	1) Diversify investments	2) Reduce underutilization of financial institutions holding county funds		
	Goal 2: Ensure integrity of public funds	Objective	1) Utilize lockbox arrangements to meet cash flow needs			
PRIMARY GOALS & OBJECTIVES	Goal 3: Maximize revenue	Objective	1) Increase property tax	2) Increase delinquent property and accounting		
	Goal 4: Adhere to state statute that address delinquency and foreclosure processes	Objective	1) Educate property owners and those with an interest in a property on property method of delinquency, forfeiture and foreclosure rules	2) Collect and account for delinquent and delinquent accounts		
	Goal 5: Provide exceptional services programs	Objective	1) Increase the number of electronic transactions for services	2) Maximize high-priority work output	3) Provide cost-effective services	
	Goal 6: Adhere to state statute that address delinquency and foreclosure processes	Objective	1) Increase the number of electronic transactions for services	2) Maximize high-priority work output	3) Provide cost-effective services	
ACTION PROGRAM	Goal 1: Financial Institution Assessment	Goal 1, 2, 3: County Investment Policy	Goal 4: Current Property Tax and Delinquent Property, Certified Mail Notices, Personal Contact with Pre-foreclosure Occupant	Goal 5: Current Property Tax and Delinquent Property, Certified Mail Notices, Personal Contact with Pre-foreclosure Occupant	Goal 6: Electronic Payment Program, Customer Assessment Program (e.g. Workload Analysis, Benchmark Analysis)	
	ANNUAL BENCHMARK					
		Target	2010	2011	2012	
	WORKLOAD	% of property tax notices conducted	100%	100%	100%	100%
EFFICIENCY	% of property notices with delinquent properties contacted 90 days before foreclosure	100%	100%	100%	100%	
	% of delinquent notices processed online	100%	100%	100%	100%	
	% of total delinquent notices processed online	100%	100%	100%	100%	
	% of new notices processed that result in a positive outcome	100%	100%	100%	100%	
	Customer Assessment of efficiency and/or improved customer satisfaction	4	4	4	4	
	Investment principal lost during the year	\$0	\$0	\$0	\$0	
	Portfolio weighted average maturity as of 12/31 (in years)	3.73	3.26	3.2	3.2	
	Total rate of return on County's fund income pooled funds	4.000%	3.237%	3.1%	3.1%	
	13 Barclay 1-3 Year Government A 13 Barclay 3-month Treasury (blended)	3.0%	2.0%	2.0%	2.0%	
	% of delinquent properties foreclosed	100%	100%	100%	100%	
	% of properties foreclosed of those properties foreclosed	100%	100%	100%	100%	

Accomplishment Three: County Dashboard



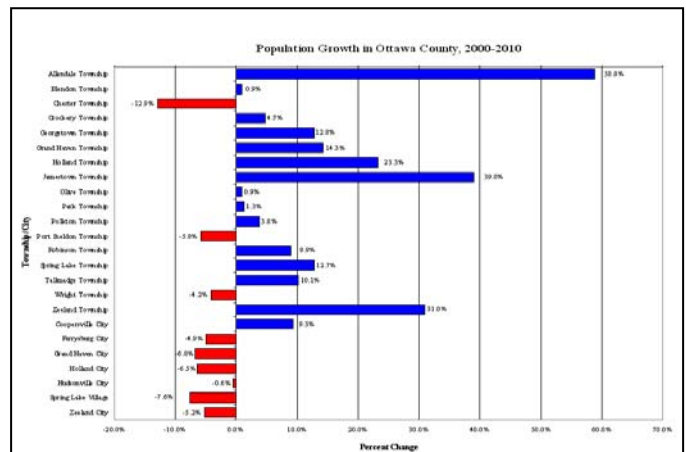
The Planning and Performance Improvement Department created an Ottawa County Dashboard in March 2010 that articulates the County's progress (i.e. improved, declined, or maintained) with respect to achieving several performance indicators. The indicators are based on the measures used in the State's Dashboard which include: Value for Government; Economic Strength, Public Safety; Health and Education; and Quality of Life.

The County Dashboard is available for view and download at miottawa.org. The Department is currently creating an interactive web-based Dashboard that will display the indicator data in more detail and with full-color charts, graphs, and tables.

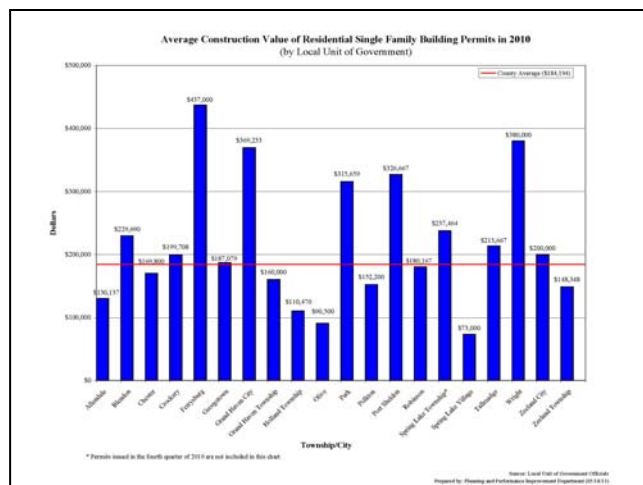
Accomplishment Four: 2010 Census

In March 2011, with the first release of 2010 Census data for Michigan counties and local units of government, the Planning and Performance Improvement Department created a series of graphs, tables, and charts to display Ottawa County's 2010 population, ethnicity, and housing occupancy data. In addition, charts and tables were produced to illustrate the population growth rates between 2000 and 2010, population growth by ethnic group, and the percentage change in housing unit vacancy rates.

The 2010 Census data are available for view and download on the Department's *County Statistics* webpage.



Accomplishment Five: Economic Data Compilation

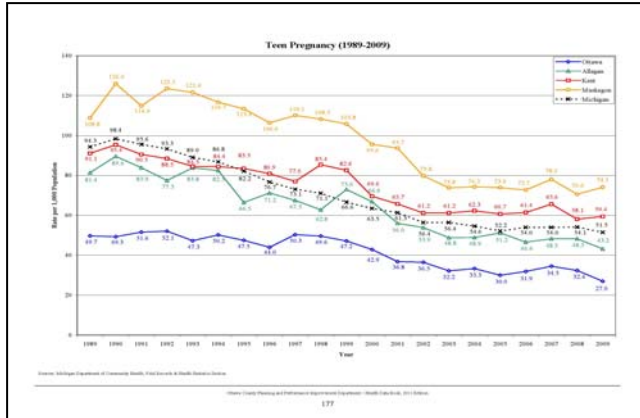


The Planning and Performance Improvement Department continues to monitor economic development activity in Ottawa County. Department staff maintain updated labor force and unemployment statistics for the County on the Department's *County Statistics* webpage. In 2010, the Planning and Performance Improvement Department also started collecting residential and commercial construction data on a quarterly basis from participating local units of government. These data include the number of residential building permits, the number of commercial building permits, as well as the construction value of issued permits in the local communities. The data are compiled into a series

of tables and graphs to clearly depict construction activity and trends throughout the County and are also provided on the *County Statistics* webpage.

Accomplishment Six: Databook Series

The Planning and Performance Improvement Department is nearing the completion of an updated Health Data Book. The last edition of this Book is from 2000. The 2010 edition assembles updated data from the Michigan Department of Community Health (MDCH), local health departments and the Annie E.



Casey Foundation. The synthesized data serves as a ready reference for those wanting detailed statistical information on several aspects of Ottawa County health. These health indicators include, but are not limited to, information regarding leading causes of death, invasive cancer, and communicable diseases. The majority of the data is represented in longitudinal trends, giving a clear perspective of how a certain illness or condition has progressed through the years. Ottawa County health statistics are also compared with data from adjacent counties and the State in order to conduct benchmark analyses.

The Health Data Book is part of a series of data books published by the Planning and Performance Improvement Department. The Department is currently updating the Demographics Data Book with 2010 Census data and has commenced with both an Economic Data Book and a Public Safety Data Book. An Environmental Data Book was completed in 2010. All Databooks are available on the Department's *County Statistics* webpage.

Accomplishment Seven: Requests for Research and Facilitation Assistance

The following are some examples of requests:

- **Major Initiatives Compilation:** The Planning and Performance Improvement Department compiled the summaries of major initiatives that commenced and/or were completed by the County Board of Commissioners in 2010 to enhance County residents' quality of life and increase the effectiveness of County government. The summaries were used in the Comprehensive Annual Financial Report for the Fiscal Year ending on December 31, 2010.
- **Parks, Recreation, and Open Space Plan:** The Planning and Performance Improvement Department assisted the Parks Department with updates to the Ottawa County Parks, Recreation, and Open Space Plan. A variety of detailed data tables were created to reflect current labor force and employment trends, population estimates and projections, age distribution, race/ethnicity, gender, and other pertinent demographics for Ottawa County and Michigan.
- **Habitat for Humanity Grant Research:** The Planning and Performance Improvement Department assisted Habitat for Humanity in researching several housing-related topics as part of a grant application. Research topics included, but were not limited to, cost-burdened households, deteriorating housing units, home ownership rates among minorities, and abandoned or blighted housing units.
- **Specialized Data Compilation:** The Planning and Performance Improvement Department compiled a variety of specialized data for use by County departments, local units of government and community agencies for planning, grant applications, and presentations.

Accomplishment Eight: Michigan Local Government Benchmarking Consortium

The Planning and Performance Improvement Department collected and compiled FY 2010 survey data from 11 departments as part of Ottawa County's membership in the Michigan Local Government Benchmarking Consortium (MLGBC). The annual, comprehensive survey covers a variety of service areas that include, but are not limited to: law enforcement, parks and recreation, information technology,

human resources, and road maintenance. The survey results for all MLGBC members (**Attachment D**) will be released later this year.

Accomplishment Nine: Legislative Analysis

Thus far, during the 2011 legislative session, a total of 77 bills have been analyzed to determine if they would have an impact on Ottawa County operations. Eighteen of these bills were determined to have a direct impact on Ottawa County in one or more of the following areas: Budgetary Authority, Administrative Authority, Court Issues, and Revenue Sharing. A full reporting of lobbyist performance measures is provided at the end of each legislative session.

Accomplishment Ten: Grant Administration

The administration and oversight of grant-making efforts and funds allocation from State and Federal agencies is performed by the Planning and Performance Improvement Department. The Department reviews grant applications to ensure that programs are consistent with the goals of the requesting agency/department and the County Board that evaluation components are in place and to protect the County against any unintended consequences of accepting the requested funding (i.e. hidden costs to the County). The Department is also able to provide statistical data that may be useful in grant writing as well as assistance with submitting applications online.

The Department's grantsmanship activities included administering, procuring, and/or processing more than **\$3.5 million** in grant funding for the County in 2011. The Department also administered and processed nearly **\$4.1 million** in direct funding allocations from State and Federal agencies (**Attachment E**).

Accomplishment Eleven: Supervised Visitation and Safe Exchanges Grant Program

The Planning and Performance Improvement Department provided administrative assistance to the Ottawa County Supervised Visitation Grant Program Advisory Committee. The Supervised Visitation Program provides a safe environment for supervised visitation and exchanges of children between parents in situations involving domestic violence or abuse.

The Department provides assistance by submitting progress reports, attending County Advisory Committee meetings, attending grant sponsored trainings and providing a single point of contact between the U.S. Department of Justice and the County Advisory Committee.

Unfortunately, the Ottawa County Supervised Visitation Program was terminated before operations could begin. The termination was a result of months of inactivity while awaiting approval of Program policies from the grant management office.

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

Accomplishment One: Revolving Loan Fund

During 2011, the Planning and Performance Improvement Department continued to research the establishment of a Revolving Loan Fund (RLF) Program. An RLF is designed to assist businesses by providing direct loans which, along with low-cost interest, are paid back directly to the revolving loan fund. As part of its research efforts, the Department contacted several Michigan counties with established RLF Programs to determine the operational, technical, and administrative aspects of their programs. This included loan eligibility criteria, application procedures, selection criteria, loan review board composition, loan terms, partnership agreements, administrative fees, and performance measures.

Accomplishment Two: Agricultural Incubator

The Department continued to explore options for having a feasibility study conducted to verify whether or not the agricultural incubator concept can sustain itself in the region. If the concept proves feasible, a virtual Incubator will be launched to provide incubation services without a physical structure. A move to a physical Agricultural Business Incubator structure would be considered if the virtual Incubator is a success. The Incubator will provide an array of services and programs which are structured to assist entrepreneurs and entities in developing new agricultural-related businesses.



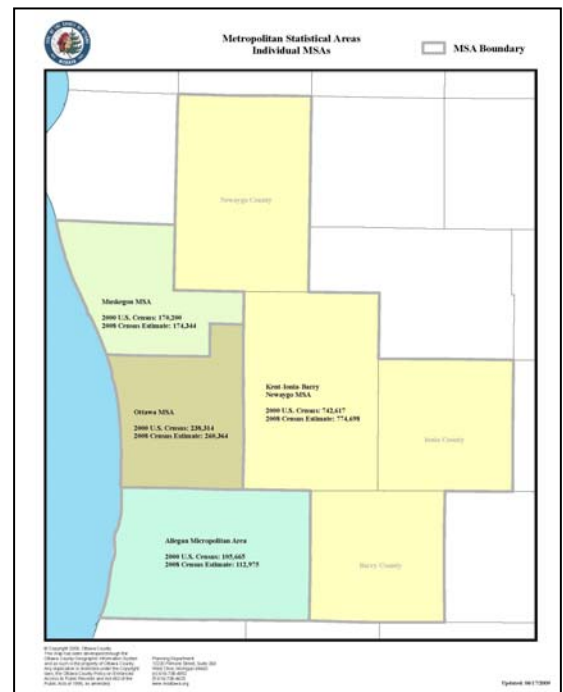
Significant progress is expected to be made on this project during the next year with the Department's recent hiring of a new Economic Development Coordinator.

The Agricultural Business Incubator Steering Committee members are provided in **Attachment F**.

Accomplishment Three: Metropolitan Statistical Areas

The Planning and Performance Improvement Department continues to monitor county-to-county commuting pattern data as part of the County's effort to be included in a larger west-Michigan Metropolitan Statistical Area (MSA). Ottawa County became its own single-county MSA (Holland-Grand Haven) after the 2000 Census. The County was 317 individuals short from reaching the Office of Management and Budget's (OMB) 25% commuter-threshold in order to be included with the larger MSA. The OMB was unresponsive to multiple requests by the County to modify its standards prior to release of the 2010 Census data. The OMB's standards create a serious misconception regarding the actual economic size of the region.

However, a change in the manner by which the 2010 Census was conducted has resulted in a different data source that will be used by the OMB to determine MSA boundaries. The U.S. Census' annual American Community Survey (ACS) will provide the commuter data that will be utilized by the OMB since the 2010 Census consisted of only a short-form survey that did not collect this information from residents. This change is promising for Ottawa County. ACS data from 2009 indicates that 29.1% (30,627) of the County's labor force (105,215 workers) is employed in Kent County, which is above the OMB's 25% commuter threshold to be included in the larger MSA.



Accomplishment Four: Brownfield Redevelopment

On May 12, 2011, the Ottawa County Brownfield Redevelopment Authority approved a plan by Cedar Crest Dairy Inc. to redevelop a contaminated site at 5800 Balsam Drive in the City of Hudsonville. This is the first project approved by the County Authority.

The Plan, also approved by the County Board and the City of Hudsonville, includes the capture of Ottawa County, Hudsonville City, and Public Library TIF taxes for ten years. Cedar Crest Dairy will invest approximately \$1.9 million to cap or remove arsenic contamination and redevelop the site. \$66,545 of the total investment is eligible for reimbursement through the TIF.

Cedar Crest Dairy employs approximately 100 people, and distributes milk, ice cream, and other frozen food products across the State. The redevelopment project will allow the business to expand their operations. As a result of this expansion, they have projected that 17-20 new jobs will be created in the City of Hudsonville.

The Ottawa County Brownfield Redevelopment Authority was established in order to assist local units of government in Ottawa County that do not have a Brownfield Authority. The County Authority only acts if the site is located where a local authority does not exist, and the local unit of government supports the project.

In addition, the Planning and Performance Improvement Department applied for a Countywide Brownfield Assessment Grant from the Environmental Protection Agency (EPA). The grant would be used to compile an inventory of contaminated sites throughout Ottawa County. Unfortunately, the grant was not awarded. The Planning and Performance Improvement Department will apply again for the Fiscal Year 2012 awards.



The Brownfield Redevelopment Authority Board members are provided in **Attachment G**.

Accomplishment Five: Ottawa County Economic Development Office

The Planning and Performance Improvement Department continues to provide administrative oversight for the Ottawa County Economic Development Office (OCEDO) contract. A summary of the OCEDO's major work activities for the first half of 2010 are provided in **Attachment H**.

Accomplishment Six: Renaissance Zones

In 2010, the Planning and Performance Improvement Department worked in conjunction with Holland Charter Township to successfully process a Renewable Energy Renaissance Zone designation for Energetx Composites. Energetx Composites, a spin-off company of Holland-based S2 Yachts, is proposing to construct a new 120,000-square-foot facility for the purpose of manufacturing wind-energy turbine blades. The company plans to bring 1,000 new jobs to the County, with 750 of those jobs coming within the next five years.



Additionally, the new Request Foods facility in Holland Township, which was granted an Agricultural Processing Renaissance Zone designation last year, is nearing completion.

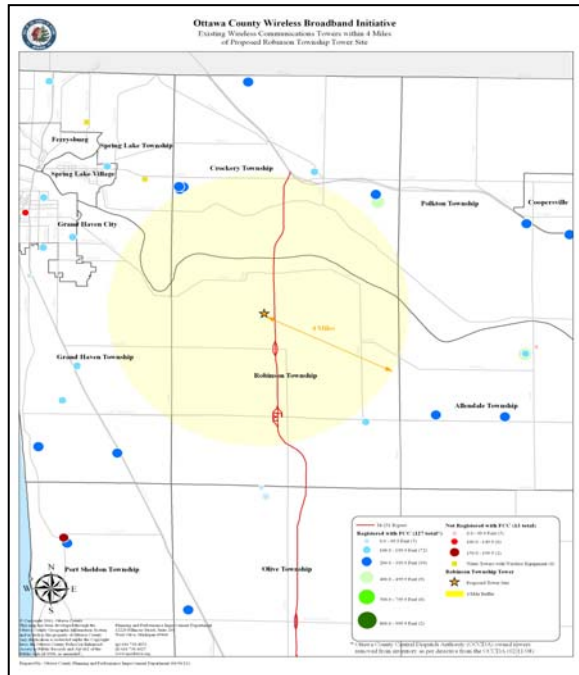
Request Foods is investing a \$40.6 million in the new facility and will create 250 new jobs. Operations are scheduled to commence in summer, 2011.

Accomplishment Seven: Cell Tower Construction

In May, 2011 the Planning and Performance Improvement Department obtained approval from the Robinson Township Zoning Board of Appeals and Township Planning Commission to construct a new communications tower in the Township. The proposed tower is strategically located near the new M-231 Bypass. Because of the tower’s desirable location,

two national wireless carriers have already agreed to co-locate their broadband equipment on the tower. The Department is in discussions with two other carriers that have also expressed an interest in co-locating at the site.

The Robinson tower will be a 199’ monopole that is similar, if not exactly the same as the County’s Fillmore Street tower in Olive Township. A 199’ tower was selected by the County because it is the height that the wireless carriers have requested in order to maximize their coverage area for providing high-speed, wireless broadband service to underserved residents in the Township. The tower can also provide co-location facilities for up to four different carriers. This will reduce the number of towers that may be needed in the Township in the future. Additionally, by limiting the tower to less than 200’ the County has avoided the FAA requirement for 24-hour lighting of the structure.



Construction of the tower is scheduled to begin in August, 2011. The wireless carriers expect to start providing broadband service to residents in the Township by September, 2011.

Accomplishment Eight: M-231 Bypass Bridge Crossing

In February 2010, the Environmental Impact Statement (EIS) for the M-231 Bypass Project received final approval from the Federal Highway Administration. This was followed by the signing of the Record of Decision (ROD) in April 2010, which paves the way for full design engineering and right-of-way acquisition to begin on the Project. Originally proposed more than 10 years ago, the M-231 Bypass will, once constructed, significantly reduce traffic congestion on US-31 between Holland and Grand Haven and will provide the fourth bridge crossing over the Grand River in Ottawa County.

Due to funding constraints, the initial construction of the Bypass will be limited to the Grand River Bridge near 120th Avenue in Robinson and Crockery Townships. The approximate cost to construct the bridge will be \$35 million. Pre-construction activities (i.e. brush clearing, ground leveling) began in 2011 and bridge construction is expected to start by the end of the year.



Looking north from Johnson Street at M-231 clearing



Looking north from Cedar Street at M-231 clearing

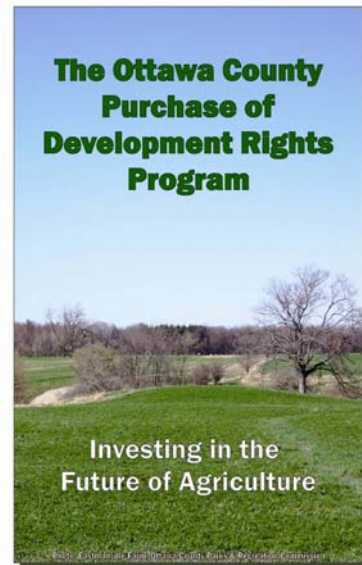
GOAL THREE: Protect and improve quality-of-life in Ottawa County.

Accomplishment One: Purchase of Development Rights (PDR)

The Ottawa County PDR Program was established to allow local farmers to voluntarily preserve their farm by selling or donating the development rights of the land. The Ottawa County Agricultural Preservation Board (**Attachment I**) was created in 2008 to provide oversight and administer the Program.

During this past year, many milestones were reached with the PDR Program. Fundraising efforts were successful in netting over \$10,000 in private donations for the Program. Additionally, two separate foundation funds were established with the Holland/Zeeland Area Community Foundation to accept private donations for the Program. One of the funds will be utilized to pay for the purchase of development rights and the other to fund a sub-contracted staff position for the PDR Program.

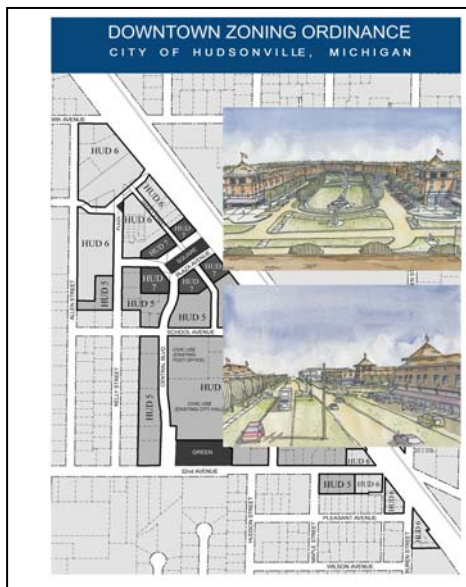
The Agricultural Preservation Board was also successful in developing an informational brochure about the County PDR Program. The Brochure is intended to educate local officials as well as the general public about the Program.



Finally, the Agricultural Preservation Board began work to obtain approval from the local townships for the County PDR Program. Township approval is required in order for residents within the township to participate in the PDR Program. To date, Wright Township, Chester Township, and Polkton Township have passed resolutions of support for the PDR Program. The Agricultural Preservation Board plans to visit each township in the County during the next year.

Accomplishment Two: Urban Smart Growth Demonstration Project

In April 2011, officials in Hudsonville approved a new Downtown Zoning Ordinance for the City. This first-of-a-kind Ordinance was developed for the City as part of the County's Urban Smart Growth Demonstration Project. An award-winning Downtown Master Plan and Architectural Design Elements Portfolio have already been developed for the City as part of the Project.



The new Downtown Zoning Ordinance is an intuitive planning document that will enhance the ability of community leaders to manage new growth and development. The Ordinance contains over 600 images that clearly convey the community's zoning standards with respect to architecture, setbacks, and parking, as well as signage, landscaping, and lighting. The Ordinance also incorporates incentives for developers to construct LEED-certified buildings, expand public open space, and utilize green technology (e.g. wind, solar, geothermal energy). The document itself is also created in an innovative format that allows community staff to easily incorporate amendments and high-resolution graphics into the Ordinance while still retaining

the document's professional standard. In May, 2011, City and County officials began developing an entirely new Citywide Master Plan.

Accomplishment Three: Excellence Through Training

Sponsored by the Ottawa County Planning Commission, the Excellence Through Training Program provides high-level, local training opportunities for local government officials, planners, zoning administrators, planning commission members, Zoning Board of Appeals members, architects, engineers, students and interested citizens.

During 2010/2011, three training sessions were held: Planning Commission Basic Training, Zoning Board of Appeals Basic Training, and Medical Marijuana: Guidance for Local Governments.

The Planning Commission and Zoning Board of Appeals Basic Trainings are held each year to assist new as well as experienced planning commissioners and zoning board of appeals members in dealing with the various challenges that they may face.



The training on medical marijuana was held in response to numerous requests from local officials for guidance on interpreting the Michigan Medical Marijuana Act of 2008. The training was attended by a standing-room only crowd of over 100 attendees.

Accomplishment Four: West Michigan Transit Linkages Study

The West Michigan Transit Linkages Study is being conducted in order to identify new routes for regional public transit services and determine the feasibility of implementing and operating these routes.

During the past year the consultant originally hired to complete the Transit Study terminated the contract with Ottawa County prior to completing the project. The Planning and Performance Improvement Department requested and was approved for an extension of the grant funding for this project in order to hire a new consultant to complete the Study.

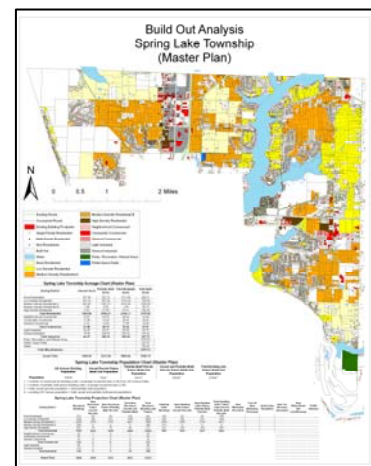
A new Request for Proposals for the Study will be distributed as soon as all legal issues with the past consultant have been resolved. It is anticipated that the Study will be completed by December, 2011.

Accomplishment Five: Build-Out Analysis

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

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

In the spring of 2011, a build-out analysis of Spring Lake Township was completed. Olive Township will be complete in July of 2011.



Accomplishment Six: Tree Legacy Committee

In March 2011, the Planning and Performance Improvement Department distributed a Proposed Tree Planting Policy to the Ottawa County Road Commission on behalf of the County's Tree Legacy

Committee. The Committee was reestablished in 2010 in light of concerns from citizens regarding tree trimming along scenic roads in the County such as Lakeshore Drive and Stanton Street.

During the development of the proposed policy, multiple field surveys were conducted by Department staff to collect measurements of tree distances from the centerline along Lakeshore Drive and separation distances between the roadway and separated pathways. In addition, photographs and video were taken of existing tree-lines. These field data were utilized as the basis for the proposed minimum setback requirements.

The proposed setbacks specify that trees may be planted a minimum of 23 feet from the road centerline in areas where there is an existing tree-line or where it can be demonstrated that a historic tree-line had existed, and a minimum of 28 feet from the road centerline in areas where there is not an existing or historic tree-line. The proposed policy also included general conditions wherein Road Commission staff will notify property owners prior to the removal of the trees, explain which trees will be removed and the reasons for the removal, as well as to discuss options for re-planting.



Lakeshore Avenue (Spring 2010)



Lakeshore Avenue (Fall 2010)

Accomplishment Seven: Standardized Colors and Terminology

The Planning and Performance Improvement Department continues to work with local units of government to encourage and facilitate the adoption of Standard Land Use District Titles and Colors for master plan and zoning maps (**Attachments J1 and J2**). During the past year, no new communities officially adopted the colors and terms. However, the Department has been working with several communities as they strive to develop new master plans. The current adoption status for each community is included in **Attachment J3**.

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

Accomplishment Eight: Comprehensive Water Resource Study

In 2010, the Planning and Performance Improvement Department issued a Request For Proposals (RFP) for a County-wide Comprehensive Water Resource Study. This Study will address the various problems with water table levels, water quantity, and quality experienced by county residents. The goal of the Study is to accomplish the following five objectives:

- Minimize the impact of development on an aquifer's ability to sustain current and future water withdrawal demands, as well as any adverse effects on water table levels and surface water levels

- Minimize the impact of development water withdrawals on domestic well quality (e.g. brine and nitrates)
- Minimize the potential infiltration of wastewater contaminants (e.g. nitrates, phosphates, pharmaceuticals, industrial/household chemicals) in areas relying on septic systems and domestic wells
- Minimize the potential hydrologic impacts of impervious surfaces that may be associated with new development such as reductions in groundwater recharge, reductions in surface water quality, and rapid surges in surface water levels
- Prevent the negative effects of elevated water table levels on new development (e.g. basements, foundations, and footings)

The Department received 11 proposals from qualified consultant firms. A special committee of the



Planning Commission, which also included representatives from County Environmental Health, and the Drain Commissioner, reviewed and ranked the proposals.

Based on the recommendation of the committee, the Planning Commission selected the proposal from the Michigan State University Institute of Water Research (IWR). The proposal includes the development of web-based mapping resources that will allow users to be able to “see into the earth” in order to answer important water resource related questions. Further, the IWR will provide policy recommendations that can be implemented by local

units of government. It is anticipated that the Study will be complete in 2012.

Accomplishment Nine: Farmland Preservation - Triick Farm

The Planning and Performance Improvement Department has worked extensively in 2010 and 2011 with multiple local and state agencies, as well as land owners and interested stakeholders to advocate for an alternative non-motorized pathway route that would connect the Musketawa Trail with Kent County while avoiding a cattle feedlot owned by the Triick family.

After developing a Staff Report on the issue and determining that the original, proposed route would have a significant negative impact on the sustainability of the feedlot, the Planning and Performance Improvement Department developed a strategy with the Planning Commission, County lobbyist, Parks Department, and agricultural stakeholders to convince state agencies to relocate the route.

After several months of maneuvering, the patience, persistence, and planning of departmental staff triumphed when it was finally announced that the trail would be relocated in order to preserve the farming operation.

Accomplishment Ten: On-Staff Planner and Zoning Administrator E-mail Inquiry Service

The Planning and Performance Improvement Department continues to coordinate the On-Staff Planner and Zoning Administrators E-mail Inquiry Service. Some of the e-mail service topics that were proposed for discussion during the past year include landscaping regulations, temporary use permitting issues, architectural design standards, halfway house regulations, driveway surface standards, and farmer’s markets.

Accomplishment Eleven: Planning and Performance Improvement Department Receives Three National Achievement Awards

On June 7, 2011, the Planning and Performance Improvement Department was notified that it is the recipient of three 2011 Achievement Awards from the National Association of Counties (NACo). The Achievement Award Program, which is in its 42nd year, recognizes innovative programs that enhance county government. Awards were given for the Department’s Electronic Content Management (ECM) System Evaluation, Environmental Data Book, and Model Downtown Zoning Ordinance.

A list of all winning programs is available at www.naco.org and summaries of each program will be included in NACo’s Model Programs database. In the upcoming months, selections of winning programs will also be highlighted in a *County News, Focus on Achievement* column.



Accomplishment Twelve: Public Transportation Assistance Specialized Services Grant

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



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

Fiscal Year 2011 is \$157,569. Georgetown Seniors and Pioneer Resources received \$48,113 and \$109,456, respectively. Ridership totals are outlined in **Attachment K**.

Accomplishment Thirteen: Integrated Road Salt Management Plan

The Integrated Road Salt Management Plan (IRSMP) includes the monitoring of three primary variables in order to determine if the Ottawa County Road Commission’s initiative to reduce road-salt usage are having a positive impact on blueberry production. These variables are: blueberry twigs (dieback and bud mortality); root-zone water (sodium and chloride levels); and irrigation ponds (sodium and chloride levels).

Michigan State University Extension (MSUE) is continuing to monitor these variables. The data collected thus far indicates varying degrees of salt reduction along secondary roads. However, MSUE staff indicates that results are still inconclusive and anticipates being able to extrapolate conclusions from the data by 2013.

Accomplishment Fourteen: Wind Energy Standards and Project Assessments

Communities throughout the country continue to contact the Planning and Performance Improvement Department for permission to use the Model Wind Energy Ordinance language in their own community zoning plans. The Department also continues to provide research, mapping, and technical assistance, as well as facilitation services to communities that are grappling with wind energy projects/issues. Additionally, the Department has been actively involved in wind energy initiatives that are being spear-headed by local universities, utility companies, and private wind farm developers.

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

Accomplishment One: Remonumentation Reimbursement

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

The Remonumentation Program Peer Group members completed the monumentation of all physical Public Land Survey (PLS) corners in Ottawa County in 2005 and continue to work to complete the



Setting of Coordinates phase (i.e. establishing GPS coordinates for each physical corner). Through 2010, the setting of coordinates has been completed in 11 of the 17 total townships in Ottawa County. During the 2011 grant year, two more townships are slated to be completed (**Attachment N**).

Ottawa County has invested approximately \$1.8 million to expedite the program. This funding can be reimbursed through Ottawa County’s yearly Remonumentation Grant once the program is complete. However, current grant amounts would cause the reimbursement of these funds to occur over a projected 90 years. In order to ensure the County is

reimbursed within a reasonable time period, the Planning and Performance Improvement Department has been working with the County lobbyist and state legislators to amend the State Remonumentation Act. The proposed legislative changes would require reimbursement of expedited funds within 20 years.

CLOSING

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

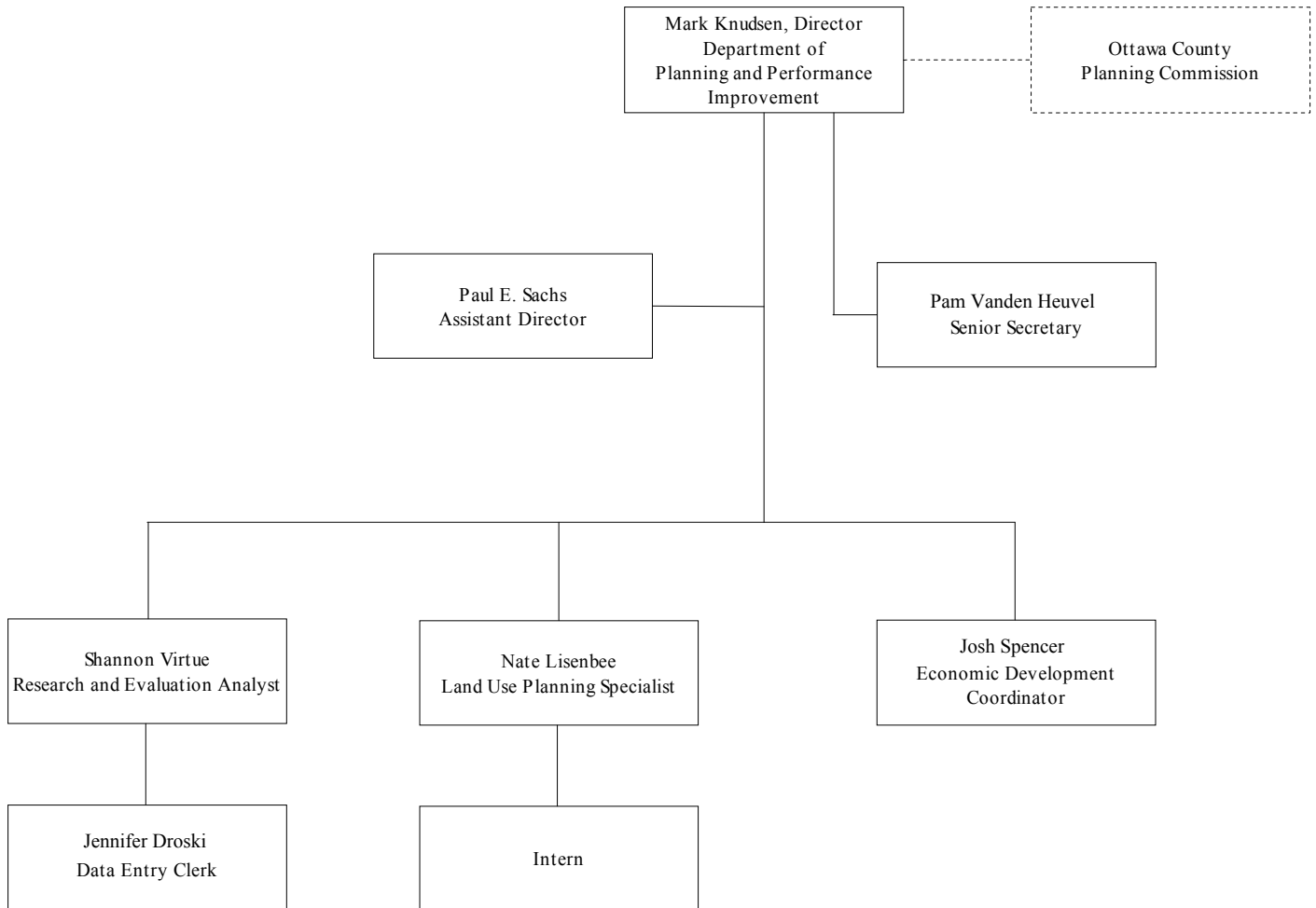
Over the last year, the Planning and Performance Improvement Department completed and initiated multiple programs to help maintain and enhance the County’s reputation as a great place to live and to do business. The Department also continued its strategic planning and outcome-based evaluation efforts in order to maximize the County’s use of financial resources. This has been well-received by local officials and taxpayers who learn of the County’s commitment to verify that programs and services are cost-effective and achieve outcome-based results. To date, the Department has saved more than \$5.8 million in public tax dollars as a result of recommendations that modified, privatized, or discontinued ineffective County programs and services. Moreover, \$20 million in County programming and services has been verified as being cost-effective through the evaluation process.

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



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

ATTACHMENT A - Department Organizational Chart



ATTACHMENT B - Department Strategic Outline

Function Statement

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

Mission Statement

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

TARGET POPULATION	<ul style="list-style-type: none"> • County Board and Administration • Elected Offices and County Departments • Local Leaders, Agencies, and Citizens • Community Planners
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Improve organizational performance and maximize the use of financial resources</p> <p style="padding-left: 20px;">Objectives:</p> <ol style="list-style-type: none"> 1) Establish and maintain outcome-based performance measures for County departments 2) Evaluate County services/programs to verify cost-effectiveness or to provide recommendations to ensure that services/programs are cost-effective 3) Lobby to ensure that proposed legislation that would negatively impact the county is defeated or, conversely, lobby to ensure that proposed legislation that would positively impact the county is passed 4) Protect the County from any negative ongoing financial obligations that may result from accepting state/federal grants 5) Generate revenue by constructing communications towers in underserved areas 6) Provide statistical data to bolster county, community, and local agency grant applications <p>Goal 2: Strengthen businesses and develop/retain jobs in Ottawa County</p> <p style="padding-left: 20px;">Objectives:</p> <ol style="list-style-type: none"> 1) Foster the development and expansion of businesses that produce services and products associated with the agribusiness sector of our economy 2) Increase the number of new businesses in all sectors of the economy 3) Increase new capital investment in existing local businesses 4) Promote collaboration among the County's economic development agencies in order to maximize existing resources, obtain additional resources, and minimize duplication of services <p>Goal 3: Protect and improve quality-of-life in Ottawa County</p> <p style="padding-left: 20px;">Objectives:</p> <ol style="list-style-type: none"> 1) Ensure safe and efficient transportation corridors 2) Preserve farmland, open space, and scenic vistas and byways 3) Enhance the vibrancy, livability, and aesthetic character of urban communities 4) Mitigate the impacts of development on water quality and quantity, and ensure that new development is not negatively impacted by elevated water table levels <p>Goal 4: Provide exceptional services/programs</p> <p style="padding-left: 20px;">Objectives:</p> <ol style="list-style-type: none"> 1) Maintain high-efficiency work outputs 2) Provide cost-effective services 3) Meet or exceed the results of peer services/programs <p>Goal 5: Provide excellent customer service/satisfaction</p> <p style="padding-left: 20px;">Objectives:</p> <ol style="list-style-type: none"> 1) Provide thorough and satisfactory services 2) Provide interaction with customers that is courteous, respectful, and friendly 3) Provide timely responses to service requests
SERVICES/ PROGRAMS	<p>Goal 1: Outcome-based Evaluations, Performance-Based Budgeting, Statistical Research, Data Books, Grants Administration</p> <p>Goal 2: Recovery Zone Bonds, Coordinated Economic Development Plan, Agricultural Business Incubator, Brownfield Redevelopment Authority, Investor Attraction Plan, Metropolitan Statistical Area Designation, Revolving Loan Fund</p> <p>Goal 3: Comprehensive Water Resources Study, Purchase of Development Rights, West Michigan Transit Linkages Study, M-231</p> <p>Goal 4: Performance-Based Budgeting (e.g. Workload Analysis; Benchmark Analysis)</p> <p>Goal 5: Professional Customer Service</p>

ATTACHMENT B - Department Strategic Outline

	Annual Measures	Target	2009 Actual	2010 Actual	2011 Estimated	2012 Projected
WORKLOAD	# of strategic plans completed for programs/services targeted for evaluation	-	1	1	2	2
	# of administrative evaluations completed	-	2	2	2	2
	# of outcome-based evaluations completed	-	2	1	2	2
	# of department performance-based budgets reviewed & updated	-	n/a	17	50	50
	# of requests fulfilled for data/research assistance	-	43	52	60	60
	# of specialized/technical reports completed (e.g. Human Services Survey, Mental Health Diversion Report, RZFB, Benchmarking Consortium Report)	-	3	3	3	3
	# of data books updated and/or completed	-	0	1	1	1
	# of grants processed/reviewed	-	14	13	13	13
	Value of grant awards processed	-	\$5.4 m.	\$3.1 m.	\$3.0 m.	\$3.0 m.
	Value of RZFB dollars distributed	-	n/a	\$31.1 m.	n/a	n/a
	Value of RZEDB dollars distributed	-	\$5.6 m.	\$6.4 m.	n/a	n/a
	Complete an agri-technology business incubator feasibility study	-	n/a	n/a	n/a	Completed
	Obtain grant funding to conduct a countywide brownfield site inventory	-	n/a	n/a	Obtained	n/a
	# of brownfield redevelopment plans processed	-	n/a	n/a	1	1
	Complete a coordinated economic development plan	-	n/a	n/a	n/a	Completed
	Complete comprehensive water resources study	-	n/a	n/a	n/a	Completed
	County PDR program remains available to local units	-	n/a	Yes	Yes	Yes
Complete West-Michigan transit linkages study	-	n/a	n/a	Completed	n/a	
EFFICIENCY	% of recommendations approved by County Board for program improvement, modification, or discontinuation	100%	100%	100%	100%	100%
	% of local units adopting standardized colors and terminologies in their master plans (<i>adoption of the standards is dependant on when the community will be updating their master plan</i>)	> 90%	50%	58%	66%	75%
	% of local units adopting standardized colors and terminologies in their zoning ordinances (<i>adoption of the standards is dependant on when the community will be updating their ordinance</i>)	> 90%	38%	42%	50%	58%
	% of departmental performance-based budgets reviewed to ensure outcome measures are included	100%	n/a	35%	100%	100%
OUTCOMES & BENCHMARKS	Cost-savings resulting from implemented recommendations for program improvement, modification, or discontinuation	≥\$150,000	\$774,351	\$1,167,469	\$1,207,760	\$1,073,809
	Verified cost-effective programming	≥\$150,000	\$5,081,467	\$5,194,829	\$5,310,149	\$5,425,696
	Revenue generated from lease agreements on cell towers (<i>this will be net revenue once cost to construct towers is repaid in 5 years</i>)	>\$40,000	\$26,942	\$40,406	\$80,206	\$82,642
	Cost-effectiveness of economic development projects (i.e. wage of jobs created/retained versus wage of economic coordinator)	\$3 to \$1	n/a	n/a	n/a	\$3 to \$1
	% of grants that result in an unintentional ongoing financial obligation to the County	0%	0%	0%	0%	0%
	Cost of Department per capita	-	\$2.29	\$2.11	\$2.59	\$2.59
	Department FTEs per 100,000 residents	-	2.86	2.46	2.46	2.46
CUSTOMER SERVICE	% of customers satisfied with Department services	100%	100%	100%	100%	100%
	% of customers indicating interaction with department staff was courteous, respectful, and friendly	100%	100%	100%	100%	100%
	% of customers satisfied with staff response time	100%	100%	100%	100%	100%

ATTACHMENT C1 - Ottawa County Planning Commission (2011)

<u>Name/Address</u>	<u>Representing</u>	<u>Term</u>	<u>Expires</u>
Joseph S. Baumann 735 – 144th Avenue Holland, MI 49424 399-8489 (H) 848-5010 (C) 396-5728 (W) jbaumann@miottawa.org	Commissioner	3 years	12/31/2013
Greg J. DeJong 11828 Kathy Jo Lane Allendale, MI 49401 895-5139 (H) 437-7954 (C) 551-4884 (W) gdejong@miottawa.org	Commissioner	3 years	12/31/2013
Adam Kantrovich (Jennifer) 15367 Hofma Drive Grand Haven, MI 49417 994-4570 (W) 834-8377 (Cell) akantrov@msu.edu	Public School Board or Administrative Employee of a School District	3 years	12/31/2013
Jim Miedema 2984 16 th Avenue Hudsonville, MI 49426 896-8562 (H) 896-8376 (W) 291-2724 (Cell) 896-7271 (F) jmiedema@twp.jamestown.mi.us	Financial/Sociological/ Academic	3 years	12/31/2011
Bill Miller 17829 - 40th Avenue Conklin, MI 49403 899-2678 (H&O) 899-2104 (F) 262-5168 (Cell) rafd53@aol.com	Agriculture	3 years	12/31/2012
Roman Wilson 13512 Hidden Creek Drive Grand Haven, MI 49417 935-9875 (H) 844-5050 (W) romanw@lakeshoreenvironmental.com	Environmental	3 years	12/31/2013
Doug Zylstra 152 E. 24th Street Holland, MI 49423 616-953-6087 (H) 773-551-8166 (Other) 773-551-8166 (F) doug.r.zylstra@gmail.com	Business/Industrial/ Tourism	3 years	12/31/2011

ATTACHMENT C2 - Planning Commission Summary of Duties

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

ATTACHMENT D - Michigan Local Government Benchmarking Consortium Members

County Members

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

Township Members

Delhi Charter Township
Delta Charter Township
DeWitt Charter Township
Holland Charter Township
Meridian Township

City Members

City of Albion
City of Auburn Hills
City of Battle Creek
City of Birmingham
City of Brighton
City of Buchanan
City of Cadillac
City of Charlevoix
City of Eastpointe
City of Ferndale
City of Flint
City of Holland
City of Lansing
City of Lathrup Village
City of Madison Heights
City of Manistee
City of Marshall
City of Otsego
City of Petoskey
City of Plainwell
City of Pleasant Ridge
City of Rochester Hills
City of Saginaw
City of Saline
City of Springfield
City of Sturgis
City of Warren
City of Wayne
City of Wyoming
City of Zeeland

Village Members

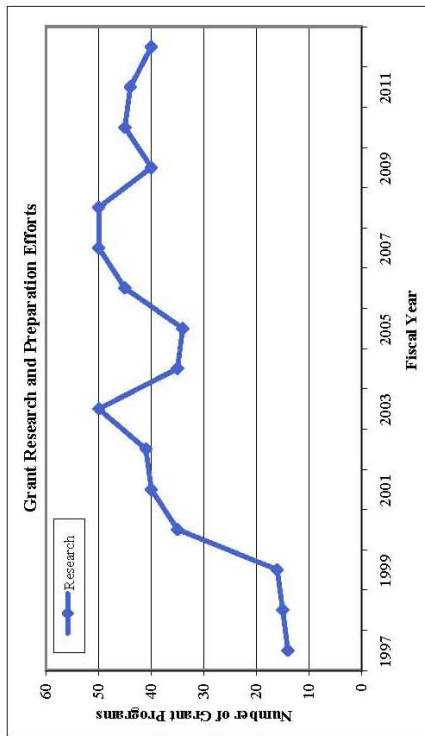
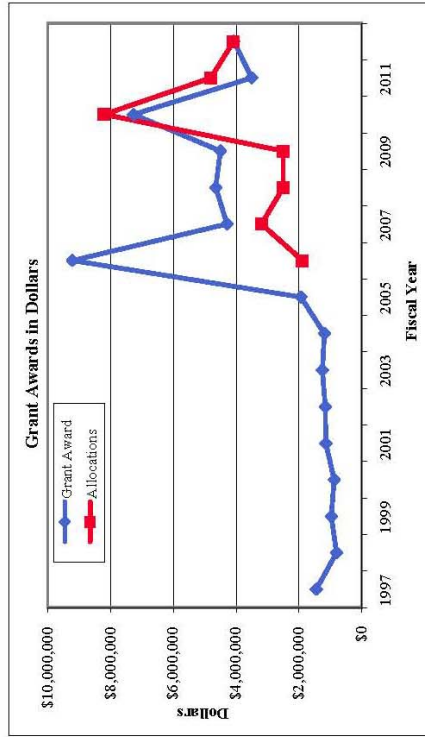
Village of Quincy

Michigan Road Commission Members

Muskegon County Road Commission
Road Commission for Oakland County
Van Buren Road Commission

ATTACHMENT E - Grantmanship Assistance

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



ATTACHMENT F - Agricultural Business Incubator Steering Committee

Dr. Adam Kantrovich, Director
Ottawa County Michigan State University Extension

Cliff Meeuwsen, President
Zeeland Farm Services

Harley Sietsema, President
Sietsema Farms

Ken Rizzio, Director
Ottawa County Economic Development Office

Kojo Quartey, Dean
School of Business Davenport University

Mark Knudsen, Director
Ottawa County Planning and Performance Improvement Department

Matt Hehl, Ottawa County Commissioner

Jim Miedema, Supervisor
Jamestown Township

Steve Patrick, City Manager
City of Coopersville

To Be Determined Representative
Muskegon Community College

ATTACHMENT G - Brownfield Redevelopment Authority Board (2011)

Director

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

Term Ending Date

Reappointed February 1, 2009
Term Ends January 31, 2015

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

Reappointed April 27, 2011
Term Ends January 31, 2015

Mr. Roger Rycenga - Chair
Ottawa County Commissioner, District 6
10170 – 76th Avenue
Allendale, Michigan 49401
E-mail: RRycenga@miottawa.org
Home Phone: (616) 895-4932

Reappointed April 27, 2011
Term Ends January 31, 2015

Mr. James A. Kieft
16468 Briar Court
Spring Lake, Michigan 49456
E-mail: nancykieft@sbcglobal.net
Home Phone: (616) 846-6902
Work Phone: (616) 892-4100

Term Ends January 31, 2011

Mr. William L. Raymond
Director, Michigan Works!/Community
Action Agency
12251 James Street, Suite 300
Holland, Michigan 49424
E-mail: BRaymond@miottawa.org
Home Phone: (616) 396-1514
Work Phone: (616) 393-5601
Fax: (616)393-5612

Term Ends January 31, 2014

ATTACHMENT G - Brownfield Redevelopment Authority Board (2011)

Director

Term Ending Date

Mr. Ken Rizzio

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

Reappointed February 14, 2008
Term Ends January 31, 2014

Mr. Alan G. Vanderberg

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

Reappointed February 14, 2008
Term Ends January 31, 2014

Mr. Bradley J. Slagh – Treasurer/Secretary

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

Reappointed April 27, 2010
Term Ends January 31, 2014

Ms. Laurie Larsen

14400 – 160th Avenue
Grand Haven, Michigan 49417
E-mail: byuview2@chartermi.net,
laurielarsen@cmsenergy.com
Home Phone: (616) 842-2901
Cell Phone: (616) 430-0394
Work Phone: (231) 727-6522
Fax: (231) 727-6548

Term Ends January 31, 2014

Mr. Justin Roebuck

Ottawa County Clerk's Office
12220 Fillmore Street, Room 130
E-mail: jroebuck@miottawa.org
Work Phone: (616) 994-4535

(Non-voting)

Ottawa County Economic Development Office, Inc.

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

DATE: July 21, 2010

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

FROM: Kenneth J. Rizzio, Executive Director



RE: **OCEDO's Work Activities & Results for the 1st half of 2010**

For your information, this memo provides a summary of the major work activities & results that occurred between January 2nd and June 30th of 2010. Please feel free to make copies of this memo for your Board/Council/Commission members. If you have any questions or would like additional information on most of these items, please call me at 616-892-4120 or e-mail to: krizzio@altelco.net Thank you.

I. Industrial Retention & Expansion Activities:

Industrial retention visits were made to 11 manufacturing firms. Most of these visits were made jointly with Bill Kratz, Business Development Manager with the MEDC. These firms are located in the cities of Holland, Hudsonville & Zeeland; and the townships of Allendale, Crockery, Georgetown, Olive and Wright.

Prepared an application to designate the 24-acre site of Request Foods' proposed new 200,000 square foot manufacturing plant in Holland Township an Agricultural Processing Renaissance Zone. (This is the third APRZ established in Ottawa County.) Also, wrote an application for a \$ 5.4 million CDBG infrastructure grant to help finance needed upgrades to their wastewater pre-treatment system. This \$ 35 million private expansion project will create 155 new jobs over 3 years and a total of 250 new jobs over 5 years. As part of the CDBG grant application process, a Notice of Intent and Environmental Review Record were prepared.

Continued to assist with the start-up of Continental Dairy Products, Inc.'s/CS Facilities, LLC's proposed new \$ 100 million milk processing plant on the former Delphi property in the City of Coopersville. Assisted the Company's consultant with the provision of data & information for input into a Feasibility Study required for obtaining a USDA Loan Guarantee. Participated in the effort to award all of Ottawa County's \$ 31 million Recovery Zone Facility Bond allocation to this project. Advocated for the Company's acceptance of the Grant Agreement so that the City could receive a \$ 2.4 million CDBG

ATTACHMENT H - Ottawa County Economic Development Office

infrastructure grant to help finance needed improvements to the municipal wastewater treatment system. Continued to search for tenants to occupy the front half of the existing plant. This ag/industry project will create 70 direct new jobs over the next two years, 150 construction jobs at peak construction and an estimated 447 indirect new (spin-off) jobs in other economic sectors. The expected start date of construction on the new 45,000 square foot plant is Monday, July 26th.

Prepared two CDBG-Recovery grant Quarterly Reports and a 6-month CDBG Progress Report for the Quincy Street Expansion/Wastewater Pretreatment Phase II project. Also, prepared an amendment to request another \$ 110,000 in CDBG-R funds. The Environmental Review Record was also amended. The \$ 1 million CDBG-R grant will fund needed improvements to an existing, on-site wastewater pre-treatment system. The utility upgrade will support a \$ 1 million internal expansion project (acquisition of new machinery & equipment) at Quincy Street, Inc. This food processor in Holland Township will create 20 new jobs in the next 24-months.

Prepared a revised grant application for a \$ 500,000 CDBG Implementation Grant for Saturn Electronics & Engineering, Inc., a manufacturer of solenoids located in the City of Coopersville. Also, advised the Company to request a one-year extension to the term of their P.A. 198 Certificate to account for the delay with their expansion project. This approximate \$ 14.5 million internal expansion project (acquisition of new automated machinery & equipment) will create at least 26 new jobs over the next two years.

Closed-out two CDBG grant funded projects for Holland Township (with the preparation of the close-out documentation): the Wastewater Pre-treatment System & Road Improvements/Boar's Head Provisions Expansion Project AND the Wastewater Pre-treatment/Request Foods, Inc. Expansion Project.

Prepared, edited and/or helped process P.A. 198 industrial facilities tax abatement applications for the following four manufacturing firms:

<u>Manufacturers</u>	<u>Communities</u>	<u>Investments</u>	<u>Jobs</u>	
			<u>Existing</u>	<u>New</u>
DeWys Manufacturing	Wright Twp	\$ 1,520,000	95	10
Magnum Coffee	Crockery Twp	1,315,000	42	10
Pac CNC	Allendale Twp	475,000	19	4
Port City Racing	Coopersville	<u>564,531</u>	<u>36</u>	<u>8</u>
TOTALS		\$ 3,874,531	192	32

Advocated the preparation of a Water Supply System Master Plan for Wright Township to support a request from a local manufacturer seeking municipal water service.

II. Industrial Attraction Activities:

Assisted at least three prospects searching for industrial buildings and sites in Ottawa

ATTACHMENT H - Ottawa County Economic Development Office

County. One of the prospects was Charity USA of Seattle, Washington. The Company, a fulfillment center which promotes a variety of charities, has purchased the former Nicholas Plastics building in Allendale. Charity USA imports fair trade products from all over the world. All of its sales are generated over the internet. The Company will create approximately 15 full-time jobs and many part-time jobs on a seasonal basis.

Also, worked with Lakeshore Advantage to identify potential sites along the three railroad corridors in Ottawa County to offer a foreign prospect proposing a heavy manufacturing operation. A third out-of-county prospect was looking for a building in Ottawa County in which to expand its building materials manufacturing/distribution operation.

III. Small Business Counseling Activities:

As a satellite office of Region 7 of the Michigan Small Business & Technology Development Center Program at Grand Valley State University, OCEDO assisted at least 35 short-term clients located throughout Ottawa County with information, including how to start a business, where to obtain financing, what are the required licenses & permits, how to write a business plan and what are the available local, State and federal business assistance programs. OCEDO also assisted 12 long-term clients providing collectively about 94 hours of one-on-one counseling. Those clients were located in the cities of Coopersville & Zeeland; and the townships of Allendale, Crockery, Georgetown, Holland, Tallmadge, Wright and Zeeland. MI-SBTDC Network & Region 7 meetings were attended as well as the 2010 Michigan Celebrates Small Business Celebration in Lansing where DeWitt Barrels of Marne was awarded the designation of Family Owned Business of the Year by the SBA.

IV. Other Activities:

Participated in meetings of the Kent-Ottawa-Muskegon Foreign Trade Zone (KOM-FTZ) Authority Board (currently serving as Chairman), Allendale Area Chamber of Commerce (serving on the Board of Directors & Building Enhancement Grant Program Committee), Hudsonville Economic Development Committee and the Hudsonville Parks Board. Started preparing an application for a Michigan Natural Resources Trust Fund Grant in the amount of \$ 500,000 to help fund the construction of a proposed Interpretive Center Building in the Hudsonville Nature Center. The project was not supported by the City and the Committee stopped the application process.

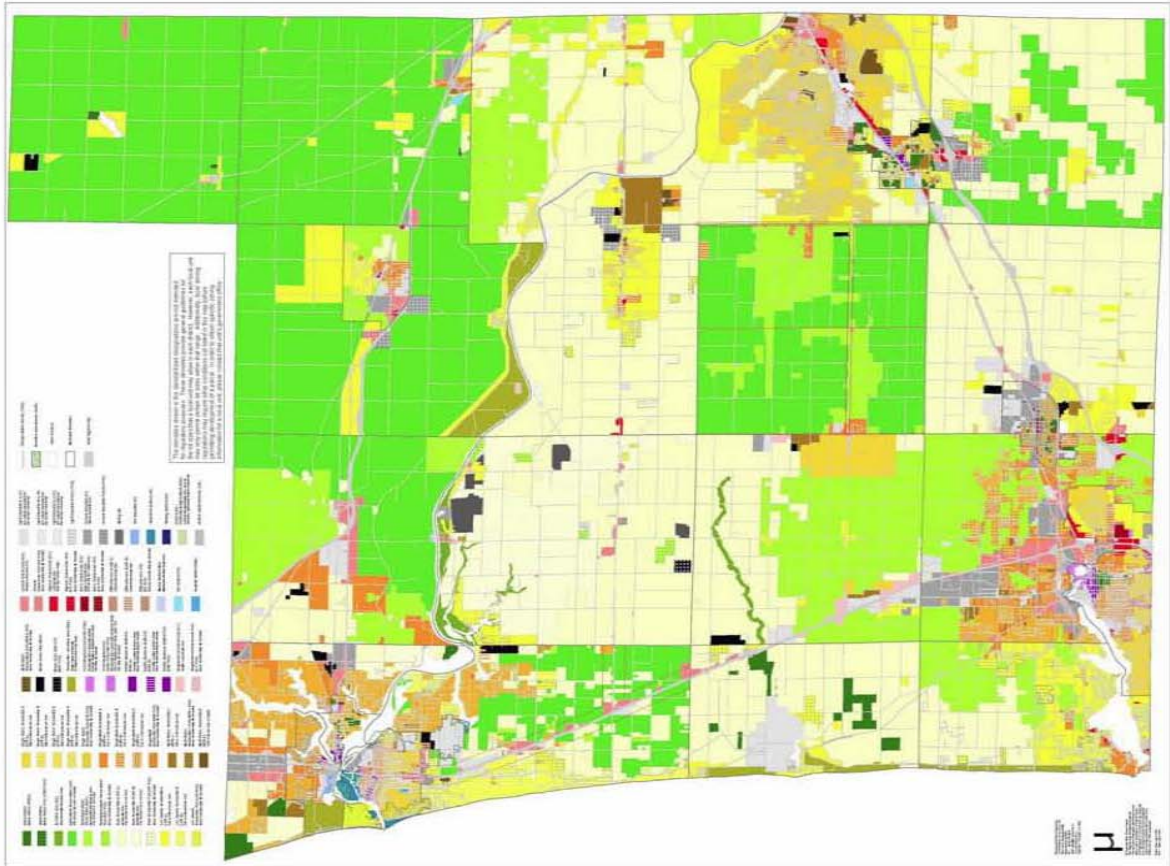
ATTACHMENT I - Ottawa County Agricultural Preservation Board (2011)

<u>Name/Address</u>	<u>Representing</u>	<u>Expires*</u>
Michael Bronkema	Agriculture	12/31/12
Vacant	Real Estate/Development	12/31/12
Anne Engvall	Township Government	12/31/11
Greg DeJong	Board of Commissioners	12/31/11
Luke Meerman	Agriculture	12/31/11
Clifford Meeuwsen (chair)	Agriculture	12/31/13
Bill Miller	Local Conservation	12/31/13

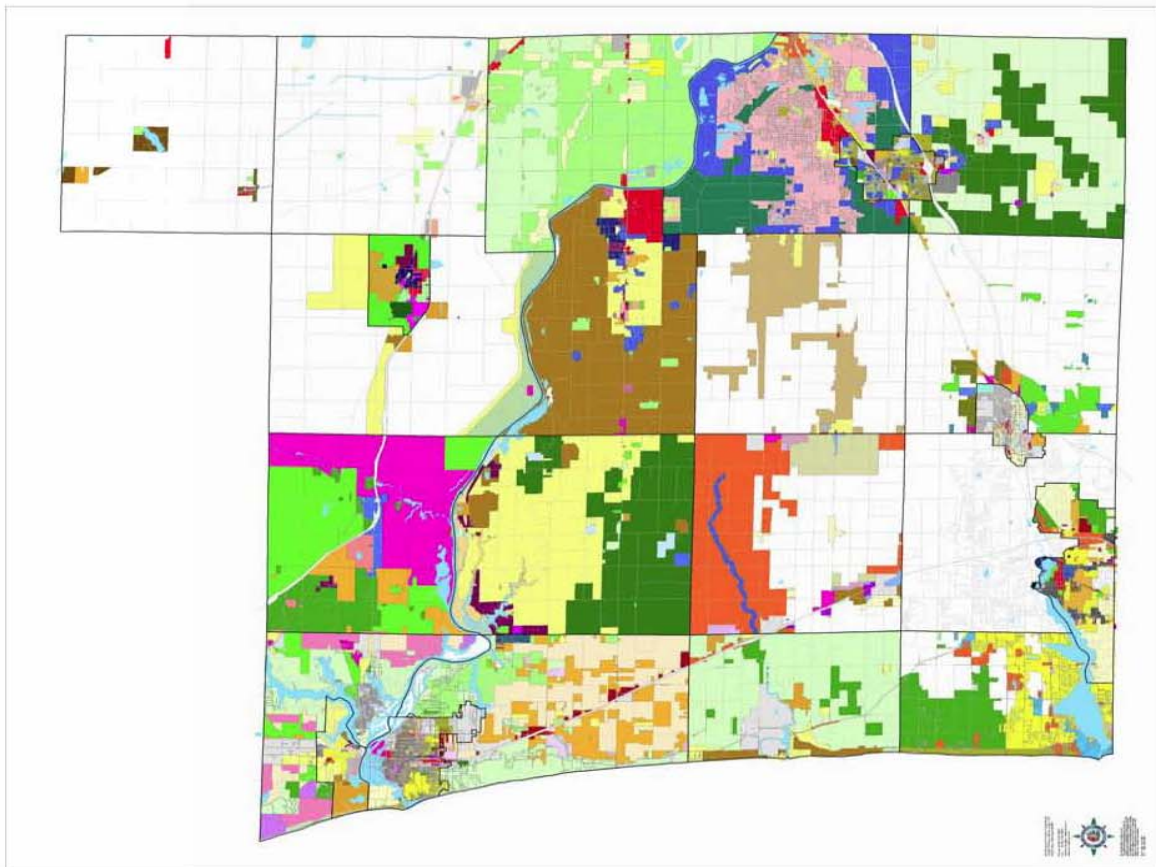
* All appointments, with the exception of the Board of Commissioner position, are 3 year terms. The Board of Commissioner position is updated on a yearly basis.

ATTACHMENT J1 - Existing and Proposed Standardized Zoning District Maps

Countywide Zoning Map with Standardized Colors

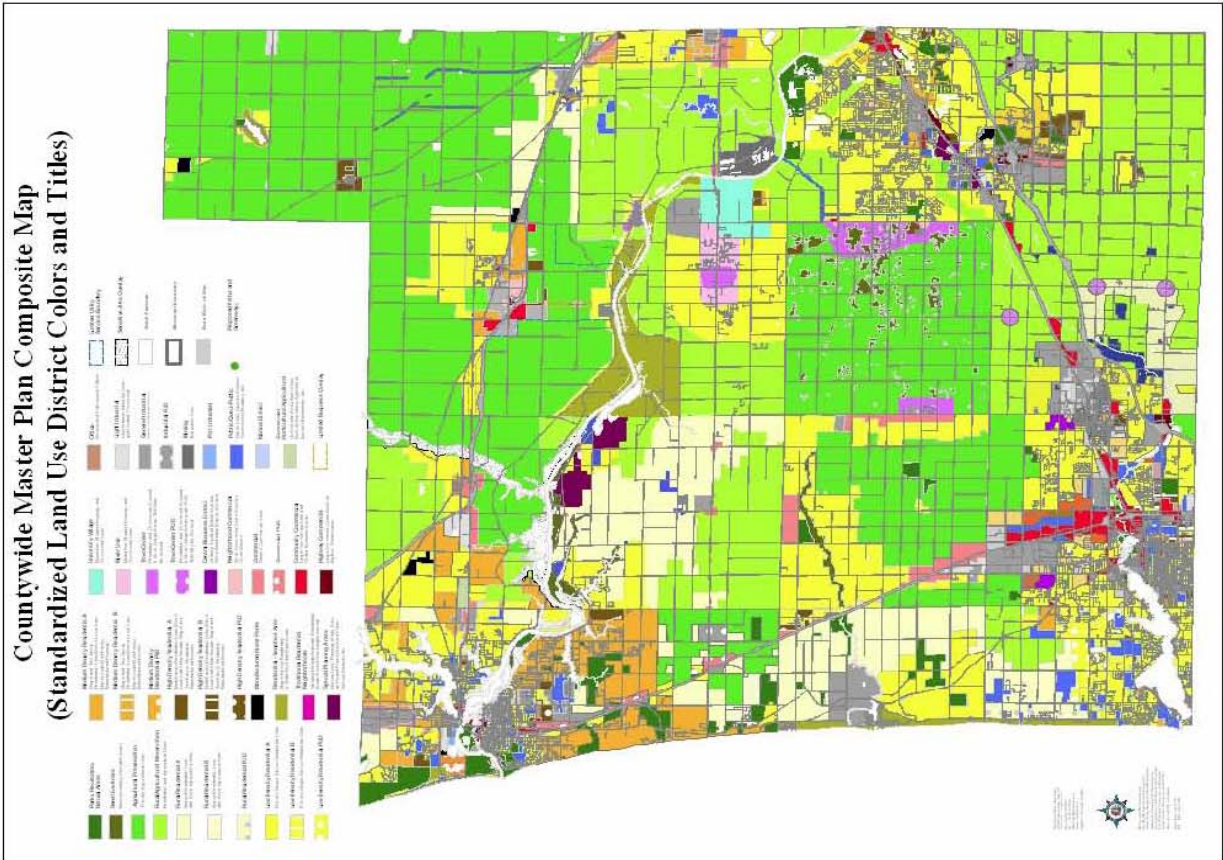


Local Unit of Government Existing Zoning District Colors

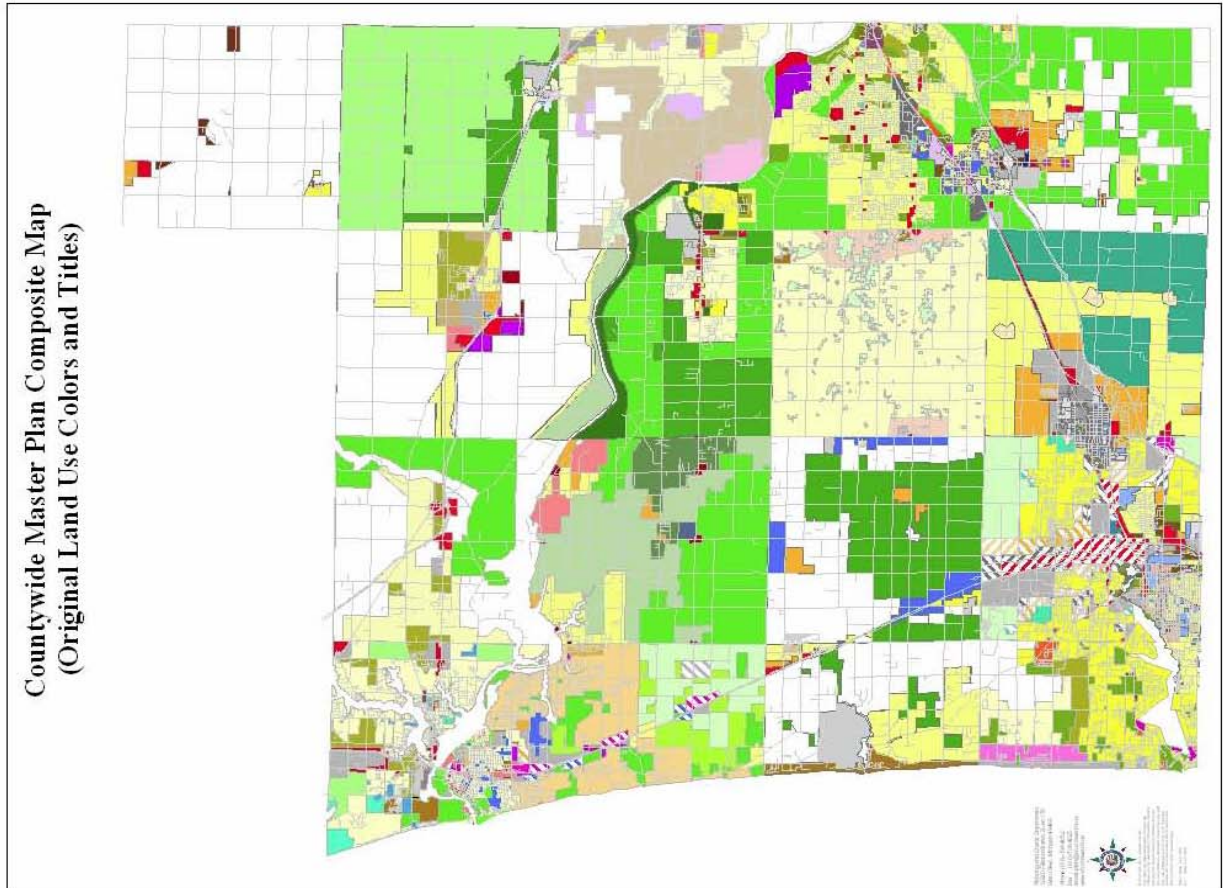


ATTACHMENT J2 - Existing and Proposed Standardized Land Use District Maps

**Countywide Master Plan Composite Map
(Standardized Land Use District Colors and Titles)**



**Countywide Master Plan Composite Map
(Original Land Use Colors and Titles)**



ATTACHMENT J3 - Status of Standardized Mapping Adoption in Ottawa County

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

Legend

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

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

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

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

ATTACHMENT K - Pioneer Resources and Georgetown Seniors Ridership Totals

TABLE 1

Georgetown Seniors	Actual FY 2002	Actual FY 2003	Actual FY 2004	Actual FY 2005	Actual FY 2006	Actual FY 2007	Actual FY 2008	Actual FY 2009	Actual FY 2010	Projected FY 2011
Rides	14,620	14,965	14,193	15,488	19,539	15,684	18,549	16,246	15,343	16,000

TABLE 2

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

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

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

ATTACHMENT L - Remonumentation Committee

<u>Representing County Commissioners</u> Commissioner James Holtvluwer 8092 Weatherwax Drive, Jenison, 49428 616-457-6133 (h) 616-723-2760 (c)	<u>Expires</u> 1/12	<u>Representing Road Commission</u> Brett Laughlin, P.E. Ottawa County Road Commission PO Box 739, Grand Haven, 49417 616-842-5400 (o)	<u>Expires</u> 1/12
<u>Register of Deeds</u> Gary Scholten 414 Washington Street, Grand Haven, 49417 616-846-8240		<u>Representing Surveyors</u> Rodney Unema, P.S. 4548 Bauer Road, Hudsonville, 49426 616-531-3660 (o)	1/13
<u>Representing Supervisors/Assessors</u> D. Dale Mohr, Supervisor Georgetown Township P.O. Box 769 Jenison, MI 49429 616-457-2340 (h) 616-837-6876 (w)	1/13	Donald Schiele, P.S. 15306 State Road Spring Lake, MI 49456 616-847-0928 (h) 616-846-2549 (w)	1/13
Ryan Cotton, Manager Spring Lake Village 102 W. Savidge Street Spring Lake, MI 4945 616-842-1393 Ext. 2	1/12	<u>County Representative</u> Randall Feenstra, P.S. 0-1210 Eighth Avenue, Grand Rapids, 49544 616-457-7050 (o) 616-837-9178 (h)	1/12
<u>Representing Real Estate Attorneys</u> Randall S. Schipper 321 Settlers Road, Holland, 49423 616-392-1821 (o)	1/13		
<u>Representing Realtors (1)</u> R. Dale Sall 2339 Bridlewood Drive Hudsonville, MI 49426 Dalesall@remax.net 616-896-9250 (h) 616-669-0990 Ext. 25 (w) 616-896-9286 (f)	1/12		

ATTACHMENT M - Remonumentation Peer Group

Donald Schiele, P.S.

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

Exxel Engineering

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

Feenstra & Associates

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

Holland Engineering

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

Nederveld Associates

Attn: Matt Nederveld
P.O. Box 10
Hudsonville, MI 49426
mnederveld@nederveld.com
P- (616) 669-5190
C- (616) 437-5031
F- (616) 669-6699

Pathfinder Engineering

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

Tru-Line Surveying

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

Williams & Works

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

Westshore Consulting

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

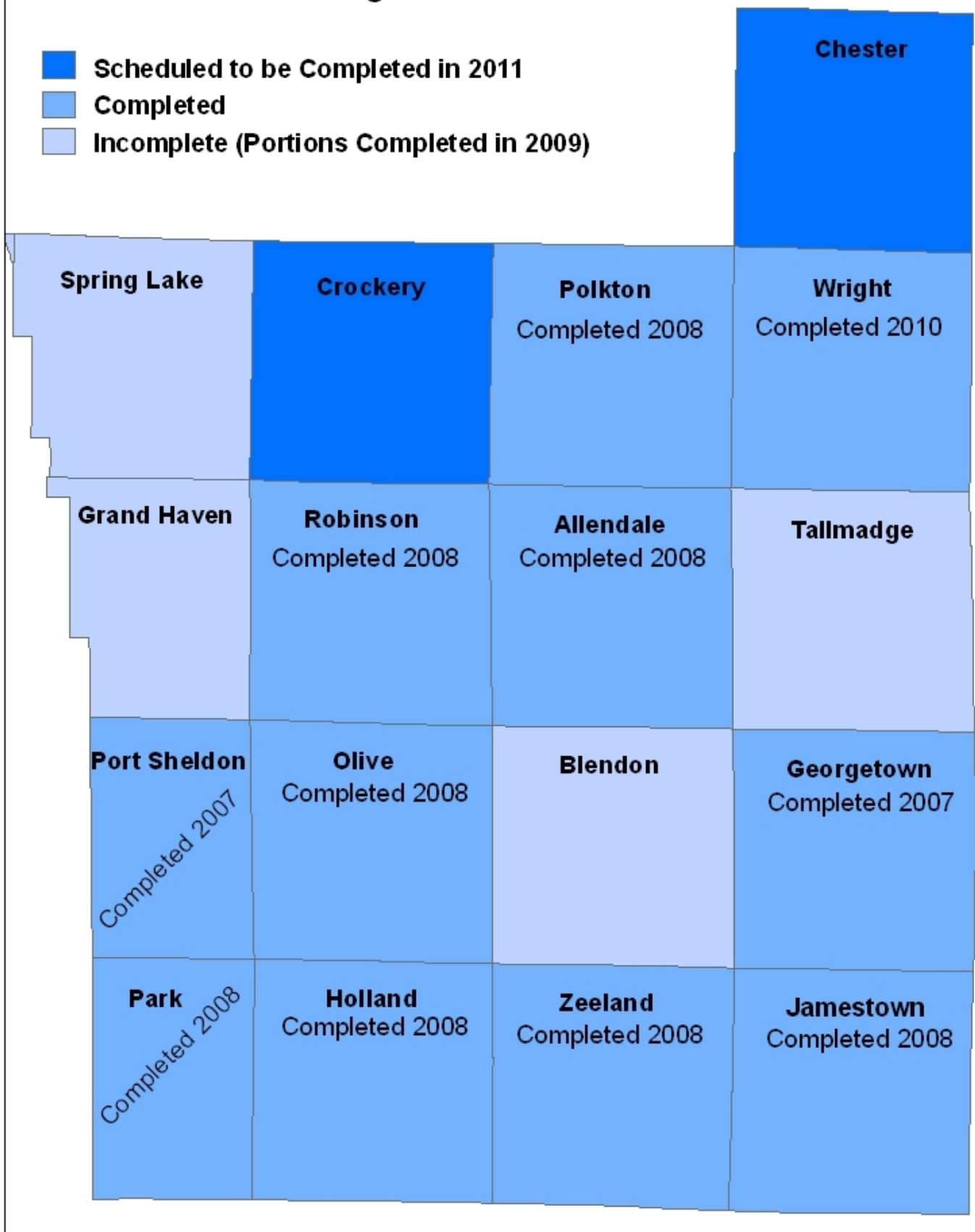
Ottawa County Representative

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

Ottawa County Remonumentation Program Status

Setting of Coordinate Phase

- Scheduled to be Completed in 2011
- Completed
- Incomplete (Portions Completed in 2009)





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

Action Request



Committee: Board of Commissioners

Meeting Date: 7/12/2011

Requesting Department: Administration

Submitted By: Greg Rappleye

Agenda Item: Public Hearing on FY 2011 Edward Byrne Memorial Justice Assistance Formula Grant (JAG)

SUGGESTED MOTION:

- a. To open Public Hearing
- b. To close Public Hearing

SUMMARY OF REQUEST:

Each year a public hearing must be held on the uses proposed by the Sheriff's Office for the Edward Byrne Memorial Justice Assistance Grant. For 2011, the amount of the grant is \$28,028.00. The proposed uses are: to purchase equipment and/or to fund new programs.

FINANCIAL INFORMATION:

Total Cost: \$0.00 | County Cost: \$0.00 | Included in Budget: Yes | No

If not included in budget, recommended funding source:

ACTION IS RELATED TO AN ACTIVITY WHICH IS:

Mandated | Non-Mandated | New Activity

ACTION IS RELATED TO STRATEGIC PLAN:

Goal: #

Objective: #

ADMINISTRATION RECOMMENDATION:

Recommended

Not Recommended

County Administrator: **Alan G. Vanderberg**

Digitally signed by Alan G. Vanderberg
DN: cn=Alan G. Vanderberg, c=US, o=County of Ottawa, ou=Administrator's Office, email=avanderberg@miottawa.org
Reason: I am approving this document
Date: 2010.05.19 12:04:52 -0400

Committee/Governing/Advisory Board Approval Date:

OTTAWA COUNTY BOARD OF COMMISSIONERS
NOTICE OF PUBLIC HEARING

**FY 2011 Edward Byrne Memorial Justice Assistance Formula
Grant (JAG) Program**

Please take notice that a Public Hearing will be held before the Ottawa County Board of Commissioners on the proposal of Ottawa County and/or the Ottawa County Sheriff's Office to utilize \$28,028 of FY 2011 Edward Byrne Memorial Justice Assistance Grant (JAG) Program funds to purchase equipment and/or to fund new programs. The Public Hearing will be held:

Tuesday, July 12, 2011
at 1:30 p.m.

at

The Board Room of the
Ottawa County Board of Commissioners
Administration Building
12220 Fillmore St.
West Olive, Michigan

This Public Hearing will be held as part of the regularly scheduled meeting of the Ottawa County Board of Commissioners set for that date and time. This Public Hearing is being held to comply with the requirements of federal law pertaining to the use of funds from the FY 2011 Edward Byrne Memorial Justice Assistance Grant Program.

Daniel C. Krueger
Ottawa County Clerk
414 Washington Avenue
Grand Haven, Michigan 49417
(616) 846-8310

Action Request



Committee: Board of Commissioners

Meeting Date: 7/12/2011

Requesting Department: Road Commission

Submitted By: Bob Spaman

Agenda Item: Spring Lake Township 2011 Wastewater System Pump Station Improvements and Refunding Bonds Agreement

SUGGESTED MOTION:

To approve and authorize the Board Chair and Clerk to sign the defense, release and indemnification agreement with Spring Lake Township regarding the Act 342 Bonds to finance the Spring Lake 2011 Wastewater System Pump Station Improvements Project and refund the 1999 Bond Issue.

SUMMARY OF REQUEST:

The Spring Lake Township Board has approved a resolution requesting the county of Ottawa to issue Act 342 Bonds in the amount of \$1,360,000 in order finance the Township's 2011 Wastewater System Improvements and refunding of prior bonds. The proposed new bonds include: Series 2011A \$840,000 Wastewater System Pump Station Improvements and Series 2011 B \$520,000 Refunding of the 1999 Wastewater Collection System Bonds.

The agreement provides that the Township will defend, release and indemnify the County from any claims asserted against the County relating to the wastewater system improvements.

FINANCIAL INFORMATION:

Total Cost: \$1,360,000.00	General Fund Cost: \$0.00	Included in Budget:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
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If not included in budget, recommended funding source:

ACTION IS RELATED TO AN ACTIVITY WHICH IS:

<input type="checkbox"/> Mandated	<input checked="" type="checkbox"/> Non-Mandated	<input type="checkbox"/> New Activity
-----------------------------------	--	---------------------------------------

ACTION IS RELATED TO STRATEGIC PLAN:

Goal: 3: To Contribute to a Healthy Physical, Economic, & Community Environment.

Objective:

- 3: Continue initiatives to preserve the physical environment.
- 4: Continue initiatives to positively impact the community.

ADMINISTRATION RECOMMENDATION:	<input checked="" type="checkbox"/> Recommended	<input type="checkbox"/> Not Recommended	<input type="checkbox"/> Without Recommendation
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County Administrator: **Alan G. Vanderberg**

Digitally signed by Alan G. Vanderberg
DN: cn=Alan G. Vanderberg, c=US, ou=County of Ottawa, ou=Administrator's Office, email=avanderberg@mottawa.org
Reason: I am approving this document.
Date: 2011.06.29 14:58:38 -0400

Committee/Governing/Advisory Board Approval Date:

**AGREEMENT
REGARDING SEWER SYSTEM**

This Agreement is made between the County of Ottawa (“Ottawa”) and Spring Lake Township (“Local Unit”):

**SECTION I
PURPOSE**

The Local Unit owns and operates or causes to be operated a municipal sewer system (“System”) within the Local Unit and which collects and transports sewage to the Grand Haven-Spring Lake Sewer Authority’s Wastewater Treatment Plant located in the City of Grand Haven, Ottawa County, Michigan. The Local Unit contracts with the Ottawa County Road Commission, a legal entity separate from Ottawa, to provide the System with certain operational services.

Over the years, the Local Unit has requested from time to time that Ottawa provide bond financing for certain System fixtures and improvements (collectively, “Improvements”) under the authority of Act 342, Public Acts of Michigan, 1939 (“Act 342”), as amended. While such bonds are outstanding and as a condition thereof, the Improvements acquired thereby, must be owned by Ottawa. Notwithstanding this fact, the Local Unit agrees to pay all of the costs of the bond repayment, bond financings and all operational costs of the System. After the bonds have been paid, there is no reason for Ottawa to own the Improvements and the parties have no desire for Ottawa to own the Improvements.

The Local Unit is requesting that Ottawa further bond finance certain improvements to the System in 2011. The purpose of this Agreement is to clarify the ownership status of the Improvements upon the complete repayment of any bonds previously issued by Ottawa, presently

to be issued or that might be issued in the future, as well as to provide defense and indemnification to Ottawa before, during and after the pendency of bond payments.

SECTION II
OWNERSHIP

Upon repayment of the Act 342 bonds, title to any and all Improvements financed thereby shall immediately and without further documentation or action, pass from Ottawa to the Local Unit. The Local Unit may agree to further define its individual or joint ownership of the Improvements with other municipalities and may have such agreements currently in place as to specific fixtures; however, independent and irrespective of the existence or nonexistence of any such further agreement or understanding, Ottawa will not own the Improvements and the Local Unit or the municipality or municipalities with which the Local Unit contracts will own it. Nothing in this Agreement shall preclude the Local Unit from further assigning or alienating its ownership interest in the Improvements. Nothing in this Agreement shall preclude Ottawa from issuing or the Local Unit from accepting documentation regarding the passage of title.

SECTION III
DEFENSE, RELEASE AND INDEMNIFICATION

In consideration for Ottawa's bonding of certain Improvements to the System in 2011, the Local Unit agrees to indemnify and save Ottawa harmless from all liability of any nature whatsoever regardless of how such liability arises, and from all claims, actions demands, expenses, damages and losses of every conceivable kind whatsoever (including, but not limited to, liability for injuries or death of persons and damages to or loss of property) asserted by or on behalf of any person, firm, corporation or governmental authority arising out of, resulting from, or in any way connected with the operation, maintenance, repair, ownership, acquisition,

construction or reconstruction of the System or the sale and delivery by Ottawa of any bonds to finance Improvements for the System.

In connection with any proceedings brought as a result of any such claim or demand, the Local Unit shall also pay, indemnify and save Ottawa harmless from and against all costs, reasonable attorneys' fees and disbursements of any kind or nature incidental to or incurred in said defense, and will likewise pay all sums required to be paid by reason of said claims, demands, or any of them, in the event it is determined that there is any liability on the party of Ottawa.

Upon the entry of any final judgment or a final award by an arbitration panel against Ottawa on any claim, action, demand, expense, damage or loss contemplated by this provision and notwithstanding that Ottawa has not paid the same, the Local Unit shall be obligated to pay Ottawa upon written demand therefore, the amount thereof not more than sixty (60) days after such demand is made. In the event that any action or proceeding is brought against Ottawa by reason of any such claims or demands, whether such claims or demands are groundless or not, the Local Unit shall, upon written notice and demand from Ottawa, resist and defend such action or proceeding on behalf of Ottawa, but will not settle any such action or proceeding without the consent of Ottawa.

The Local Unit expressly recognizes and stipulates that it is not relying on Ottawa for any Improvement's design, recommendation, construction management, operations, operational management, or other activities associated with the System, including but not limited to any decision as to whether or not the System needs any Improvements and it covenants not to sue or otherwise assert any claim against Ottawa for any such action or inaction.

As to the parties to this Agreement, the provisions of this Section take precedence over any provision contained in any past or future bond related agreement or other Improvements or other understanding unless this Agreement and this Section is expressly identified, described and modified.

The parties recognize that this Agreement and this Section does not involve the Ottawa County Road Commission, which is a separate legal entity, and that any defense, indemnification, release, waiver or other stipulation pertaining to the Ottawa County Road Commission's potential liability for the System's management or operation shall be addressed separately, and the Ottawa County Road Commission's covenants, duties, obligations and responsibilities contained in any prior agreement between the Ottawa County Road Commission and Local Unit and such other agreement or agreements shall continue to remain in effect unless terminated by the parties thereto pursuant to the terms thereof.

Notwithstanding the foregoing, nothing contained in this Section shall be construed to require the Local Unit to defend, indemnify or release Ottawa against and from any liability which Ottawa might have directly to a Local Unit as a result of Ottawa's negligent actions or the failure of Ottawa to act with respect to the ownership, acquisition or construction of the Improvements financed by Ottawa's bonds, provided that this exception to the Local Unit's defense, indemnification and hold harmless obligation shall not apply to any reimbursement for, contribution towards, or defense and indemnification against any third party liability asserted against the Local Unit or that it may incur.

SECTION IV
NO JOINT VENTURE OR THIRD PARTY AGREEMENT

The parties to this Agreement recognize that no joint venture is created by this Agreement or by Ottawa's financing of any Improvements and that it does not inure to the benefit of any third party, with the sole exception of the Ottawa County, Michigan, Insurance Authority.

SECTION V
MISCELANEOUS

5.1 **MERGER**

This Agreement and any indemnification provision contained in any sewage disposal contract signed in conjunction with any bond financing constitute the complete expression of the understanding between the parties on these subjects and there are no other oral or written agreements or understandings between the entities concerning these subjects. Any prior agreements or understandings on the matters addressed in this Agreement are hereby rescinded, revoked or terminated. This Agreement may only be modified or amended by subsequent written agreement approved by each party's governing body.

5.2 **SEVERABILITY**

This Agreement shall be interpreted in a manner consistent with applicable law. If any portion is held to be illegal, invalid or unenforceable, the remainder of the Agreement shall be deemed severable and shall remain in full force and effect.

5.3 **ASSIGNMENT**

This Agreement may not be assigned by any party without the express, written agreement of the parties.

5.4 TERM

This Agreement shall remain in effect indefinitely, unless terminated by resolution or subsequent written Agreement duly approved and executed by all of the parties.

EXECUTION
OTTAWA COUNTY

Attest: Daniel C. Krueger
Ottawa County Clerk

By _____
Phillip D. Kuyers, Chairperson
Ottawa County Board of
Commissioners


CERTIFICATION

I, Daniel C. Krueger, Ottawa County Clerk, hereby certify that its legislative body duly approved this Agreement and directed that it be executed by the Chairperson of the Board of Commissioners, whose signature has been applied above.

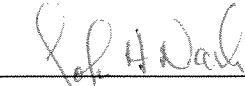
Daniel C. Krueger

Dated: _____

TOWNSHIP OF SPRING LAKE




Attest: H. Carolyn Boersma, Clerk

By 

John Nash, Supervisor

CERTIFICATION

I, H Carolyn Boersma, Clerk of the Township of Spring Lake, hereby certify that its legislative body duly approved this Agreement and directed that it be executed by the Supervisor, whose signature has been applied above.



H. Carolyn Boersma

Dated: 5-11-11

Action Request



Committee: Board of Commissioners

Meeting Date: 7/12/2011

Requesting Department: Road Commission

Submitted By: Bob Spaman

Agenda Item: Spring Lake Township 2011 Wastewater System Pump Station Improvements and Refunding

SUGGESTED MOTION:

To approve and authorize the Board Chair and Clerk to sign the resolution authorizing the County Road Commission to issue Act 342 Bonds in the not-to-exceed amount of \$1,360,000 to finance the Spring Lake 2011 Wastewater System Pump Station Improvements Project and refund the 1999 Bond Issue.

SUMMARY OF REQUEST:

The Spring Lake Township Board has approved a resolution requesting the county of Ottawa to issue Act 342 Bonds in the amount of \$1,360,000 in order finance the Township's 2011 Wastewater System Improvements and refunding of prior bonds. The proposed new bonds include: Series 2011A \$840,000 Wastewater System Pump Station Improvements and Series 2011 B \$520,000 Refunding of the 1999 Wastewater Collection System Bonds.

FINANCIAL INFORMATION:

Total Cost: \$1,360,000.00 General Fund Cost: \$0.00 Included in Budget: Yes No

If not included in budget, recommended funding source:

ACTION IS RELATED TO AN ACTIVITY WHICH IS:

Mandated Non-Mandated New Activity

ACTION IS RELATED TO STRATEGIC PLAN:

Goal: 3: To Contribute to a Healthy Physical, Economic, & Community Environment.

Objective:

- 3: Continue initiatives to preserve the physical environment.
- 4: Continue initiatives to positively impact the community.

ADMINISTRATION RECOMMENDATION: Recommended Not Recommended Without Recommendation

County Administrator: **Alan G. Vanderberg**

Digitally signed by Alan G. Vanderberg
DN: cn=Alan G. Vanderberg, o=US, ou=County of Ottawa, ou=Administrator's Office, email=avanderberg@mottawa.org
Reason: I am approving this document.
Date: 2011.06.16 10:10:15 -0400

Committee/Governing/Advisory Board Approval Date: Finance and Administration Committee 06/21/2011

Ottawa County Road Commission

14110 Lakeshore Drive
P.O. Box 739
GRAND HAVEN, MI 49417
Phone (616) 842-5400 Fax (616) 850-7237

MEMORANDUM

TO: Ottawa County Board of Commissioners

FROM: Kenneth L. Zarzecki, P.E., Director of Utilities

DATE: June 13, 2011

SUBJECT: **Spring Lake Township 2011 Wastewater System Pump Station Improvements and Refunding**

The Spring Lake Township Board has approved a resolution requesting the County of Ottawa to issue Act 342 Bonds in the amount of \$1,360,000 in order to finance the Township's 2011 Wastewater System Improvements and refunding of prior bonds. The proposed new bonds include: Series 2011A \$840,000 Wastewater System Pump Station Improvements and Series 2011 B \$520,000 Refunding of the 1999 Wastewater Collection System Bonds.

I would like to present a bond resolution at the June 21, 2011 meeting of the Finance and Administration Committee and at the July 12, 2011 meeting of the Board of Commissioners.

Enclosed is a brief summary of the proposed bond issue. Please let me know if you need additional information.

An Indemnification Agreement executed by Spring Lake Township has been submitted to the County Administrator.

This project was included in the proposed improvements section of the Public Utilities Annual Report.

KLZ/pp

Enclosures

Board Resolution: Spring Lake Township 2011 Wastewater System Improvements

Motion: To approve and forward to the Board the Resolution authorizing the County Road Commission to issue Act 342 Bonds in the not-to-exceed amount of \$1,360,000 to finance the Spring Lake 2011 Wastewater System Pump Station Improvements Project and Refund the 1999 Bond Issue.

OTTAWA COUNTY

SPRING LAKE TOWNSHIP 2011 PUMP STATION IMPROVEMENTS AND REFUNDING

1. **PROJECT MAP & DESCRIPTION.** ATTACHED EXHIBIT A
- 2A. **PROJECT COST ESTIMATE.** ATTACHED EXHIBIT B
- 2B. **REFUNDING BONDS.** ATTACHED EXHIBIT C
3. **SECURITY.** Primary security for the bonds will be the full faith and credit pledge of Spring Lake Township. Secondary security is the full faith and credit pledge of Ottawa County. Both the primary and secondary pledges are subject to constitutional, statutory, and charter limitation.
4. **SCHEDULE.** Bonds are expected to be sold in August 2011 with construction starting immediately thereafter.

EXHIBIT A – PROJECT DESCRIPTION

BOARD OF COUNTY ROAD COMMISSIONERS

SPRING LAKE TOWNSHIP OTTAWA COUNTY, MICHIGAN

2011 WASTEWATER SYSTEM PUMP STATION IMPROVEMENTS

Pump station improvements for the wastewater system serving the industrial areas in Spring Lake Township are being proposed and include the nine (9) stations below. The capacity of each proposed improved facility is shown below. Improvements to upgrade the existing facilities include new pumps, motors, piping, valves and replacement of control systems at all stations.

Pump Station Descriptions

<u>Number</u>	<u>Location</u>	<u>Proposed Firm Capacity, gpm</u>
1	Third Street	1300
4	174 th Ave.	850
14	Kelly St.	250
21	152 nd Ave.	400
22	Leonard Rd.	700
23	Fruitport Rd. – N. of Kelly St.	350
27	148 th Ave.	220
29	M-104 – Orchard Market	250
31	Fruitport Rd. – near Walden Dr.	320

New generators will be installed at the main pumping stations in each area. These are Pump Station No. 4 serving the industrial areas along 174th Avenue, Pump Station No. 22 which serves the industrial areas along Cleveland Street (M-104) and 148th Avenue and Pump Station No. 23 which serves the industrial areas along Apple Drive in the northeastern portion of the Township.

In addition, all pumping stations will be interconnected by the installation of a supervisory control and data acquisition system (SCADA). Painting of the stations, replacement of internal equipment such as exhaust blowers, dehumidifiers, and heaters will also be completed.

EXHIBIT A – PROJECT MAP

BOARD OF COUNTY ROAD COMMISSIONERS

SPRING LAKE TOWNSHIP
OTTAWA COUNTY, MICHIGAN

2011 WASTEWATER SYSTEM PUMP STATION IMPROVEMENTS

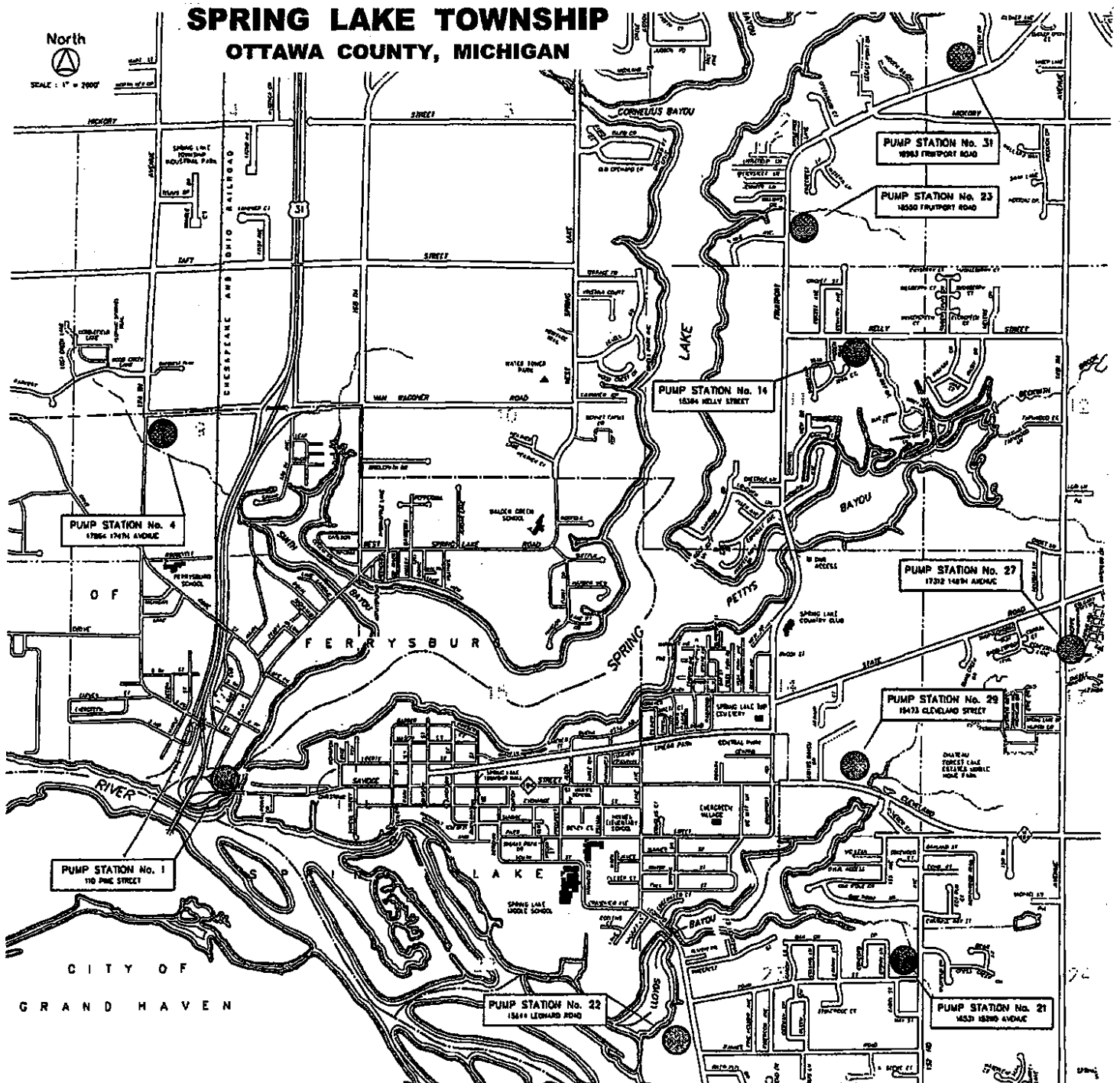


EXHIBIT C – REFUNDING BONDS
BOARD OF COUNTY ROAD COMMISSIONERS
SPRING LAKE TOWNSHIP
OTTAWA COUNTY, MICHIGAN
REFUNDING OF THE 1999 WASTEWATER COLLECTION SYSTEM BONDS

SAVINGS

County of Ottawa
State of Michigan
Ottawa County 2011 Refunding and Water Waste Bonds
(Spring Lake Township)
Limited Tax General Obligation

Date	Prior Debt Service	Refunding Debt Service	Savings	Present Value to 07/01/2011 @ 3.8489696%
03/01/2012	74,237.50	71,585.42	2,652.08	2,773.32
03/01/2013	71,887.50	71,637.50	250.00	259.90
03/01/2014	74,487.50	70,437.50	4,050.00	3,679.39
03/01/2015	76,792.50	74,254.17	2,538.33	2,221.50
03/01/2016	78,822.50	78,000.00	822.50	695.78
03/01/2017	75,572.50	71,433.33	4,139.17	3,337.19
03/01/2018	77,322.50	74,887.50	2,435.00	1,886.64
03/01/2019	78,787.50	77,843.75	943.75	702.55
	607,910.00	590,079.17	17,830.83	15,556.26

Savings Summary

PV of savings from cash flow	15,556.26
Plus: Refunding funds on hand	2,382.56
	<hr/>
Net PV Savings	17,938.82

RE: SPRING LAKE TOWNSHIP WASTEWATER SYSTEM - 2011 PUMP
STATION IMPROVEMENTS AND REFUNDING

Submitted by Commissioner _____:

Mr. Chairman, Ladies, and Gentlemen:

I offer the following resolution:

WHEREAS, pursuant to the provisions of Act No. 342, Public Acts of Michigan, 1939, as amended ("Act 342"), the Board of Supervisors of the County of Ottawa (the "County") authorized and directed that there be established, maintained and operated a countywide system or systems of water and sewer improvements and services and designated the Board of County Road Commissioners of the County to be the agency of the County (the "County Agency") for the purposes set forth in Act 342; and

WHEREAS, by the terms of Act 342, the County and the Township of Spring Lake (the "Township") are authorized to enter into a contract for the acquisition, construction and financing of sewage disposal system improvements to serve the Township, for the payment of the cost thereof by the Township, with interest, and the County is then authorized to issue its bonds to provide the funds necessary therefor; and

WHEREAS, there has been submitted to this Board of Commissioners a proposed contract between the County, by and through its Board of County Road Commissioners, and the Township (only on behalf of the unincorporated area of the Township), which contract provides for the acquisition and construction of sewage disposal system improvements consisting generally of pump station improvements to serve property in the Township (the "Project) and the payment by the Township of the cost of the Project pursuant to Act 342, which contract is hereinafter set forth in full; and

WHEREAS, there has been submitted for approval and adoption by this Board an estimate of the cost of the Project; and

WHEREAS, the contract provides for the issuance of bonds by the County to defray part of the cost of the Project, said bonds to be secured by the contractual obligation of the Township to pay to the County amounts sufficient to pay the principal of and interest on the bonds and to pay such paying agent fees and other expenses as may be incurred on account of the bonds; and

WHEREAS, pursuant to the provisions of Act 342, the Township (only on behalf of the unincorporated area of the Township) and the County, acting by and through the County Agency, have entered into the Spring Lake Township Wastewater Collection System Extension Contract dated as of March 1, 1999 (the "1999 Contract"); and

WHEREAS, pursuant to the 1999 Contract, the County issued its Ottawa County Wastewater Collection System Bonds (Spring Lake Township Extension Project) dated April 1, 1999 in the original principal amount of \$900,000 (the "Prior Bonds"); and

WHEREAS, the Prior Bonds were issued in anticipation of payments to be made to the County by the Township pursuant to the 1999 Contract; and

WHEREAS, the Prior Bonds remain outstanding in the aggregate principal amount of \$490,000, mature in various principal amounts in the years 2012 through 2019 and bear interest at rates per annum which vary from 4.70% to 5.05%; and

WHEREAS, Part VI of Act No. 34, Public Acts of Michigan, 2001, as amended ("Act 34"), authorizes the County to refund all or any part of its outstanding securities; and

WHEREAS, the governing body of the Township has adopted a resolution requesting and authorizing the County to issue its refunding bonds for the purpose of refunding all or part of the Prior Bonds and paying the costs of issuing the refunding bonds and agreeing to continue to make payments to the County in accordance with the 1999 Contract in amounts sufficient to pay the principal of and interest on the refunding bonds and any of the Prior Bonds that are not refunded and all paying agency fees and other expenses and charges (including the County Agency's

administrative expenses) that are payable on account of the refunding bonds and those Prior Bonds that are not refunded; and

WHEREAS, it is in the best interests of the County and the Township that bonds be sold to refund the Prior Bonds.

THEREFORE, BE IT RESOLVED by the Board of Commissioners of the County of Ottawa, Michigan, as follows:

1. DEFINITIONS. In addition to terms defined elsewhere herein, unless the context otherwise requires, the terms defined in this Section 1 shall, for all purposes of this Resolution and the recitals herein, have the following meanings:

(a) "Bonds" means, collectively, the Series 2011A Bonds and the Series 2011B Bonds.

(b) "Code" means the Internal Revenue Code of 1986, as amended.

(c) "Director of Utilities" means the Director of Utilities of the County.

(d) "Sale Order" means the written order of the Director of Utilities approving the sale of the Bonds and making certain determinations regarding the final terms thereof within the parameters of this Resolution.

(e) "Series 2011A Bonds" means the County's Ottawa County Sewage Disposal Bonds (Spring Lake Township), Series 2011A authorized by Sections 4 and 5 of this Resolution.

(f) "Series 2011B Bonds" means the County's Ottawa County Sewage Disposal Bonds (Spring Lake Township), Series 2011B authorized by Sections 4 and 5 of this Resolution.

2. ESTIMATES OF PERIOD OF USEFULNESS AND COST. The estimates of \$2,440,000 as the cost of the Project to the County and 20 years and upwards as the period of usefulness of the Project, as submitted to this Board of Commissioners, are approved and adopted.

3. APPROVAL OF CONTRACT. The Spring Lake Township 2011 Wastewater System Pump Station Improvements Contract dated as of March 1, 2011, between the County, by and through its Board of County Road Commissioners, and the Township (only on behalf of the

unincorporated area of the Township) (the “2011 Contract”) is approved and adopted, and the Chairman and members of the Board of County Road Commissioners are authorized and directed to execute and deliver the same for and on behalf of the County, in as many counterparts as may be deemed advisable, after the 2011 Contract has been executed by the appropriate officials of the Township. The 2011 Contract reads as follows:

COUNTY OF OTTAWA

SPRING LAKE TOWNSHIP 2011 WASTEWATER
SYSTEM PUMP STATION IMPROVEMENTS CONTRACT

THIS CONTRACT, made as of March 1, 2011, by and between the COUNTY OF OTTAWA, a Michigan county corporation (hereinafter called the "County") by and through its Board of County Road Commissioners, and the TOWNSHIP OF SPRING LAKE (only on behalf of the unincorporated area of the Township of Spring Lake), a Michigan general law township located in the County (hereinafter called the "Township");

WITNESSETH:

S P E C I M E N

WHEREAS, the Board of Commissioners of the County of Ottawa heretofore has established the Ottawa County Water Supply and Sewage Disposal System to provide water supply and sewage disposal services to areas in the County pursuant to Act 342, Public Acts of Michigan, 1939, as amended (hereinafter sometimes referred to as "Act 342"), all as appears from the resolution adopted by said Board of Commissioners on January 9, 1961; and

WHEREAS, the Board of County Road Commissioners (hereinafter sometimes referred to as the "County Agency") has been designated by the County Board of Commissioners as the agency of the County in connection with the establishment, maintenance and operation of water supply and sewage disposal systems within the County; and

WHEREAS, it is necessary for the public health to acquire and construct the hereinafter described sewage disposal system improvements to serve the Township; and

WHEREAS, by the terms of Act 342, the County and the Township are authorized to enter into a contract for the acquisition, construction and financing of the aforementioned

improvements and for the payment of the cost thereof by the Township, with interest, over a period of not exceeding forty (40) years, and the County is then authorized, pursuant to appropriate action of its Board of Commissioners, to issue its bonds to provide the funds therefor, secured primarily by the full faith and credit contractual obligation of the Township and, if the bond resolution so provides, secured secondarily by the full faith and credit of the County; and

WHEREAS, the Township and the County have agreed to utilize the provisions of Act 342 to acquire the sewage disposal system improvements necessary for the public health and welfare of the residents of the County within the Township; and

WHEREAS, plans and estimates of the cost and the period of usefulness of the improvements to be acquired and constructed have been prepared by Prein & Newhof, the consulting engineers; and

WHEREAS, in order to issue such bonds, it is necessary that the County and the Township enter into this contract.

NOW, THEREFORE, in consideration of the premises and the covenants of each other, the parties hereto agree as follows:

1. The County and the Township hereby approve and agree to the acquisition, construction and financing of sewage disposal system improvements to serve the Township under and pursuant to Act 342 and approve the designation of "Spring Lake Township 2011 Wastewater System Pump Station Improvements" as the name of the project. The Spring Lake Township 2011 Wastewater System Pump Station Improvements are hereinafter sometimes referred to as the "Project." The Township, by way of compliance with Section 29, Article VII, Michigan Constitution of 1963, consents and agrees to the establishment and location of the

Project and any extension, improvement or enlargement thereof within its corporate boundaries and to the use by the County of its streets, highways, alleys, lands, rights-of-way or other public places for the purpose and facilities of the Project and any improvement, enlargement or extension thereof, and the Township further agrees that, in order to evidence and effectuate the foregoing agreement and consent, it will execute and deliver to the County such grants of easement, right-of-way, license, permit or consent as may be requested by the County.

2. The Project shall consist of the improvements described and specified on Exhibit A, which is hereunto attached and which is made a part hereof, and as are more particularly set forth in the plans prepared and submitted by the consulting engineers, which plans are on file with the County Agency. The Project shall be acquired and constructed substantially in accordance with the said plans and in accordance with final plans and specifications to be prepared and submitted by the consulting engineers, but variations therefrom that do not materially change the location, capacity or overall design of the Project and that do not require an increase in the total estimated cost of the Project may be permitted on the authority of the Township. Other variations or changes may be made if approved by the County Agency and by resolution of the governing body of the Township and if provisions required by paragraph 5 hereof are made for payment or financing of any resulting increase in the total estimated cost. The estimate of cost of the Project and the estimate of period of usefulness thereof as set forth on Exhibit B are approved and adopted.

3. The County Agency shall take or cause to be taken all actions required or necessary, in accordance with Act 342, to procure the issuance and sale of bonds by the County, in one or more series (the "Bonds"), in whatever aggregate principal amount is necessary to be so financed to defray that portion of the cost of the Project not paid from other sources (the "municipal cost"). The Bonds shall be issued in anticipation of and be payable from the payments to be made by the Township to the County as provided in this contract, and the Bonds

shall be payable in annual maturities the last of which shall be not more than forty years from the date thereof.

4. The County Agency shall proceed to take construction bids for the Project and, subject to the sale and delivery of the Bonds, enter into construction contracts with the lowest responsible bidder or bidders, procure from the contractors all necessary and proper bonds, cause the Project to be constructed within a reasonable time and do all other things required by this contract and the laws of the State of Michigan. All certificates for required payments to contractors shall be approved by the consulting engineers before presentation to the County Agency and the latter shall be entitled to rely on such approval in making payment. Acquisition of the Project shall be deemed to include reimbursement of the Township for funds which have been expended by the Township in connection with the acquisition and construction of the Project.

5. In the event that it shall become necessary to increase the estimated municipal cost of the Project for any reason, or if the actual municipal cost of the Project shall exceed the estimated municipal cost, whether as the result of variations or changes made in the approved plans or otherwise, then the County Agency shall not be obligated to pay such increased or excess municipal cost unless the governing body of the Township shall have adopted a resolution approving such increase and excess and agreeing that the same (or such part thereof as is not available from other sources) shall be defrayed by the issuance of increased or additional Bonds in anticipation of increased or additional payments agreed to be made by the Township to the County in the manner hereinafter provided.

6. The Township shall pay to the County the entire municipal cost of the Project. The municipal cost of the Project will be defrayed by the issuance of the Bonds as provided in paragraphs 3 and 5 hereof. The Township covenants and agrees to pay the principal of and

interest on the Bonds and all paying agency and transfer fees and other expenses and charges (including the County Agency's administrative expenses) that are payable on account of the Bonds (such fees, expenses and charges being herein called "bond service charges"). Such payments shall be made to the County in annual installments that shall be due and payable at least thirty days prior to the day of the month specified in the Bonds as the annual principal maturity date thereof. Such annual installments shall be so paid in each year if any principal or noncapitalized interest on the Bonds falls due during the twelve-month period beginning on such principal maturity date in said year, and the aggregate amount of the installments so due and payable shall be at least sufficient to pay all principal and interest thus falling due and all bond service charges then due and payable. The County Agency, within thirty days after delivery of the Bonds to the purchaser, shall furnish the treasurer of the Township with a schedule of the principal of and interest on the Bonds, and the County Agency also, at least thirty days before each payment is due to be made by the Township, shall advise the treasurer of the amount payable to the County on such date. If the Township fails to make any payment to the County when due, the same shall be subject to a penalty of 1% thereof for each month or fraction thereof that such amount remains unpaid after due. Failure of the County Agency to furnish the schedule or give the notice as above required shall not excuse the Township from the obligation to make payment when due. Payments shall be made by the Township when due whether or not the Project has then been completed or placed in operation. The foregoing obligations shall apply to all Bonds issued by the County to defray the municipal cost of the Project.

7. If the Township shall pay the municipal cost of the Project, or any portion thereof, prior to the issuance of the Bonds, the obligations of the Township shall be adjusted accordingly. The Township may pay in advance of maturity all or any part of an annual installment due the County on the Bonds by surrendering to the County bonds issued hereunder of a like principal amount maturing in the same calendar year.

8. The proceeds of sale of the Bonds shall be used solely and only to pay the municipal cost of the Project, and after completion thereof and payment of all costs in connection therewith, any surplus remaining from the sale of the Bonds shall be (1) used to purchase the Bonds on the open market or (2) retained by the County Agency as a reserve for the payment of the Bond principal and interest maturities next falling due, and in such event the contract obligation of the Township in respect to the Bonds or such maturities shall be reduced by the principal amount of Bonds so purchased or of said reserve, said reduction, in case of the purchase of Bonds, to be applied as to year in accordance with the year of the maturity of the Bonds so purchased. Any Bonds so purchased shall be canceled. In the alternative, such surplus may be used, on request of the Township and approval by the County Agency, to provide additional sewage disposal system facilities in the Township.

9. The Township, pursuant to the authorization of Section 5a of Act 342, but only on behalf of the unincorporated area of the Township, hereby pledges its full faith and credit for the prompt and timely payment of its obligations expressed in this contract and each year shall levy a tax in an amount that, taking into consideration estimated delinquencies in tax collections, will be sufficient to pay its obligations under this contract becoming due before the time of the following year's tax collections; Provided, however, that the annual tax levy may be reduced by the amount of special assessment installments, principal and interest, and sewage disposal system revenues reasonably anticipated to be collected and available for the payment of such obligations and by the amount of cash or other funds that the Township has on hand (or to its credit in the hands of the County) and available for the payment of such obligations. The governing body of the Township each year, at least 90 days prior to the final date provided by law for the making of the annual tax levy, shall submit to the County Agency a written statement setting forth the amount of its obligations to the County that become due and payable under this contract prior to the time of the next following year's tax collections, the amount of the funds that the Township has or will have on hand (or to its credit in the hands of the County) that are or will be available

for payment of its obligations to the County and the amount of the taxes next proposed to be levied for the purpose of raising money to meet the obligations. The County Agency shall review such statement promptly and, if it finds that the proposed tax levy is insufficient after taking into account such other available funds, it shall so notify the governing body, and the Township covenants and agrees that it will increase its levy to such extent as may be required by the County Agency. Taxes levied by the Township for the payment of its obligations to the County pursuant to this contract shall be subject to applicable statutory and constitutional tax limitations and shall be levied only on property located in the unincorporated area of the Township.

10. In the event that the Township shall fail for any reason to pay to the County Agency at the times herein specified the amounts herein required to be paid, the state treasurer or other official charged with the disbursement of unrestricted state funds returnable to the Township pursuant to the Michigan constitution hereby is authorized to withhold sufficient funds to make up any default or deficiency in funds. In addition to the foregoing, the County shall have all other rights and remedies provided by law to enforce the obligations of the Township to make payments in the manner and at the times required by this contract. It is specifically recognized by the Township that the payments required to be made by it pursuant to the terms of this contract are to be pledged for the payment of the principal of and interest on bonds to be issued by the County, and the Township covenants and agrees that it will make its required payments to the County promptly and at the times herein specified, without regard as to whether the Project herein contemplated is actually completed or placed in operation; provided, only that nothing herein contained shall limit the obligation of the County to perform in accordance with the covenants contained herein.

11. No change in the jurisdiction over territory in the Township shall in any manner impair the obligations of this contract. In the event all or any part of the territory of the Township is incorporated as a new municipality or is annexed to or becomes a part of the

territory of another municipality, the municipality into which such territory is incorporated or to which such territory is annexed, shall assume the proper proportionate share of the contractual obligations and right to have sewage disposal service from the Project for the territory that is taken, based upon a division determined by the County Agency that shall make such determination after taking into consideration all factors necessary to make the division equitable, and in addition, prior to such determination, shall receive a written recommendation as to proper division from a committee composed of one representative designated by the governing body of the Township from which the territory is taken, one designated by the governing body of the new municipality or the municipality annexing such territory, and one independent registered engineer appointed by the County Agency. The Township and the municipality shall appoint their representatives within fifteen (15) days after being notified to do so by the County Agency and within a like time the County Agency shall appoint the engineer third member. If either the Township or the municipality shall fail to appoint its representative within the time above provided, the County Agency may proceed without the recommendation. If the committee shall not make its recommendation within forty-five (45) days after its appointment or within any extension thereof by the County Agency, the County Agency may proceed without a recommendation of the committee.

12. The County shall not be obligated to acquire or construct any facilities other than those described in paragraph 2 hereof. The responsibility for providing any additional facilities as may be needed shall be that of the Township which shall have the right to cause to be constructed and maintained, either directly or through the County, such necessary additional facilities.

13. After completion, the operation and maintenance of the Project shall be in accordance with applicable agreements pertaining to the operation and maintenance of sewage disposal system facilities in the Township. The parties agree that all premises located within the

service area of the Project will be served on an equal and ratable basis and no preference shall be given to one portion of the service area over any other portion of the service area. The parties agree that the Project will be operated in a manner which will assure that the interest on the Bonds will be and will remain excludable from gross income for federal income tax purposes.

14. The County and the Township expressly agree that the County and the County Agency shall not be liable and the Township shall pay, indemnify and save the County and the County Agency harmless of, from and against all liability of any nature whatever regardless of the nature in which such liability may arise, for any and all claims, actions, demands, expenses, damages and losses of every conceivable kind whatsoever (including, but not limited to, liability for injuries to or death of persons and damages to or loss of property) asserted by or on behalf of any person, firm, corporation or governmental authority arising out of, resulting from, or in any way connected with the ownership, acquisition and construction of the Project, this contract, or the issuance, sale and delivery by the County of the Bonds. In connection with any proceeding brought about by reason of any such claim or demand, the Township shall also pay, indemnify and save the County and the County Agency harmless from and against all costs, reasonable attorneys' fees and disbursements of any kind or nature incidental to or incurred in said defense, and will likewise pay all sums required to be paid by reason of said claims, demands, or any of them, in the event it is determined that there is any liability on the part of the County or the County Agency. Upon the entry of any final judgment or a final award by an arbitration panel against the County or the County Agency on any claim, action, demand, expense, damage or loss contemplated by this Section 14 and notwithstanding that the County or the County Agency has not paid the same, the Township shall be obligated to pay to the County or the County Agency, as the case may be, upon written demand therefor, the amount thereof not more than sixty (60) days after such demand is made. In the event that any action or proceeding is brought against the County or the County Agency by reason of any such claims or demands, whether such claims or demands are groundless or not, the Township shall, upon written notice and demand from the

County or the County Agency, resist and defend such action or proceeding on behalf of the County or the County Agency, as the case may be, but will not settle any such action or proceeding without the consent of the County or the County Agency, as the case may be. Notwithstanding the foregoing, nothing contained in this Section 14 shall be construed to indemnify or release the County or the County Agency against or from any liability which it would otherwise have arising from the wrongful or negligent actions or failure to act on the part of the County's or the County Agency's employees, agents or representatives with respect to matters related to the ownership, acquisition or construction of the Project, this contract or the issuance, sale or delivery of the Bonds. This Section 14 shall not apply to a lawsuit instituted by the Township to enforce its rights under this contract.

15. If Bonds are not sold to finance the acquisition and construction of the Project within three years from the date of this contract through no fault of the County or if the Project is abandoned for any reason, the Township shall pay all engineering, legal and other costs and expenses incurred by the County Agency in connection with the Project and the Township shall be entitled to all plans, specifications and other engineering data and materials. The provisions of this Section 15 may be waived or extended, either before or after the expiration of the three year period, by resolutions of the governing body of the Township and the Board of Commissioners of the County.

16. All powers, duties and functions vested by this contract in the County shall be exercised and performed by the County Agency, for and on behalf of the County, unless otherwise provided by law or in this contract. The County Agency, prior to the submission of County financial information to a rating agency, shall consult with the Controller/Administrator and the County Treasurer with respect to the accuracy of such information.

17. In the event that any one or more of the provisions of this contract shall for any reason be held to be invalid, illegal or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other provisions hereof, and this contract shall be construed as if such invalid, illegal or unenforceable provisions had never been contained herein.

18. The County and the Township recognize that the holders from time to time of the Bonds issued by the County under the provisions of Act 342, and secured by the full faith and credit pledges of the Township to the payment of the principal of and interest on the Bonds as set forth in this contract, will have contractual rights in this contract, and it is covenanted and agreed by each of them that so long as any of the Bonds shall remain outstanding and unpaid, the provisions of this contract shall not be subject to any alteration or revision that would affect adversely either the security for the Bonds or the prompt payment of the principal of or interest on the Bonds. The right to make changes in this contract, by amendment, supplemental contract or otherwise, nevertheless is reserved insofar as the same do not have such adverse affect. The Township and the County Agency further covenant and agree that they will comply with their respective duties and obligations under the terms of this contract promptly, at the times and in the manner herein set forth and will not suffer to be done any act that would in any way impair the Bonds, the security therefor or the prompt payment of the principal thereof and the interest thereon. It is declared that the terms of this contract, insofar as they pertain to the security of any Bonds, shall be deemed to be for the benefit of the holders of the Bonds.

19. This contract shall become effective after approval by the governing body of the Township and the Board of Commissioners of the County, execution by the authorized officials of the parties and the expiration of 45 days after the date of publication of the notice required by Section 5b of Act 342; Provided, however, that if, within the 45-day period, a proper petition is filed with the Township Clerk of the Township in accordance with the provisions of Section 5b of Act 342, this contract shall not become effective until approved by the vote of a majority of

the electors of the unincorporated area of the Township qualified to vote and voting thereon at a general or special election. This contract shall terminate forty (40) years from its date or on such earlier date when the Township is not in default hereunder and the principal, interest and bond service charges on the Bonds issued as hereinabove described are fully paid and discharged. This contract shall be binding upon and inure to the benefit of the parties hereto and their respective successors and assigns. Nothing herein contained, however, shall require the County to finance the Project if it is unable to sell the Bonds to finance the same. This contract may be executed in any number of counterparts.

SPECIMEN

IN WITNESS WHEREOF, the parties hereto have caused this contract to be executed and delivered by their respective duly authorized officers, all as of the day and year first above written.

COUNTY OF OTTAWA
By: Its Board of County Road Commissioners as
County Agency

By: _____

Chairman
SPECIMEN
TOWNSHIP OF SPRING LAKE
By: _____

Supervisor

And: _____

Township Clerk

BLOOMFIELD 9232-186 1102800

EXHIBIT A – PROJECT MAP

BOARD OF COUNTY ROAD COMMISSIONERS

SPRING LAKE TOWNSHIP OTTAWA COUNTY, MICHIGAN

2011 WASTEWATER SYSTEM PUMP STATION IMPROVEMENTS

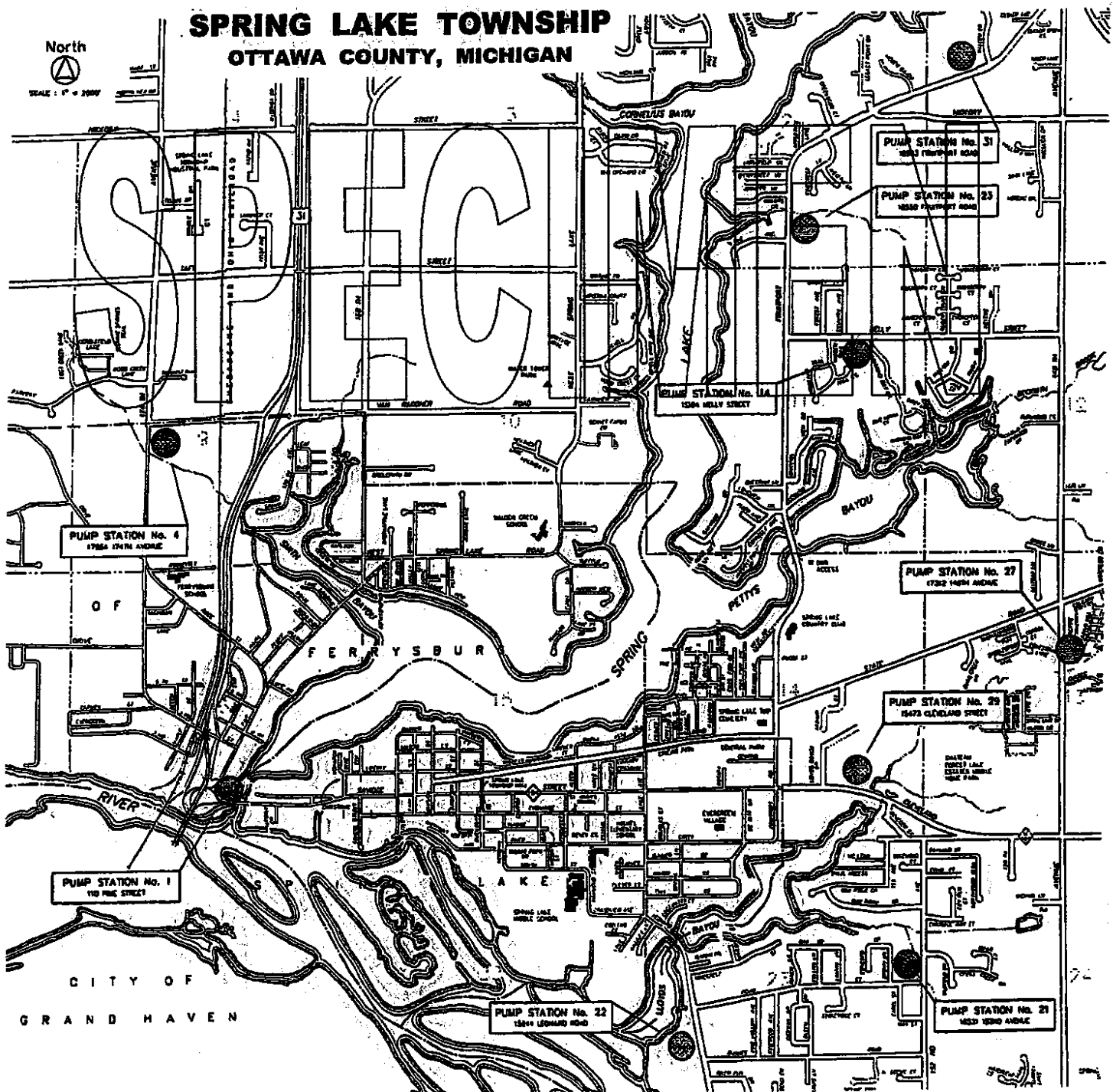


EXHIBIT A – PROJECT DESCRIPTION

BOARD OF COUNTY ROAD COMMISSIONERS

SPRING LAKE TOWNSHIP OTTAWA COUNTY, MICHIGAN

2011 WASTEWATER SYSTEM PUMP STATION IMPROVEMENTS

Pump station improvements for the wastewater system serving the industrial areas in Spring Lake Township are being proposed and include the nine (9) stations below. The capacity of each proposed improved facility is shown below. Improvements to upgrade the existing facilities include new pumps, motors, piping, valves and replacement of control systems at all stations.

<u>Number</u>	<u>Location</u>	<u>Proposed Firm Capacity, gpm</u>
1	Third Street	1300
4	174 th Ave.	850
14	Kelly St.	250
21	152 nd Ave.	400
22	Leonard Rd.	700
23	Fruitport Rd. – N. of Kelly St.	350
27	148 th Ave.	220
29	M-104 – Orchard Market	250
31	Fruitport Rd. – near Walden Dr.	320

New generators will be installed at the main pumping stations in each area. These are Pump Station No. 4 serving the industrial areas along 174th Avenue, Pump Station No. 22 which serves the industrial areas along Cleveland Street (M-104) and 148th Avenue and Pump Station No. 23 which serves the industrial areas along Apple Drive in the northeastern portion of the Township.

In addition, all pumping stations will be interconnected by the installation of a supervisory control and data acquisition system (SCADA). Painting of the stations, replacement of internal equipment such as exhaust blowers, dehumidifiers, and heaters will also be completed.

EXHIBIT B – COST ESTIMATE

BOARD OF COUNTY ROAD COMMISSIONERS

**SPRING LAKE TOWNSHIP
OTTAWA COUNTY, MICHIGAN**

2011 WASTEWATER SYSTEM PUMP STATION IMPROVEMENTS

Construction Cost	\$2,125,000
Construction Contingencies	110,000
Engineering	155,000
Finance, Admin., & Legal Expense	50,000
Project Estimate	\$2,440,000
Less Economic Development Grant	(1,200,000)
Less Cash-on-Hand	(400,000)
Amount of Bonds	\$840,000

The estimated total useful life of this project is 20 years and upwards.

Prein&Newhof

Kevin S. Kieft, P.E.
Prein&Newhof

February 2, 2011

4. AUTHORIZATION OF BONDS – PURPOSE. Two series of bonds of the County aggregating the principal sum of not to exceed One Million Three Hundred Sixty Thousand Dollars (\$1,360,000), as determined by the Director of Utilities in the Sale Order, shall be issued and sold pursuant to the provisions of Act 342, Act 34 and other applicable statutory provisions, for the purpose of defraying part of the cost of the Project and refunding all or part of the Prior Bonds. Subsequent to execution of the 2011 Contract by the parties thereto, the first series of bonds (the “Series 2011A Bonds”) shall be issued in the principal amount of not to exceed Eight Hundred Forty Thousand Dollars (\$840,000), as determined by the Director of Utilities in the Sale Order, for the purpose of defraying part of the cost of the Project, and the second series of bonds (the “Series 2011B Bonds”) shall be issued in the principal amount of not to exceed Five Hundred Twenty Thousand Dollars (\$520,000), as determined by the Director of Utilities in the Sale Order, for the purpose of refunding all or part of the Prior Bonds.

5. BOND DETAILS. The Series 2011A Bonds shall be designated “Ottawa County Sewage Disposal Bonds (Spring Lake Township), Series 2011A” and the Series 2011B Bonds shall be designated “Ottawa County Sewage Disposal Bonds (Spring Lake Township), Series 2011B.” Each series of the Bonds shall be dated as of such date set forth in the Sale Order; shall be issued as serial bonds or term bonds, or a combination thereof, as set forth in the Sale Order; shall be numbered from 1 upwards; shall be fully registered; shall be in the denomination of \$5,000 each or any integral multiple thereof not exceeding the aggregate principal amount for each maturity at the option of the purchaser thereof; shall bear interest at a rate or rates not exceeding 7% per annum, to be determined by the Director of Utilities in the Sale Order, payable on each March 1 and September 1 as provided in the Sale Order; shall mature on March 1 in such principal amounts and in such years as shall be determined by the Director of Utilities in the Sale Order; and shall be sold at a purchase price to be determined by the Director of Utilities in the Sale Order.

6. PRIOR REDEMPTION.

(a) Optional and Mandatory Sinking Fund Redemption. The Series 2011A Bonds may be subject to optional redemption prior to maturity as provided in the Sale Order. The Series 2011B Bonds are not subject to optional redemption prior to maturity. The Bonds shall be subject to mandatory sinking fund redemption prior to maturity as provided in the Sale Order. The Series 2011A Bonds subject to optional redemption may be redeemed on any date on and after March 1, 2021 at a redemption price of 100% of the principal amount thereof plus accrued interest to the redemption date. Bonds subject to mandatory sinking fund redemption shall be redeemed at a redemption price equal to 100% of the principal amount thereof plus accrued interest to the redemption date. Bonds to be so redeemed shall be selected as provided in the Sale Order.

(b) Notice of Redemption. Not less than thirty days' notice of redemption shall be given by mail to the registered owners of Bonds to be called at the registered address. Bonds or portions of Bonds called for redemption shall not bear interest after the date fixed for redemption, provided funds are on hand with the bond registrar and paying agent to redeem the same.

7. PAYMENT OF PRINCIPAL AND INTEREST. The principal of and interest on the Bonds shall be payable in lawful money of the United States. Principal shall be payable upon presentation and surrender of the Bonds to the bond registrar and paying agent as they severally mature. Interest shall be paid to the registered owner of each Bond as shown on the registration books at the close of business on the 15th day of the calendar month preceding the month in which the interest payment is due. Interest shall be paid when due by check or draft drawn upon and mailed by the bond registrar and paying agent to the registered owner at the registered address.

8. BOOK-ENTRY SYSTEM. Initially, one fully-registered Bond for each maturity of each series of the Bonds, in the aggregate amount of such maturity, shall be issued in the name of Cede & Co., as nominee of The Depository Trust Company ("DTC") for the benefit of other

parties (the "Participants") in the book-entry-only transfer system of DTC. In the event the County determines that it is in the best interests of the County not to continue the book-entry system of transfer or that the interests of the holders of the Bonds might be adversely affected if the book-entry system of transfer is continued, the County may notify DTC and the bond registrar and paying agent, whereupon DTC will notify the Participants of the availability through DTC of bond certificates. In such event, the bond registrar and paying agent shall deliver, transfer and exchange bond certificates as requested by DTC and any Participant or "beneficial owner" in appropriate amounts in accordance with this Resolution. DTC may determine to discontinue providing its services with respect to the Bonds at any time by giving notice to the County and the bond registrar and paying agent and discharging its responsibilities with respect thereto under applicable law or the County may determine that DTC is incapable of discharging its duties and may so advise DTC. In either such event, the County shall use reasonable efforts to locate another securities depository. Under such circumstances (if there is no successor securities depository), the County and the bond registrar and paying agent shall be obligated to deliver bond certificates in accordance with the procedures established by this Resolution. In the event bond certificates are issued, the provisions of this Resolution shall apply to, among other things, the transfer and exchange of such certificates and the method of payment of principal of and interest on such certificates. Whenever DTC requests the County and the bond registrar and paying agent to do so, the County and the bond registrar and paying agent shall cooperate with DTC in taking appropriate action after reasonable notice to make available one or more separate certificates evidencing the Bonds to any Participant having Bonds certified to its DTC account or to arrange for another securities depository to maintain custody of certificates evidencing the Bonds.

Notwithstanding any other provision of this Resolution to the contrary, so long as any Bond is registered in the name of Cede & Co., as nominee of DTC, all payments with respect to the principal of, interest on and redemption premium, if any, on such Bonds and all notices with respect to the Bonds shall be made and given, respectively, to DTC as provided in the Blanket Issuer Letter of Representations between the County and DTC, and the Director of Utilities is

authorized to sign such additional documents on behalf of the County as may be requested by DTC, in such form as the Director of Utilities deems necessary to accomplish the issuance of the Bonds in accordance with law and this Resolution.

9. BOND REGISTRAR AND PAYING AGENT. The Director of Utilities shall designate, and may enter into an agreement with, a bond registrar and paying agent for the Bonds that shall be a bank or trust company located in the State of Michigan that is qualified to act in such capacity under the laws of the United States of America or the State of Michigan. The Director of Utilities from time to time as required may designate a similarly qualified successor bond registrar and paying agent.

10. EXECUTION, AUTHENTICATION AND DELIVERY OF BONDS. The Bonds shall be executed in the name of the County by the facsimile signatures of the Chairman of the Board of Commissioners and the County Clerk and authenticated by the manual signature of an authorized representative of the bond registrar and paying agent, and the seal of the County (or a facsimile thereof) shall be impressed or imprinted on the Bonds. After the Bonds have been executed and authenticated for delivery to the original purchaser thereof, they shall be delivered by the County Treasurer to the purchaser upon receipt of the purchase price. Additional Bonds bearing the facsimile signatures of the Chairman of the Board of Commissioners and the County Clerk and upon which the seal of the County (or a facsimile thereof) is impressed or imprinted may be delivered to the bond registrar and paying agent for authentication and delivery in connection with the exchange or transfer of Bonds. The bond registrar and paying agent shall indicate on each Bond the date of its authentication.

11. EXCHANGE AND TRANSFER OF BONDS. Any Bond, upon surrender thereof to the bond registrar and paying agent with a written instrument of transfer satisfactory to the bond registrar and paying agent duly executed by the registered owner or his duly authorized attorney, at the option of the registered owner thereof, may be exchanged for Bonds of any other authorized denominations of the same series and aggregate principal amount and maturity date and bearing the same rate of interest as the surrendered Bond.

Each Bond shall be transferable only upon the books of the County, which shall be kept for that purpose by the bond registrar and paying agent, upon surrender of such Bond together with a written instrument of transfer satisfactory to the bond registrar and paying agent duly executed by the registered owner or his duly authorized attorney.

Upon the exchange or transfer of any Bond, the bond registrar and paying agent on behalf of the County shall cancel the surrendered Bond and shall authenticate and deliver to the transferee a new Bond or Bonds of any authorized denomination of the same series and aggregate principal amount and maturity date and bearing the same rate of interest as the surrendered Bond. If, at the time the bond registrar and paying agent authenticates and delivers a new Bond pursuant to this section, payment of interest on the related series of Bonds is in default, the bond registrar and paying agent shall endorse upon the new bond the following: "Payment of interest on this bond is in default. The last date to which interest has been paid is _____, ____."

The County and the bond registrar and paying agent may deem and treat the person in whose name any Bond shall be registered upon the books of the County as the absolute owner of such Bond, whether such Bond shall be overdue or not, for the purpose of receiving payment of the principal of and interest on such Bond and for all other purposes, and all payments made to any such registered owner, or upon his order, in accordance with the provisions of Section 7 of this Resolution shall be valid and effectual to satisfy and discharge the liability upon such Bond to the extent of the sum or sums so paid, and neither the County nor the bond registrar and paying agent shall be affected by any notice to the contrary. The County agrees to indemnify and save the bond registrar and paying agent harmless from and against any and all loss, cost, charge, expense, judgment or liability incurred by it, acting in good faith and without negligence hereunder, in so treating such registered owner.

For every exchange or transfer of Bonds, the County or the bond registrar and paying agent may make a charge sufficient to reimburse it for any tax, fee or other governmental charge required to be paid with respect to such exchange or transfer, which sum or sums shall be paid by

the person requesting such exchange or transfer as a condition precedent to the exercise of the privilege of making such exchange or transfer.

The bond registrar and paying agent shall not be required to transfer or exchange Bonds or portions of Bonds which have been selected for redemption.

12. FORM OF BONDS. Each series of the Bonds shall be in substantially the following form:

[Bond Form]

UNITED STATES OF AMERICA
STATE OF MICHIGAN
COUNTY OF OTTAWA

OTTAWA COUNTY SEWAGE DISPOSAL SYSTEM BOND
(SPRING LAKE TOWNSHIP), SERIES 2011_

INTEREST RATE MATURITY DATE DATE OF ORIGINAL ISSUE CUSIP

Registered Owner:
Principal Amount:

SPECIMEN

The County of Ottawa, State of Michigan (the "County") acknowledges itself indebted to and for value received hereby promises to pay to the Registered Owner identified above, or registered assigns, the Principal Amount set forth above on the Maturity Date specified above, unless redeemed prior thereto as hereinafter provided, upon presentation and surrender of this bond at _____, _____, Michigan, the bond registrar and paying agent, or at such successor bond registrar and paying agent as may be designated pursuant to the Resolutions identified below, and to pay to the Registered Owner, as shown on the registration books at the close of business on the 15th day of the calendar month preceding the month in which an interest payment is due, by check or draft drawn upon and mailed by the bond registrar and paying agent by first class mail postage prepaid to the Registered Owner at the registered address, interest on such Principal Amount from the Date of Original Issue or such later date through which interest shall have been paid until the County's obligation with respect to the payment of such Principal Amount is discharged at the rate per annum specified above. Interest is payable on the first days of March and September in each year, commencing _____ 1, 201_. Principal and interest are payable in lawful money of the United States of America.

This bond is one of a series of bonds aggregating the principal sum of _____ Dollars (\$) _____ issued by the County under and

pursuant to and in full conformity with the Constitution and Statutes of Michigan (especially Act No. 342, Public Acts of 1939, as amended[, and Act No. 34, Public Acts of 2001, as amended]) and a bond authorizing resolution adopted by the Board of Commissioners of the County and an order executed by the Director of Utilities of the County (collectively, the "Resolutions") for the purpose of [defraying part of the cost of acquiring and constructing sewage disposal system improvements to serve the Township of Spring Lake (the "Township")] [refunding the County's outstanding Ottawa County Wastewater Collection System Bonds (Spring Lake Township Extension Project) dated April 1, 1999, maturing in the years 2012 through 2019]. The bonds of this series are issued in anticipation of and secured by payments to be made by the Township in the aggregate principal amount of _____ Dollars (\$ _____) pursuant to a contract between the County and the Township. The full faith and credit of the Township have been pledged to the prompt payment of the foregoing amount and the interest thereon as the same become due. As additional security the full faith and credit of the County have been pledged for the prompt payment of the principal of and interest on the bonds of this series. Taxes levied by the Township and the County to pay the principal of and interest on the bonds of this series are subject to constitutional tax limitations.

This bond is transferable, as provided in the Resolutions, only upon the books of the County kept for that purpose by the bond registrar and paying agent, upon the surrender of this bond together with a written instrument of transfer satisfactory to the bond registrar and paying agent duly executed by the Registered Owner or his attorney duly authorized in writing. Upon the exchange or transfer of this bond a new bond or bonds of any authorized denomination, of the same series, in the same aggregate principal amount and of the same interest rate and maturity, shall be authenticated and delivered to the transferee in exchange therefor as provided in the Resolutions, and upon payment of the charges, if any, therein provided. Bonds so authenticated and delivered shall be in the denomination of \$5,000 or any integral multiple thereof not exceeding the aggregate principal amount for each maturity.

The bond registrar and paying agent shall not be required to transfer or exchange bonds or portions of bonds which have been selected for redemption.

MANDATORY PRIOR REDEMPTION

Bonds maturing in the year _____ are subject to mandatory prior redemption at par and accrued interest as follows:

<u>Redemption Date</u>	<u>Principal Amount of Bonds to be Redeemed</u>
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Bonds or portions of bonds to be redeemed by mandatory redemption shall be selected by lot.

[OPTIONAL PRIOR REDEMPTION

Bonds maturing prior to March 1, 20__, are not subject to optional redemption prior to maturity. Bonds maturing on and after March 1, 20__, are subject to redemption prior to maturity at the option of the County, in such order as shall be determined by the County, on any one or more dates on and after March 1, 20__. Bonds of a denomination greater than \$5,000 may be partially redeemed in the amount of \$5,000 or any integral multiple thereof. If less than all of the bonds maturing in any year are to be redeemed, the bonds or portions of bonds to be redeemed shall be selected by lot. The redemption price shall be the par value of the bond or portion of the bond called to be redeemed plus interest to the date fixed for redemption without premium.]

Not less than thirty days notice of redemption shall be given to the holders of bonds called to be redeemed by mail to the registered holder at the registered address. Bonds or portions of bonds called for redemption shall not bear interest after the date fixed for redemption, provided funds are on hand with the bond registrar and paying agent to redeem the same.

It is hereby certified, recited and declared that all acts, conditions and things required to exist, happen and be performed precedent to and in the issuance of the bonds of this series, existed, have happened and have been performed in due time, form and manner as required by law, and that the total indebtedness of the County, including the series of bonds of which this bond is one, does not exceed any constitutional or statutory limitation.

S I R E G I M E N

IN WITNESS WHEREOF, the County of Ottawa, Michigan, by its Board of Commissioners, has caused this bond to be executed in its name by facsimile signatures of the Chairman of the Board of Commissioners and the County Clerk and its corporate seal (or a facsimile thereof) to be impressed or imprinted hereon. This bond shall not be valid unless the Certificate of Authentication has been manually executed by an authorized representative of the bond registrar and paying agent.

COUNTY OF OTTAWA

By: _____

Its: Chairman, Board of Commissioners

[SEAL] **SPECIMEN**
And
Its: Clerk
CERTIFICATE OF AUTHENTICATION

This bond is one of the Series 2011_ Bonds described in the within mentioned Resolutions.

Bond Registrar and Paying Agent

By: _____
Authorized Representative

AUTHENTICATION DATE:

ASSIGNMENT

For value received, the undersigned hereby sells, assigns and transfers unto

(please print or type name, address and taxpayer identification number of transferee) the within
bond and all rights thereunder and hereby irrevocably constitutes and appoints

attorney to transfer the within bond on the books kept for registration thereof, with full power of
substitution in the premises.

Dated: _____

Signature Guaranteed: _____

Signature(s) must be guaranteed by an eligible guarantor institution participating in a
Securities Transfer Association recognized signature guarantee program.

SPECIMEN

[End of Bond Form]

13. SECURITY. The Series 2011A Bonds and the Series 2011B Bonds shall be issued in anticipation of payments to be made by the Township pursuant to the 2011 Contract and the 1999 Contract, respectively. The Series 2011A Bonds and the Series 2011B Bonds shall be secured primarily by the full faith and credit pledges made by the Township in the 2011 Contract and the 1999 Contract, respectively, pursuant to the authorization contained in Act 342. As additional and secondary security the full faith and credit of the County are pledged for the prompt payment of the principal of and interest on the Bonds as the same shall become due. If the Township shall fail to make a payment to the County which is sufficient to pay the principal of, premium, if any, and interest on the Bonds as the same shall become due, then an amount sufficient to pay the deficiency shall be advanced from the general fund of the County. Taxes imposed by the County shall be subject to constitutional limitations.

14. DEFEASANCE. In the event cash or direct obligations of the United States or obligations the principal of and interest on which are guaranteed by the United States, or a combination thereof, the principal of and interest on which, without reinvestment, come due at times and in amounts sufficient to pay, at maturity or irrevocable call for earlier optional redemption, the principal of, premium, if any, and interest on the Bonds, or any portion thereof, shall have been deposited in trust, this Resolution shall be defeased with respect to such bonds, and the owners of the Bonds shall have no further rights under this Resolution except to receive payment of the principal of, premium, if any, and interest on such Bonds from the cash or securities deposited in trust and the interest and gains thereon and to transfer and exchange Bonds as provided herein.

15. PRINCIPAL AND INTEREST FUND. There shall be established for each series of the Bonds a Principal and Interest Fund which shall be kept in a separate bank account. From the proceeds of the sale of each series of the Bonds there shall be set aside (i) in the related Principal and Interest Fund any accrued interest received from the purchaser of such series of the Bonds at the time of delivery of the same and (ii) in the Principal and Interest Fund for the Series 2011A Bonds, any premium received from the purchaser of the Series 2011A Bonds at the time

of delivery of same. All payments received from the Township pursuant to the 2011 Contract are pledged for payment of the principal of and interest on the Series 2011A Bonds and expenses incidental thereto and as received shall be placed in the Principal and Interest Fund for the Series 2011A Bonds. All payments received from the Township pursuant to the 1999 Contract are pledged for payment of the principal of and interest on the non-refunded Prior Bonds and the Series 2011B Bonds and expenses incidental thereto and as received shall be placed in the Principal and Interest Fund for the Series 2011B Bonds. The County Agency shall transfer moneys in the Principal and Interest Fund for the Series 2011B Bonds to the bond registrar and paying agent for the Prior Bonds and the bond registrar and paying agent for the Series 2011B Bonds as necessary for the payment of the principal of and interest on the non-refunded Prior Bonds and the Series 2011B Bonds.

16. CONSTRUCTION FUND. The remainder of the proceeds of the sale of the Series 2011A Bonds shall be set aside in a construction fund for the Project and used to defray the cost of the Project in accordance with the provisions of the 2011 Contract.

17. PAYMENT OF ISSUANCE EXPENSES - ESCROW FUND. The remainder of the proceeds of the sale of the Series 2011B Bonds shall be used to pay the issuance expenses of the Series 2011B Bonds and to establish an escrow fund for the Prior Bonds that are refunded (the "Refunded Bonds"). After the issuance expenses have been paid or provided for the remaining proceeds shall be used, together with available funds of the Township, if any, to establish an escrow fund (the "Escrow Fund") consisting of cash and investments in direct obligations of, or obligations the principal of and interest on which are unconditionally guaranteed by, the United States of America or other obligations the principal of and interest on which are fully secured by the foregoing and used to pay the principal of, interest on and redemption premiums, if any, on the Refunded Bonds. The Escrow Fund shall be held by an escrow agent (the "Escrow Agent") in trust pursuant to an escrow agreement (the "Escrow Agreement"), which irrevocably shall direct the Escrow Agent to take all necessary steps to pay the interest on the Refunded Bonds when due and to call the Refunded Bonds for redemption at such time as shall be determined in the Escrow

Agreement. The Director of Utilities is authorized to select the Escrow Agent and enter into the Escrow Agreement on behalf of the County. The amounts held in the Escrow Fund shall be such that the cash and the investments and the income received thereon will be sufficient without reinvestment to pay the principal of, interest on and redemption premiums, if any, on the Refunded Bonds when due at maturity or call for redemption as required by the Escrow Agreement.

18. APPROVAL OF MICHIGAN DEPARTMENT OF TREASURY. The issuance and sale of the Bonds shall be subject to permission being granted therefor by the Department of Treasury of the State of Michigan pursuant to Act 34 and, if necessary, the Director of Utilities is authorized and directed to make application to the Department of Treasury for permission to issue and sell the Bonds as provided by the terms of this Resolution.

19. SALE, ISSUANCE, DELIVERY, TRANSFER AND EXCHANGE OF BONDS. If the Director of Utilities determines that (i) the present value of the savings (net of issuance costs) to be realized by the issuance of the Series 2011B Bonds shall be equal to or greater than 2% of the principal amount of the Refunded Bonds and (ii) the refunding of all or part of the Prior Bonds is in the best interests of the County, the Bonds shall be sold pursuant to a negotiated sale to an underwriter to be selected by the Director of Utilities (the "Underwriter") following consultation with the County's financial advisor, and it is hereby determined that such negotiated sale, or private placement as hereinafter provided, is in the best interests of the County and is calculated to provide the maximum flexibility in pricing the Bonds.

If the Director of Utilities determines that (x) the present value of the savings (net of issuance costs) to be realized by the issuance of the Series 2011B Bonds shall be less than 2% of the principal amount of the Refunded Bonds or (y) the refunding of all or part of the Prior Bonds is not in the best interests of the County, the Director of Utilities, following consultation with the County's financial advisor, is authorized to sell the Series 2011A Bonds at a competitive sale or pursuant to a negotiated sale to a purchaser (the "Purchaser") in connection with a private placement, such purchaser to be selected by the Director of Utilities. If a competitive sale is chosen, the Director of Utilities is hereby authorized (1) to approve an Official Notice of Sale for

the Series 2011A Bonds and to publish the same in accordance with law in *The Bond Buyer* at least seven days before the date set for the sale of the Series 2011A Bonds, (2) to receive bids for the purchase of the Series 2011A Bonds up to such time as he shall hereafter determine and (3) following the receipt of such bids, to award the Series 2011A Bonds to the successful bidder therefor pursuant to the Sale Order.

The Director of Utilities is authorized to determine which of the Prior Bonds shall be refunded and the principal amount of the Bonds to be sold and to enter into a Bond Purchase Agreement with the Purchaser or the Underwriter, as the case may be, which shall be approved in the Sale Order. The Sale Order shall be executed by the Director of Utilities at the time of sale of the Bonds and shall set forth the number of the series of the Bonds to be issued and, with respect to each such series of the Bonds, the principal amount, principal maturities and dates, interest rates and interest payment dates, redemption provisions, if any, purchase price to be paid by the Purchaser or the Underwriter, and compensation to be paid to any placement agent for the Purchaser or to the Underwriter, as well as such other terms and provisions as the Director of Utilities determines to be necessary or appropriate in connection with the sale of the Bonds. The members of the Board of County Road Commissioners, the Director of Utilities and other appropriate County officials are authorized to do all things necessary to effectuate the sale, issuance, delivery, transfer and exchange of the Bonds in accordance with the provisions of this Resolution. In making the determination in the Sale Order with respect to principal maturities and dates, interest rates, purchase price of the Bonds and compensation to be paid to any placement agent or the Underwriter, the Director of Utilities shall be limited as follows:

- (a) The interest rate on any Bond shall not exceed 7% per annum.
- (b) The final maturity date of the Series 2011A Bonds shall not be later than March 1, 2031, and the final maturity date of the Series 2011B Bonds shall not be later than March 1, 2019.

(c) The present value of the savings (net of issuance costs) to be realized by the issuance of the Series 2011B Bonds shall be equal to or greater than 2% of the principal amount of the Refunded Bonds.

(d) The purchase price of the Bonds shall not be less than 98% of the principal amount thereof.

(e) The Underwriter's discount with respect to the Bonds or the compensation to be paid to any placement agent or the Underwriter shall not exceed 1% of the principal amount of the Bonds.

20. REPLACEMENT OF BONDS. Upon receipt by the County Agency of proof of ownership of an unmatured Bond, of satisfactory evidence that the Bond has been lost, apparently destroyed or wrongfully taken and of security or indemnity which complies with applicable law and is satisfactory to the County Agency, the County Agency may authorize the bond registrar and paying agent to deliver a new executed Bond to replace the Bond lost, apparently destroyed or wrongfully taken in compliance with applicable law. In the event an outstanding matured Bond is lost, apparently destroyed or wrongfully taken, the County Agency may authorize the bond registrar and paying agent to pay the Bond without presentation upon the receipt of the same documentation required for the delivery of a replacement Bond. The bond registrar and paying agent, for each new Bond delivered or paid without presentation as provided above, shall require the payment of expenses, including counsel fees, which may be incurred by the bond registrar and paying agent and the County in the premises. Any Bond delivered pursuant to the provisions of this Section 20 in lieu of any Bond lost, apparently destroyed or wrongfully taken shall be of the same form and tenor and be secured in the same manner as the Bond in substitution for which such Bond was delivered.

21. TAX COVENANT. The County covenants to comply with all requirements of the Code necessary to assure that the interest on the Bonds will be and will remain excludable from gross income for federal income tax purposes. The Board of County Road Commissioners, the Director of Utilities and other appropriate County officials are authorized to do all things

necessary to assure that the interest on the Bonds will be and will remain excludable from gross income for federal income tax purposes.

22. OFFICIAL STATEMENT. The Board of County Road Commissioners is authorized to cause the preparation of an official statement for the Bonds for the purpose of enabling compliance with Rule 15c2-12 issued under the Securities Exchange Act of 1934, as amended (the "Rule"), by the purchaser and shall do all other things necessary to enable compliance with the Rule by the purchaser. After the award of the Bonds, the County will provide copies of a "final official statement" (as defined in paragraph (e)(3) of the Rule) on a timely basis and in reasonable quantity as requested by the purchaser to enable the purchaser to comply with paragraph (b)(4) of the Rule and the rules of the Municipal Securities Rulemaking Board.

23. CONTINUING DISCLOSURE. The County Treasurer is hereby authorized to execute and deliver in the name and on behalf of the County (i) a certificate of the County to comply with the requirements for a continuing disclosure undertaking of the County pursuant to subsection (b)(5) of the Rule and (ii) amendments to such certificate from time to time in accordance with the terms of such certificate (the certificate and any amendments thereto are collectively referred to herein as the "Continuing Disclosure Certificate"). The County hereby covenants and agrees that it will comply with and carry out all of the provisions of the Continuing Disclosure Certificate. The remedies for any failure of the County to comply with and carry out the provisions of the Continuing Disclosure Certificate shall be as set forth therein.

24. BOND INSURANCE. The Director of Utilities is authorized and directed to take any actions that may be necessary or appropriate to purchase a policy or policies of municipal bond insurance with respect to the Bonds to the extent that the Director of Utilities determines in the Sale Order that the purchase of such municipal bond insurance is in the best interests of the County. If the Director of Utilities makes such a determination, the purchase of a policy or policies and the payment of premiums therefor and the execution by the Director of Utilities of any necessary commitments or other documents with respect thereto are hereby authorized.

25. CONFLICTING RESOLUTIONS. All resolutions and parts of resolutions insofar as they may be in conflict herewith are hereby rescinded.

YEAS: _____

NAYS: _____

ABSENT: _____

RESOLUTION DECLARED ADOPTED.

COUNTY OF OTTAWA

By: _____
Phillip Kuyers, Chairperson
Board of Commissioners

By: _____
Daniel C. Krueger, County Clerk

STATE OF MICHIGAN)
)ss
COUNTY OF OTTAWA)

I hereby certify that I am the County Clerk of the County of Ottawa, State of Michigan, and that the foregoing is a true and complete copy of a resolution duly adopted by the Board of Commissioners of said County at a regular meeting held on _____, 2011, the original of which resolution is on file in my office. I further certify that notice of said meeting was given in accordance with the provisions of the open meetings act.

Daniel C. Krueger, County Clerk