

**Agenda**  
**Finance and Administration Committee**  
**West Olive Administration Building**  
**12220 Fillmore, West Olive, MI 49460**  
**Tuesday, March 20, 2012**  
**9:30 a.m.**

**Consent Items:**

1. Approval of the Agenda
2. [Approval of Minutes from the February 21, 2012 Finance and Administration Committee Meeting.](#)

**Action Items:**

3. [Monthly Budget Adjustments](#)  
Suggested Motion:  
To approve and forward to the Board of Commissioners 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 February 2012.
4. [Budget Adjustments Greater than \\$50,000](#)  
Suggested Motion:  
To approve budget adjustment numbers 109, 110, 111, 134, and 135.
5. [Statement of Review](#)  
Suggested Motion:  
To approve the Statement of Review for the month of February 2012.
6. [IT Assessment and County Technology Plan](#)  
Suggested Motion:  
To approve and forward to the Board of Commissioners the proposal to contract with Plante and Moran, PLLC to conduct an IT Assessment and County Technology Plan at a cost of \$91,350. Funds to come from the IT Retained Earnings account.
7. [Purchase of MERS \(Michigan Municipal Employees Retirement System\) Military Service Credits for Scott Ippel](#)  
Suggested Motion:  
To approve and forward to the Board of Commissioners the purchase of two (2) years of military service credits for Scott Ippel (Deputy, Ottawa County Sheriff's Office).  
  
County Cost:     \$18,360.00  
Employee Cost: \$18,360.00  
Total cost:       \$36,720.00
8. [Public Health Personnel Request to Increase an Environmental Health Clerk from a .6 FTE to One \(1\) FTE](#)  
Suggested Motion:  
To approve and forward to the Board of Commissioners the request from Public Health to increase an Environmental Health Clerk from a .6 FTE to One (1) FTE (Group T, Paygrade 6) at a cost of \$17,653.00. Funding to come from Onsite Services and the Food Program.

9. [Public Health Personnel Request to Create One \(1\) Environmental Health Technician](#)  
Suggested Motion:  
To approve and forward to the Board of Commissioners the request from Public Health to create One (1) FTE Environmental Health Technician (Group T, Paygrade 9) at a cost of \$59,811.00. Funding to come from the Waste Program and the Food Program.
10. [Public Health Personnel Request to Increase an Environmental Health Specialist from a .6 FTE to One \(1\) FTE](#)  
Suggested Motion:  
To approve and forward to the Board of Commissioners the request from Public Health to increase an Environmental Health Specialist from a .6 FTE to One (1) FTE (Group T, Paygrade 14) at a cost of \$30,853. Funding to come from Onsite Services and the Food Program.
11. [Community Mental Health Personnel Requests to Restructure the CMHOC Clinical Management Team](#)  
Suggested Motion:  
To approve and forward to the Board of Commissioners the request from Community Mental Health to restructure the CMHOC Management Team at a cost of \$87,893.00. Funding to come from Medicaid Funds.
12. [Purchase of Furniture for the Grand Haven Courthouse Learning Center](#)  
Suggested Motion:  
To approve and forward to the Board of Commissioners the purchase of furniture for the Grand Haven Courthouse Learning Center at a cost of \$23,477.00. Funding to come from Public Improvement Fund.

**Discussion Items:**

13. [Treasurer's Financial Month End Update for February 2012](#)

**Adjournment**

**Comments on the day's business are to be limited to three (3) minutes.**

**FINANCE AND ADMINISTRATION COMMITTEE**

**Proposed Minutes**

DATE: February 21, 2012

TIME: 9:30 a.m.

PLACE: Fillmore Street Complex

PRESENT: Dennis Swartout, Joseph Baumann, Robert Karsten, Donald Disselkoen

ABSENT: Roger Rycenga

STAFF & GUESTS: Alan Vanderberg, Administrator; Keith VanBeek, Assistant Administrator; Sherri Sayles, Deputy Clerk; Kevin Bowling, Circuit Court Administrator; Dr. Michael Brashears, CMH Director; Sherry VanBemmelen, FOC; Bob Spaman, Fiscal Services Director; Marcie VerBeek, Human Resources; Greg Rappleye, Corporate Counsel

**SUBJECT: CONSENT ITEMS**

FC 12-012 Motion: To approve the agenda of today as presented and to approve the minutes of the January 17, 2012 meeting as presented.  
Moved by: Disselkoen UNANIMOUS

**SUBJECT: MONTHLY BUDGET ADJUSTMENTS**

FC 12-013 Motion: To approve and forward to the Board of Commissioners 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 January 2012.  
Moved by: Disselkoen UNANIMOUS

**SUBJECT: BUDGET ADJUSTMENTS GREATER THAN \$50,000**

FC 12-014 Motion: To approve budget adjustment numbers 46, 47, 48, 49 and 76.  
Moved by: Baumann UNANIMOUS

**SUBJECT: STATEMENT OF REVIEW FOR JANUARY**

FC 12-015 Motion: To approve the Statement of Review for the month of January 2012.  
Moved by: Karsten UNANIMOUS

SUBJECT: GOVERNMENT FINANCE OFFICERS  
ASSOCIATION CERTIFICATE FOR  
EXCELLENCE IN FINANCIAL REPORTING

FC 12-016 Motion: To receive and forward to the Board of Commissioners the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the County of Ottawa's December 31, 2010 Comprehensive Annual Financial Report.  
Moved by: Karsten UNANIMOUS

SUBJECT: COMMUNITY MENTAL HEALTH PERSONNEL  
REQUESTS

FC 12-017 Motion: To approve and forward to the Board of Commissioners the following requests to create:

- One (1) FTE Mental Health Clinician – CBOT (Group T, Paygrade 15) at a cost of \$41,408.00.
- One (1) FTE Mental Health Specialist (Group T, Paygrade 13) to one (1) FTE Mental Health Clinician – MDT2 (Group T, Paygrade 15) at a cost of \$3,883.00.
- One (1) FTE Mental Health Nurse (Group T, Paygrade 14) at a cost of \$39,382.00.
- One (1) FTE Peer Specialist (Group T, Paygrade 07) at a cost of \$28,209.00.
- One (1) FTE Staff Psychiatrist (Unclassified, Paygrade 19) at a cost of \$61,095.00.
- One (1) FTE Team Supervisor – MDT (Unclassified, Paygrade 06) at a cost of \$48,961.00.
- Three (3) Temporary Unbenefitted Records Processing Clerk I positions at a cost of \$20,760.00.

Funding to come from Medicaid funds.

Moved by: Disselkoen

UNANIMOUS

SUBJECT: PERSONNEL REQUEST FROM 20<sup>TH</sup>  
CIRCUIT COURT TO RECLASSIFY A .8  
FTE LEGAL SELF-HELP CENTER

DIRECTOR TO 1 FTE LEGAL SELF-HELP  
CENTER DIRECTOR

FC 12-018 Motion: To approve and forward to the Board of Commissioners the request from the 20<sup>th</sup> Circuit Court, Friend of the Court, to reclassify a .8 FTE (Unclassified Paygrade 05) to a 1 FTE (Unclassified Paygrade 12) Legal Self-Help Center Director at the cost of \$31,164.00. Funding to come from existing grants. The sunset status of the position would continue and extend to the full FTE.

Moved by: Baumann

UNANIMOUS

SUBJECT: TO REINSTATE THE TUITION  
REIMBURSEMENT PROGRAM EFFECTIVE  
AUGUST 2012

FC 12-019 Motion: To approve and forward to the Board of Commissioners the request to reinstate the Tuition Reimbursement Program (HR Policy 13), effective August 2012.

Moved by: Karsten

UNANIMOUS

SUBJECT: PARTICIPATION IN THE HOLLAND-ZEELAND  
SERVICE SHARING INITIATIVE AND RELATED  
COST SHARE

FC 12-020 Motion: To approve and forward to the Board of Commissioners the Resolution approving participation the Holland-Zeeland Service Sharing Initiative and related cost share of the Economic Vitality Incentive Program (EVIP) grant at a total cost of \$10,438.54.

Moved by: Baumann

UNANIMOUS

SUBJECT: DISCUSSION ITEMS

1. Treasurer's Financial Month End Update for January 2012 – The report was submitted in the committee packet.
2. Health Insurance for Commissioners – Keith VanBeek outlined the issues and two options for the Board to consider regarding health insurance for the Commissioners. The Commissioners can retain health insurance coverage as is or eliminate health insurance coverage. Keith reported the Officers' Compensation Commission is waiting for the Board to take action. The Compensation Commission's first meeting is scheduled for Thursday, February 23<sup>rd</sup>. Mr. Swartout requested Administration to list this as a discussion item at next week's Board Meeting.

**SUBJECT: ADJOURNMENT**

The meeting adjourned at 11:00 a.m.

# Action Request



**Committee:** Finance and Administration Committee

**Meeting Date:** 3/20/2012

**Requesting Department:** Fiscal Services

**Submitted By:** Bob Spaman

**Agenda Item:** Monthly Budget Adjustments

## SUGGESTED MOTION:

To approve and forward to the Board of Commissioners 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 February 2012.

## SUMMARY OF REQUEST:

Approve budget adjustments processed during the month for appropriation changes and line item adjustments.

Mandated action required by PA 621 of 1978, the Uniform Budget and Accounting Act.

Compliance with the Ottawa County Operating Budget Policy.

## 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: 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:

Committee/Governing/Advisory Board Approval Date:

County of Ottawa  
Fiscal Services Department  
Changes to Total Appropriations and Adjustments  
Budget Adjustments From Date: 2/01/2012 Thru 2/29/2012

Adjustment Number	G/L Date	Fund	Dept	Sub Dept	Account Number	Account Name	Adjustment Amount
<u>ADJ BY ADDL STATE REV</u>							
BA 100	2/27/2012	2741	7430		5610.0000	State Of Mich - Welfare	1,618.00-
BA 100	2/27/2012	2741	7463		8080.0000	Service Contracts	485.00
BA 100	2/27/2012	2741	7464		8080.0000	Service Contracts	1,133.00
<u>ADJ BY ADDL STATE REV</u>							
BA 101	2/27/2012	2742	7430		5610.0030	II A Revenue	7,842.00-
BA 101	2/27/2012	2742	7433	2320	8080.0000	Service Contracts	7,842.00
<u>ADJ FOR STATE INCREAS</u>							
BA 102	2/27/2012	2743	7431	0024	5610.0000	State Of Mich - Welfare	2,285.00-
BA 102	2/27/2012	2743	7431	0024	7390.0000	Operational Supplies	229.00
BA 102	2/27/2012	2743	7433	0024	8440.0050	Administration-Sub Agents	2,056.00
<u>ADJ BY ADDL STATE REV</u>							
BA 103	2/27/2012	2743	7430		5610.0090	Title III Revenue	8,670.00-
BA 103	2/27/2012	2743	7433	2320	8080.0000	Service Contracts	8,670.00
<u>ADJ TO ANTICIPD REV</u>							
BA 105	2/27/2012	2744	7484		5610.0000	State Of Mich - Welfare	11,000.00
BA 105	2/27/2012	2744	7484		7040.0000	Salaries - Regular	6,193.00-
BA 105	2/27/2012	2744	7484		7150.0000	Social Security	479.00-
BA 105	2/27/2012	2744	7484		7160.0000	Hospitalization	1,497.00-
BA 105	2/27/2012	2744	7484		7160.0020	OPEB - Health Care	102.00-
BA 105	2/27/2012	2744	7484		7170.0000	Life Insurance	13.00-
BA 105	2/27/2012	2744	7484		7180.0000	Retirement & Sick Leave	576.00-
BA 105	2/27/2012	2744	7484		7180.0010	457 Plan Contribution	90.00-
BA 105	2/27/2012	2744	7484		7190.0000	Dental Insurance	87.00-
BA 105	2/27/2012	2744	7484		7200.0000	Worker'S Compensation	1.00-
BA 105	2/27/2012	2744	7484		7210.0000	Longevity	66.00-
BA 105	2/27/2012	2744	7484		7220.0000	Unemployment	5.00-
BA 105	2/27/2012	2744	7484		7230.0000	Optical Insurance	20.00-
BA 105	2/27/2012	2744	7484		7240.0000	Disability Insurance	27.00-
BA 105	2/27/2012	2744	7484		7270.0000	Office Supplies	85.00-
BA 105	2/27/2012	2744	7484		7280.0000	Printing & Binding	92.00-
BA 105	2/27/2012	2744	7484		7300.0000	Postage	122.00-
BA 105	2/27/2012	2744	7484		7300.0000	Memberships & Dues	42.00-
BA 105	2/27/2012	2744	7484		8300.0000	Data Processing Services	751.00-
BA 105	2/27/2012	2744	7484		8310.0020	Telephone	84.00-
BA 105	2/27/2012	2744	7484		8500.0000	Conferences & Othr Travel	186.00-
BA 105	2/27/2012	2744	7484		8610.0000		



County of Ottawa  
Fiscal Services Department  
Changes to Total Appropriations and Adjustments  
Budget Adjustments From Date: 2/01/2012 Thru 2/29/2012

Adjustment Number	G/L Date	Fund	Dept	Sub Dept	Account Number	Account Name	Adjustment Amount
<u>ADJ TO ANTICIPATED REV</u>							
BA 105	2/27/2012	2744	7484		9100.0000	Insurance & Bonds	217.00-
BA 105	2/27/2012	2744	7484		9310.0000	Equipment Repair	1.00-
BA 105	2/27/2012	2744	7484		9390.0000	Building Rental	254.00-
BA 105	2/27/2012	2744	7484		9400.0000	Equipment Rental	10.00-
<u>ADJ FOR STATE DEBLGT</u>							
BA 106	2/27/2012	2748	7431	0003	5610.0100	Most-Allegan DSS Revenue	2,137.00
BA 106	2/27/2012	2748	7431	0003	9390.0000	Building Rental	257.00-
BA 106	2/27/2012	2748	7433	0007	8440.0050	Administration-Sub Agents	1,880.00-
<u>CYOVN UNSPNT 2011 BAL</u>							
BA 46	2/22/2012	2081	7510		5050.0000	Fed. Grants-Public Safety	846,800.00-
BA 46	2/22/2012	2081	7510		5660.0000	St Of MI - Culture & Rec.	424,386.00-
BA 46	2/22/2012	2081	7510		7280.0000	Printing & Binding	3,600.00
BA 46	2/22/2012	2081	7510		7290.0000	Other Supplies	543.00
BA 46	2/22/2012	2081	7510		8080.0000	Service Contracts	8,000.00
BA 46	2/22/2012	2081	7510		9370.0000	Building Repairs	26,500.00
BA 46	2/22/2012	2081	7510		9580.0010	Special Assessments	457.00
BA 46	2/22/2012	2081	7510		9710.0000	Land	93,121.00
<u>2011 PROJ NOT COMPLETD</u>							
BA 47	2/22/2012	2081	7510		9740.0000	Land Improvements	335,187.00
BA 47	2/22/2012	2081	7510		9740.0250	Connor Bayou Improvements	428,575.00
BA 47	2/22/2012	2081	7510		9740.0260	Bur Oak Improvements	65,000.00
BA 47	2/22/2012	2081	7510		9740.0280	Tunnel Park Playgrid Renov	50,000.00
BA 47	2/22/2012	2081	7510		9740.0290	Grand River Park Access	100,000.00
BA 47	2/22/2012	2081	7510		9740.0300	Olive Shores Improvements	390,828.00
BA 47	2/22/2012	2081	7510		9740.0310	Holland Country Club Rest	651,056.00
BA 47	2/22/2012	2081	7510		9750.0000	Building & Improvements	45,870.00
<u>BDG FOR ROBINSN TOWER</u>							
BA 48	2/22/2012	2450	5990		9750.0000	Building & Improvements	175,000.00
<u>ADJ BDG WITHIN CST_CTR</u>							
BA 49	2/22/2012	2748	7433	0041	8080.0000	Service Contracts	79,080.00-
BA 49	2/22/2012	2748	7433	0041	9390.0060	Building Rental-Homeless	79,080.00

Adjustment Number	G/L Date	Fund	Dept	Sub Dept	Account Number	Account Name	Adjustment Amount
<u>MNPWR FOR BILNG BKLOG</u>							
BA 65	2/07/2012	2210	6012		8210.0060	Outside Temporary Service	11,000.00
BA 65	2/07/2012	2210	6044		5170.0030	Medicaid - Cost Settlement	11,000.00-
<u>PTHWAYS WILL PAY INV</u>							
BA 66	2/07/2012	2210	6048		6710.0000	Other Revenue	500.00-
BA 66	2/07/2012	2210	6048		8210.0000	Contractual - Other	500.00
<u>NETSMART INVOICE</u>							
BA 68	2/07/2012	2220	6491	1240	8080.0000	Service Contracts	200.00
BA 68	2/07/2012	2220	6491	5522	8080.0000	Service Contracts	1,300.00
BA 68	2/07/2012	2220	6495	5020	6710.0000	Other Revenue	1,500.00-
<u>2012_PGMN_POSN_CNTRCT</u>							
BA 76	2/22/2012	6360	2580		7040.0000	Salaries - Regular	67,465.00-
BA 76	2/22/2012	6360	2580		7150.0000	Social Security	5,224.00-
BA 76	2/22/2012	6360	2580		7160.0000	Hospitalization	10,805.00-
BA 76	2/22/2012	6360	2580		7160.0020	OPBB - Health Care	242.00-
BA 76	2/22/2012	6360	2580		7170.0000	Life Insurance	203.00-
BA 76	2/22/2012	6360	2580		7180.0000	Retirement & Sick Leave	10,962.00-
BA 76	2/22/2012	6360	2580		7190.0000	Dental Insurance	730.00-
BA 76	2/22/2012	6360	2580		7200.0000	Worker'S Compensation	16.00-
BA 76	2/22/2012	6360	2580		7210.0000	Longevity	808.00-
BA 76	2/22/2012	6360	2580		7220.0000	Unemployment	512.00-
BA 76	2/22/2012	6360	2580		7230.0000	Optical Insurance	108.00-
BA 76	2/22/2012	6360	2580		7240.0000	Disability Insurance	185.00-
BA 76	2/22/2012	6360	2580		8010.0000	Consultants	97,260.00
<u>DECRSE BY DEOBLICATN</u>							
BA 83	2/15/2012	2749	7450	0006	5610.0000	State Of Mich - Welfare	2,135.00
BA 83	2/15/2012	2749	7450	0006	7390.0000	Operational Supplies	45.00-
BA 83	2/15/2012	2749	7452	0006	8440.0010	Training-Tuition Payments	2,090.00-
<u>ESTMT_BSD_ON_PRIOR_YR</u>							
BA 84	2/15/2012	2941	6840		5610.0000	State Of Mich - Welfare	30,000.00-
BA 84	2/15/2012	2941	6840		9660.0000	Project Costs	30,000.00

Adjustment Number	G/L Date	Fund	Dept	Sub Dept	Account Number	Account Name	Adjustment Amount
<u>ADJ BDG TO AVAIL DLRS</u>							
<u>ADJ BDG TO AVAIL DLRS</u>							
BA 92	2/16/2012	2890	7297		5730.0000	St Of MI-Energy Coordin.	2,218.00
BA 92	2/16/2012	2890	7297		7160.0020	OPEB - Health Care	34.00-
BA 92	2/16/2012	2890	7297		7170.0000	Life Insurance	41.00-
BA 92	2/16/2012	2890	7297		7180.0010	457 Plan Contribution	284.00-
BA 92	2/16/2012	2890	7297		7190.0000	Dental Insurance	145.00-
BA 92	2/16/2012	2890	7297		7200.0000	Worker'S Compensation	20.00-
BA 92	2/16/2012	2890	7297		7220.0000	Unemployment	24.00-
BA 92	2/16/2012	2890	7297		7230.0000	Optical Insurance	66.00-
BA 92	2/16/2012	2890	7297		7240.0000	Disability Insurance	65.00-
BA 92	2/16/2012	2890	7297		7270.0000	Office Supplies	306.00-
BA 92	2/16/2012	2890	7297		7280.0000	Printing & Binding	242.00-
BA 92	2/16/2012	2890	7297		7300.0000	Postage	376.00-
BA 92	2/16/2012	2890	7297		8080.0000	Service Contracts	137.00-
BA 92	2/16/2012	2890	7297		8500.0000	Telephone	350.00-
BA 92	2/16/2012	2890	7297		8600.0000	Travel - Mileage	105.00-
BA 92	2/16/2012	2890	7297		8610.0000	Conferences & Othr Travel	10.00-
BA 92	2/16/2012	2890	7297		9400.0000	Equipment Rental	13.00-
<u>MNCPL_CNSELT SVC BILLING</u>							
BA 95	2/27/2012	1010	1010		8080.0000	Service Contracts	2,220.00
<u>NETSMART INVOICE</u>							
BA 97	2/27/2012	2220	6491	1240	8080.0000	Service Contracts	1,151.00
BA 97	2/27/2012	2220	6491	1357	8080.0000	Service Contracts	735.00
BA 97	2/27/2012	2220	6491	5510	8080.0000	Service Contracts	1,550.00
BA 97	2/27/2012	2220	6491	5522	8080.0000	Service Contracts	180.00
BA 97	2/27/2012	2220	6493	3247	8080.0000	Service Contracts	4.00
BA 97	2/27/2012	2220	6493	3253	8080.0000	Service Contracts	100.00
BA 97	2/27/2012	2220	6495	5020	6710.0000	Other Revenue	3,720.00-
<u>ADJ ADLT_YTH,DW_ALLOC</u>							
BA 98	2/27/2012	2740	7430		5610.0020	Cost Pool Revenue	2,013.00-
BA 98	2/27/2012	2740	7431	1120	8600.0000	Travel - Mileage	2,013.00

# Action Request



**Committee:** Finance and Administration Committee

**Meeting Date:** 3/20/2012

**Requesting Department:** Fiscal Services

**Submitted By:** Bob Spaman

**Agenda Item:** Budget Adjustments Greater than \$50,000

## SUGGESTED MOTION:

To approve budget adjustment numbers 109, 110, 111, 134, and 135.

## SUMMARY OF REQUEST:

Approve budget adjustments processed during the month for appropriation changes and line item adjustments.

Mandated action required by PA 621 of 1978, the Uniform Budget and Accounting Act.

Compliance with the Ottawa County Operating Budget Policy.

## 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: 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:

Committee/Governing/Advisory Board Approval Date:

### Budget Adjustments Over \$50,000

<b>BA Number</b>	<b>Fund</b>	<b>Department</b>	<b>Explanation</b>	<b>Adjustment</b>
109	6/30 Grant Program	Advanced Energy Skills	To adjust budget carry forward from previous year.	\$ 54,671
110	General	Transit Study	Establish budget for MDOT Transit Study	\$ 80,034
111	Mental Health	Various	Netsmart expenses for fiscal year 2012.	\$ 80,743
134	General	Legal Self Help Center	Establish 2012 Budget	\$ 50,676
135	General	Commissioners	County share of service sharing initiative membership fee for a collaborative venture with the Macatawa Area Coordinating Council (MACC).	\$ 10,439

# Action Request



**Committee:** Finance and Administration Committee

**Meeting Date:** 3/20/2012

**Requesting Department:** Fiscal Services

**Submitted By:** Bob Spaman

**Agenda Item:** Statement of Review

## SUGGESTED MOTION:

To approve the Statement of Review for the month of February 2012.

## SUMMARY OF REQUEST:

Per Diem and mileage payments to Commissioners per the Officers Compensation Commission

## 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: 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:

Committee/Governing/Advisory Board Approval Date:

STATEMENT OF REVIEW FOR THE MONTH OF: February

Baumann	<u>  /  </u>
DeJong	<u>  /  </u>
Disselkoen	<u>  /  </u>
Holtrop	<u>  /  </u>
Holtvluwer	<u>  /  </u>
Karsten	<u>  /  </u>
Kuyers	<u>  /  </u>
Ruiter	<u>  /  </u>
Rycenga	<u>  /  </u>
Swartout	<u>  /  </u>
Visser	<u>  /  </u>

**Board of Commissioners  
Per Diem and Mileage Voucher**

Commissioner: **Joseph Baumann** For the month beginning February 01, 2012  
 Status: **Submitted to Fiscal Services**

Date	Time	Purpose	Mileage	Per Diem
02/13/2012	01:30 PM - 02:00 PM	Human Resources Committee	26.0	\$40.00
02/14/2012	08:00 AM - 01:00 PM	Board of Commissioners Work Session	16.0	\$70.00
-	01:30 PM - 02:45 PM	Board of Commissioners Meeting	16.0	-
02/21/2012	09:30 AM - 11:00 AM	Finance & Administration Committee	26.0	\$40.00
02/27/2012	12:00 PM - 01:30 PM	Macatawa Area Coordinating Council Policy Board	27.0	\$40.00
02/28/2012	01:30 PM - 02:45 PM	Board of Commissioners Meeting	26.0	\$40.00
-	-	-	-	-
			<b>Total Per Diem:</b>	\$230.00
			<b>Total Mileage:</b>	137.0 \$76.04
			<b>Total Voucher:</b>	\$306.04

03/09/2012

1010 - 1010

Revision History

Created by Joseph Baumann on 02/14/2012 10:44:28 PM  
 Modified by Joseph Baumann on 02/21/2012 10:02:34 PM  
 Modified by Joseph Baumann on 02/27/2012 09:17:36 PM  
 Modified by Joseph Baumann on 02/27/2012 09:25:07 PM  
 Modified by Joseph Baumann on 02/28/2012 08:59:10 PM  
 Modified by Elizabeth Lyyski on 03/09/2012 10:59:44 AM



**Board of Commissioners  
Per Diem and Mileage Voucher**

Commissioner: **Greg DeJong** For the month beginning February 01, 2012  
 Status: **Submitted to Fiscal Services**

Date	Time	Purpose	Mileage	Per Diem
02/08/2012	08:30 AM - 09:55 AM	Health & Human Services Committee	32.0	\$40.00
02/14/2012	08:00 AM - 12:21 PM	Board of Commissioners Work Session	38.0	\$40.00
-	01:30 PM - 02:34 PM	Board of Commissioners Meeting	.0	\$30.00
02/28/2012	01:30 PM - 02:28 PM	Board of Commissioners Meeting	32.0	\$40.00
-	-	-	-	-
<b>Total Per Diem:</b>				\$150.00
<b>Total Mileage:</b>			102.0	\$56.61
<b>Total Voucher:</b>				\$206.61

03/09/2012

Revision History

Created by Elizabeth Lyyski on 03/09/2012 10:59:58 AM

1010-1010

**Board of Commissioners  
Per Diem and Mileage Voucher**

Commissioner: **Donald Disselkoen** For the month beginning February 01, 2012  
Status: **Submitted to Fiscal Services**

Date	Time	Purpose	Mileage	Per Diem
02/03/2012	09:00 AM - 11:00 AM	Lakeshore Coordinating Council	23.0	\$40.00
02/07/2012	01:45 PM - 04:15 PM	Personnel Interview Committee	23.0	\$40.00
02/10/2012	09:30 AM - 11:30 AM	West Michigan Regional Planning Commission (Region 8 Planning Commission)	58.0	\$40.00
-	-	-	-	-
02/13/2012	01:30 PM - 01:50 PM	Human Resources Committee	23.0	\$40.00
02/14/2012	08:00 AM - 12:21 PM	Board of Commissioners Work Session	29.0	\$40.00
-	01:30 PM - 02:34 PM	Board of Commissioners Meeting	.0	\$30.00
02/20/2012	11:00 AM - 12:00 PM	Lakeshore Coordinating Council	46.0	\$40.00
02/21/2012	09:30 AM - 11:00 AM	Finance & Administration Committee	23.0	\$40.00
02/24/2012	10:00 AM - 12:00 PM	Michigan Association of Counties - Steering	172.0	\$70.00
02/27/2012	03:00 PM - 04:30 PM	Community Mental Health Board	6.0	\$40.00
02/28/2012	10:00 AM - 12:25 PM	MDOT Asset Management Council	.0	\$70.00
-	01:30 PM - 02:28 PM	Board of Commissioners Meeting	23.0	-
02/29/2012	02:00 PM - 04:00 PM	Personnel Interview Committee	23.0	\$40.00
-	-	-	-	-
<b>Total Per Diem:</b>				<b>\$530.00</b>
<b>Total Mileage:</b>			<b>449.0</b>	<b>\$249.20</b>
<b>Total Voucher:</b>				<b>\$779.20</b>

03/09/2012

Revision History

Created by Elizabeth Lyyski on 03/09/2012 11:04:47 AM  
Modified by Elizabeth Lyyski on 03/09/2012 11:41:02 AM  
Modified by Elizabeth Lyyski on 03/09/2012 11:41:33 AM  
Modified by Elizabeth Lyyski on 03/09/2012 11:43:52 AM

Per diem

2220-6495-5020 \$20  
- 5029 20  
1010-1010 490  

---

\$530

Mileage

3mi =  $\sqrt{1.67}$   
3mi = 1.67  
443mi = 245.86  

---

\$249.20

**Board of Commissioners  
Per Diem and Mileage Voucher**

Commissioner: **James Holtrop** For the month beginning February 01, 2012  
Status: **Submitted to Fiscal Services**

Date	Time	Purpose	Mileage	Per Diem
02/02/2012	08:30 AM - 09:30 AM	Grand Valley Metro Council	28.0	\$40.00
02/07/2012	01:45 PM - 04:15 PM	Personnel Interview Committee	37.0	\$40.00
02/08/2012	08:30 AM - 09:55 AM	Health & Human Services Committee	37.0	\$40.00
02/14/2012	08:00 AM - 12:21 PM	Board of Commissioners Work Session	43.0	\$40.00
-	01:30 PM - 02:34 PM	Board of Commissioners Meeting	.0	\$30.00
02/28/2012	01:30 PM - 02:28 PM	Board of Commissioners Meeting	37.0	\$40.00
02/29/2012	02:00 PM - 03:30 PM	Personnel Interview Committee	37.0	\$40.00
-	-	-	-	-
<b>Total Per Diem:</b>				\$270.00
<b>Total Mileage:</b>			219.0	\$121.55
<b>Total Voucher:</b>				\$391.55

03/09/2012

Revision History

Created by James Holtrop on 02/02/2012 10:40:03 AM  
Modified by James Holtrop on 02/07/2012 06:58:05 PM  
Modified by James Holtrop on 02/29/2012 05:17:32 PM  
Modified by Elizabeth Lyyski on 03/09/2012 11:22:11 AM

1010-1010

**Board of Commissioners  
Per Diem and Mileage Voucher**

Commissioner: **James Holtvluwer** For the month beginning February 01, 2012  
Status: **Submitted to Fiscal Services**

Date	Time	Purpose	Mileage	Per Diem
02/13/2012	03:30 PM - 04:15 PM	CMH Board Program Planning and Quality Improvement Committee	40.0	\$40.00
02/14/2012	08:00 AM - 12:21 PM	Board of Commissioners Work Session	38.0	\$40.00
-	01:30 PM - 02:34 PM	Board of Commissioners Meeting	.0	\$30.00
02/24/2012	10:00 AM - 12:00 PM	Michigan Association of Counties - Steering	160.0	\$70.00
02/27/2012	03:00 PM - 04:45 PM	Community Mental Health Board	57.0	\$40.00
02/28/2012	01:30 PM - 02:28 PM	Board of Commissioners Meeting	32.0	\$40.00
-	-	-	-	-
<b>Total Per Diem:</b>				\$260.00
<b>Total Mileage:</b>			327.0	\$181.49
<b>Total Voucher:</b>				\$441.49

03/09/2012

Revision History

Created by James Holtvluwer on 02/13/2012 05:32:44 PM  
Modified by James Holtvluwer on 02/24/2012 04:01:10 PM  
Modified by James Holtvluwer on 02/29/2012 11:25:47 AM  
Modified by Elizabeth Lyyski on 03/09/2012 11:24:07 AM  
Modified by Elizabeth Lyyski on 03/09/2012 11:42:05 AM

<p><i>Per diem</i></p> <p>2220-6495-5020 \$40</p> <p style="padding-left: 100px;">- 5029 40</p> <p>1010-1010 180</p> <hr style="width: 100px; margin-left: auto; margin-right: 0;"/> <p style="text-align: right;">\$260</p>	<p><i>Mileage</i></p> <p>48.5 mi = \$26.92</p> <p>48.5 mi = 26.92</p> <p>230 mi = 127.65</p> <hr style="width: 100px; margin-left: auto; margin-right: 0;"/> <p style="text-align: right;">\$181.49</p>
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**Board of Commissioners  
Per Diem and Mileage Voucher**

Commissioner: **Robert Karsten** For the month beginning February 01, 2012  
Status: **Submitted to Fiscal Services**

Date	Time	Purpose	Mileage	Per Diem
02/03/2012	09:00 AM - 11:00 AM	Lakeshore Coordinating Council	30.0	\$40.00
02/08/2012	08:30 AM - 09:55 AM	Health & Human Services Committee	24.0	\$40.00
02/14/2012	08:00 AM - 12:21 PM	Board of Commissioners Work Session	30.0	\$40.00
-	01:30 PM - 02:34 PM	Board of Commissioners Meeting	.0	\$30.00
02/21/2012	09:30 AM - 11:00 AM	Finance & Administration Committee	24.0	\$40.00
02/27/2012	03:00 PM - 04:30 PM	Community Mental Health Board	6.0	\$40.00
02/28/2012	01:30 PM - 02:28 PM	Board of Commissioners Meeting	24.0	\$40.00
-	-	-	-	-
<b>Total Per Diem:</b>				\$270.00
<b>Total Mileage:</b>			138.0	\$76.59
<b>Total Voucher:</b>				\$346.59

03/09/2012

Revision History

Created by Robert Karsten on 02/03/2012 12:43:24 PM  
Modified by Robert Karsten on 02/29/2012 09:37:30 PM  
Modified by Elizabeth Lyyski on 03/09/2012 11:26:53 AM

<p style="text-align: center;"><i>Per diem</i></p> <p>2220-6495-5020 \$20          - 5029 20          1010-1010 230  <hr style="width: 100%;"/>         \$ 270</p>	<p style="text-align: center;"><i>Mileage</i></p> <p>3mi = \$1.67          3mi = 1.67          132mi = 73.25  <hr style="width: 100%;"/>         \$ 76.59</p>
--	---

**Board of Commissioners  
Per Diem and Mileage Voucher**

Commissioner: **Philip Kuyers** For the month beginning February 01, 2012  
Status: **Submitted to Fiscal Services**

Date	Time	Purpose	Mileage	Per Diem
02/01/2012	04:00 PM - 06:15 PM	Parks & Recreation Commission	2.0	\$40.00
02/14/2012	08:00 AM - 12:21 PM	Board of Commissioners Work Session	8.0	\$40.00
-	01:30 PM - 02:34 PM	Board of Commissioners Meeting	.0	\$30.00
02/15/2012	03:00 PM - 05:00 PM	Ottawa County Economic Development Office Board (Qtrly)	.0	\$40.00
02/28/2012	01:30 PM - 02:28 PM	Board of Commissioners Meeting	2.0	\$40.00
-	-	-	-	-
<b>Total Per Diem:</b>				\$190.00
<b>Total Mileage:</b>			12.0	\$6.66
<b>Total Voucher:</b>				\$196.66

03/09/2012

Revision History

Created by Phillip Kuyers on 02/06/2012 06:39:44 PM  
Modified by Phillip Kuyers on 02/15/2012 07:12:54 PM  
Modified by Elizabeth Lyyski on 03/09/2012 11:28:29 AM

Per diem  
2081 - 7510 \$40  
1010 - 1010 150  

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\$190

Mileage  
2mi = \$1.11  
10mi = 5.55  

---

\$6.66

**Board of Commissioners  
Per Diem and Mileage Voucher**

Commissioner: **Jane Ruiter** For the month beginning February 01, 2012  
Status: **Submitted to Fiscal Services**

Date	Time	Purpose	Mileage	Per Diem
02/09/2012	09:30 AM - 10:00 AM	Planning and Policy Committee	30.0	\$40.00
02/13/2012	01:30 PM - 02:00 PM	Human Resources Committee	30.0	\$40.00
02/14/2012	08:00 AM - 12:21 PM	Board of Commissioners Work Session	40.8	\$40.00
-	01:30 PM - 02:34 PM	Board of Commissioners Meeting	.0	\$30.00
02/28/2012	01:30 PM - 02:28 PM	Board of Commissioners Meeting	30.0	\$40.00
-	-	-	-	-
<b>Total Per Diem:</b>				\$190.00
<b>Total Mileage:</b>			130.8	\$72.59
<b>Total Voucher:</b>				\$262.59

03/09/2012

1010-1010

Revision History

Created by Jane Ruiter on 02/09/2012 08:47:34 PM  
Modified by Jane Ruiter on 02/14/2012 04:49:25 PM  
Modified by Jane Ruiter on 02/29/2012 10:07:58 AM  
Modified by Jane Ruiter on 02/29/2012 01:43:35 PM  
Modified by Elizabeth Lyyski on 03/09/2012 11:31:24 AM

**Board of Commissioners  
Per Diem and Mileage Voucher**

Commissioner: **Roger Rycenga** For the month beginning February 01, 2012  
Status: **Submitted to Fiscal Services**

Date	Time	Purpose	Mileage	Per Diem
02/13/2012	09:00 AM - 10:00 AM	Veterans' Affairs Committee	14.0	\$40.00
02/14/2012	08:00 AM - 12:30 PM	Board of Commissioners Work Session	20.0	\$40.00
-	01:30 PM - 03:00 PM	Board of Commissioners Meeting	.0	\$30.00
02/15/2012	03:00 PM - 04:45 PM	Ottawa County Economic Development Office Board (Qtrly)	5.0	\$40.00
-	-	-	-	-
			<b>Total Per Diem:</b>	\$150.00
			<b>Total Mileage:</b>	39.0 \$21.65
			<b>Total Voucher:</b>	\$171.65

03/09/2012

Revision History

Created by Roger Rycenga on 03/08/2012 03:41:07 PM  
Modified by Elizabeth Lyyski on 03/09/2012 11:31:59 AM

1010-1010



**Board of Commissioners  
Per Diem and Mileage Voucher**

Commissioner: **Dennis Swartout** For the month beginning February 01, 2012  
 Status: **Submitted to Fiscal Services**

Date	Time	Purpose	Mileage	Per Diem
02/09/2012	09:40 AM - 09:56 AM	Planning and Policy Committee	26.0	\$40.00
02/14/2012	08:00 AM - 12:21 PM	Board of Commissioners Work Session	32.0	\$40.00
-	01:30 PM - 02:34 PM	Board of Commissioners Meeting	.0	\$30.00
02/21/2012	09:30 AM - 11:00 AM	Finance & Administration Committee	26.0	\$40.00
02/28/2012	01:30 PM - 02:28 PM	Board of Commissioners Meeting	26.0	\$40.00
-	-	-	-	-
<b>Total Per Diem:</b>				\$190.00
<b>Total Mileage:</b>			110.0	\$61.05
<b>Total Voucher:</b>				\$251.05

03/09/2012

Revision History

Created by Elizabeth Lyyski on 03/09/2012 11:32:13 AM

1010-1010

**Board of Commissioners  
Per Diem and Mileage Voucher**

Commissioner: **Stu Visser** For the month beginning February 01, 2012  
 Status: **Submitted to Fiscal Services**

Date	Time	Purpose	Mileage	Per Diem
02/08/2012	08:30 AM - 10:00 AM	Health & Human Services Committee	28.0	\$40.00
02/09/2012	09:30 AM - 10:30 AM	Planning and Policy Committee	28.0	\$40.00
02/13/2012	09:00 AM - 10:00 AM	Veterans' Affairs Committee	28.0	\$40.00
02/14/2012	08:00 AM - 12:21 PM	Board of Commissioners Work Session	34.0	\$40.00
-	01:30 PM - 02:34 PM	Board of Commissioners Meeting	.0	\$30.00
02/28/2012	01:30 PM - 02:45 PM	Board of Commissioners Meeting	28.0	\$40.00
-	-	-	-	-
<b>Total Per Diem:</b>				\$230.00
<b>Total Mileage:</b>			146.0	\$81.03
<b>Total Voucher:</b>				\$311.03

03/09/2012

Revision History

Created by Stu Visser on 03/07/2012 09:24:36 PM  
 Modified by Elizabeth Lyyski on 03/09/2012 11:37:07 AM

1010 - 1010

# Action Request



**Committee:** Finance and Administration Committee

**Meeting Date:** 03/20/2012

**Requesting Department:** Technology Advisory Group

**Submitted By:** Dave Hulst

**Agenda Item:** IT Assessment and County Technology Plan

## SUGGESTED MOTION:

To approve and forward to the Board of Commissioners the proposal to contract with Plante and Moran, PLLC to conduct an IT Assessment and County Technology Plan at a cost of \$91,350. Funds to come from the IT Retained Earnings account.

## SUMMARY OF REQUEST:

In 2004, an independent assessment of the County IT Department—then known as Management Information Services (MIS)—was conducted. The 2004 assessment resulted in a number of recommended changes that have been successfully implemented resulting in significant progress in the use of technology and in the performance of the IT Department. Since the 2004 study, additional changes have occurred: reassigning the Telecommunications Administrator (1 FTE) and the Geographic Information Systems (GIS) Department (5 FTE's) from the County's Administrative Services Department to the IT Department, and expanding the Community Mental Health IT Team. With the changes, the responsibilities of IT have expanded to not only Telecomm, GIS and a greater role in CMH, but also to audiovisual support and Courtroom Technology.

With changes in economic conditions, technology and service delivery methods, and emerging trends, Ottawa County seeks to determine a vision for the future that is the foundation for IT investment and change. As was true with the independent assessment of 2004, the successful 2012 assessment will utilize the expertise of the consultant to sustain and build on the successes of the past seven years by evaluating the current state of IT and developing a plan and IT Model that will focus on delivering business solutions for the County.

## FINANCIAL INFORMATION:

Total Cost: \$91,350.00      General Fund Cost: \$0.00      Included in Budget:     Yes     No

If not included in budget, recommended funding source: 6360-3590.0000 IT Retained Earnings/Technology Fund

## ACTION IS RELATED TO AN ACTIVITY WHICH IS:

Mandated       Non-Mandated       New Activity

## ACTION IS RELATED TO STRATEGIC PLAN:

Goal: 4: To Continually Improve the County's Organization and Services.

Objective: 1: Review and evaluate the organization, contracts, programs, systems, and services for potential efficiencies. & 4: Examine opportunities for service-delivery with local units of government.

**ADMINISTRATION RECOMMENDATION:**     Recommended     Not Recommended     Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date:

# Proposal to Provide Information Technology Assessment and Strategic Technology Planning Services

Ottawa County, MI | RFP No. 12-01 | February 8, 2012

plante  
*m*  
moran

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**Plante & Moran, PLLC**  
 27400 Northwestern Highway  
 P.O. Box 307  
 Southfield, MI 48037-0307  
 Tel: 248.352.2500  
 Fax: 248.352.0018  
 plantemoran.com

**COUNTY OF OTTAWA  
 INFORMATION TECHNOLOGY ASSESSEMENT  
 AND TECHNOLOGY PLAN  
 RFP 12-01**

**Proposal Response Cover Sheet**

**ALL PROPOSALS MUST INCLUDE THIS COVER SHEET (OR THIS SHEET  
 REPRODUCED ON LETTERHEAD) AS A COVER SHEET OR PAGE 1 OF THE PROPOSAL**

TO: County of Ottawa  
 12220 Fillmore Street, Room 331  
 West Olive, MI 49460

FROM: Plante & Moran, PLLC  
 Company Name

[ ] an individual, [X ] a corporation, duly organized under the laws of the state of Michigan.

The undersigned, having carefully read and considered the Request for Proposal to provide and Information Technology Assessment and Technology Plan for the County, does hereby offer to perform such services on behalf of the County in the manner described and subject to the terms and conditions set forth in the attached proposal, including, by reference here, the County’s RFP document. Proposals must be signed by an official authorized to bind the provider to its provisions for at least a period of 90 days.

BY: \_\_\_\_\_  
 (Signature of authorized representative)

Adam Rujan, Partner  
 (Please Print Name and Title)

PRINCIPAL OFFICE ADDRESS:

Street Address 27400 Northwester Hwy. P.O. Box 307

City Southfield County Oakland

State Michigan Zip Code 48037-0307

Telephone 248-352-2500 Fax 248-233-8587

Email adam.rujan@plantemoran.com

Taxpayer Identification Number 381357951

**ATTACHMENT B**

**COUNTY OF OTTAWA  
 INFORMATION TECHNOLOGY ASSESSEMENT  
 AND TECHNOLOGY PLAN  
 RFP 12-01**

**PRICE SCHEDULE**

This schedule of prices and payment terms proposed, should be the second page of your proposal. This price proposal is the financial portion of your bid on this proposal.

Proposal pricing should be inclusive of all expenses related to the project. No additional allowance will be provided for expenses incurred by contractor in performing the duties of this project.

You may attach additional sheets for the detail. Please include hourly rates for staff members assigned to this project. In the summary include the following information:

Item	Services	Unit of Measure	Unit Price	Extended Price
1	Assessment	Hours: 222	\$225	\$49,950
2	Information Technology Plan	Hours: 184	\$225	\$41,400
3	Travel (included in hourly rate)	Not to Exceed:		
4	Lodging (included in hourly rate)	Not to Exceed:		
Other		As Stated		
<b>Grand Total:</b>		<b>Hours: 406</b>	<b>\$225</b>	<b>\$91,350</b>

**Payment Terms:**

- All travel and incidental expenses are included in our blended hourly rate

**COUNTY OF OTTAWA  
 INFORMATION TECHNOLOGY ASSESSEMENT  
 AND TECHNOLOGY PLAN  
 RFP 12-01**

**Vendor Reference Information**

Bidders Name: Plante & Moran, PLLC

PRINT CLEARLY

<b>Company Name:</b> Muskegon County, MI	<b>Contact Name:</b> Mr. Heath Kaplan; Director of Finance and Management Services
<b>Type of Supplies/Service(s) Provided:</b> IT Assessment	<b>Contact Phone Number:</b> 231-724-6397
<b>Date of Services:</b> January 2011 – May 2011	<b>Contact Address:</b> Central Services Building, 1st Floor 141 E. Apple Avenue, East Entrance Muskegon, MI 49442

<b>Company Name:</b> City of Fayetteville, AR	<b>Contact Name:</b> Mr. Paul Becker; Finance Director
<b>Type of Supplies/Service(s) Provided:</b> IT Assessment & Planning	<b>Contact Phone Number:</b> 479-575-8330
<b>Date of Services:</b> October 2010 – March 2011	<b>Contact Address:</b> 113 West Mountain Street Fayetteville, AR 72701

<b>Company Name:</b> City of Corpus Christi, TX	<b>Contact Name:</b> Mr. Michael Armstrong; CIO
<b>Type of Supplies/Service(s) Provided:</b> IT Sourcing Analysis	<b>Contact Phone Number:</b> 361-826-2489
<b>Date of Services:</b> March 2011 – Sept 2011	<b>Contact Address:</b> 1201 Leopard Street Corpus Christi, TX 78401

**ATTACHMENT D**



**COUNTY OF OTTAWA  
 INFORMATION TECHNOLOGY ASSESSEMENT  
 AND TECHNOLOGY PLAN  
 RFP 12-01  
 Vendor Reference Information**

Bidders Name: Plante & Moran, PLLC

PRINT CLEARLY

<b>Company Name:</b> City of Alexandria, VA	<b>Contact Name:</b> Mr. Tom Gates; Assistant City Manager
<b>Type of Supplies/Service(s) Provided:</b> IT Assessment	<b>Contact Phone Number:</b> 703-727-9701
<b>Date of Services:</b> Oct 2009 – Mar 2010	<b>Contact Address:</b> 301 King Street Alexandria, VA 22314

<b>Company Name:</b> Gwinnett County, GA	<b>Contact Name:</b> Mr. John Matelski Director of ITS/CIO
<b>Type of Supplies/Service(s) Provided:</b> IT Assessment and Strategic Technology Plan	<b>Contact Phone Number:</b> 770-822-8953
<b>Date of Services:</b> Jan 2009 – Jul 2009	<b>Contact Address:</b> 75 Langley Drive Lawrenceville, GA 30045-6900

<b>Company Name:</b> Ottawa County ISD	<b>Contact Name:</b> Ms. Karen McPhee, Superintendent
<b>Type of Supplies/Service(s) Provided:</b> IT Shared Services Review	<b>Contact Phone Number:</b> 877.702.8600
<b>Date of Services:</b> Feb 2010 – Aug 2010	<b>Contact Address:</b> 13565 Port Sheldon St Holland, MI 49424

**ATTACHMENT D**

**COUNTY OF OTTAWA  
 INFORMATION TECHNOLOGY ASSESSEMENT  
 AND TECHNOLOGY PLAN  
 RFP 12-01  
 Vendor Reference Information**

Bidders Name: Plante & Moran, PLLC

PRINT CLEARLY

<b>Company Name:</b> Spartanburg County, SC	<b>Contact Name:</b> Mr. Chris Story Assistant County Administrator
<b>Type of Supplies/Service(s) Provided:</b> IT Assessment / Strategic Technology Plan	<b>Contact Phone Number:</b> 864-596-2526
<b>Date of Services:</b> Sept 2008 – Jan 2009	<b>Contact Address:</b> 366 North Church Street Spartanburg, SC 29303

<b>Company Name:</b> Chester County, PA	<b>Contact Name:</b> Mr. Glenn Angstadt Chief Information Officer
<b>Type of Supplies/Service(s) Provided:</b> IT Assessment	<b>Contact Phone Number:</b> 610-344-4040
<b>Date of Services:</b> Jan 2011 – May 2011	<b>Contact Address:</b> 2 N. High St West Chester, PA 19380

<b>Company Name:</b> Coconino County, AZ	<b>Contact Name:</b> Ms. Maureen Jackson; IT Director
<b>Type of Supplies/Service(s) Provided:</b> IT Assessment / Strategic Technology Plan	<b>Contact Phone Number:</b> 928-679-7930
<b>Date of Services:</b> May 2008 – Oct 2008	<b>Contact Address:</b> 211 N. Agassiz St Flagstaff, AZ 86001-4603

**ATTACHMENT D**

**COUNTY OF OTTAWA  
 INFORMATION TECHNOLOGY ASSESSEMENT  
 AND TECHNOLOGY PLAN  
 RFP 12-01  
 Vendor Reference Information**

Bidders Name: Plante & Moran, PLLC

PRINT CLEARLY

<b>Company Name:</b> City of Des Moines, IA	<b>Contact Name:</b> Mr. Merrill Stanley Deputy City Manager
<b>Type of Supplies/Service(s) Provided:</b> IT Assessment / Strategic Technology Plan	<b>Contact Phone Number:</b> 515-283-4523
<b>Date of Services:</b> Jan 2007 – May 2007	<b>Contact Address:</b> 400 Robert D. Ray Drive Des Moines, IA 50309

<b>Company Name:</b> Waukesha County, WI	<b>Contact Name:</b> Mr. Mike Biagioli Manager, Information Technology
<b>Type of Supplies/Service(s) Provided:</b> IT Assessment and Strategic Technology Plan	<b>Contact Phone Number:</b> 262-548-7610
<b>Date of Services:</b> Dec 2006 – Jun 2007	<b>Contact Address:</b> 515 W. Moreland Blvd. Waukesha, WI 53188

<b>Company Name:</b> Johnson County, KS	<b>Contact Name:</b> Mr. Jack Clegg; IT Director
<b>Type of Supplies/Service(s) Provided:</b> IT Assessment / Strategic Technology Plan	<b>Contact Phone Number:</b> 913-715-1515
<b>Date of Services:</b> May 2006 – Jun 2007	<b>Contact Address:</b> 111 S. Cherry Street; Suite 2400 Olathe, KS 66061-3441

**ATTACHMENT D**

**COUNTY OF OTTAWA  
INFORMATION TECHNOLOGY ASSESSEMENT  
AND TECHNOLOGY PLAN  
RFP 12-01  
Business Information**

<b>a) Name of Business (Official Name and D/B/A):</b> Plante & Moran, PLLC
<b>b) Business Headquarters:</b> Southfield, MI
<b>c) If a Division of Subsidiary of another organization provide the name and address of the parent:</b> Address: 27400 Northwestern Hwy. City: Southfield                      State: MI                      Zip: 48037-0307 Telephone: 248-352-2500      Fax: 248-352-0018
<b>d) Billing Address:</b> Address: 27400 Northwestern Hwy. City: Southfield                      State: MI                      Zip: 48037-0307 Telephone: 248-352-2500      Fax: 248-352-0018
<b>e) Name of Chief Executive Officer:</b> Mr. Gordon Krater (Firm Managing Partner)
<b>f) Customer Contact:</b> Mr. Adam Rujan, Partner
<b>g) Company Web Site:</b> <a href="http://www.plantemoran.com">www.plantemoran.com</a>
<b>h) Type of Organization (i.e., Sole Proprietor, Corporation, Partnership, etc. – should be the same as on the Taxpayer ID form below):</b> Partnership
<b>i) Length of Time in Business:</b> 87 years
<b>j) Annual Sales (for most recently completed Fiscal Year):</b> \$291M
<b>k) Number of Full-Time Employees (average from most recent Fiscal Year):</b> 1,550
<b>l) Type of and description of business:</b> Plante & Moran is the nation’s 12th largest certified public accounting and business advisory firm, providing clients with financial, human capital, operations improvement, strategic planning, technology selection and implementation, and family wealth management services. Plante & Moran has a staff of more than 1,600 professionals in 21 offices throughout Michigan, Ohio, Illinois, Monterrey, Mexico, Mumbai, India and Shanghai, China. Plante & Moran has been recognized by a number of organizations, including 14 years by FORTUNE magazine, as one of the country’s best places to work.

**ATTACHMENT E**

# 1. Introduction and Executive Summary

Plante Moran is pleased to provide our proposal for Management Consulting services to Ottawa County in response to your Request for Proposal (RFP 12-01)) to provide an Information Technology Assessment and Strategic Technology Plan for the County. Having worked with County and local governments in conducting information technology assessment and strategic planning engagements during the past 25 years, we believe that Plante Moran is uniquely qualified to assist the County in developing its next IT Strategic Plan.

Plante Moran's proposed team blends significant information technology and operations experience with a deep understanding of County operations. The proposed team has worked together on several recent information technology assessment and strategic planning engagements. Some highlights regarding our team are provided below:

- Significant and recent experience in conducting Information Technology Assessments and developing Information Technology Strategic Plans for municipal clients including current and recent engagements for the following entities:
    - City of Carlsbad, CA
    - Waukesha County, WI
    - City of Mesa, AZ\*
    - Gwinnett County, GA
    - City of Flagstaff, AZ
    - Johnson County, KS
    - City of Ann Arbor, MI\*
    - Chester County, PA
    - Coconino County, AZ
    - Muskegon County, MI
    - City of Alexandria, VA\*
    - Washtenaw County, MI\*
    - City of Colorado Springs, CO
    - Spartanburg County, SC
    - City of Lee's Summit, MO\*
    - City of Round Rock, TX
    - City of Corpus Christi, TX
    - City of Des Moines, IA
- \* – denotes organizations that have been recognized by the Center for Digital Government as winners for their respective populations served***
- Within the public sector, we are completely independent from all hardware, software and communications products and solutions.
  - Nearly 30 years' experience in providing technology services for municipal clients including IT Assessments and IT Strategic Planning.
  - High level of client satisfaction in performing municipal-based IT Assessments and Strategic Plans. Additionally, we have achieved a very high rate of repeat work with clients whom we had assisted in technology assessment and planning projects.
  - Significant expertise in the area of IT Governance and organizational re-structuring. In fact, our proposed Project Director, Adam Rujan, has recently contributed a chapter on the topic to a recent PTI published book.
  - Active participation in numerous organizations serving the technology needs of our municipal clients including Public Technology Institute (PTI), Government Management Information Sciences (GMIS) and Governmental Finance Officers Association (GFOA).
  - Significant experience in conducting studies and assisting in the deployment of relevant municipal strategies and technologies including mobile, wireless, VOIP, document management, GIS, ERP systems, etc.

Founded in 1924, Plante & Moran, PLLC (Plante Moran) is the twelfth largest management consulting and public accounting firm in the United States. Plante Moran operates as a partnership. Plante Moran's staff of over 1,600 persons is organized into four major service areas: Management Consulting, Accounting and Auditing, Tax Consulting, and Personal Financial Planning Services.

Plante Moran has become a leader in providing services to governmental organizations. At present, we work with well over 200 County and local governments. Our professionals have made substantial commitments to working with City, County and State government agencies. Our extensive experience with governmental clients has enabled us to assemble a project team that we believe is uniquely qualified to perform the proposed project.

### RELEVANT EXPERIENCE

Plante Moran has been providing Information Technology Consulting and, specifically, IT Assessment and Strategic Planning Services for more than 25 years. Throughout the years, we have continually refined our IT Assessment and Strategic Planning methodology to provide utmost value to our clients on these engagements. In addition, our IT Assessment and Strategic Planning Service encompasses over 85 separate topical areas, each supported by its own set of best practices and benchmark data. We are confident that the resulting methodology, tools and best practices research will provide utmost value to Ottawa County.

Within the last several years, we have conducted IT Assessments and/or IT Strategic Plans for the following County clients with the project title and periods of performance noted. Additionally, we have performed a large number of additional Assessments and developed Plans for municipal clients as well.

Client Name	Project Title	Dates
Macomb County, MI	IT Assessment	Jan 2012 – Present
Muskegon County, MI	IT Assessment	Jan 2011 – May 2011
Chester County, PA	IT Assessment	Jan 2011 – Jun 2011
Santa Barbara County, CA	IT Assessment	May 2009 – Aug 2009
Gwinnett County, GA	IT Assessment and Strategic Plan	Feb 2009 – July 2009
Spartanburg County, SC	IT Assessment and Strategic Plan	Aug 2008 – Jan 2009
Coconino County, AZ	IT Assessment and Strategic Plan	Apr 2008 – Oct 2008
Johnson County, KS	IT Assessment and Strategic Plan	May 2006 – Jun 2007
Waukesha County, WI	IT Assessment and Strategic Plan	Dec 2006 – Jun 2007
Lake County, IL	IT Assessment	Jul 2005 – Nov 2005
DuPage County, IL	IT Assessment and Strategic Plan	Jan 2005 – Oct 2005
Ottawa County, MI	IT Assessment	Aug 2004 – Mar 2005

## OTHER EXPERIENCE

In addition, we have assisted the following County-based organizations within the last few years on enterprise resource planning (ERP) – related projects involving all aspects of government financial, human resources, payroll and other operations:

Client Name	Project Title	Dates
County of Marin, CA	Operations Improvement	Jan 2011 - Present
County of Broward, FL	ERP Selection	Jul 2011 - Present
County of Hancock, OH	ERP Selection and Contract Negotiations	Jan 2004 – Dec 2004
County of St. Louis, MO	ERP Selection and Implementation Management	Apr 2007 – Feb 2010

## Plante & Moran Background and Experience

Founded in 1924, Plante & Moran, PLLC (Plante Moran) is the twelfth largest management consulting and public accounting firm in the United States. Plante Moran operates as a partnership. Plante Moran's staff of over 1,600 persons is organized into four major service areas: Management Consulting, Accounting and Auditing, Tax Consulting, and Personal Financial Planning Services.

Over the past several years, Plante Moran has continually expanded the scope and experience of its Management Consulting Services Group. The firm is committed to continuing this growth by retaining and attracting qualified professionals to provide the broad range of management and technical services that are necessary to effectively serve the needs of our clients.

Plante Moran takes great pride in the quality of services it provides to its clients. We have a rigorous set of quality controls designed to provide assurance that professional standards are followed and our clients receive a high quality product. Plante Moran takes equal pride in our people and our professional work environment. Some of the facts about our firm that we are proud of include:

- Our partnership group is comprised of 19% women, which is the highest percentage of female equity partners among the nation's largest public accounting firms, according to CPA Personnel Report, a national public accounting trade publication.
- Staff turnover rate below 15% which is significantly lower than that of other national public accounting firms.
- The firm has been named to Fortune Magazine's "100 Best Companies to Work for in America" for the last fourteen years.
- The firm is ranked 55th on list of Training magazine's "Top 100 Training Organizations"
- Plante & Moran's Management Consulting Group, consisting of over 125 dedicated consultants, is a versatile, full service consulting organization with a proven track record for providing quality professional services.

Our emphasis and commitment to management consulting has resulted in the extension of the consulting practice into all major aspects of government and education addressing our clients' unique needs related to information technology, security, compliance, and policy.

Plante Moran has become a leader in providing services to governmental organizations. At present, we work with well over 200 County and local governments. Our professionals have made substantial commitments to working with local, County and state government agencies. Our extensive experience with governmental clients has enabled us to assemble a project team that we believe is uniquely qualified to perform the proposed project.

### **Government Consulting Services Organization**

Because of our broad governmental client base, we are able to devote the necessary time to specialize and thus provide maximum service. To assist us in this specialization, we are members of numerous municipal government professional associations that have a focus on the application of technology for government including:

- **Public Technology Institute (PTI)**, a Non-Profit organization created by and for cities and counties that works with a core network of leading government officials to: identify opportunities for technology research, share best practices, offer consultancies and pilot demonstrations, promote technology development initiatives, and develop educational programming.
- **Government Management and Information Sciences (GMIS)**, an organization composed of municipal information technology directors with a primary goal to foster a unified effort among government entities to integrate and disseminate their respective research and design efforts in the area of automated information sciences.
- **Government Finance Officers Association (GFOA)**, an organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

As a result of our continuing involvement with government organizations at all levels, we have acquired in-depth knowledge and experience in dealing with relevant technical, operational and procedural issues. This experience and knowledge, and our commitment to assure objectivity and a high level of independence, are fundamental to our proven and consistent ability to meet the needs of our governmental clients.

To assure responsiveness to the needs of our clients, our consulting staff strives to maintain a high level of understanding of, and sensitivity to, the key issues that affect the operations of government organizations. At the current time, such issues include:

- IT Governance across complex organizations
- Increasing pressure to improve service despite shrinking budgets and diminishing resources
- Reduced state and local budgets due to the current economic slowdown
- Increasing competition from the private sector
- Lack of staff training that would be instrumental in organizational change
- Significant pressures from public interest groups
- Increased legislative involvement in budgeting, appropriating, and disbursing of funds
- Emerging awareness of the need to measure the benefits as well as the costs of services (i.e., cost effectiveness as well as cost efficiency)



- Privatization of services to achieve more effective services at a lower cost

Our professional staff, through training and experience, assists our clients in developing strategies for effectively coping with these, and other key management issues.

### **Government Consulting Services Overview**

Plante & Moran has assumed a leadership role in providing consulting services to governmental entities. The range of services we provide includes the following:

- Technology Consulting & Solutions
- Communications & Networking Services
- Project Management and Oversight
- Operations Analysis
- Consolidation Studies
- Organizational Planning and Development
- Financial Management Services
- Human Capital Management and Development
- Market Research Services
- Business Planning and Feasibility Analysis
- Employee Benefits Analysis
- Assurance Services
- Real-estate, Design and Construction Consulting

The following sections highlight those services that are relevant to the engagement with the County. Our approach to each consulting engagement is structured to provide the services and level of professional support required to meet the individual needs of the client. Although we have developed well-defined methodologies for conducting consulting engagements, we do not attempt to impose a rigid structure onto each assignment. Rather, we attempt to understand the fundamental challenges and opportunities of our clients and develop an approach that addresses those particular conditions.

The relevant project references and staff backgrounds will highlight our expertise in providing solutions to our clients. An overview of the services provided by our firm that are relevant to this project are described in detail in the following subsections.

### **Technology Consulting & Solutions Services**

Plante & Moran's management consultants have made a significant commitment to assist governmental clients develop and implement appropriate technology. The services we offer address virtually all aspects of information systems including:

- Information Technology Assessments including:
  - Organization
  - Administration
  - Technology
- Information Technology Strategic Planning
- ERP and other Technology Solution delivery including:
  - Needs assessment
  - Cost benefit analysis
  - Requirements definition
  - Software selection
  - Contract negotiations

- Process improvement
- Implementation management
- IT Sourcing Analysis
- Communications and networking including:
  - WAN/LAN architecture and development
  - Network analysis and optimization
  - Telecommunications
  - Voice/data/video integration
  - Performance assessment
  - Bandwidth utilization
- Security assurance including:
  - Information system reviews
  - System trust services
  - Network security reviews
  - SAS/70 reviews
- e-Government Strategy and development
- Technology management
- Project management

We have developed significant research capabilities to assist our clients in new and emerging technologies and issues. Our consultants have a variety of professional designations and are active participants in state-wide government technology committees including the Government Management Information Society (GMIS). In addition, our consultants are very active in making presentations to a variety of governmental organizations on current issues. Our library of resource materials is readily available to our consultants to effectively satisfy our clients' unique needs.

#### **PROJECT MANAGEMENT AND OVERSIGHT**

Our firm has extensive experience in using a project management methodology based on the principles in the Project Management Body of Knowledge (PMBOK). PMBOK, a theory and set of principles developed by the Project Management Institute (PMI), provides a project management framework that can be used on projects of any size, type, complexity and industry to enhance the ability to complete projects on-time, within budget, within scope and meet the objectives desired by the client while managing change that frequently occurs on any project.

Our consultants have received extensive project management training, have conducted seminars and training in project management theory for clients and have developed an extensive toolset of project management templates, tools and lessons learned for managing projects. In fact, many of these tools and templates have been adopted by our clients to manage their own internal projects.

Elements of our approach to managing projects are as follows:

- Assign personnel to areas of the project where their expertise is required
- Ensure that project expectations and scope are clearly defined up-front through development of a project charter

- Ensure frequent communications with the client
- Identify and anticipate potential project risks to minimize their occurrence and impact
- Closely monitor project timelines and budgets

### STAFFING APPROACH

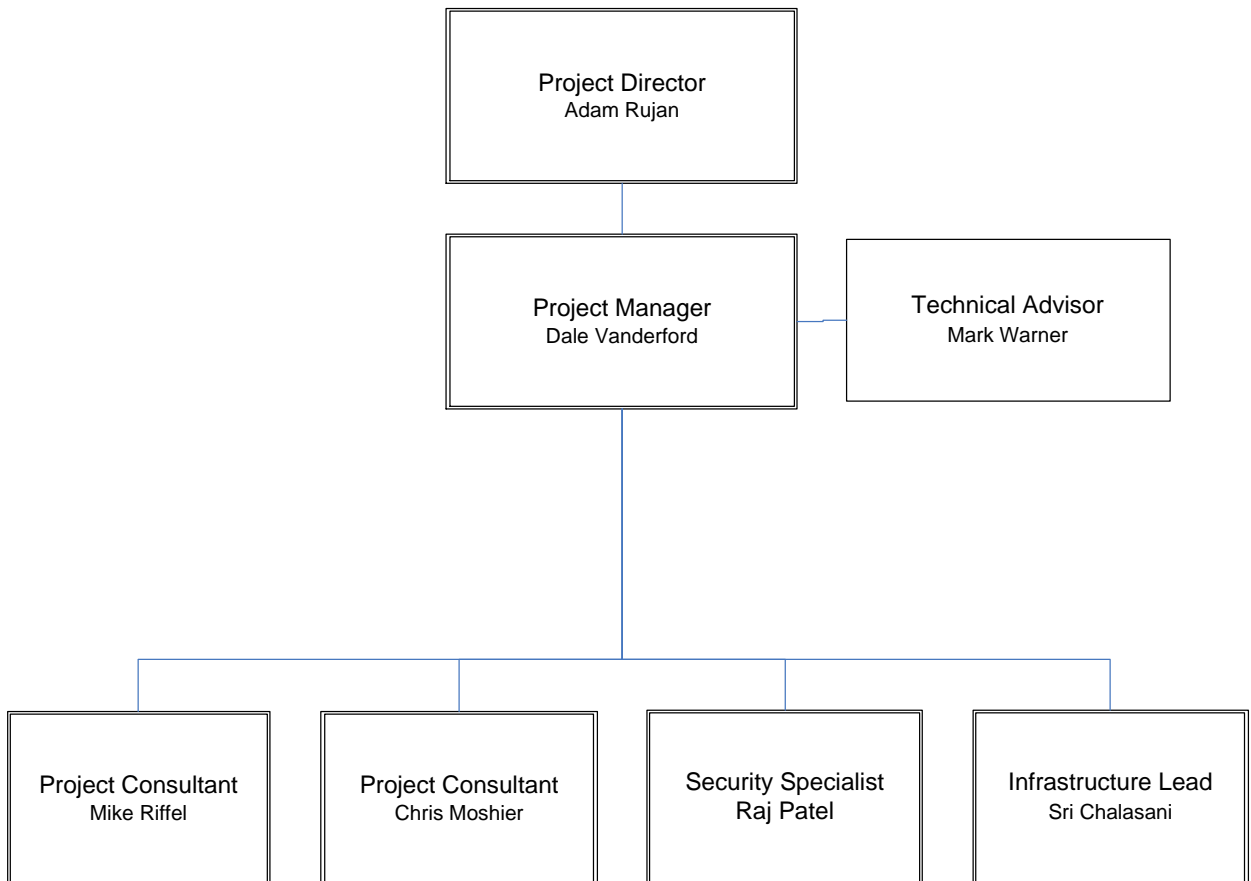
Our staffing approach is designed to assign personnel to areas of the project where their expertise is required. All of the proposed team members have worked together on a number of previous IT Assessments and IT Strategic Planning engagements for municipal clients. Communication, involvement and teamwork characterize our management philosophy and are extremely important on this project internally and with Ottawa County. Specifically, our project-staffing plan is carefully tailored to assure that project team members are assigned tasks closely aligned to their experience and capabilities. With this management orientation, we believe that all project tasks can be effectively achieved and any issues or problems can be resolved effectively and expediently, resulting in the successful accomplishment of the project objective. In addition, we assure that all team members will be available for the duration of the project, as need be. All of the proposed consultants are employees of Plante & Moran.

The following table summarizes the role that each individual will perform on the project and up to five associated references. It should be noted that ALL of the references are those that were conducted by staff while employed at Plante & Moran. Additional contact information for each reference can be provided on request.

Team Member	Project Role	Relevant Skills	Relevant References
<b>Adam Rujan</b> Partner Plante & Moran	Partner	Engagement Partner who will be responsible for the overall success of the project.	City of Corpus Christi, TX City of Round Rock, TX Santa Barbara County, CA Gwinnett County, GA City of Alexandria, VA
<b>Dale Vanderford</b> Senior Consultant Plante & Moran	Project Manager	Project manager who will manage the day-to-day activities on the project and also act as the lead consultant on the project.	Washtenaw County, MI City of Colorado Springs, CO Macomb County, MI
<b>Raj Patel</b> Partner Plante & Moran	Security Specialist	Act as a security specialist to the project team.	Combination of public and private sector references
<b>Mark Warner</b> Manager Plante & Moran	Technical Advisor	Act as a technical adviser to the project team.	Ottawa County, MI Muskegon County, MI Village of Lake Zurich, IL Van Buren Township, MI Ingham County, MI Waukesha County, WI

Team Member	Project Role	Relevant Skills	Relevant References
<b>Mike Riffel</b> Senior Consultant Plante & Moran	Consultant	Consultant who will perform interviews, research and compile analysis.	City of Alexandria, VA City of Chandler, AZ Chester County, PA City of Fayetteville, AR
<b>Sri Chalasani</b> Senior Consultant Plante & Moran	Infrastructure Consultant	Responsible for leading the infrastructure review aspects of the project.	City of Lee’s Summit, MO City of Des Moines, IA Gwinnett County, GA Coconino County, AZ City of Alexandria, VA
<b>Christ Moshier</b> Consultant Plante & Moran	Consultant	Consultant who will conduct a number of the end-user interviews and compile research and analysis.	Oakland County, MI City of Waterford, MI

Ottawa County – IT Assessment and Strategic Technology Plan P&M Org Chart



## Adam Rujan

Partner  
Government Consulting Services



### EXPERIENCES INCLUDE:

**Technology Planning:** Experience in developing strategic technology plans and conducting information technology assessments for governmental clients that includes the establishment of technology strategies and recommended projects. Through these efforts, he has gained a vast level of experience on technologies relevant to the various areas of government including ERP solutions, CRM solutions, imaging technologies, wireless technologies and others.

**Process Redesign and Information Technology Assistance:** Projects typically include assisting clients realize the full potential of technology, including re-engineering, productivity improvement, benefits realization analyses and post implementation reviews. Experiences also include project management system implementation, planning and selection, and data processing internal controls reviews.

**Organization and Management Studies:** Engagements have varied from analysis of specific functional activities to comprehensive studies of underlying operating policies, procedures, and organizational principles. Analyses have included reviewing resource utilization, future roles and levels of service to be provided, alignment of programs and services, communication channels and working relationships within and outside the organization, supervisory management styles and practices, position requirements and skill levels, administrative practices and training requirements.

**Operations & Financial Analysis:** Project objectives typically focus on increasing efficiency, identifying and evaluating alternative methods for revenue enhancement, cost/benefit studies. Specific activities have included detailed review and analysis of operational policies and procedures, operational controls, reporting and administrative controls, fiscal and reimbursement practices, the identification of non-value added work activities, and process re-engineering.

**Change Management Assistance:** Assisted various organizations in understanding and applying the concepts of Change Management and assessing readiness for Change. Engagements have varied from staff and customer surveys and assessments to modifying organizational structures and developing staff training programs. Critical components of our approach typically include empowering client work groups and coaching staff in evaluating various available options for change.

## Adam Rujan resume, continued

### **PRIOR ORGANIZATIONAL AFFILIATIONS:**

*Detroit Medical Center; Detroit, Michigan*

- Manager of Consulting Services in the Management Consulting Group, experience included:
- Implemented and monitored ongoing productivity management systems.
- Developed and implemented nursing patient classification systems.
- Conducted operational reviews for hospitals, ambulatory care and health care related organizations.
- Managed a small staff of computer and management engineering professionals

### **EDUCATION:**

University of Michigan – Master of Business Administration

Wayne State University – Bachelor of Industrial Engineering

### **PROFESSIONAL AFFILIATIONS:**

- Public Technology Institute (PTI)
- Metropolitan Affairs Coalition, Board member
- Michigan Government Finance Officers Association (MGFOA), past Board member
- Government Finance Officers Association (GFOA)

## Dale Vanderford



### PRESENT POSITION:

Senior Consultant  
Technology Consulting & Solutions

### EXPERIENCES INCLUDE:

**IT Organizational Assessment and Strategic Planning:** Experience in analyzing IT organizational staffing, process and technology relationships. Knowledge of best in class public sector transaction detail and staffing levels. Expertise in identifying opportunities to enhance current policy and procedure to maximize existing staff expertise or technology infrastructure.

**IT Governance Review:** Expertise in analyzing and designing organizational IT governance, specifically post implementation system support structures.

**Business Process Documentation and Reengineering:** Experience in documenting as-is business processes and identifying areas for business process improvement. Specialization in implementing a results based budget methodology. Experience in implementing change management techniques to ensure user acceptance of new business processes and/or technology.

**Software Needs Assessment:** Specialization in analyzing the business case for enterprise system improvement or replacement. Experience in facilitating functional area process discussions and identifying opportunities for technology to enable business process improvement. Extensive knowledge of the public sector enterprise system marketplace and intimate knowledge in regard to viable enterprise solutions.

**System Selection:** Experience in the process of selecting and deploying enterprise systems. Developed technology specifications for inclusion in public sector request for proposal for enterprise systems. Extensive experience in vendor proposal analysis and demonstration script development.

**Technology Implementation Management:** Provided implementation management services associated with deployment of newly selected systems. Activities have included, project planning, review of project deliverables, management of the project issues, facilitation of project status review, review and approval of project invoicing and others as dictated by the project.

### EDUCATION:

Eastern Michigan University — Bachelor of Science, Communications Technology

### PROFESSIONAL AFFILIATIONS AND CERTIFICATIONS:

- Specialized Training: Effective Communications and Human Relations, Dale Carnegie, Ann Arbor, MI, 2006
- Member, CIO Council, Public Technology Institute, Washington, D.C.
- Board of Directors, Washtenaw County/EMU Legal Resource Center, Ann Arbor, MI
- Member, Metropolitan Information Exchange

## Dale Vanderfold resume, continued

### **PRIOR ORGANIZATIONAL AFFILIATIONS:**

#### ***Washtenaw County, MI – Director of Technology and Operations***

Directed the operations of the Technology Department to support efficient and effective service delivery for a county government with 1,300 employees and a \$200 million annual budget, serving 340,000 residents. Developed the 5-year Technology Plan which supported the County's strategic direction by providing technical knowledge, skills, and resources to enhance the ability of internal and external customers to create a positive impact in the community. Hired, trained, and led a team of 34 employees (management, technical, and administrative staff), with an \$9 million annual operating budget, to effectively implement the Plan. Key areas of focus included:

- Employee Help Desk and System Support
- Application and Database Support
- Network Administration
- Voice and Data Communications
- Geographic Information Systems
- IT Services to Local Governments and Community Residents



## Mark Warner



### PRESENT POSITION:

Manager  
Technology Consulting & Solutions

### EXPERIENCES INCLUDE:

**Information Technology Assessment and Planning:** Assists clients with the assessment of their existing information technology capabilities with respect to IT organization, administration and application software. Prepares strategic information technology plans to ensure alignment of IT strategies with overall organization strategies. Identifies and ensures maximum realization of return on investment in IT. Projects included strategies for deployment of enterprise resource planning (ERP), enterprise content management, geographic information systems, judicial management and other information systems. Prepares multi-year technology plans and budgets and presents to Management Teams and Executives.

**Software Needs Assessment:** Identified and quantified technology and operational improvements opportunities and established a business model for a system selection. Activities included cost benefit analysis, return on investment calculation, identification of barriers and supports for implementing improvements and development of system selection recommendations. .

**Software System Selection:** Evaluated ERP, financial, document and other business management software packages for compatibility with client needs. Services included defining and documenting system requirements, evaluating proposed solutions, selecting appropriate software, and identifying relevant cost options. Lead and participated in numerous projects including the Broward County, FL, City of Roswell, GA, Muskegon County, City of Sault Ste Marie and others. Leverages prior experience working as an accountant, for financial software vendors and value added resellers and has a strong understand of the software sales, implementation and support process as well as accounting department operations. Utilizes this unique experience, understanding, and perspective in client system selection projects to provide education on best and common practices, engage end users to participate and gain ownership as they select the tools they will use in a new environment, translate user frustration with current environment into relevant system requirements, help manage user expectations throughout the process and to facilitate fair and appropriate evaluation.

**Operational and Process Improvement:** Reviewed current financial, municipal and student processes and practices, identifying significant issues, and proposed opportunities for operational, technical and process improvement.

**Software Implementation Management:** Provided implementation management assistance associated with deployment of the newly selected system. Activities have included, project planning, review of project deliverables, management of the project issues log, facilitation of status review meetings, review and approval of project invoicing and others as dictated by the project.

## Mark Warner resume, continued

### EXPERIENCES INCLUDE (CONTINUED):

**Software/Systems Development:** Custom software requirements gathering, design, process planning, development, testing and implementation and project management for a variety of client projects including creation of homegrown systems as well as customization to pre-packaged systems.

### PRIOR ORGANIZATIONAL AFFILIATIONS:

*First Edge Soranson, LLC. – Business software solution provider*

Development manager responsible for departmental operations, staff, project scheduling, workload distribution and billings. Developed, implemented and refined the corporate software development methodology. Mentored several systems analysts and reviewed custom development designs, quotes and project plans for completeness and accuracy. Developed product plans and served as a product manager for several applications and utilities serving to enhance pre-packaged ERP systems. Designed, implemented, managed and supported many customized solutions around middle-market ERP systems.

*Epicor Software Corporation – Business software solution provider*

Software quality assurance engineer responsible for discovery, validation and documentation of problems with financial software package as well as quality reviews and acceptance testing before release to production.

*ValueRx Pharmacy Program – Prescription drug pharmacy program*

Staff accountant responsible for accounts payable, general ledger, cash, fixed assets, coordination of departmental operating financials and departmental budgeting initiatives.

### EDUCATION:

Hillsdale College — Bachelor of Arts, Accounting

### PROFESSIONAL AFFILIATIONS AND CERTIFICATIONS:

- Government Finance Officers Association
- Michigan Government Finance Officers Association – Member and Technology Resource Committee Chair and Nominating Committee Member
- Michigan Government Information Management Sciences (MiGMIS)
- GLIMA Southeast
- AIIM Certified ECM Practitioner

## Raj Patel, CISM, CISA



### PRESENT POSITION:

Partner  
Technology Consulting & Solutions

### EXPERIENCE INCLUDES:

**Information Security Risk Assessment** – Assisted numerous clients, in assessing risks from their current use and non-use of technology. Evaluated the controls in place and needed to meet the current risks and developed a multi-year risk based audit plan to continuously evaluate these risks and controls.

**Information Systems Auditing** – Assisted numerous clients with their internal and external IS audit needs, including compliance with federal, local and regulations including PCI-DSS, Sarbanes-Oxley, FFIEC, GLBA and HIPAA/HITECH. Also assisted with the implementation of security best practices and guidelines such as COBIT, ISO 27001/BS 7799, NIST, etc.

**Infrastructure Security Assessments** – Assisted numerous clients, in managing their internal and external IT security risks. These projects ranged from penetration studies, social engineering to complete development of IT Security Capability models and the implementation of these models. Some of these projects included multiple locations, multiple entities, global networks, etc. Also assisted clients in compliance with PCI-DSS standards.

**Systems Integration and Controls** – Assisted clients with their systems implementation efforts. These projects included, application selection, quality assurance, application controls design and testing, conversion controls reviews, etc. Systems implementation projects included SAP, PeopleSoft, Oracle, as well as in-housed developed applications.

**SAS 70 Reviews** – Performed numerous SAS 70 reviews for clients in the financial, healthcare and service industry. Project included both local and global organizations.

### PRIOR ORGANIZATIONAL AFFILIATIONS:

KPMG LLP - Manager in KPMG's Information Risk Management practice

Soneji & Co (UK). - Assistant accountant in a small chartered accounting firm

E W Fact plc (UK) – Assistant accountant with a mid-sized Public Limited Company

### EDUCATION:

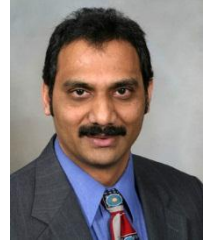
The University of Missouri, Bachelor of Science in Business Administration

### AFFILIATIONS AND CERTIFICATIONS:

- Chartered Certified Accountant (UK)
- Certified Information Security Manager (CISM)
- Certified Information Systems Auditor (CISA)

## Sri Chalasani

Senior Systems Engineer  
Government Consulting Services



### EXPERIENCES INCLUDE:

**Strategic Planning:** Participate in long term technology plan meetings for customers. Develop short and long term strategies (planning & budgets) to accomplish plan objectives. Collect and interpret quantitative and qualitative data for design considerations. Technical lead to develop high level network architectures and design standards that blends client requirements with industry best practices.

**Network System Design:** Consulted on numerous projects involving needs assessments, design, specification (RFI/RFP/RFQ) and selection of Local & Wide Area Networks (LAN/WAN) ranging from single site to multi-site environments. Network design, specifications and analysis involved technologies such as: Wide / Metro Area Network (Fiber Infrastructure & Bandwidth Services), Local and Wide Area Network Electronics (Ethernet & ATM), Voice Over IP (VoIP) Systems with Unified Messaging, Wireless Access & Security (hotzones & hotspots), Centralized Network Security Systems, Video Conferencing Systems (H.320 / H.321 / H.323), IP based Video Broadcast, Video-On-Demand, and Surveillance Systems, Server Farms, Desktop Systems & Peripherals, Networks Attached Storage (NAS) and Storage Area Network (SAN) solutions, Server Load Balancing, Network Management Systems & Software, and Support & Maintenance Services. Post equipment/services procurement responsibilities include participation and development of physical and logical network plans for client's internal or third party integration teams, establish equipment configuration requirements and guidelines, and performance requirements.

**Broadband Wireless Systems:** Technical consulting on building, city, and county wide broadband wireless solutions (hotspots & hotzones). Responsibilities are to translate the vision and goals of the client into technical solutions and specifications.

**Research & Business Analysis:** Conduct research and business analysis for system migration. This involved researching multiple solutions, analyze solutions against client requirements, and provide business case analysis including budgeting, ROI, and migration timelines.

**Network & Security Auditing:** Conduct technology audit on customer's network that involved a detailed analysis and reporting of clients' network and system infrastructure. Conduct network performance analysis to identify and rectify network / application related issues. Conduct internal and external IT security audits using ethical hacking procedures to identify network vulnerabilities. Create detailed reports on identified vulnerabilities and associated remediations.

**Network Systems Project Management:** Responsible for providing project management oversight on network implementation projects to include coordination across multiple vendors, establish and maintain schedules. Other responsibilities include progress tracking, evaluate project implementations to stated design specifications, conflict resolution, manage change order controls, conduct punch list audits, and eventual sign-off for the project.

## Sri Chalasani resume, continued

### **PRIOR ORGANIZATIONAL AFFILIATIONS**

*Innovate Technology Consulting Group*

Technical consulting services on planning, design, project management and implementation of integrated technology solutions primarily for public sector organizations.

### **EDUCATION**

Wayne State University — Master of Business Administration

Western Michigan University — Master of Science (Computer Sciences)

Bangalore University – Bachelor of Engineering (Electronics & Communications)

### **PROFESSIONAL AFFILIATIONS AND CERTIFICATIONS**

- Advanced Networking Technologies
- VoIP & Unified Messaging Systems
- Video Over IP Systems (video streaming and video conferencing)
- Metro Wireless Solutions
- Project Management

## Mike Riffel

Senior Consultant  
Government Consulting Services



### EXPERIENCES INCLUDE:

**IT Governance Review:** Expertise in analyzing and designing organizational IT governance, specifically post implementation system support structures.

**Organizational Assessment:** Experience in analyzing organizational staffing, business process and technology relationships. Knowledge of best in class public sector transaction detail and staffing levels. Expertise in identifying opportunities to enhance current policy and procedure to maximize existing staff expertise or technology infrastructure.

**Software Needs Assessment:** Specialization in analyzing the business case for enterprise system replacement. Experience in facilitating functional area process discussions and identifying opportunities for technology to enable business process improvement. Extensive knowledge of the public sector enterprise system marketplace and published expert in regard to viable enterprise solutions.

**System Selection:** Experience in leading the process of selecting and deploying enterprise systems. Developed best practice financial and management technology specifications for inclusion in public sector request for proposal for enterprise systems. Extensive experience in vendor proposal analysis and demonstration script development.

**Business Process Documentation and Reengineering:** Experience in documenting as-is business processes and identifying areas for business process improvement. Specialization in implementing a results based budget methodology. Experience in implementing change management techniques to ensure user acceptance of new business processes and/or technology.

### PRIOR ORGANIZATIONAL AFFILIATIONS:

*Government Finance Officers Association (2006 – 2010)*

Senior Consultant/Policy Analyst. Mike specialized in providing functional fit-gap analyses for technology and organizational needs assessments, facilitation of the system procurement process and design of implementation support structures. Mr. Riffel authored various chapters in multiple GFOA publications on topics ranging from CRM/311 to alternative software delivery models such as Software as a Service (SaaS).

Prior to GFOA, Mr. Riffel worked as Community Development Agent in Van Buren County, MI where Mike coordinated the implementation of a Homelessness Management Information System (HMIS) and drafted the 2005-2010 Van Buren County, MI Comprehensive Plan. In addition, Mike was a Project Coordinator with Azavar Technologies Corporation in Chicago, IL where he implemented a utility tax audit program for municipalities throughout the “Chicagoland” area.

### EDUCATION:

Michigan State University - Master of Public Policy Analysis and Administration (MPA)  
Michigan State University - Bachelor of Science, International Relations

## Mike Riffel resume, continued

### PROFESSIONAL AFFILIATIONS AND CERTIFICATIONS:

- Government Finance Officers Association (GFOA)
- Pi Alpha Alpha – National Honor Society in Public Administration

### EXPERIENCE:

- Year Started in the Public Sector: 2003
- Year Stated in Public Sector Consulting : 2005
- Year Started Working at Plante & Moran: 2010

### PUBLICATIONS:

- Riffel, Mike; Bailey, Mike. "Understanding and Mitigating IT Project Risks." Government Finance Review; June 2010.
- Riffel, Mike. "Chapter 4 - Overview of the Current ERP Marketplace." The ERP Book: Financial Management Technology from A to Z. Chicago, GFOA, 2010.
- Riffel, Mike; Kavanagh, Shayne and Melbye, David. "Mission Critical: Evaluating and Funding Business Application Projects." IT Budgeting and Decision Making; Maximizing Your Governments Technology Investment. Edited by Shayne Kavanagh. Chicago: GFOA, 2009.
- Riffel, Mike; Kinney, Anne and Taylor, Paul. "Strategies and Lessons." Revolutionizing Constituent Relationships: The Promise of CRM for the Public Sector. Chicago: GFOA.

## Chris Moshier

Consultant  
Technology Consulting and Solutions

### EXPERIENCES INCLUDE:

**Business Process Redesign:** Documenting existing public sector business processes and identifying opportunities for business process improvement. Specializing in utilizing change management techniques to ensure end user acceptance of new business processes and technology in the public sector. Extensive experience defining clear business requirements while serving as an effective liaison between technical and business teams.

**Application Planning and Implementation Management:** Managing the successful implementation and configuration of new enterprise systems. Extensive first-hand knowledge of the unique challenges and methods for implementing multi-departmental technology projects and process changes in the public sector. Experience developing detailed specifications and end-user business requirements for system selection and custom interface development.

**GIS:** Directing organizational GIS initiatives through the development of implementation plans and needs assessments. Extensive experience increasing operational efficiency by establishing new GIS-based processes and standards. Specializing in leveraging GIS and spatial analysis to support decision-making bodies that address local government and community planning issues.

### EDUCATION:

Central Michigan University – Bachelor of Science in Public Administration (with honors)

### PRIOR ORGANIZATIONAL AFFILIATIONS:

#### *Oakland County Parks and Recreation*

Managed the implementation and support of a new park, recreation and cashing management system for 13 parks and a team of 10 recreation programmers. Oversaw the development of an asset-based work-order management system and related GIS data-model. Led social media, web development and award-winning video production marketing efforts. Instructed and coached a small team of help-desk support staff by defining clear internal customer service expectations.

#### *Oakland County Planning and Economic Development Services*

Collaborated with local government leaders to address current community issues through spatial analysis and technology. Managed GIS data development and increased process efficiency through the implementation of new data development procedures and spatial models. Coordinated hardware, software and web technology implementation projects for a department of 60 staff members.

#### *Waterford Township Community Planning and Development*

Coordinated site plan review and community planning processes while increasing productivity by establishing new GIS and technology-based procedures. Supported local decision-making by providing spatial-analysis for elected and appointed officials and community planners.

### PRIOR PROFESSIONAL AFFILIATIONS:

- Improving Michigan's Access to Geographic Information Networks (IMAGIN)
- Michigan Recreation and Park Association (MRPA)



## 2. Project Work Plan and Approach

### INFORMATION TECHNOLOGY ASSESSMENT APPROACH

Plante Moran has continually refined our approach for information technology assessment and strategic planning engagements to ensure technical, schedule and cost advantages that provide the utmost value to our clients. We believe that using this approach will provide results that exceed the County's expectations and are in alignment with the objectives identified in the RFP.

An IT Assessment and Strategic Planning engagement generally encompasses the following three areas: 1) Organization, 2) Administration, 3) Technology.

The graphic below illustrates the relationship between these three components of an IT Assessment and Strategic Planning engagement.



When conducting the IT Assessment component, the following objectives are generally identified as questions the client wishes to answer:

- What are the strengths and weaknesses of the IT functions, including knowledge transfer, training, documentation, etc?
- Are our technical assets (e.g., servers, PCs, networks) adequately sized/configured for our current and future requirements?
- How does our IT spending compare to other similar organizations?
- What best practices exist related to IT governance (i.e., decision making, project prioritization, etc.)?
- What IT best practices exist that we should be adopting to help reduce costs and increase service levels?
- What mechanisms can be instituted to enable IT to proactively introduce solutions to current and anticipated business problems?
- Are the appropriate levels of IT operating procedures documented and instituted?
- How is IT prioritizing its activities and the use of its resources?
- How can we integrate technology into departmental business planning processes?
- What is the appropriate balance between centralized and decentralized IT support and maintenance?
- Are the IT departmental staffing skill sets appropriate for what is required for the County?
- What additional training requirements are needed for IT departmental staff?
- Are we deploying technology around the skill sets of our employees or are we deploying the appropriate technology?

Frequently, there are very specific questions that the client wishes to answer that are the catalyst for conducting the assessment. During the initial phase of the project, we will work with the County in identifying and prioritizing the specific questions to be answered through development of the Project Charter. During the course of conducting an assessment we will likely encounter major topic areas that require further detailed assessment and review.

### **STRATEGIC TECHNOLOGY PLANNING APPROACH**

The overall goal for implementing technology is not for the technology itself but rather to enhance existing business processes performed by individual departments and processes that are performed across the County. Technology is intended to enhance these business processes by:

- Making them more efficient
- Making them more effective
- Improving decision-making
- Providing enhanced customer service to both internal and external customers
- Improving access to information
- Reducing costs

As such, the goal in developing an Information Technology Strategic Plan is to provide a coordinated, planned approach towards the deployment of technology with the intention of supporting the

business goals of the organization and improving the effectiveness of business processes performed within the organization.

An Information Technology Strategic Plan encompasses the areas covered within the IT Assessment but expands the scope of recommendations to be more broad-based.

To be more specific, the Information Technology Strategic Plan will encompass the following items:

- The **establishment** of a **Vision** that will set the direction and tone for the Organization's approach to information service and technology provision
- An **assessment of the needs** of customers and staff for new and/or enhanced information technologies to provide services in a cost effective and efficient manner
- The preparation and presentation of a set of well defined, easily managed **prioritized departmental, infrastructure, line of business and "Enterprise-wide" projects** to satisfy the identified needs of customers and staff
- Documentation of the **rationale and benefits (business case)** of undertaking such projects including the development of a **set of criteria** that can be used to prioritize identified projects
- An assessment of the information technology **implementation, support resources and technical skills** required of the Information Technology Department, departmental staff and outside technical assistance
- An assessment of the **training and future support requirements** for new and enhanced technologies
- The establishment and documentation of a **continuous improvement and evaluation methodology** for the Organization to follow to keep the Plan up to date.
- The development of **selection, implementation, and support strategies** to guide the purchase and deployment of information technology resources (financial, human, technological) over the next five years

Ultimately, the goal of any IT Strategic Plan is as follows:

- Define and implement projects that support the business needs of the organization
- Define the underlying technology architecture and associated supports required to implement the plan and provide on-going support for the plan
- Define a migration path and roadmap that will define how the organization will migrate from their current technology environment towards a future environment

## METHODOLOGY AND DELIVERABLES

Plante Moran has been performing Information Technology Assessments and Strategic Planning engagements for public sector organizations for over 25 years. Through these experiences we have developed and continually refined specific tools, techniques and methods for performing these projects that are further detailed below.

The planning process that we will undertake with the County will be a very participative process that will include interviews with the following stakeholder groups:

- The Steering Committee
- Information Technology Department / other technology support areas within the County
- Business groups within the County that are heavy users of a particular type of technology (e.g., Document Imaging/Content Management, E-Government, GIS, ERP, etc.)
- Departmental staff
- Board/Management

We anticipate the following deliverables to be developed as a result of conducting this project:

- Project Kick-Off Meeting Material
- Project Charter
- Detailed Project Work Plan
- Status Reports
- End-User Survey Results
- IT Assessment Report
- Draft and Final Five-Year Information Technology Strategic Plan
- Final Report Presentation

During the past 25 years, we have continually refined our Information Technology Assessment and Strategic Planning methodology. Each of the projects listed above used the same methodology and tools. Based on experience we have gained on many IT Assessment and Strategic Planning projects the firm has conducted during the past five years, clients typically have particular areas of interest to be explored. Our experience in areas of interest likely to be reviewed as part of the project with the County is as follows:

Area of Interest	Firm Experience
<b>Staff Structure</b>	Our team has performed a significant number of IT staff structure reviews as part of IT assessment and planning projects or as an independent initiative. Through these efforts we have been exposed to a variety of staffing structures including the relationship between Central IT and distributed IT units that frequently will evolve into a larger governance structure assessment. Furthermore, we have done extensive benchmarking of other municipal-based organizations using those metrics to conduct comparative analysis against the client's staffing structure.

Area of Interest	Firm Experience
<b>Portfolio Management</b>	Through our experiences in conducting IT Plans and Assessments for numerous municipal clients we have had the opportunity to view a number of approaches and processes supported by various tools to maintain a current and complete project portfolio. Typically, project portfolio management is a major facet of overall IT governance development with our clients.
<b>Infrastructure</b>	Our Communications and Networking practice includes staff who have been involved on IT planning and assessment projects to conduct a full assessment of IT infrastructure including hardware, data, communications, networking, server, storage and data center environments.
<b>Disaster Recovery</b>	Our Security Assurance practice includes staff who are focused on the development and/or review of Disaster Recovery, Business Continuity and COOP plans.
<b>Help Desk / ITIL</b>	Our staff have significant experience in conducting help desk assessments as part of IT planning and assessment projects. Additionally, we have staff who are ITIL V3 Foundation Certified.
<b>Project and Task Management</b>	Our staff have significant background in project management procedures, methods and tools. We use project management techniques and supporting tools on our technology planning initiatives that are covered in more detail in our project work plan. This includes the use of MS Project and MS SharePoint as a collaborative environment for managing client projects.
<b>Industry Standards</b>	Our Operations Improvement practice within the firm has significant experience in the development and deployment of Balanced Scorecard programs for our clients more specifically in the Manufacturing sector. Our governmental consulting staff have implemented a number of these concepts for our clients although not specifically under the mantra of Balanced Scorecard to include the establishment of metrics for measuring IT performance and the tools and methods for monitoring and reporting on these metrics.

Area of Interest	Firm Experience
<b>Internet / Intranet</b>	Our consultants have experience in developing e-government strategies and significant experience in deploying both Internet and Intranet sites for public sector clients. Additionally, our technology planning and assessment projects include the review of a County's overall approach towards Internet, Intranet, e-government, portals and Web 2.0 technologies. Through our involvement at PTI we have also been exposed to creative uses of web technologies by other governmental jurisdictions.
<b>Policies and Service Level Agreement</b>	Our staff have significant experience in the review of IT policies, procedures and service level agreements. Through numerous projects that we have conducted over the last several years we have developed a repository of IT policies and procedures used by other municipal jurisdictions.

***We understand that Ottawa County is interested in reviewing sample IT Assessment / Strategic Planning documents we have developed for other County clients. If requested, we would be able to provide these as part of an in-person interview session with the County as our clients have requested us not to share these documents freely, even in a sanitized state, as a matter of general practice.***

## PROJECT SCOPE

In general, the scope of the IT Assessment and Strategic Plan includes a review of numerous areas within each of the three major assessment categories (organization, administration, technology) that are outlined, but not limited to, items on this page. The County has clearly articulated a number of these areas in Sections 2.2.3 – 2.2.5 of the RFP. To achieve the desired objectives, we believe it is essential to include the following areas in the scope of the IT Assessment and Strategic Plan:

Organization	Administration	Technology
<p><b>Governance:</b></p> <ul style="list-style-type: none"> <li>■ Organization structure</li> <li>■ Organization benchmarks</li> <li>■ Succession planning</li> <li>■ Staff compensation</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>■ Staff complement</li> <li>■ Staff development</li> <li>■ Job descriptions</li> <li>■ Staff competencies</li> <li>■ Performance evaluations</li> <li>■ Recruiting</li> <li>■ External service providers</li> <li>■ User liaisons</li> <li>■ Steering Committee role</li> <li>■ Service Level Agreements</li> </ul> <p><b>User Satisfaction:</b></p> <ul style="list-style-type: none"> <li>■ Responsiveness</li> <li>■ Effectiveness</li> <li>■ Communication</li> </ul> <p><b>IT Leadership:</b></p> <ul style="list-style-type: none"> <li>■ Technical</li> <li>■ Business</li> <li>■ Behavioral</li> </ul> <p><b>Cost:</b></p> <ul style="list-style-type: none"> <li>■ Cost allocation model</li> <li>■ Capital and operating</li> <li>■ Cost of services</li> </ul>	<p><b>Delivery:</b></p> <ul style="list-style-type: none"> <li>■ Project mgt. approach</li> <li>■ SLA reporting</li> <li>■ Problem reporting</li> <li>■ Helpdesk administration</li> <li>■ Network / workstation management</li> <li>■ Software deployment</li> <li>■ Performance reporting</li> <li>■ Vendor management</li> <li>■ Methods / tools</li> <li>■ Application development</li> <li>■ Patch management</li> <li>■ Outsourcing</li> <li>■ Operating procedures</li> </ul> <p><b>IT Strategy:</b></p> <ul style="list-style-type: none"> <li>■ Current plans</li> <li>■ Project prioritization</li> <li>■ Technology procurement</li> <li>■ Budgeting</li> <li>■ Project portfolio mgt.</li> <li>■ Business case development</li> <li>■ Standards</li> <li>■ Planning process</li> </ul> <p><b>Policy:</b></p> <ul style="list-style-type: none"> <li>■ User policies &amp; procedures</li> <li>■ IT policies &amp; procedures</li> <li>■ Business continuity planning</li> <li>■ Security Management</li> </ul>	<p><b>Internet:</b></p> <ul style="list-style-type: none"> <li>■ Remote access</li> <li>■ Web site &amp; security</li> <li>■ Content management</li> <li>■ Web strategy</li> </ul> <p><b>Data:</b></p> <ul style="list-style-type: none"> <li>■ Data ownership</li> <li>■ Data integrity</li> <li>■ Data security</li> <li>■ Data warehousing</li> <li>■ Data backup</li> </ul> <p><b>Network (LAN/WAN):</b></p> <ul style="list-style-type: none"> <li>■ Servers</li> <li>■ NOS</li> <li>■ Cabling</li> <li>■ Network electronics</li> <li>■ Storage</li> <li>■ Security</li> </ul> <p><b>Applications:</b></p> <ul style="list-style-type: none"> <li>■ Software applications</li> <li>■ Security</li> <li>■ Reporting</li> <li>■ Interfaces</li> <li>■ Databases</li> <li>■ Platforms and tools</li> </ul> <p><b>End-User Computing:</b></p> <ul style="list-style-type: none"> <li>■ Workstation strategy</li> <li>■ Office automation</li> <li>■ Operating system</li> <li>■ Refresh</li> </ul>

During Project Initiation, we will work with the County to refine this list of topical areas to include those of greatest interest to the County.

## WORK PLAN

Our proposed work plan is organized into the following Phases:

- Phase 0:** Project Management
- Phase I:** Information Technology Assessment
- Phase II:** Five-Year Technology Vision
- Phase III:** IT Strategic Planning

### Phase 0: Project Management

**Phase Objective and Summary of Activities:** The purpose of this phase is to conduct activities that are relevant to managing the project and enhancing its success for the County. The major activities to be performed will be as follows:

- Conduct project initiation activities
- Define a project organizational structure
- Develop a project charter
- Develop a detailed project work plan
- Establish Project Collaboration Center
- Conduct weekly status meetings to monitor project progress

### 1. Conduct Project Initiation

---

Project initiation activities will be conducted to introduce the project team, finalize the project scope, deliverables and timetables. These objectives will be accomplished through the development of a project organizational structure, project charter, detailed project plan, and regularly scheduled progress meetings. These steps are described below.

### 2. Define Project Organizational Structure

---

Our approach to each consulting engagement is structured to provide the services and level of professional support required to meet the individual needs of the client. We will work jointly with the County Project Manager to design a process that will meet the overall needs of the County. As standard practice in the majority of our engagements, especially those related to technology and process transformation, we have designed a very collaborative approach to create a high probability of implementation success.



### **3. Develop Project Charter**

---

At the start of the project, a Project Charter will be developed that will provide a framework for the following areas of focus:

- Project overview
- Project stakeholders
- Project influences
- Scope plan (both in and out of scope items)
- Project staffing

### **4. Develop Detailed Project Plan**

---

We will incorporate the following into a detailed Microsoft Project™ Plan:

- Major phases and milestones
- Work tasks and their due dates with assigned responsibility

### **5. Establish Project Collaboration Center**

---

Over the last few years, collaboration environments such as Microsoft SharePoint have become increasingly viable tools in which to establish project collaboration environments for large-scale projects. These environments can serve a variety of purposes including acting as a repository for documentation developed during the course of an IT Strategic Plan engagement. As a firm, we have significant expertise in the use SharePoint as an overall project repository for our engagements. We will work with the County in the establishment of a project collaboration environment using SharePoint that will last for the duration of the entire project.

Should the County prefer to use an alternative document repository, we would be happy to accommodate.

### **6. Schedule and Moderate Project Status Meetings**

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Continuous feedback is the key to a successful implementation. In this way, problems can either be avoided entirely, or addressed early on, to minimize wasted effort and keep the project on schedule. We will schedule meetings and/or conference calls with the County to:

- Report on the status of the project work plan and timeline
- Re-schedule tasks as necessary
- Discuss major open issues/risks and develop strategies to address them

We anticipate the County's Project Manager will participate in these calls.

## Phase I – Information Technology Assessment

**Phase Objective and Summary of Activities:** The purpose of this set of activities is to conduct the Assessment. This will include the following activities:

- Conduct Project Kick-Off Meeting
- Collect and Review Documentation
- Conduct IT Staff Interviews
- Review and Assess Technical Environment
- Conduct On-Line End-User Survey
- Conduct Stakeholder Interviews
- Conduct Analysis of Alternate Service Delivery Options
- Develop Draft Information Technology Assessment

### 1. Conduct Project Kick-Off Meeting

---

We intend to conduct a project kick-off meeting that will define the objectives, timing, scope, anticipated County staff involvement and other items relevant to the project. As part of this meeting, we will conduct a general Technology Awareness Session to discuss current technologies available and technology trends relevant to municipal government. It is expected that this presentation will provide awareness of what is available and spawn discussion amongst staff about considerations for using these technologies. We will discuss with the County who should attend this session. We anticipate further discussion about specific technologies in the interview sessions as they apply to each department's situation and needs.

Information collected during this meeting will provide additional input into the development of the Project Charter.

### 2. Collect and Review Documentation

---

Plante & Moran will review existing documentation to gain a comprehensive understanding of the County's current technology environment. We will provide the County with an Information Request list upon project initiation. This list will include requests for detailed information pertaining to the current information technology organization, management processes, standards, technology infrastructure and applications.

For ease of document management and distribution, we propose using the Project Collaboration Center as the means of populating the requested information that has been obtained.

### 3. Conduct Comparative Research

---

We will conduct comparative research with other entities similar to the County using a variety of sources. We will take the results from our "Best Practices" research and conduct applicable comparisons with the County to include the following areas:

- Departmental structure and staffing patterns
- Information technology funding levels and the allocation of those funds
- Alternate service delivery options that are being used

- Technology maturity in the use of various technologies (e.g., document imaging, e-government, CRM, etc.)
- Other areas deemed necessary

#### 4. Conduct IT Staff Interviews

---

We will meet with the County IT Department staff to review their areas of support and other organizational, administrative and technology support components. We anticipate meeting with IT management and staff to provide an explanation of the project, what we anticipate doing on the project and explain the IT survey that will be distributed to IT staff. This survey is intended to gather information in the following areas:

- Job duties and responsibilities
- Organization structure
- Work volume
- Communication / working relationship
- Other Comments / Suggestions

This survey is intended to be completed and submitted to our staff in confidence so as to obtain the best possible information. Typically, we achieve near 100% compliance in having IT staff complete the questionnaire. Additionally, we will conduct interviews with IT staff that are not part of the County IT department that provide technology support. These interviews may be group or individual interviews as deemed appropriate.

As part of the IT staff interviews, we will review the areas identified in the project scope section above using an in-depth IT assessment tool that we have used on a number of previous County IT assessment and strategic planning engagements.

#### 5. Review and Assess Technical Environment

---

We will conduct an extensive review of the existing technical environment at the County including all aspects of hardware, software, networking, telecommunications and relevant security for all of the various components. Various components of the technical environment will be further assessed as part of the interviews with County IT staff, including analysis of the following detailed assessment surveys that will be deployed in week one of the project:

- Backup Systems Questionnaire
- Data Center Questionnaire
- Disaster Recovery Questionnaire
- Remote Office Connectivity Questionnaire
- Server and Network Administration Questionnaire
- Voice System Questionnaire

Our data collection and interview process will encompass the areas outlined in the County's RFP as specific "areas of interest" including the areas identified in Scope of Services, above.

## **6. Conduct On-Line End-User Survey**

---

We will distribute an online survey to identify satisfaction with services provided by the IT Department(s) and satisfaction with technologies in use within the County. This survey will be made available to all County staff and include questions in the following topic areas:

- Direction and Leadership
- Communication
- Service & Support
- General County Technology
- Training

A comprehensive analysis of the information will be provided to the County as part of our final report. From the survey results, we can identify gaps between current levels of service and desired levels of service as well as gaps where current technology is not meeting the needs of a particular department, area, or County as a whole. Having conducted a similar survey with a number of other County-based clients will allow us the opportunity to perform comparative analysis to determine specific areas of strength and opportunities for improvement.

## **7. Conduct Stakeholder Interviews**

---

We will schedule and conduct meetings with staff within the County departments, including management and end-users, to:

- Discuss the business requirements of the department and how IT can assist in meeting these requirements
- Solicit feedback regarding project prioritization and governance
- Discuss the departments' perceptions as to how IT can improve
- Clarify any questions as a result of end-user survey
- Assess how information about IT requests are gathered
- Discuss how the scope of IT initiatives are defined, and how the initiatives are justified, approved, funded/budgeted, and prioritized
- Discuss the approach taken to align IT initiatives with operational priorities
- Discuss the typical approach to project management
- Identify other current and anticipated information and technology needs over the next five years

We will also discuss the customers' perceptions as to how IT can improve, especially as it relates to how well IT Department initiatives meet the customer's business and management requirements. We anticipate conducting interviews with representatives from all County departments. Prior to these meetings, departments will receive surveys to provide departmental input specific to their area.

## **8. Conduct Analysis of Alternate Service Delivery Options**

---

During the course of the study, we will be having dialogue with IT management, County management and other staff regarding opportunities to provide IT services through alternate service delivery options. Other sources of input in identifying these alternate options will include:

- Areas where there are significant gaps between satisfaction with current service levels and the importance of that service level
- Review of benchmarking results
- Areas identified during the visioning session
- General technology trends in industry

For those areas identified as candidates for alternate service delivery, we will identify the pros and cons of these options as they relate to the situation at the County.

## 9. Prepare IT Assessment Report

---

We will develop a draft IT Assessment Report that will summarize findings and recommendations developed from the previous work steps. As part of the Assessment, the following components will be included:

- Executive summary
- SWOT Analysis
- Observations, maturity ratings and opportunities and by topical area within the areas of organization, administration and technology
- Identified technology initiatives and projects including those that will provide opportunities for improvement of enterprise-level business processes
- End-user survey results

**Deliverable** - The IT Assessment deliverable includes a summary of findings and opportunities for improvement in each of the areas reviewed along with an associated maturity rating (i.e., Gap Analysis). In addition, relevant industry data will be provided as appropriate as well as benchmarking of how an organization compares to other similar County-based organizations.

## Phase II – Five-Year Technology Vision

**Phase Objective and Summary of Activities:** The purpose of this set of activities is to develop the County's Long Term Technology Vision. This will include the following activities:

- Review and Confirm IT Governance Structure
- Conduct Visioning Session

### 1. Review and Confirm IT Governance Structure

---

We will review and confirm the existing IT governance with the County to include the following areas:

- Development and deployment of IT Policy
- Development and deployment of IT Procedures
- Development, deployment and enforcement of IT Standards
- Strategic technology planning
- Project identification, review and prioritization
- Annual technology budgeting
- Project review process for departmental, line of business and enterprise applications

### 2. Develop Interim Deliverable and Preliminary Strategies

---

Based on the IT Assessment, benchmarking and Plante Moran's experience in working with both private and public sector organizations, we will formulate preliminary information technology strategies for the County to consider. In preparation for the Visioning Session, we will prepare an interim deliverable to include the following:

- Agenda for Visioning Session
- Benchmarking Results
- Gap Analysis (based on IT Assessment)
- Confirmation of County Goals & Objectives
- Preliminary Strategies

The interim deliverable will be distributed prior to the Visioning Session.

### 3. Conduct Visioning Session

---

We intend to conduct a Visioning Session with County leadership, including elected officials and department heads, to confirm our understanding of current technology issues within the County and to discuss various approaches towards the management of technology within the County. For example, we may use the following visual to develop an understanding of the current state of County IT, the trend and the vision for the desired state of County IT:

<b>MIS Organizational Model</b>	<b>Typical Strength</b>	<b>Typical Weakness</b>
<b>Centralized</b>	<ul style="list-style-type: none"> <li>■ Economies of scale</li> <li>■ Uniform standards</li> <li>■ Architectural control</li> <li>■ Asset protection</li> <li>■ High integrity</li> </ul>	<ul style="list-style-type: none"> <li>■ Danger of isolation</li> <li>■ User frustration</li> <li>■ Communication costs</li> </ul>
<b>Business Partner</b>	<ul style="list-style-type: none"> <li>■ Business unit led initiatives</li> <li>■ Leveraged development standards</li> <li>■ Central architectural control</li> <li>■ Sourcing and budget flexibility</li> <li>■ Development and sharing of best practices</li> <li>■ Distribution of competencies</li> <li>■ Business/technology integration</li> </ul>	<ul style="list-style-type: none"> <li>■ IS of governance must be strong</li> <li>■ Enterprise architecture diffusion</li> <li>■ Challenge of matrix management</li> <li>■ Potential redundant costs</li> <li>■ Unproductive technical diversity</li> </ul>
<b>Decentralized</b>	<ul style="list-style-type: none"> <li>■ Responsiveness</li> <li>■ Business awareness</li> <li>■ Local control of priorities</li> <li>■ Appropriateness of solutions</li> <li>■ Local cost control</li> <li>■ Rapid development</li> <li>■ High integrity</li> </ul>	<ul style="list-style-type: none"> <li>■ Architectural diffusion</li> <li>■ Redundant cost and efforts</li> <li>■ Lack of long-term flexibility</li> <li>■ Enterprise learning</li> <li>■ Isolation of best practices</li> <li>■ System integration challenges</li> <li>■ Data consistency and sharing challenges</li> </ul>

As part of the Visioning Session, we will also discuss a number of other areas and intend to define the following:

- Proposed Technology Vision Statement
- Proposed Technology Mission Statement
- Proposed Technology Goals
- Proposed Technology Imperatives
- Proposed Technology Guiding Principles

### Phase III – Develop IT Strategic Plan

**Phase Objective and Summary of Activities:** The purpose of this set of activities is to develop the IT Strategic Plan. This will include the following activities:

- Develop Project Prioritization Criteria
- Define Information Technology Projects
- Prioritize and Schedule Projects
- Develop Draft Strategic Information Technology Plan
- Finalize Strategic Plan:
  - Define On-Going Strategic Plan Maintenance Processes
  - Finalize IT Strategic Plan Governance Model

#### 1. Develop Project Prioritization Criteria

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Project prioritization criteria will be developed in conjunction with selected County staff that will be used to objectively evaluate and prioritize projects that are identified as a result of interviews with IT and departmental staff.

It is expected that these prioritization criteria will clearly reflect the linkage between the County's goals and objectives and IT initiatives. For example, Plante Moran has used the following prioritization criteria in connection with past Information Technology Strategic Plans:

- Enhances constituent services
- Value enhancement (reduce cost and/or increase revenue)
- Organizational development (e.g., increases staff learning)
- Ensures compliance

#### 2. Define Information Technology Projects

---

We will identify and document discrete “projects” that should be undertaken by the County that will be departmental, line of business, enterprise or IT operational related. A brief description of each type of project follows:

- **Departmental:** A project that is specific to a particular department and is not dependent on other projects outside of the department.
- **Line of Business:** A project that is specific to a set of departments that are aligned along a specific line of business services (e.g., Public Safety and Judicial; Land Development and Land Management).
- **Enterprise:** A project that will impact either multiple departments or the entire enterprise (e.g., implementing a standard email system across the County).
- **IT Operational:** A project that is specific to the IT support function that may include the following types of projects:
  - IT Security
  - IT Staffing and Governance
  - Acquisition of New Tools
  - IT Administration and Procedural
  - Leveraging of Existing Tools and Solutions and Infrastructure



The projects will be designed to enhance the synergy within and between departments and other entities, result in the implementation of required new technologies in a timely manner, make use of existing technologies whenever possible, control expenditures, realize efficiencies, and, above all, enhance the ability for departments to provide service to their stakeholders. Specifically, completion of the projects will:

- Assist in meeting County-wide goals and objectives
- Enhance constituency service levels
- Satisfy the technology and business requirements of constituents, key entities, internal users, and departments
- Build the necessary support infrastructure to administer the technology
- Result in the upgrade of current systems as necessary
- Result in the implementation of new hardware, software, and communications equipment
- Enhance processes to reduce inefficiencies, improve cost effectiveness, minimize paper intensive tasks, and eliminate redundant data entry
- Ensure inter-technology compatibility and data sharing
- Reduce dependency on outdated equipment and software
- Maintain data integrity, confidentiality and redundancy
- Aid in the standardization of hardware and office automation systems
- Enhance data and network security

Throughout this phase, we will interact with the Steering Committee and/or departmental representatives for follow-ups to and clarifications of information gleaned during the earlier discovery tasks.

### **3. Prioritize and Schedule Projects**

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Based on the criteria and weightings identified above, the projects identified, the strategic direction of the County as reflected in the identification of technology goals and imperatives, we will work with the County in prioritizing each project.

Once prioritized, Plante Moran will assemble a schedule of projects including, for each project:

- Description
- Prioritization
- Timing
- Estimated cost
- Categorization

#### **4. Develop Draft Information Technology Strategic Plan**

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We will develop a Draft Information Technology Strategic Plan that will provide a roadmap in the deployment of technology at the County over the next five years that will:

- Include an executive summary and presentation
- Ensure alignment between County business goals and objectives and IT strategies and initiatives
- Identify cost drivers that will influence the costs of the architectural and technical needs of the County
- Identify best practices related to the specifically defined technology areas (e.g., GIS, eGovernment, implementing VoIP, network security, disaster recovery, network infrastructure deployment, disaster recovery planning, etc.)
- Define an IT governance structure and model that is integrated with the County's business planning and budgeting processes
- Include IT strategies and tactical initiatives (i.e., projects) to support these strategies
- Include project prioritization criteria
- Include an on-going Plan maintenance processes
- Incorporate elements of the County's GIS strategic plan, eGovernment Assessment and Council Vision for Technology (CVT)

#### **5. Finalize IT Strategic Plan**

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Upon review and feedback regarding the Draft Plan, we will update the IT Strategic Plan to a final form and provide copies as requested by the County.

#### **6. Present IT Strategic Plan**

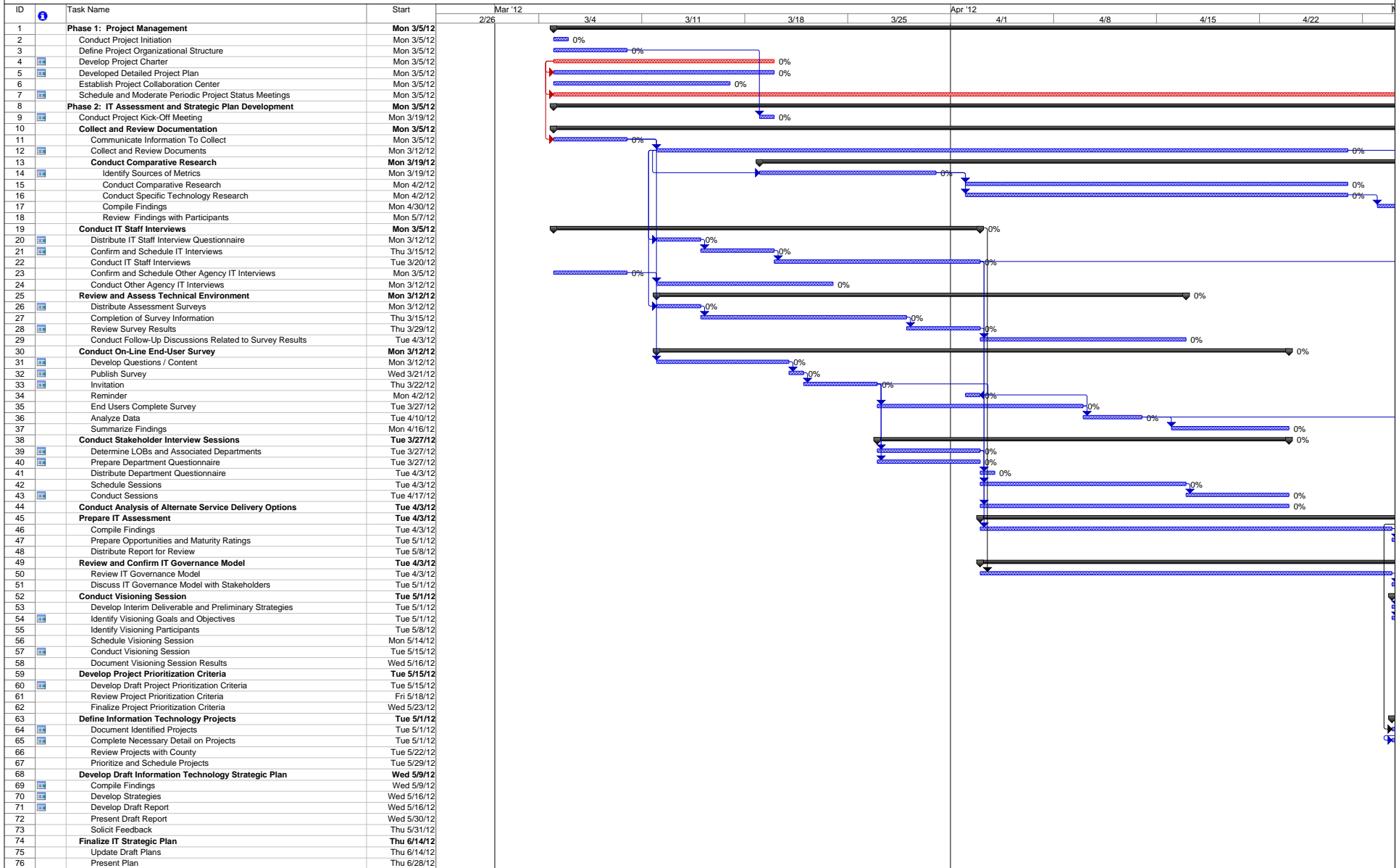
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We will present the IT Strategic Plan to management at the County. Upon request, the Plan will be presented to the County Board.

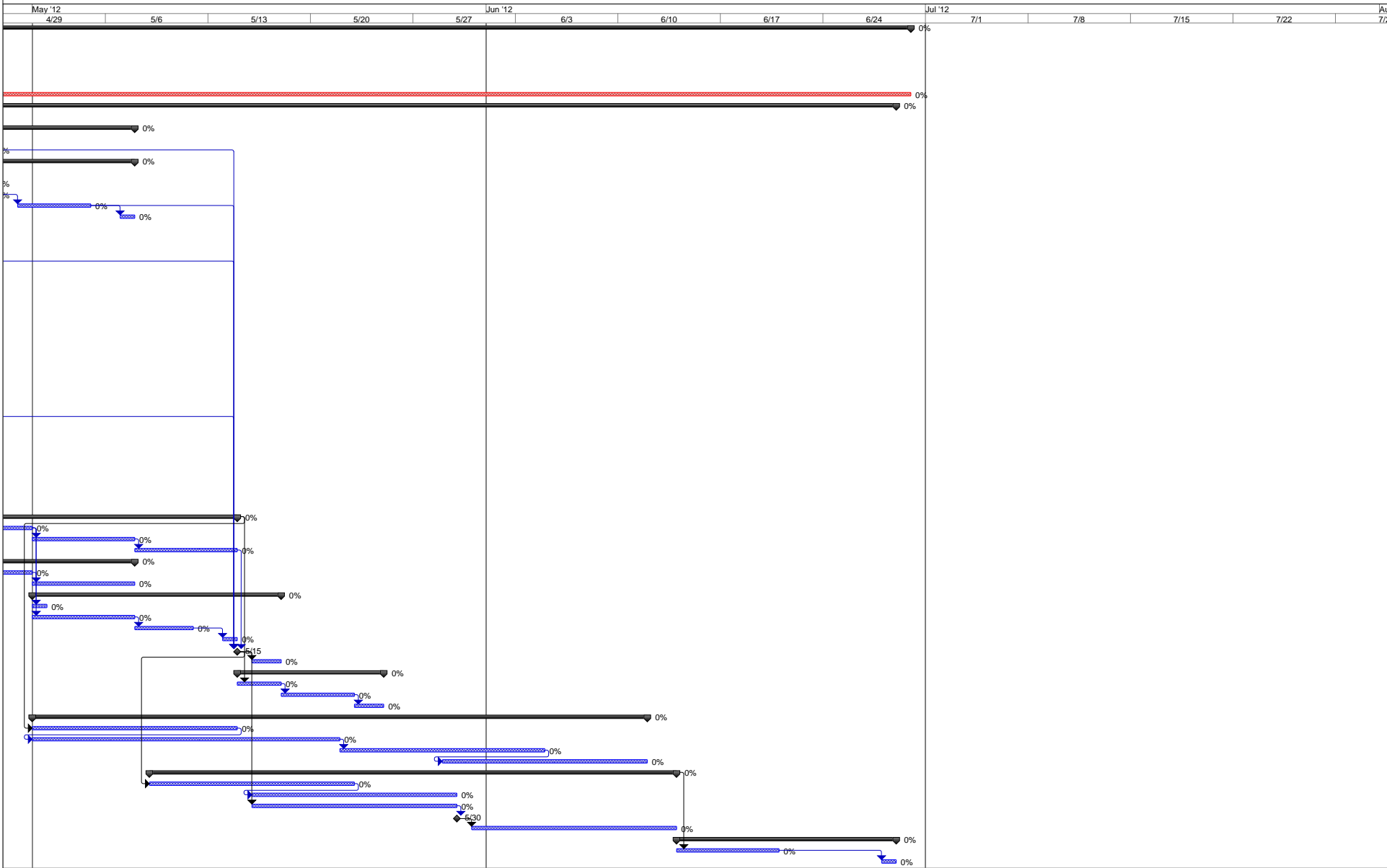
#### **PROPOSED TIMELINE/SCHEDULE**

The following three pages provide a detailed project timeline based on a start date in early March with a completion date in late June that can be adjusted based on the needs of the County.

Ottawa County  
IT Assessment and Strategic Technology Plan  
Detailed Project Plan



Ottawa County  
IT Assessment and Strategic Technology Plan  
Detailed Project Plan



## 3. Attachments:

### TERMS AND CONDITIONS

This Professional Services Agreement is part of the engagement letter for our consulting services dated \_\_\_\_\_ between Plante & Moran, PLLC (referred to herein as “P&M”, “we”, “our” or “us”) and Ottawa County (referred to herein as “the county”, “you” and “your”).

1. **Management Responsibilities** – The consulting services we will provide are inherently advisory in nature. We have no responsibility for any management decisions or management functions in connection with our engagement to provide these services. Further, you acknowledge that the County is responsible for all such management decisions and management functions; for evaluating the adequacy and results of the services we will provide and accepting responsibility for the results of those services; and for establishing and maintaining internal controls, including monitoring ongoing activities, in connection with our engagement.
2. **Nature of Services** – Our project activities will be based on information and records provided to us by **Ottawa County**. We will rely on such underlying information and records and our project activities will not include audit or verification of the information and records provided to us in connection with our project activities.

The project activities we will perform will not constitute an examination or audit of any Ottawa County financial statements or any other items, including Ottawa County’s internal controls. This engagement also will not include preparation or review of any tax returns or consulting regarding tax matters. If you require financial statements or other financial information for third-party use, or if you require tax preparation or consulting services, a separate engagement letter will be required. Accordingly, you agree not to associate or make reference to P&M in connection with any financial statements or other financial information of **Ottawa County**. In addition, our engagement is not designed and cannot be relied upon to disclose errors, fraud or illegal acts that may exist. However, we will inform you of any such matters that come to our attention.

3. **Use of Report** – At the conclusion of our project activities, we will provide you with a written report as described in the engagement letter. Our report will be restricted solely to use by management of Ottawa County and you agree that our report will not be distributed to any outside parties for any purpose other than to carry out legal responsibilities of the County. We will have no responsibility to update our report for any events or circumstances that occur or become known subsequent to the date of that report.
4. **Confidentiality, Ownership and Retention of Work papers** – During the course of this engagement, P&M and P&M staff may have access to proprietary information of Ottawa County, including, but not limited to, information regarding trade secrets, business methods, plans, or projects. We acknowledge that such information, regardless of its form, is confidential and proprietary to the County, and we will not use such information for any purpose other than our consulting engagement or disclose such information to any other person or entity without the prior written consent of the County.

In some circumstances, we may use local or international third-party service providers or P&M affiliates to assist us with our engagement. In order to enable these service providers to assist us in this capacity, we must disclose information to these service providers that is relevant to the

services they provide. Disclosure of such information shall not constitute a breach of the provisions of this agreement.

In the interest of facilitating our services to you, we may communicate or exchange data by internet, e-mail, facsimile transmission or other methods. While we use our best efforts to keep such communications and transmissions secure in accordance with our obligations under applicable laws and professional standards, you recognize and accept that we have no control over the unauthorized interception of these communications or transmissions once they have been sent, and consent to our use of these electronic devices during this engagement.

Professional standards require that we create and retain certain work papers for engagements of this nature. All work papers created in the course of this engagement are and shall remain the property of P&M. We will maintain the confidentiality of all such work papers as long as they remain in our possession.

Both Ottawa County and P&M acknowledge, however, that we may be required to make our work papers available to regulatory authorities or by court order or subpoena. Disclosure of confidential information in accordance with requirements of regulatory authorities or pursuant to court order or subpoena shall not constitute a breach of the provisions of this agreement. In the event that a request for any confidential information or work papers covered by this agreement is made by regulatory authorities or pursuant to a court order or subpoena, we agree to inform the County in a timely manner of such request and to cooperate with the County should you attempt, at your cost, to limit such access. This provision will survive the termination of this agreement.

We reserve the right to destroy, and it is understood that we will destroy, work papers created in the course of this engagement in accordance with our record retention and destruction policies, which are designed to meet all relevant regulatory requirements for retention of work papers. P&M has no obligation to maintain work papers other than for its own purposes or to meet those regulatory requirements.

Upon Ottawa County's written request, we may, at our sole discretion, allow others to view any work papers remaining in our possession if there is a specific business purpose for such a review. We will evaluate each written request independently. You acknowledge and agree that we will have no obligation to provide such access or to provide copies of our work papers, without regard to whether access had been granted with respect to any prior requests.

5. **Fee Estimates** – In any circumstance where we have provided estimated fees, fixed fees or not to exceed fees, these estimated, fixed or not-to-exceed fees are based on Ottawa County personnel providing P&M staff the assistance necessary to satisfy the County responsibilities under the scope of services. This assistance includes availability and cooperation of those the County personnel relevant to our project activities and providing needed information to us in a timely and orderly manner. In the event that undisclosed or unforeseeable facts regarding these matters causes the actual work required for this engagement to vary from our estimates, our estimated fees will be adjusted for the additional time we incur as a result.

In any circumstance where our work is rescheduled, we offer no guarantee, express or implied, that we will be able to meet any previously established deadline related to the completion of our work. Because rescheduling our work imposes additional costs on us, in any circumstance where

we have provided estimated fees, those estimated fees may be adjusted for additional time we incur as a result of rescheduling our work.

Any fee adjustments will be determined in accordance with the Fee Adjustments provision of this agreement.

6. **Payment Terms** – Our invoices for professional services are due upon receipt unless otherwise specified in our engagement letter. In the event any of our invoices are not paid in accordance with the terms of this agreement, we may elect, at our sole discretion, to suspend work until we receive payment in full for all amounts due or terminate this engagement. In the event that work is suspended, for nonpayment or other reasons, and subsequently resumed, we offer no guarantee, express or implied, that we will be able to meet any previously established deadlines related to the completion of our consulting work or issuance of our consulting report upon resumption of our work.
7. **Fee Adjustments** – Any fee adjustments for reasons described in this agreement will be determined based on the actual time that P&M staff expend at the hourly rates stated in this agreement, plus all reasonable and necessary travel and out-of-pocket costs incurred, and included as an adjustment to our invoices related to this engagement. You acknowledge and agree that payment for all such fee adjustments will be made in accordance with the payment terms provided in this agreement.
8. **Termination of Engagement** –This agreement may be terminated by either party upon written notice. Upon notification of termination, our services will cease and our engagement will be deemed to have been completed. You will be obligated to compensate us for all time expended and to reimburse us for all out-of-pocket expenditures through the date of termination of this engagement.
9. **Conflicts of Interest** - Our engagement acceptance procedures include a check as to whether any conflicts of interest exists that would prevent our acceptance of this engagement. No such conflicts have been identified. You understand and acknowledge that P&M may be engaged to provide professional services, now or in the future, unrelated to this engagement to parties whose interests may not be consistent with yours.
10. **Agreement Not to Influence** – Ottawa County and P&M each agree that each respective organization and its employees will not endeavor to influence the other’s employees to seek any employment or other contractual arrangement with it, during this engagement or for a period of one year after termination of the engagement. The County agrees that P&M employees are not “contract for hire.” P&M may release the County from these restrictions if the County agrees to reimburse P&M for its recruiting, training, and administrative investment in the applicable employee. In such event, the reimbursement amount shall be equal to two hundred hours of billings at the hourly rate stated in this agreement for the P&M employee.
11. **Governing Law** – This agreement shall be governed by and construed in accordance with the laws of the State of Michigan.

**End of Professional Services Agreement – Consulting Services**

{Thank You!}

plante  
*m*  
moran

**For more information contact:**

Adam Rujan, Partner  
248-223-3328  
adam.rujan@plantemoran.com

[plantemoran.com](http://plantemoran.com)



# Action Request



**Committee:** Finance and Administration Committee

**Meeting Date:** 3/20/2012

**Requesting Department:** Human Resources

**Submitted By:** Marie Waalkes

**Agenda Item:** Purchase of MERS (Michigan Municipal Employees Retirement System) Military Service Credits for Scott Ippel

## SUGGESTED MOTION:

To approve and forward to the Board of Commissioners the purchase of two (2) years of military service credits for Scott Ippel (Deputy, Ottawa County Sheriff's Office).

County Cost: \$18,360.00

Employee Cost: \$18,360.00

Total cost: \$36,720.00

## SUMMARY OF REQUEST:

Employees Eligible on or before January 1, 2009:

The Ottawa County Board of Commissioners will approve allowing the purchase of up to four (4) years for active duty military service which occurred prior to January 1, 1999, for eligible benefited employees of the County who have at least ten (10) years of credited service with MERS. Commissioners must have eight (8) years of credited service with MERS.

Eligible employees under this section will have up until January 1, 2013 to purchase eligible military service credits. Payment due from the employee prior to allowing the purchase is 50% of the actuarial cost as determined by MERS.

## FINANCIAL INFORMATION:

Total Cost: \$36,720.00

General Fund Cost: \$0.00

Included in Budget:

Yes

No

If not included in budget, recommended funding source: County cost of \$18,360 to be taken out of contingency funds

## ACTION IS RELATED TO AN ACTIVITY WHICH IS:

Mandated

Non-Mandated

New Activity

## ACTION IS RELATED TO STRATEGIC PLAN:

Goal: 4: To Continually Improve the County's Organization and Services.

Objective: 5: Continue the effective and efficient management of human resources.

## ADMINISTRATION RECOMMENDATION:

Recommended

Not Recommended

Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date:



**APPLICATION FOR ADDITIONAL CREDITED SERVICE  
Cost Estimate, Member Certification and Governing Body Resolution**

**RECEIVED**

FEB 17 2012

**MEMBER**

Name: Scott Ippel  
SSN: XXX-XX-6628  
DOB: 10/15/1970  
Age: 41 years, 4 months

**CALCULATION DATE - 3/1/2012**  
(Estimate Not Valid After 2 Months)

**BENEFIT PROGRAMS**

Benefit B-4 (80% max)  
Benefit F50 (With 25 Years of Service)  
Benefit FAC-5 (5 Year Final Average Compensation)  
10 Year Vesting  
E2 COLA Benefit

OTTAWA CO. HUMAN RESOURCES

**EMPLOYER**

Name: Ottawa Co  
Number/Div: 7003 / 21

**ESTIMATED FAC ON CALCULATION DATE: \$64,951.23**

**CREDITED SERVICE**

Member's Service Credit as of Calculation Date: 12 years, 11 months  
Type of Credited Service to be Granted: Generic (Plan Section 7)  
Amount of Credited Service to be Granted: 2 years, 0 months  
Total Estimated Actuarial Cost of Additional Credited Service: **\$36,720.00** [Payment Options on Reverse]

**BENEFIT CALCULATION ASSUMPTIONS**

- It is assumed that the Member will continue working until the earliest date for unreduced retirement benefits. If the Member terminates prior to becoming eligible for unreduced benefits, the Employer understands and accepts that the actuarial cost will be different from the actuarial cost shown above.
- The Member's Final Average Compensation (FAC) is projected to increase 4.5% annually from the date of purchase to the date of retirement.
- The Plan's Investment Return is projected to be 8% annually.

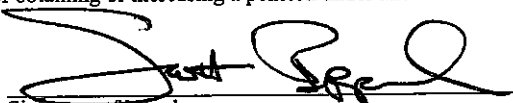
**THE ADDITIONAL CREDITED SERVICE IS PROJECTED TO RESULT IN THE FOLLOWING CHANGES:**

	Retirement Date	Age	Service Through	Total Service	FAC	Annual Benefit
Before Purchase	4/1/2024	53 yrs., 5 mths.	3/31/2024	25 yrs., 0 mths.	\$110,554.36	\$69,096.48
After Purchase	4/1/2022	51 yrs., 5 mths.	3/31/2022	25 yrs., 0 mths.	\$101,237.94	\$63,273.72

*Note: MERS is not responsible for any Member or Employer supplied information, or any losses which may result if actual experience differs from actuarial assumptions. The Member and Employer are responsible for reviewing the information contained herein for accuracy, and assuming the risk that actual experience results in liability different than that estimated.*

**MEMBER CERTIFICATION**

I certify that the above information is correct and accurate. If this is a purchase of qualifying "other governmental" service, I certify that the service has not and will not be recognized for the purpose of obtaining or increasing a pension under another defined benefit retirement plan.

  
Signature of Member

02/16/12  
Date



# COUNTY OF OTTAWA

## PURCHASE OF MILITARY SERVICE CREDITS POLICY

### I. POLICY

A. This policy outlines the eligibility of Ottawa County employees to purchase qualified active duty military service credits.

1. Employees Eligible on or before January 1, 2009:

The Ottawa County Board of Commissioners will approve allowing the purchase of up to four (4) years for active duty military service which occurred prior to January 1, 1999, for eligible benefited employees of the County who have at least ten (10) years of credited service with MERS. Commissioners must have eight (8) years of credited service with MERS.<sup>1</sup>

Eligible employees under this section will have up until January 1, 2013 to purchase eligible military service credits. Payment due from the employee prior to allowing the purchase is 50% of actuarial cost as determined by MERS.

2. Employees Eligible after January 1, 2009:

The Ottawa County Board of Commissioners will approve allowing the purchase of up to two (2) years for active duty military service which occurred prior to January 1, 1999, for eligible benefited employees of the County who have at least ten (10) years of credited service with MERS. Commissioners must have eight (8) years of credited service with MERS.

Eligible employees under this section will have up until January 1, 2013 to purchase eligible military service credits. Payment due from the employee prior to allowing the purchase is 50% of the actuarial cost as determined by MERS.

3. Employees hired after January 1, 2003:

Employees hired after January 1, 2003 may purchase military service credits in accordance with the MERS service credit purchase policy. The employee will be responsible for the full amount of the purchase with no employer contribution.

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<sup>1</sup> Members of the Board of Commissioners have an eight (8) year vesting period.



# COUNTY OF OTTAWA

B. Service will not be granted for active military time which is or could be used for obtaining or increasing a benefit from another retirement system, a copy of the military discharge papers must be filed with the Human Resources Department with payment from the employee.

C. The Board of Commissioners further authorizes the submission of required individual Resolutions to MERS for implementation of this policy.

## II. STATUTORY REFERENCES

None

## III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

Board of Commissioners Resolution Number and Policy Adoption Date: December 8, 1998, B/C 98-359, 98-409/ Date reviewed: September 19, 2001.

Board of Commissioners Resolution Number and Policy Adoption Date: September 23, 2008, B/C 08-218: May 24, 2011, B/C 11-136.

Name and Date of Last Committee Review: Planning and Policy, September 11, 2008; Planning and Policy, May 12, 2011; Finance and Administration, May 17, 2011.

Last Review by Internal Review Committee: June 1, 2011

## IV. REVIEW PERIOD

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

# Action Request



**Committee:** Finance and Administration Committee

**Meeting Date:** 03/20/2012

**Requesting Department:** Human Resources

**Submitted By:** Marie Waalkes

**Agenda Item:** Public Health Personnel Request to Increase an Environmental Health Clerk from a .6 FTE to One (1) FTE

## SUGGESTED MOTION:

To approve and forward to the Board of Commissioners the request from Public Health to increase an Environmental Health Clerk from a .6 FTE to One (1) FTE (Group T, Paygrade 6) at a cost of \$17,653.00. Funding to come from Onsite Services and the Food Program.

## SUMMARY OF REQUEST:

This position will operate under the direction of an Environmental Health Team Supervisor to process permit and/license applications and renewals for food service establishments, onsite water supplies, onsite sewage disposal systems, and recycling memberships.

This increase in position allows for the increase in the workload caused by inspection of licensed food service establishments within the City of Holland. This will cause an increase in the number of licenses and payments that need to be processed as well as an increase in the other general clerical duties as related to the food program.

This position is essential for the completion of mandated activities within Environmental Health.

## FINANCIAL INFORMATION:

Total Cost: \$17,653.00 | General Fund Cost: \$0.00 | Included in Budget:  Yes |  No

If not included in budget, recommended funding source: Onsite Services and the Food Program

## 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: 4: Continue initiatives to positively impact the community.

**ADMINISTRATION RECOMMENDATION:**  Recommended |  Not Recommended |  Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date:

**COUNTY OF OTTAWA**  
**2012 REGULAR FULL-TIME OR PART-TIME (BENEFITED) POSITION**  
**REQUEST FORM**

Please Print Form and Return to the Fiscal Services Department

**POSITION TITLE:** Environmental Health Clerk      **FUND/DEPARTMENT NUMBER:** 6021-0.2FTE, 5250-0.6FTE, 6020-0.2FTE

**CHECK ONE:**       New Position:      Number of hours per week requested: \_\_\_\_\_  
 Expansion of Existing Hours:      From: 24 To: 40 per week

**GENERAL INFORMATION:**

1. Bargaining Unit: Group T

2. Proposed Pay Grade: 6

3. Briefly describe the functions of this position:  
Under the supervision of the Environmental Health Team Supervisor, processes permit and/or license applications and renewals for food service establishments, onsite water supplies, onsite sewage disposal systems, and recycling memberships. Assists clients at the front desk and assists customers on the phone as well. Clerk may contact applicants to request additional documentation or application information as needed. This position will also scan and index documents/applications as the department moves to a more digital system. Performs related work as assigned.

4. Describe the justification for this position (Provide supporting documentation if appropriate.)  
This position allows for the increase in the workload caused by inspection of licensed food service establishments within the City of Holland. This will cause an increase in the number of licenses and payments that need to be processed as well as an increase in the other general clerical duties as related to the food program. The food program will pay 0.2 FTE of the increase in funds collected through license fees from the City of Holland establishments. The remaining 0.2 FTE will be paid from a 1.0 FTE CAA Clerical position that was eliminated (of which Onsite Services, 6020, financed 0.2 FTE).

5. Please identify the goals in the Board of Commissioners' Strategic Plan that this position will help to fulfill.  
Goal 3: To contribute to a healthy physical, economic, and community environment. Specifically Objective 3: To continue initiatives to preserve the physical environment.

6. Will the job functions of this position be for mandated or discretionary functions of the department?  
This position is essential for the completion of mandated activities within Environmental Health (EH). There would be a negative impact to the quality and timeliness of Ottawa County EH programs including restaurant inspections, outbreak investigations, timely completion and delivery of Onsite services, and community education. Without adequate staffing, EH programs would be unable to adequately protect public health from existing and emerging threats.

7. How will this position specifically impact the department's performance measurements and what process will be used to measure the outcomes?  
This position will allow for completion of supporting clerical duties that will become too difficult for current staffing levels to complete. It will help to complete processing of food service licenses and other paperwork and billing as needed for Environmental Health. To specifically measure performance, turn around time for processing requests and billing will be measured. Through this increase in hours, it is expected that there will not be an increase in time to process requests.

(If the position being requested does not have an existing job description, please attach a description of anticipated duties.)

**COST INFORMATION:**  
ESTIMATED SALARY COST FOR THE BUDGET YEAR: \$11,034.00

ESTIMATED FRINGE BENEFIT COSTS FOR THE BUDGET YEAR: \$6,619.00

ESTIMATED COST OF EQUIPMENT NEEDED IN CONJUNCTION WITH POSITION:  
*(If equipment is required, please complete an equipment request form and indicate it is for a new position.)*

0

SIGNED: Ymon [Signature]

DATE: 2.28.12

**BUDGET DATA:** \_\_\_\_\_  
Fiscal Services Department Use Only

**CONTROL #:** \_\_\_\_\_  
Fiscal Services Department Use Only



# Ottawa County Health Department

## Staffing Changes for the Food Safety Program

February 27, 2012

Recently the Ottawa County Health Department (OCHD) renegotiated the Food Service contract with the City of Holland to extend the contract for a period of 3 months. This contract expires April 30, 2012, at which time the OCHD will resume the responsibility of food service inspections in the City of Holland.

In order to best serve the restaurants within the City of Holland, the following is being requested, and is outlined in more detail in the attached documents.

- Increase existing 0.6 FTE EH Specialist position to 1.0 FTE EH Specialist.
- Create a 1.0 FTE Environmental Health Technician for the inspection of vending, temporaries, STFU's, and restaurants.
- 0.5 of Health Tech would be paid by Food Program, 0.5 paid by Waste Program. 0.5 FTE of Health Tech position would allow for coverage of site attendants at recycle centers and other duties as assigned.
- Increase existing EH Clerk from 0.6 FTE to 1.0 FTE. 0.2 FTE will be paid through Onsite Services; this amount is currently budgeted to help fund a CAA Clerk position. A position that will be eliminated as of March 16, 2012. The remaining 0.2 FTE will be funded by the Food Program, which will allow for added support for processing Food Service Licenses.

Adeline Hambley  
Environmental Health Manger  
ahambley@miottawa.org  
(616) 393-5625





# Ottawa County Health Department

## Staffing Changes for the Food Safety Program

February 27, 2012

### Background

Recently the Ottawa County Health Department (OCHD) renegotiated the Food Service contract with the City of Holland to extend the contract for a period of 3 months. This contract expires April 30, 2012, at which time the OCHD will resume the responsibility of food service inspections in the City of Holland.

Since 1978 Ottawa County has extended a written contract for the City of Holland to conduct inspections of restaurants and food service facilities within Holland City. The current contract with the City of Holland expired on December 31, 2011. In anticipation of this contract expiring, Environmental Health (EH) set out to evaluate the needs of the program and the capacity of our department. Extensive evaluation of current staffing levels in EH, the resources required to conduct food inspections in Holland City, and the potential revenue generated by taking on the Holland City programs were compared. It was determined that it was beneficial to both Ottawa County and the City of Holland for Ottawa County to assume food safety activities within the City of Holland.

In order to best serve the restaurants within the City of Holland, changes to existing staffing are being proposed. The needs are outlined below:

### City of Holland Numbers

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- 18 vending
- Total estimated revenue: \$77,000.00

### Staffing Needs

- The Michigan Department of Agriculture and Rural Development provides a guideline for staffing requirements based on the number of activities (i.e. inspections to be conducted). This is Important Factor III.
- Calculations show that:
  - 7.0 FTE is recommended staffing
  - 5.1 FTE is minimum staffing

### Staffing Changes Proposed

- 4.6 FTE currently in the Food Safety Program
- Proposed increase to existing 0.6 FTE EH Specialist position to 1.0 FTE EH Specialist.
- This would create 5.0 FTE EH Specialist positions
- Proposing creation of additional position of 1.0 FTE Health Tech Environmental Health. Position would be responsible for inspection of vending, temporaries, STFU's.
- 0.5 of Health Tech would be paid by Food Program, 0.5 paid by Waste Program. 0.5 FTE of Health Tech position would allow for coverage of site attendants at recycle centers and other duties as assigned.

- This proposal would give 5.5 FTE Food Positions.
- Increase existing EH Clerk from 0.6 FTE to 1.0 FTE. 0.2 FTE will be paid through Onsite Services; this amount is currently budgeted to help fund a CAA Clerk position. A position that will be eliminated as of March 16, 2012. The remaining 0.2 FTE will be funded by the Food Program, which will allow for added support for processing Food Service Licenses.

Revenue vs. Cost Estimate

<b>EH Staffing Changes Costs</b>	
	<b>Salary &amp; Fringes</b>
0.6 FTE EH Specialist	\$47,459.00
1.0 FTE EH Specialist	\$78,312.00
<b>0.6 FTE to 1.0 FTE Cost</b>	<b>\$30,853.00</b>
0.5 FTE EH Tech (food)	\$28,904.00
0.5 FTE EH Tech (waste)	\$28,907.00
<b>Total Cost EH Tech</b>	<b>\$57,811.00</b>
0.2 FTE EH Clerk	\$ 8,827.00
<b>Total Cost EH Clerk</b>	<b>\$ 8,827.00</b>
Total Cost to Food	\$68,584.00
Projected Increase in Revenue	\$77,000.00
<b>Net Increase in Revenue Food (Decrease in General Fund Expenditure)</b>	<b>\$8,416.00</b>

- \$68,584.00 additional cost to the Food Program for staffing changes will be covered by the additional revenue collected from City of Holland license fees.
- Net increase in revenue to the Food Program is \$8,416.00, decreasing the amount the Food Program draws from the general fund.
- The \$28,907.00 additional cost to the Waste Program for 0.5 FTE EH Tech will be covered through savings incurred by a decrease in expenditures of sample pick-up and disposal, and excess revenue from vacancy in the Senior Environmental Health Specialist. The vacant position was funded at a Senior level and was filled at the non-Senior level. This position was also originally budgeted so the Waste Program paid 0.6 FTE of the position and the Onsite Program paid 0.4 FTE of the position. Due to staffing demands in Onsite, the allocation of the position to the Waste Program has been changed to 0.4 FTE, thus providing \$20,707 of funding to cover the cost of the EH Tech. The remaining \$8,200 in cost will be covered by increase revenue in the Waste program from increased landfill tipping fees received.

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 Environmental Health Manger  
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February 23, 2012

**Waste Services Revenue Trends**

Revenue received from landfill tipping fees has been on the rise for the Waste Services Program since 2009. For 2011, Waste Services cleared \$94,000 after expenses. The money, generated through landfill tipping fees, was deposited in the Waste Services account to be used for Waste Services programs as specified in the agreements with Allied Waste Services and Waste Management (the landfill management companies).

<b>Waste Services Revenue from Landfill Tipping Fees</b>	
2009	\$321,274.00
2010	\$327,074.00
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0.6 FTE EH Specialist → 1.0 FTE

County of Ottawa  
 Estimated Personnel Costs  
 2210 Public Health

2210-6021	Union code	W/C code	FTE	Salaries * Permanent	FICA	Hospit- alization	OPFB	Life	Retirement - 457 Match	Dental	W/C	Longevity Unemployment	Optical	Disability	Total Fringes	Total Salaries & Fringes	salaries, 457 plan & longevity
Env Health Specialist	12	9410	0.6000	\$33,066	\$2,624	\$6,194	\$763	\$68	\$3,149	\$1,000	\$55	\$240	\$62	\$96	\$14,393	\$47,459	\$34,306
Env Health Specialist	12	9410	1.0000	\$55,110	\$4,323	\$10,323	\$438	\$112	\$5,188	\$1,000	\$91	\$400	\$104	\$158	\$23,202	\$78,312	\$56,510
Env Health Specialist	12	9410	0.5000	\$27,555	\$2,200	\$5,162	\$219	\$57	\$2,540	\$1,000	\$46	\$200	\$52	\$81	\$12,193	\$39,748	\$28,755

Total  
 Salaries  
 & Fringes

# Waste Services Budget EH Specialist EH Technician

7049.0000 7150.0000 7160.0000 7160.0020 7179.0000 7180.0000 7190.0000 7200.0000 7220.0000 7230.0000 7240.0000

County of Ottawa  
Estimated Personnel Costs  
2010 Public Health

Union code	W/C code	FTE	Salaries Permanent	FICA	Hospita- lization	OPEB	Life	Retirement	Dental	W/C	Unemployment	Optical	Disability	Total Salaries & fringes
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EH Health Technician (F Step) (09)	12 9410	1.0000	39,195	2,998	10,163	846	80	3,520	650	63	59	115	122	57,811
2012 Budget														
EH Health Specialist (Step C) (11) (832 hours for 4 less 96 hours for start date 2-13-2012)	12 9410	0.6000	27,136	2,076	6,194	263	54	2,491	419	44	176	62	76	38,991
Available in 2272 budget		0.3000	12,257	938	3,334	280	25	1,101	215	20	13	38	38	18,284
EH Health Technician (F Step) (09) (start date of 5/1/2012 for the remainder of the calendar year)	12 9410	0.5000	14,879	1,138	2,840	(17)	29	1,390	204	24	155	24	38	20,707
			19,598	1,499	5,082	423	40	1,760	325	32	29	58	61	28,907

\$8,200 remain cost to  
fund 0.5 FTE EH Technician

Utilized 2012 pay rates  
Full year was based on 2080 hours

Prepared by: Julie Zerk, Fiscal Services 07/22/2012

Recycle Center Attendant (DW)	0.5000	15,559	1,191	5,082	120	31	1,435	325	26	117	57	44	23,987	
	1.0000	31,118	2,382	10,163	240	62	2,870	650	52	234	115	88		
Site Attendant (F Step) (06)	12 9410	1.0000	33,492	2,562	10,163	846	68	3,008	650	54	50	115	104	54,112
Site Attendant (F Step) (07)	12 9410	1.0000	35,471	2,714	10,163	846	72	3,185	650	57	53	115	110	53,436

EH Clerk

County of Ottawa  
 Estimated Personnel Costs  
 2210 Public Health

Total Salaries & Fringes  
 \$26,482  
 \$44,135

Union code	W/C code	FTE	Salaries * Permanent	FICA	Hospit- alization	OPPB	Life	Retirement	Dental	W/C	Unemployment	Optical	Disability	Total Salaries & Fringes
	12	0.6000	\$16,551	\$1,266	\$6,098	\$208	\$34	\$1,486	\$390	\$4	\$25	\$69	\$51	\$26,482
Environ. Health Clerk (06) C Step			\$27,585	\$2,110	\$10,163	\$846	\$56	\$2,477	\$650	\$6	\$41	\$115	\$86	\$44,135
Environ. Health Clerk (06) C Step			\$11,034	\$844	\$4,065	\$338	\$22	\$991	\$260	\$2	\$16	\$46	\$35	\$17,653
Per Week - increase			\$212	\$16	\$78	\$7	\$0	\$19	\$5	\$0	\$0	\$1	\$1	\$339
4 weeks (1/9-2/3/2012)			\$848	\$64	\$312	\$28	\$0	\$76	\$20	\$0	\$0	\$4	\$4	\$1,356
8 weeks (1/9-3/2/2012)			\$1,696	\$128	\$624	\$56	\$0	\$152	\$40	\$0	\$0	\$8	\$8	\$2,712
Environ. Health Spec (13) A Step	12	1.0000	\$35,595	\$2,723	\$10,163	\$846	\$73	\$3,196	\$650	\$57	\$53	\$115	\$110	\$33,581
Vacant 11/15/2011-2/29/2012	12	0.2923	\$10,405	\$796	\$2,971	\$248	\$21	\$934	\$190	\$17	\$16	\$34	\$32	\$15,664

Utilized 2011 pay rates plus 1% as 2012 rates were not available  
 Full year was based on 2080 hours  
 Fringe Rates - 2011 Actual 09/30 Rate

Total cost 1.0 FTE \$44,135  
 COST TO EOOD ~~0.2 FTE = \$ 6821~~  
 Program

# Action Request



**Committee:** Finance and Administration Committee

**Meeting Date:** 03/20/2012

**Requesting Department:** Human Resources

**Submitted By:** Marie Waalkes

**Agenda Item:** Public Health Personnel Request to Create One (1) Environmental Health Technician

## SUGGESTED MOTION:

To approve and forward to the Board of Commissioners the request from Public Health to create One (1) FTE Environmental Health Technician (Group T, Paygrade 9) at a cost of \$59,811.00. Funding to come from the Waste Program and the Food Program.

## SUMMARY OF REQUEST:

This position will operate under the direction of a Registered Environmental Health Specialist to enforce regulations and codes governing solid waste disposal, resource recycling and recovery, household hazardous waste disposal, environmental contamination, and related public health issues. Under the direction of the EH Specialist, conducts inspections of selected food service operations, vending machines, swimming pools, campgrounds, child care facilities, and other programs as directed.

This position will allow for more affordable completion of less technical duties. It will assist in completing inspections and waste management activities, allowing senior level staff to concentrate on more technical duties. Currently EHS or Sr. EHS positions are being used to cover recycle centers when attendants are absent. These positions are significantly higher pay than the attendants, but coverage at the sites is required.

The work of the EH Tech will be reviewed by a Registered Environmental Health Specialist in order to ensure compliance with internal standards and minimum program requirements.

## FINANCIAL INFORMATION:

Total Cost: \$59,811.00      General Fund Cost: \$0.00      Included in Budget:     Yes     No

If not included in budget, recommended funding source: Funding to come from the Waste Program and the Food Program

## 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.

**ADMINISTRATION RECOMMENDATION:**     Recommended     Not Recommended     Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date:

**COUNTY OF OTTAWA**  
**2012-REGULAR FULL-TIME OR PART-TIME (BENEFITED) POSITION**  
**REQUEST FORM**

Please Print Form and Return to the Fiscal Services Department

**POSITION TITLE:** Environmental Health Technician      **FUND/DEPARTMENT NUMBER:** 6021-0.5FTE, 5250-0.5FTE

**CHECK ONE:**       New Position:      Number of hours per week requested: 40  
 Expansion of Existing Hours:      From: \_\_\_\_\_ To: \_\_\_\_\_ per week

**GENERAL INFORMATION:**

1. Bargaining Unit: Group T

2. Proposed Pay Grade: 9

3. Briefly describe the functions of this position:  
Under the direction of a Registered Environmental Health Specialist (EHS), enforce regulations and codes governing solid waste disposal, resource recycling and recovery, household hazardous waste disposal, environmental contamination, and related public health issues as related. Additional promotes recycling and resource recovery programs and projects.

Under the direction of a Registered EHS, conducts inspections of selected food service operations, vending machines, swimming pools, campgrounds, child care facilities, and other programs as directed.

4. Describe the justification for this position (Provide supporting documentation if appropriate.)  
This position allows for the completion of less technical Environmental Health services. The work of the EH Tech will be reviewed by a Registered Environmental Health Specialist in order to ensure compliance with internal standards and minimum program requirements. By having an EH Tech on staff, the time of the higher paid Environmental Health Specialists on staff will not be used for basic task completion, but rather for more difficult program functions that require expertise.

Currently EHS or Sr. EHS positions are being used to cover recycle centers when attendants are absent. These positions are significantly higher pay than the attendants, but coverage at the sites is required.

5. Please identify the goals in the Board of Commissioners' Strategic Plan that this position will help to fulfill.  
Goal 3: To contribute to a healthy physical, economic, and community environment. Specifically Objective 3: To continue initiatives to preserve the physical environment.

6. Will the job functions of this position be for mandated or discretionary functions of the department?  
Food Services functions are mandated. Activities for household hazardous waste and recycling are not mandated, but funds collected from landfill tipping fees (used to fund the Waste Services Program) may only be used for waste management purposes.

7. How will this position specifically impact the department's performance measurements and what process will be used to measure the outcomes?  
This position will allow for more affordable completion of less technical duties. It will help to complete inspections and waste management activities, allowing senior level staff to concentrate on more technical duties. This will help to meet Goal 1, Protect the public and environment from the improper disposal of household hazardous materials by providing a household hazardous material recovery/disposal program, and Goal 2, Prolong landfill lifespan and encourage environmental stewardship. The Tech position will impact these by providing handson services at the sites. The EH Specialist will then have more time to develop outreach materials and develop grant applications to help expand program offerings or advertisement. The measures of success for this will be increase in annual measures of materials collected, increase in recycling memberships, and increase in grants applied for or awarded.

This position will also impact the Goals of the Food Safety section, particularly Goal 6, Reduce the risk of food borne illnesses in food service establishments, and Goal 7, Improve the level of food safety knowledge among the food service community. The EH Tech will conduct inspections of vending, temporary establishments, and select restaurants throughout



the County. This will allow senior staff to develop outreach and education for area restaurants and community groups, as well as spend more time with those establishments in enforcement proceedings. Measures of outcomes will be through the time and activities measures of senior staff on program development activities, increase in outreach activities (i.e. Food establishment newsletters produced), and increase in number of attendees to training seminars for food service working.

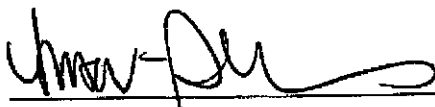
(If the position being requested does not have an existing job description, please attach a description of anticipated duties.)

**COST INFORMATION:**

ESTIMATED SALARY COST FOR THE BUDGET YEAR: \$39,195.00

ESTIMATED FRINGE BENEFIT COSTS FOR THE BUDGET YEAR: \$18,616.00

ESTIMATED COST OF EQUIPMENT NEEDED IN CONJUNCTION WITH POSITION: \$2,000.00  
*(If equipment is required, please complete an equipment request form and indicate it is for a new position.)*

SIGNED:  DATE: 2-27-12

**BUDGET DATA:** \_\_\_\_\_ **CONTROL #:** \_\_\_\_\_  
Fiscal Services Department Use Only Fiscal Services Department Use Only



# Ottawa County Health Department

## Staffing Changes for the Food Safety Program

February 27, 2012

Recently the Ottawa County Health Department (OCHD) renegotiated the Food Service contract with the City of Holland to extend the contract for a period of 3 months. This contract expires April 30, 2012, at which time the OCHD will resume the responsibility of food service inspections in the City of Holland.

In order to best serve the restaurants within the City of Holland, the following is being requested, and is outlined in more detail in the attached documents.

- Increase existing 0.6 FTE EH Specialist position to 1.0 FTE EH Specialist.
- Create a 1.0 FTE Environmental Health Technician for the inspection of vending, temporaries, STFU's, and restaurants.
- 0.5 of Health Tech would be paid by Food Program, 0.5 paid by Waste Program. 0.5 FTE of Health Tech position would allow for coverage of site attendants at recycle centers and other duties as assigned.
- Increase existing EH Clerk from 0.6 FTE to 1.0 FTE. 0.2 FTE will be paid through Onsite Services; this amount is currently budgeted to help fund a CAA Clerk position. A position that will be eliminated as of March 16, 2012. The remaining 0.2 FTE will be funded by the Food Program, which will allow for added support for processing Food Service Licenses.

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Total Salaries & fringe

# Waste Services Budget EH Specialist EH Technician

7049.0000 7150.0000 7160.0000 7160.0020 7179.0000 7180.0000 7190.0000 7200.0000 7220.0000 7230.0000 7240.0000

County of Orange  
Estimated Personnel Costs  
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(832 hours for 4 less 96 hours for start date 2-13-2012) Available in 2272 budget															
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(start date of 5/1/2012 for the remainder of the calendar year)															

\$8,200 remain cost to fund 0.5 FTE EH Technician

Utilized 2012 pay rates  
Full year was based on 2080 hours

Prepared by: Julie Zerk, Fiscal Services 07/22/2012

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			\$11,034	\$844	\$4,065	\$338	\$22	\$991	\$260	\$2	\$16	\$46	\$35	\$17,653
			\$212	\$16	\$78	\$7	\$0	\$19	\$5	\$0	\$0	\$1	\$1	\$339
			\$848	\$64	\$312	\$28	\$0	\$76	\$28	\$0	\$0	\$4	\$4	\$1,356
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12	9410	0.2923	\$10,405	\$796	\$2,971	\$248	\$21	\$934	\$190	\$17	\$16	\$34	\$32	\$15,664

Per Week - increase  
4 weeks (1/9-2/3/2012)  
8 weeks (1/9-3/2/2012)

Environ. Health Spec (13) A Step  
Vacant 11/15/2011-2/29/2012  
Utilized 2011 pay rates plus 1% as 2012 rates were not available  
Full year was based on 2080 hours  
Fringe Rates - 2011 Actual 09/30 Rate

Total cost 1.0 FTE \$44,135  
COST TO EMPLOYEE PROGRAM



# Action Request



**Committee:** Finance and Administration Committee

**Meeting Date:** 03/20/2012

**Requesting Department:** Human Resources

**Submitted By:** Marie Waalkes

**Agenda Item:** Public Health Personnel Request to Increase an Environmental Health Specialist from a .6 FTE to One (1) FTE

## SUGGESTED MOTION:

To approve and forward to the Board of Commissioners the request from Public Health to increase an Environmental Health Specialist from a .6 FTE to One (1) FTE (Group T, Paygrade 14) at a cost of \$30,853. Funding to come from Onsite Services and the Food Program.

## SUMMARY OF REQUEST:

This position will operate under the direction of an Environmental Health Team Supervisor to enforce regulations and codes governing the Food Safety program. It will conduct inspections of selected food service operations, vending machines, swimming pools, campgrounds, childcare facilities, and other programs as directed.

This increase in position allows for the increase in the workload caused by inspection of licensed food service establishments within the City of Holland. Without adequate staffing, the Food program would be unable to adequately protect public health from existing and emerging threats. This position is vital to the continued improvement of the program, investigation of emerging issues, and implementation of new and better service delivery systems.

This position is essential for the completion of mandated activities within Environmental Health.

## FINANCIAL INFORMATION:

Total Cost: \$30,853.00 | General Fund Cost: \$0.00 | Included in Budget:  Yes |  No

If not included in budget, recommended funding source: Onsite Services and the Food Program

## 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.

**ADMINISTRATION RECOMMENDATION:**  Recommended |  Not Recommended |  Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date:

**COUNTY OF OTTAWA**  
**2012 REGULAR FULL-TIME OR PART-TIME (BENEFITED) POSITION**  
**REQUEST FORM**

Please Print Form and Return to the Fiscal Services Department

**POSITION TITLE:** Sr. EH Specialist

**FUND/DEPARTMENT NUMBER:** 2210-6021

**CHECK ONE:**       Reclassification:  
 New Position:      Number of hours per week requested: \_\_\_\_\_  
 Expansion of Existing Hours:      From: 24      TO: 40      per week

**GENERAL INFORMATION:**

1. Bargaining Unit:      Group T

2. Proposed Pay Grade: 14

3. Briefly describe the functions of this position:

Under the supervision of an Environmental Health Supervisor, enforces regulations and codes governing the Food Safety program. Conducts inspections of selected food service operations, vending machines, swimming pools, campgrounds, child care facilities, and other programs as directed.

4. Describe the justification for this position (Provide supporting documentation if appropriate.)

Beginning in May of 2012, Ottawa County will be responsible for the inspection of all Ottawa County restaurants within the City of Holland. This will create additional establishments requiring services from Ottawa County Environmental Health. In order to meet this demand, an increase in staffing is required.

Without adequate staffing, the Food program would be unable to adequately protect public health from existing and emerging threats. This position is vital to the continued improvement of the program, investigation of emerging issues, and implementation of new and better service delivery systems.

(Additional documentation attached)

5. Please identify the goals in the Board of Commissioners' Strategic Plan that this position will help to fulfill.

Goal 3: To contribute to a healthy physical, economic, and community environment.

6. Will the job functions of this position be for mandated or discretionary functions of the department?

Mandated

7. How will this position specifically impact the department's performance measurements and what process will be used to measure the outcomes?

There would impact the quality and timeliness of inspection and education of Ottawa County restaurants, outbreak investigations, and community education. Without adequate staffing, the Food program would be unable to adequately protect public health from existing and emerging threats. This position helps assure compliance with the law including the Minimum Program Requirements as defined in the Public Health Code and Ottawa County Regulations. Measurements include, establishments inspected, meeting the Minimum Program Requirements as set forth by the Michigan Department of Agriculture and Rural Development.

If the position being requested does not have an existing job description, please attach a description of anticipated duties.


**COST INFORMATION:**

ESTIMATED SALARY COST FOR THE BUDGET YEAR: \$22,044.00

ESTIMATED FRINGE BENEFIT COSTS FOR THE BUDGET YEAR: \$8,809.00

ESTIMATED COST OF EQUIPMENT NEEDED IN CONJUNCTION WITH POSITION: 0

(If equipment is required, please complete an equipment request form and indicate it is for a new position.)

SIGNED: 

DATE: \_\_\_\_\_

**BUDGET DATA:** \_\_\_\_\_

**CONTROL #:** \_\_\_\_\_

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Fiscal Services Department Use Only



# Ottawa County Health Department

## Staffing Changes for the Food Safety Program

February 27, 2012

### Background

Recently the Ottawa County Health Department (OCHD) renegotiated the Food Service contract with the City of Holland to extend the contract for a period of 3 months. This contract expires April 30, 2012, at which time the OCHD will resume the responsibility of food service inspections in the City of Holland.

Since 1978 Ottawa County has extended a written contract for the City of Holland to conduct inspections of restaurants and food service facilities within Holland City. The current contract with the City of Holland expired on December 31, 2011. In anticipation of this contract expiring, Environmental Health (EH) set out to evaluate the needs of the program and the capacity of our department. Extensive evaluation of current staffing levels in EH, the resources required to conduct food inspections in Holland City, and the potential revenue generated by taking on the Holland City programs were compared. It was determined that it was beneficial to both Ottawa County and the City of Holland for Ottawa County to assume food safety activities within the City of Holland.

In order to best serve the restaurants within the City of Holland, changes to existing staffing are being proposed. The needs are outlined below:

### City of Holland Numbers

- 91 fixed food establishments (regular)
- 11 fixed food establishments (school)
- 50 temporaries (non-profit)
- 50 temporaries (for profit)
- 18 vending
- Total estimated revenue: \$77,000.00

### Staffing Needs

- The Michigan Department of Agriculture and Rural Development provides a guideline for staffing requirements based on the number of activities (i.e. inspections to be conducted). This is Important Factor III.
- Calculations show that:
  - 7.0 FTE is recommended staffing
  - 5.1 FTE is minimum staffing

### Staffing Changes Proposed

- 4.6 FTE currently in the Food Safety Program
- Proposed increase to existing 0.6 FTE EH Specialist position to 1.0 FTE EH Specialist.
- This would create 5.0 FTE EH Specialist positions
- Proposing creation of additional position of 1.0 FTE Health Tech Environmental Health. Position would be responsible for inspection of vending, temporaries, STFU's.

- 0.5 of Health Tech would be paid by Food Program, 0.5 paid by Waste Program. 0.5 FTE of Health Tech position would allow for coverage of site attendants at recycle centers and other duties as assigned.
- This proposal would give 5.5 FTE Food Positions.

Revenue vs. Cost Estimate

<b>EH Staffing Changes Costs</b>	
	Salary & Fringes
0.6 FTE EH Specialist	\$47,459.00
1.0 FTE EH Specialist	\$78,312.00
<b>0.6 FTE to 1.0 FTE Cost</b>	<b>\$30,853.00</b>
0.5 FTE EH Tech (food)	\$28,904.00
0.5 FTE EH Tech (waste)	\$28,907.00
<b>Total Cost EH Tech</b>	<b>\$57,811.00</b>
0.2 FTE EH Clerk	\$ 8,827.00
<b>Total Cost EH Clerk</b>	<b>\$ 8,827.00</b>
Total Cost to Food	\$68,584.00
Projected Increase in Revenue	\$77,000.00
<b>Net Increase in Revenue Food (Decrease in General Fund Expenditure)</b>	<b>\$8,416.00</b>

- \$68,584.00 additional cost to the Food Program for staffing changes will be covered by the additional revenue collected from City of Holland license fees.
- Net increase in revenue to the Food Program is \$8,416.00, decreasing the amount the Food Program draws from the general fund.
- The \$28,907.00 additional cost to the Waste Program for 0.5 FTE EH Tech will be covered through savings incurred by a decrease in expenditures of sample pick-up and disposal, and excess revenue from vacancy in the Senior Environmental Health Specialist. The vacant position was funded at a Senior level and was filled at the non-Senior level. This position was also originally budgeted so the Waste Program paid 0.6 FTE of the position and the Onsite Program paid 0.4 FTE of the position. Due to staffing demands in Onsite, the allocation of the position to the Waste Program has been changed to 0.4 FTE, thus providing \$20,707 of funding to cover the cost of the EH Tech. The remaining \$8,200 in cost will be covered by increase revenue in the Waste program from increased landfill tipping fees received.

Adeline Hambley  
 Environmental Health Manger  
 ahambley@miottawa.org  
 (616) 393-5625



# Ottawa County Health Department

## Staffing Changes for the Food Safety Program

February 27, 2012

Recently the Ottawa County Health Department (OCHD) renegotiated the Food Service contract with the City of Holland to extend the contract for a period of 3 months. This contract expires April 30, 2012, at which time the OCHD will resume the responsibility of food service inspections in the City of Holland.

In order to best serve the restaurants within the City of Holland, the following is being requested, and is outlined in more detail in the attached documents.

- Increase existing 0.6 FTE EH Specialist position to 1.0 FTE EH Specialist.
- Create a 1.0 FTE Environmental Health Technician for the inspection of vending, temporaries, STFU's, and restaurants.
- 0.5 of Health Tech would be paid by Food Program, 0.5 paid by Waste Program. 0.5 FTE of Health Tech position would allow for coverage of site attendants at recycle centers and other duties as assigned.

Adeline Hambley  
Environmental Health Manger  
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County of Ottawa  
 Estimated Personnel Costs  
 2210 Public Health

2210-6021	Union code	W/C code	FTE	Salaries * Permanent	FICA	Hospita- lization	OPEB	Life	Retirement	457 Match	Dental	W/C	Longevity	Unemploymen	Optical	Disability	Total Fringes	Total Salaries & fringes	salaries, 457 plan & longevity
Env Health Specialist	12	9410	0.6000	\$33,066	\$2,624	\$6,194	\$263	\$68	\$3,149	\$1,000	\$419	\$55	\$240	\$223	\$62	\$96	\$14,393	\$47,459	\$34,306
Env Health Specialist	12	9410	1.0000	\$55,110	\$4,323	\$10,323	\$438	\$112	\$5,188	\$1,000	\$698	\$91	\$400	\$367	\$104	\$158	\$23,202	\$78,312	\$56,510
Env Health Specialist	12	9410	0.5000	\$27,555	\$2,200	\$5,162	\$219	\$57	\$2,640	\$1,000	\$349	\$46	\$200	\$187	\$52	\$81	\$12,193	\$39,748	\$28,755

County of Ottawa  
 Estimated Personnel Costs  
 2210 Public Health

7040.0000 7150.0000 7160.0000 7160.0020 7170.0000 7180.0000 7190.0000 7200.0000 7220.0000 7230.0000 7240.0000

	Union code	W/C code	FTE	Salaries Permanent	FICA	Hospitalization	OPEB	Life	Retirement	Dental	W/C	Unemployment	Optical	Disability	Total Salaries & fringes
EH Health Technician (F Step) (08)	12	9410	1.0000	37,602	2,877	10,163	846	77	3,377	650	61	56	115	117	55,941
EH Health Technician (F Step) (09)	12	9410	1.0000	39,195	2,998	10,163	846	80	3,520	650	63	59	115	122	57,811
2012 Budget			0.6000	27,136	2,076	6,194	263	54	2,491	419	44	176	62	76	38,991
Env. Health Specialist (Step C) (11) ( 832 hours for .4 less 96 hours for start date 2-13-2012)	12	9410	0.3300	12,257	938	3,354	280	25	1,101	215	20	18	38	38	18,284
<b>Available in 2272 budget</b>				<b>14,879</b>	<b>1,138</b>	<b>2,840</b>	<b>(17)</b>	<b>29</b>	<b>1,390</b>	<b>204</b>	<b>24</b>	<b>158</b>	<b>24</b>	<b>38</b>	<b>20,707</b>
EH Health Technician (F Step) (09) (start date of 5/1/2012 for the remainder of the calendar year)	12	9410	0.5000	19,598	1,499	5,082	423	40	1,760	325	32	29	58	61	28,907
Utilized 2012 pay rates Full year was based on 2080 hours															
Prepared by: Julie Zenk, Fiscal Services 02/22/2012															
Recycle Center Attendant (DW)			0.5000	15,559	1,191	5,082	120	31	1,435	325	26	117	57	44	23,987
			1.0000	31,118	2,382	10,163	240	62	2,870	650	52	234	115	88	
Site Attendant (F Step) (06)	12	9410	1.0000	33,492	2,562	10,163	846	68	3,008	650	54	50	115	104	51,112
Site Attendant (F Step) (07)	12	9410	1.0000	35,471	2,714	10,163	846	72	3,185	650	57	53	115	110	53,436



County of Ottawa  
 Estimated Personnel Costs  
 2210 Public Health

	Union code	W/C code	FTE	Salaries *		FICA	Hospita- lization	OPEB	Life	Retirement	Dental	W/C	Unemployment	Optical	Disability	Total Salaries & fringes
				Permanent												
Environ. Health Clerk (06) C Step	12	8810	0.6000	\$16,551	\$1,266	\$6,098	\$508	\$34	\$1,486	\$390	\$4	\$4	\$25	\$69	\$51	\$26,482
Environ. Health Clerk (06) C Step	12	8810	1.0000	\$27,585	\$2,110	\$10,163	\$846	\$56	\$2,477	\$650	\$6	\$6	\$41	\$115	\$86	\$44,135
				\$11,034	\$844	\$4,065	\$338	\$22	\$991	\$260	\$2	\$2	\$16	\$46	\$35	\$17,653
Per Week - Increase				\$212	\$16	\$78	\$7	\$0	\$19	\$5	\$0	\$0	\$0	\$1	\$1	\$339
4 weeks (1/9-2/3/2012)				\$848	\$64	\$312	\$28	\$0	\$76	\$20	\$0	\$0	\$0	\$4	\$4	\$1,356
8 weeks (1/9-3/2/2012)				\$1,696	\$128	\$624	\$56	\$0	\$152	\$40	\$0	\$0	\$0	\$8	\$8	\$2,712
Environ. Health Spec (13) A Step	12	9410	1.0000	\$35,595	\$2,723	\$10,163	\$846	\$73	\$3,196	\$650	\$57	\$57	\$53	\$115	\$110	\$53,581
Vacant 11/15/2011-2/29/2012	12	9410	0.2923	\$10,405	\$796	\$2,971	\$248	\$21	\$934	\$190	\$17	\$17	\$16	\$34	\$32	\$15,664

Utilized 2011 pay rates plus 1% as 2012 rates were not available

Full year was based on 2080 hours

Fringe Rates - 2011 Actual 09/30 Rate

# Action Request



**Committee:** Finance and Administration Committee

**Meeting Date:** 03/20/2012

**Requesting Department:** Human Resources

**Submitted By:** Marie Waalkes

**Agenda Item:** Community Mental Health Personnel Requests to Restructure the CMHOC Clinical Management Team

## SUGGESTED MOTION:

To approve and forward to the Board of Commissioners the request from Community Mental Health to restructure the CMHOC Management Team at a cost of \$87,893.00. Funding to come from Medicaid Funds.

## SUMMARY OF REQUEST:

This request from Community Mental Health calls for the restructuring of the CMHOC Clinical Management Team as a result of the Integrated Health Care initiative. This includes the reclassification for the Nursing Supervisor to a Director of Nursing, the reclassification for the Clinical Nurse Specialist to a Mental Health Prescriber, and the reclassification of ten Team Supervisors to Program Coordinators (9 current employees and one vacant position).

CMHOC has developed a sophisticated clinical outcome matrix. The Director of Nursing will be responsible for developing services and programming that results in improved functioning as measured by the outcome database. All prescribers (psychiatrists and mid-level prescribers) are responsible for ensuring that they deliver services that result in improved functioning as measured by the outcome database. Supervisors are responsible for ensuring that their professional staff deliver services that result in improved functioning as measured by the outcome database.

## FINANCIAL INFORMATION:

Total Cost: \$87,893.00      General Fund Cost: \$0.0      Included in Budget:     Yes     No

If not included in budget, recommended funding source: Medicaid Funds

## 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. & 4: To Continually Improve the County's Organization and Services.

Objective: Goal 3-4: Continue initiatives to positively impact the community. & Goal 4-1: Review and evaluate the organization, contracts, programs, systems, and services for potential efficiencies.

**ADMINISTRATION RECOMMENDATION:**     Recommended     Not Recommended     Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date:

**Table One**

**CMH Positional Impact Analysis**

CURRENT POSITION	CURRENT PAYGRADE	PROPOSED POSITION TITLE	PROPOSED PAYGRADE
Program Supervisor	U8	Director of Adult MI Services	U8
Program Supervisor	U8	Director of Adult DD Services	U8
Program Supervisor	U8	Director of Family Services	U8
Program Coordinator – EBP	U7	Director of Research & Program Development	U7
Program Coordinator – Access	U7	Director of Access and Substance Abuse Services	U7
Program Coordinator – IT	U7	*Program Coordinator – IT	U7
Mental Health Financial Manager	U7	*Mental Health Financial Manager	U7
Quality Improvement Director	U7	Director of Quality Improvement	U7
Recipient Rights Officer	U6	Recipient Rights Officer	U6
<b>Nursing Supervisor</b>	<b>U7</b>	<b>Director of Nursing</b>	<b>U8</b>
<b>Team Supervisor – Clubhouse</b>	<b>U6</b>	<b>Program Coordinator – Clubhouse</b>	<b>U7</b>
<b>Team Supervisor – MDT (Holland)</b>	<b>U6</b>	<b>Program Coordinator – MDT</b>	<b>U7</b>
<b>Team Supervisor – MDT (Grand Haven)</b>	<b>U6</b>	<b>Program Coordinator – MDT</b>	<b>U7</b>
<b>Team Supervisor – MDT (Community Based Outreach Team)</b>	<b>U6</b>	<b>Program Coordinator – MDT</b>	<b>U7</b>
<b>Team Supervisor - ACT</b>	<b>U6</b>	<b>Program Coordinator – ACT</b>	<b>U7</b>
<b>Team Supervisor – Children’s Services (Home Based)</b>	<b>U6</b>	<b>Program Coordinator – Family Services</b>	<b>U7</b>
<b>Team Supervisor – Children’s Services (Child Outpatient)</b>	<b>U6</b>	<b>Program Coordinator – Family Services</b>	<b>U7</b>
<b>Team Supervisor – Access</b>	<b>U6</b>	<b>Program Coordinator – Access Center</b>	<b>U7</b>
<b>Team Supervisor – Crisis</b>	<b>U6</b>	<b>Program Coordinator – Crisis Services</b>	<b>U7</b>
<b>Clinical Nurse Specialist</b>	<b>U8A</b>	<b>Mental Health Prescriber</b>	<b>U10 (Market Exception)</b>

\*Title remained the same at the request of County Administration

## CMH Reorganization: Final Cost

CMH Reorganization: Final Cost											
Name	Current Position Title	Current Grade	Current Step	Current Pay	Current Annual Wage	New Position Title	New Grade	New Step	New Pay	Cost to Increase Paygrade	New/Current Salary
<b>To U10</b>											
Derkson, Mary	Clinical Nurse Specialist	U08A	6	39.31	\$ 81,764.80	Mental Health Prescriber	U10	6	44.5667	\$ 13,613.00	\$ 92,698.74
										\$ 13,613.00	
<b>To U08</b>											
Sychowski, Barbara	Nursing Supervisor	U07	6	33.83	\$ 70,366.40	Director of Nursing	U08	6	37.09	\$ 8,489.00	\$ 77,147.20
										\$ 8,489.00	
<b>To U07</b>											
Taylor, Calvin	Team Supervisor-Access	U06	6	30.86	\$ 64,188.80	Program Coordinator-Access	U07	6	33.83	\$ 7,734.00	\$ 70,366.40
Andrea, Mikaela	Team Supervisor-Children Svc	U06	1	23.85	\$ 49,608.00	Program Coordinator-Children Svc	U07	1	26.14	\$ 5,963.00	\$ 54,371.20
Vukusic, Bathany	Team Supervisor-MI Svc/Clubhouse	U06	1	23.85	\$ 49,608.00	Program Coordinator-MI SVC/Clubhouse	U07	1	26.14	\$ 5,963.00	\$ 54,371.20
Casler, Lisa	Team Supervisor-MI Svc/MDT	U06	6	30.86	\$ 64,188.80	Program Coordinator-MI Svc/MDT	U07	6	33.83	\$ 7,734.00	\$ 70,366.40
VanderSchel, Michele	Team Supervisor-MI Svc/MDT	U06	6	30.86	\$ 64,188.80	Program Coordinator-MI Svc/MDT	U07	6	33.83	\$ 7,734.00	\$ 70,366.40
Werle, Vanessa	Team Supervisor-MI Svc/MDT	U06	6	30.86	\$ 64,188.80	Program Coordinator-MI Svc/MDT	U07	6	33.83	\$ 7,734.00	\$ 70,366.40
Madden, Christopher	Team Supervisor-Crisis Svc	U06	6	30.86	\$ 64,188.80	Program Coordinator-Crisis Svc	U07	6	33.83	\$ 7,734.00	\$ 70,366.40
Beals, Michelle	Team Supervisor-ACT/IDDT	U06	6	30.86	\$ 64,188.80	Program Coordinator-ACT/IDDT	U07	6	33.83	\$ 7,734.00	\$ 70,366.40
LaPage, Chris	Team Supervisor-Family Svc.	U06	5	29.31	\$ 60,964.80	Program Coordinator-Crisis Svc	U07	5	32.13	\$ 7,461.00	\$ 66,830.40
										\$ 65,791.00	
										Total Annual Cost	\$ 87,893.00

**COUNTY OF OTTAWA**  
**2012 REGULAR FULL-TIME OR PART-TIME (BENEFITED) POSITION**  
**REQUEST FORM**

Please Print Form and Return to the Fiscal Services Department

**POSITION TITLE:** Director of Nursing **FUND/DEPARTMENT NUMBER:** \_\_\_\_\_

**CHECK ONE:**  Reclassification: \_\_\_\_\_  
 New Position: \_\_\_\_\_ Number of hours per week requested: 40  
 Expansion of Existing Hours: From: \_\_\_\_\_ TO: \_\_\_\_\_ per week

**GENERAL INFORMATION:**

1. Bargaining Unit: Unclassified

2. Proposed Pay Grade: U8

3. Briefly describe the functions of this position:

Serve as the chief nursing officer for CMH of Ottawa County. Develops practice standards for nurses throughout the agency and provides clinical direction and supervision to RNs and medical assistants serving adults with mental illness/substance use disorders, adults and children with developmental disabilities, and children with emotional disturbance. Assists agency leadership in hiring and training nursing staff. Assists the Medical Director in developing, implementing, monitoring, and improving care to consumers. Establishes and maintains community collaboratives with federally qualified health center and other primary care practices in Ottawa County. Key member of Integrated Health Care initiative.

4. Describe the justification for this position (Provide supporting documentation if appropriate.)

This is a reclassified of the former Nursing Supervisor position. The scope of this position has increased dramatically with the addition of several new nursing positions, the incorporation of medical assistants into treatment teams, the hiring of a full-time Medical Director, the imminent required implementation of integrated health care, and the transformation of CMHOC into a Health Home.

5. Please identify the goals in the Board of Commissioners' Strategic Plan that this position will help to fulfill.

To contribute to a healthy physical, economic and community environment.

6. Will the job functions of this position be for mandated or discretionary functions of the department?

Mandatory

7. How will this position specifically impact the department's performance measurements and what process will be used to measure the outcomes?

CMHOC has developed a sophisticated clinical outcome matrix. The Director of Nursing will be responsible for developing services and programming (especially related to integrated health care) that result in improved functioning as measured by our outcome database.

If the position being requested does not have an existing job description, please attach a description of anticipated duties.

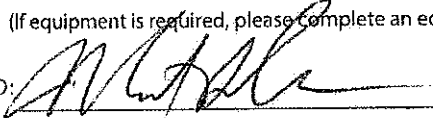
**COST INFORMATION:**

ESTIMATED SALARY COST FOR THE BUDGET YEAR: \_\_\_\_\_

ESTIMATED FRINGE BENEFIT COSTS FOR THE BUDGET YEAR: \_\_\_\_\_

ESTIMATED COST OF EQUIPMENT NEEDED IN CONJUNCTION WITH POSITION: \_\_\_\_\_

(If equipment is required, please complete an equipment request form and indicate it is for a new position.)

SIGNED: 

DATE: 3/12/12

BUDGET DATA: \_\_\_\_\_

CONTROL #: \_\_\_\_\_

Fiscal Services Department Use Only

Fiscal Services Department Use Only

COUNTY OF OTTAWA  
2012 REGULAR FULL-TIME OR PART-TIME (BENEFITED) POSITION  
REQUEST FORM

Please Print Form and Return to the Fiscal Services Department

**POSITION TITLE:** Mental Health Prescriber **FUND/DEPARTMENT NUMBER:** \_\_\_\_\_

**CHECK ONE:**  **Reclassification:** \_\_\_\_\_  
 **New Position:** \_\_\_\_\_ **Number of hours per week requested:** \_\_\_\_\_  
 **Expansion of Existing Hours:** From: \_\_\_\_\_ TO: \_\_\_\_\_ per week

**GENERAL INFORMATION:**

1. Bargaining Unit: Unclassified
2. Proposed Pay Grade: U10
3. Briefly describe the functions of this position:

Provides psychiatric services to adults with mental illness/co-occurring substance use disorders and/or developmental disabilities. Responsible for psychiatric evaluation, medication prescribing/monitoring/adjustments, response to emergent consumer needs related to psychotropic medication, observing/responding to side effects, providing direction/input regarding psychotropic medications to other team members, and providing expert consultation to community primary care providers.

4. Describe the justification for this position (Provide supporting documentation if appropriate.)

This is a reclassification of the Clinical Nurse Specialist position, and is being presented as a market exception. Requested reclassification more accurately reflects the market rate for a mid-level prescriber position, and will position CMHOC to recruit/fill this position when it becomes vacant. Employing mid-level prescribers is a cost-effective way to provide behavioral health medication management services.

5. Please identify the goals in the Board of Commissioners' Strategic Plan that this position will help to fulfill.

To contribute to a healthy physical, economic and community environment.

6. Will the job functions of this position be for mandated or discretionary functions of the department?

Mandatory

7. How will this position specifically impact the department's performance measurements and what process will be used to measure the outcomes?

CMHOC has developed a sophisticated clinical outcome matrix. All prescribers (psychiatrists and mid-level prescribers) are responsible for ensuring that they deliver services that result in improved functioning as measured by our outcome database.

If the position being requested does not have an existing job description, please attach a description of anticipated duties.

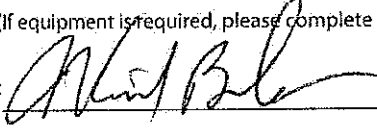
**COST INFORMATION:**

ESTIMATED SALARY COST FOR THE BUDGET YEAR: \_\_\_\_\_

ESTIMATED FRINGE BENEFIT COSTS FOR THE BUDGET YEAR: \_\_\_\_\_

ESTIMATED COST OF EQUIPMENT NEEDED IN CONJUNCTION WITH POSITION: \_\_\_\_\_

(If equipment is required, please complete an equipment request form and indicate it is for a new position.)

SIGNED: 

DATE: 3/12/12

**BUDGET DATA:** \_\_\_\_\_

**CONTROL #:** \_\_\_\_\_

Fiscal Services Department Use Only

Fiscal Services Department Use Only



**COUNTY OF OTTAWA**  
**2012 REGULAR FULL-TIME OR PART-TIME (BENEFITED) POSITION**  
**REQUEST FORM**

Please Print Form and Return to the Fiscal Services Department

**POSITION TITLE:** Program Coordinator (10 positions)    **FUND/DEPARTMENT NUMBER:** \_\_\_\_\_

**CHECK ONE:**     Reclassification:    Number of hours per week requested: \_\_\_\_\_  
 New Position:     Expansion of Existing Hours:    From: \_\_\_\_\_ TO: \_\_\_\_\_ per week

**GENERAL INFORMATION:**

1. Bargaining Unit:    Unclassified

2. Proposed Pay Grade:    U7

3. Briefly describe the functions of this position:

Provides administrative and clinical supervision to a team of licensed, professional behavioral health providers. Develops/monitors clinical assessment and treatment programming for adults with severe mental illness/co-occurring disorders and children with severe emotional disturbance and developmental disabilities. Supervises a team of diverse professionals from multiple disciplines, including physicians, nurses, clinicians, case managers, peer specialists, and support staff.

4. Describe the justification for this position (Provide supporting documentation if appropriate.)

This is a reclassification of the CMHOC Team Supervisor positions for Access Center, Crisis Team, Clubhouse, Assertive Community Treatment/Integrated Dual Disorder Team, Holland Multidisciplinary Teams I and II, Community Based Outreach Team, Grand Haven Multidisciplinary Team, Family Services Home Based Team and Family Services Outpatient Team. All positions require a master's degree and professional license and supervise licensed mental health professionals who deliver evidence-based services. Previously, these positions were not distinguished from other team supervisor positions in the agency overseeing non-licensed staff and requiring a bachelor's degree only.

5. Please identify the goals in the Board of Commissioners' Strategic Plan that this position will help to fulfill.

To contribute to a healthy physical, economic and community environment.

6. Will the job functions of this position be for mandated or discretionary functions of the department?

Mandatory

7. How will this position specifically impact the department's performance measurements and what process will be used to measure the outcomes?

CMHOC has developed a sophisticated clinical outcome matrix. Supervisors are responsible for ensuring that their professional staff deliver services that result in improved functioning as measured by our outcome database.

If the position being requested does not have an existing job description, please attach a description of anticipated duties.

**COST INFORMATION:**

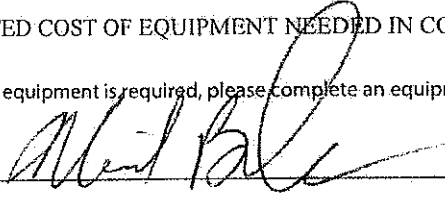
ESTIMATED SALARY COST FOR THE BUDGET YEAR: \_\_\_\_\_

ESTIMATED FRINGE BENEFIT COSTS FOR THE BUDGET YEAR: \_\_\_\_\_

ESTIMATED COST OF EQUIPMENT NEEDED IN CONJUNCTION WITH POSITION: \_\_\_\_\_

(If equipment is required, please complete an equipment request form and indicate it is for a new position.)

SIGNED: \_\_\_\_\_



DATE: \_\_\_\_\_

3/12/12

**BUDGET DATA:** \_\_\_\_\_

Fiscal Services Department Use Only

**CONTROL #:** \_\_\_\_\_

Fiscal Services Department Use Only

# Action Request



**Committee:** Finance and Administration Committee

**Meeting Date:** 3/20/2012

**Requesting Department:** Fiscal Services

**Submitted By:** Bob Spaman

**Agenda Item:** Purchase of Furniture for the Grand Haven Courthouse Learning Center

## SUGGESTED MOTION:

To approve and forward to the Board of Commissioners the purchase of furniture for the Grand Haven Courthouse Learning Center at a cost of \$23,477.00. Funding to come from Public Improvement Fund.

## SUMMARY OF REQUEST:

The Grand Haven Courthouse would add portraits and displays in the Learning Center (see attached for cost breakdown). The Lady Justice statue would be funded through donations.

The Courthouse Learning Center committee has been meeting to discuss potential exhibits since September 2008. The committee includes Kevin Bowling - 20th Circuit/Ottawa County Probate Courts, Sandi Metcalf - 20th Circuit Court, Kelly Aylsworth - 20th Circuit Court, Jennell Challa - 20th Circuit Court, Penni DeWitt - Ottawa County Probate Court, Judge Jon Van Allsburg - 20th Circuit Court Judge Jon Hulsing - 20th Circuit Court, Pat Gelderloos - 20th Circuit Court, Tom Miller - 20th Circuit Court Tammy Lutz - 20th Circuit Court, Al Vanderberg - County Administrator, Karen Miedema - Prosecutor's Office, Mark King - OAISD, Rebecca Bush - OAISD, Dennis Swartout - Tri-Cities Historical Museum, Steve Radke - Tri-Cities Historical Museum, Ken Pott - Tri-Cities Historical Museum, and David Shock - Citizen, Ottawa County.

## FINANCIAL INFORMATION:

Total Cost: \$23,477.00 | General Fund Cost: \$23,477.00 | Included in Budget:  Yes |  No

If not included in budget, recommended funding source: Public Improvement Fund

## 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: 5: Provide quality County facilities throughout the County.

**ADMINISTRATION RECOMMENDATION:**  Recommended |  Not Recommended |  Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date:

**STATE OF MICHIGAN  
TWENTIETH JUDICIAL CIRCUIT COURT  
OTTAWA COUNTY**

KEVIN J. BOWLING, JD  
CIRCUIT COURT ADMINISTRATOR

**Courthouse Learning Center Proposed Budget - 2012  
(DRAFT March 13, 2012)**

Item	Unit Price	Total
Lady Justice*	\$7,200	\$7,200
Full Size statue of Ottawa County Courthouse (Clocktower)		
Reproduction of Digital Judicial Portraits		
Circuit - 24, District - 9, Probate - 10		
Canvas Printing	\$39	\$1,694
Standard Mount	\$25	\$1,075
Spray Finish	\$6	\$258
<b>Reproduction Total</b>	<b>\$70.38</b>	<b>\$3,027</b>
Framing Judicial Portraits	\$9,000.00	\$9,000.00
GH Frame and Mat Shop		
Framing cost range \$150-\$350 (includes 20% discount)		
Engraved name plate \$16/portrait		
Optional security hardware \$10/portrait		
Optional hanging service \$75/hr (approx \$20/portrait)		
Display Cases for Historical Artifacts (2)	\$4,500	\$9,000
Pedestals for Judicial Photo/Bio Books	\$400	\$1,200
3 total - 1 Hudsonville; 1 Holland, 1 West Olive		
Display Boards	\$250	\$750
For notable Ottawa County legal cases		
Display Printing	\$200	\$500
<b>Total Proposed Budget</b>		
* Donation for Lady Justice		(\$7,200)
<b>Grand Total</b>		<b>\$23,477</b>



# County of Ottawa

## Office of the Treasurer

**Bradley J. Slagh**  
*County Treasurer*

**Cheryl Clark**  
*Chief Deputy Treasurer*

**Steven Brower**  
*Deputy Treasurer*

12220 Fillmore St., Room 155, West Olive, MI 49460

[bslagh@miottawa.org](mailto:bslagh@miottawa.org)

Phone: (616) 994-4505  
1-800-764-4111, ext. 4505

Fax: (616) 994-4509

Web Site: [www.miOttawa.org](http://www.miOttawa.org)

Report To: Ottawa County Finance & Administration Committee

From: Bradley Slagh

Date: March 8, 2012

Re: Financial month end update for February 29, 2012

Attached are the graphs representing an overview of the status of the General Fund portfolio for the County as of February 29, 2012. As depicted in the graphs the asset distribution of the General Pooled Funds by percentage and maturity meet the requirements of the County's Investment Policy.

I have included a single page report titled Long Term Inv by Funds that we use to manage our laddered investments, outside of CDs and Money Market funds. This can be sorted in several ways to help us identify investments that are coming due, but especially by date or type. It also helps my office keep track of call dates for those investments that are callable.

I anticipate being at the Finance Committee meeting to answer any questions. Please feel free to call or email me if you have any questions in the midst of or after your review of this material.

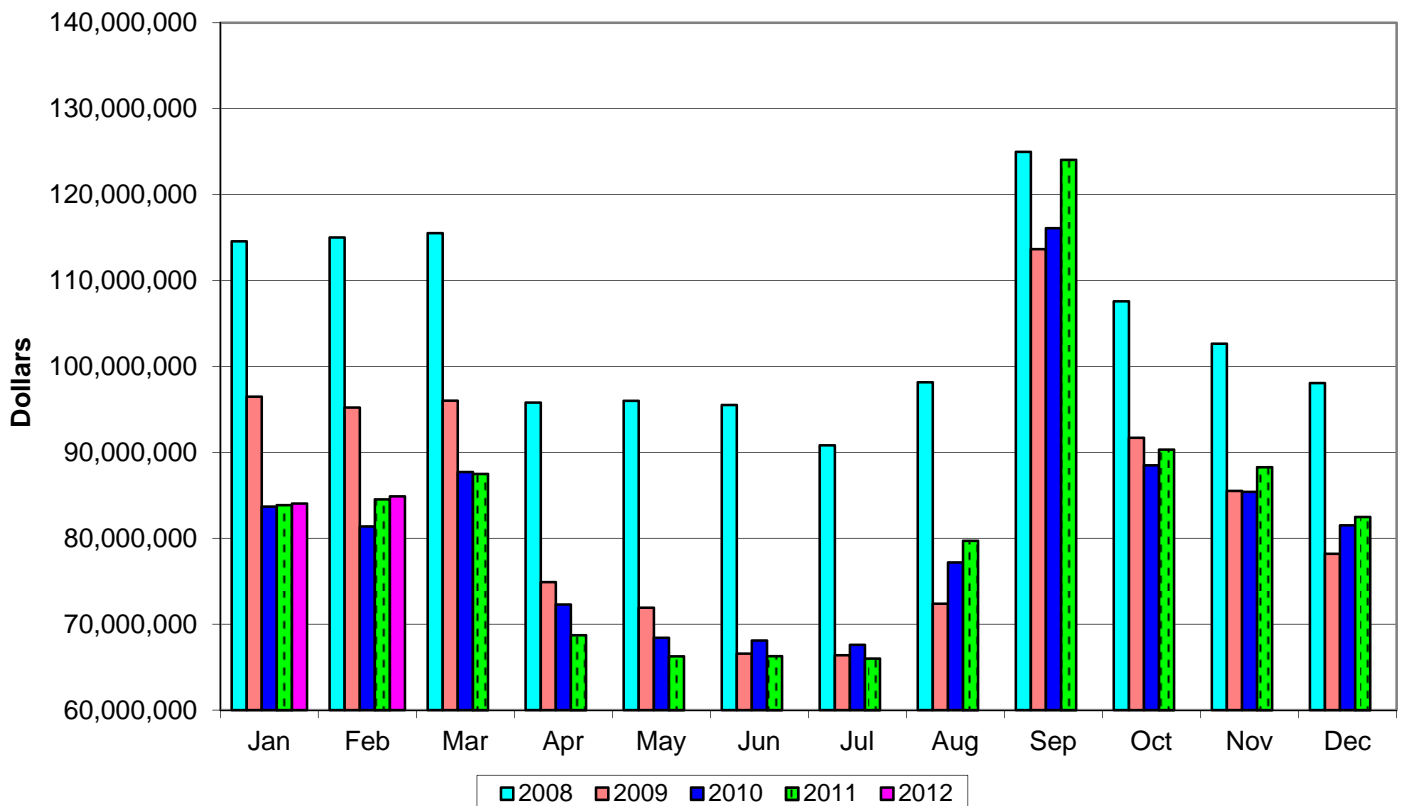
# Ottawa County General Pooled Funds

## Current Portfolio Size

February 29, 2012

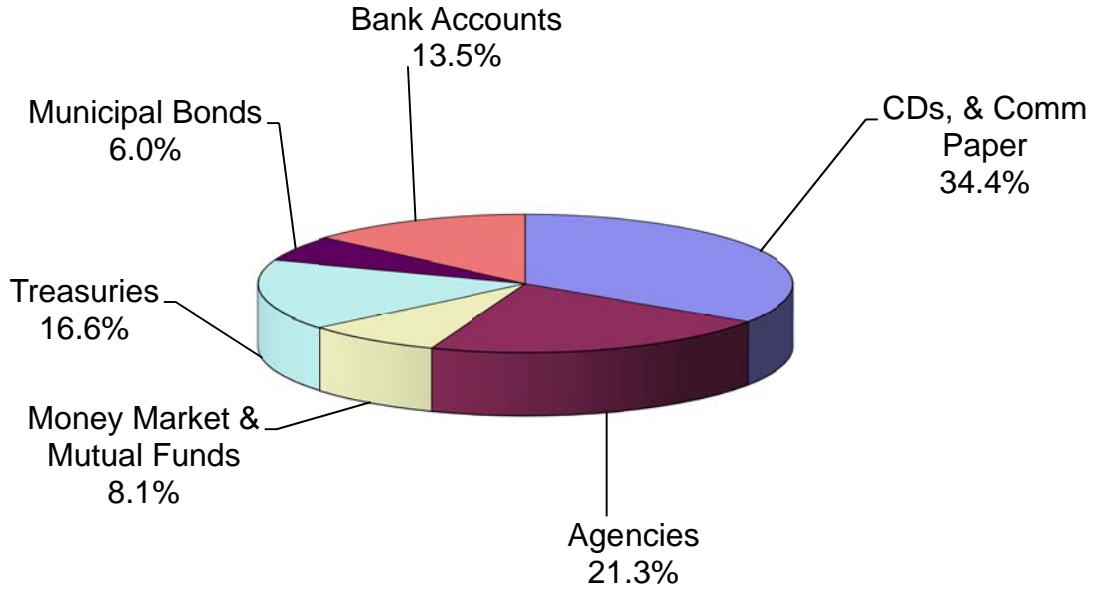
<i>CDs, &amp; Comm Paper</i>	\$29,283,878.37
<i>Agencies</i>	\$18,157,574.99
<i>Money Market &amp; Mutual Funds</i>	\$6,934,141.24
<i>Treasuries</i>	\$14,144,491.98
<i>Municipal Bonds</i>	\$5,086,057.75
<i>Bank Accounts</i>	\$11,503,296.65
<i><b>Total</b></i>	<b>\$85,109,440.98</b>

### Historical Comparison By Month

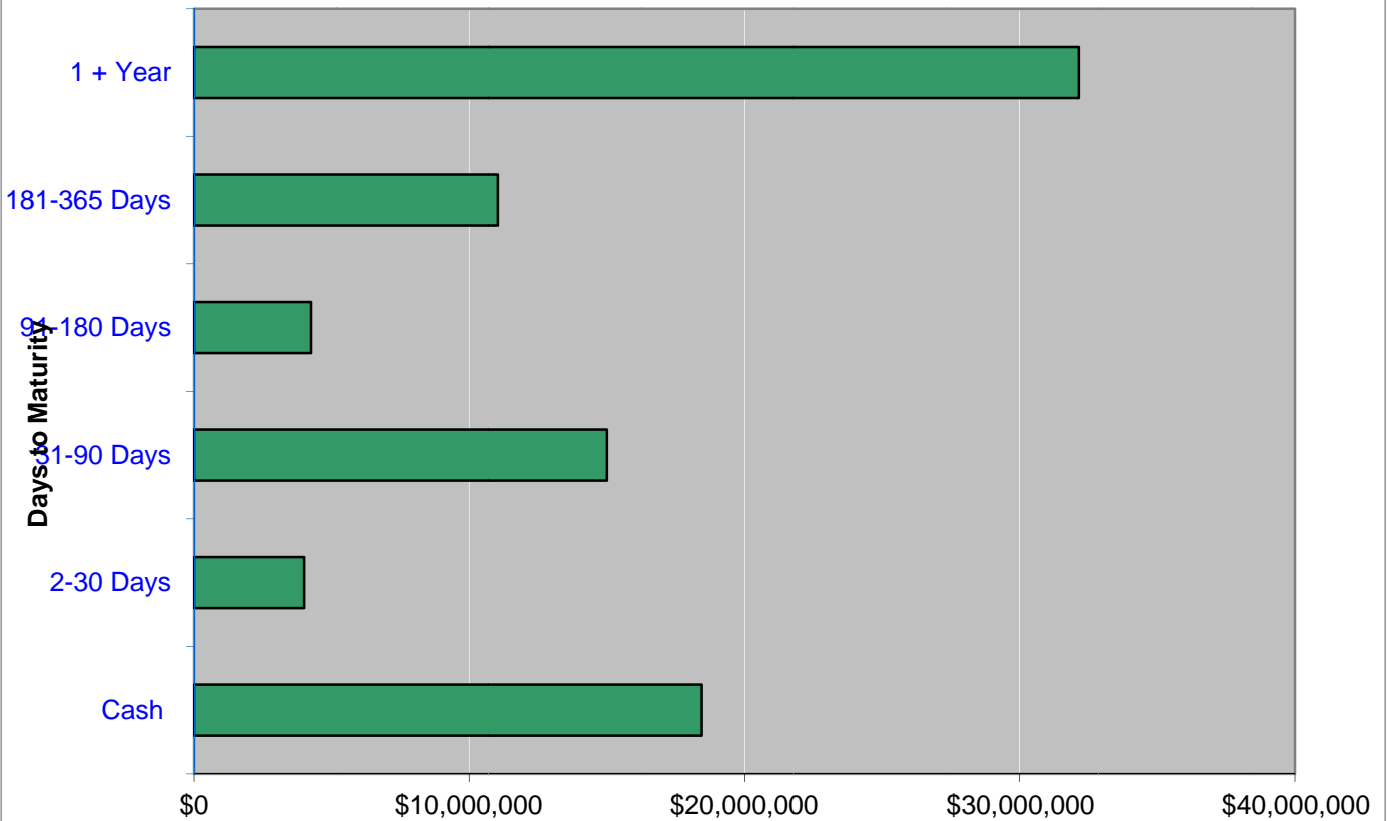


# Ottawa County General Pooled Funds

## Diversification by Investment February 29, 2012



## Diversification By Maturity Date - February 29, 2012



**Long Term Inv by Funds**  
**Ottawa County Treasurer**  
 Effective Interest - Actual Life  
 Receipts for Period  
 02/29/12

Maturity Date	Safekeeping Institution	Security Type	Invest Number	Ending Par Val/Shares	CUSIP	Beginning Unamor Val/Cost	Coupon Rate	Ending Market Val	Yield Matur	Payment Frequency	Call Date	
<b>1010 - General Fund</b>												
04/15/12	JPMorgan Sec.	Safekeeping-GF	Treasury Note	09-0049	2,000,000.00	912828KK5	1,998,437.50	1.375	2,003,120.00	1.4039	Semi-annually	Open
09/25/12	JPMorgan Sec.	Safekeeping-GF	C.P. - Natixis US Fin	11-0228	2,000,000.00	6323A0JR0	1,987,250.00	0.000	1,992,940.00	0.8705	At Maturity	Open
11/15/12	JPMorgan Sec.	Safekeeping-GF	Treasury Note	07-0039	2,000,000.00	912828AP5	1,980,000.00	4.000	2,053,900.00	4.2144	Semi-annually	Open
02/15/13	JPMorgan Sec.	Safekeeping-GF	Treasury Note 3.875 02/1	07-0081	1,000,000.00	912828AU4	1,020,625.00	3.875	1,035,230.00	3.4389	Semi-annually	Open
03/31/13	JPMorgan Sec.	Safekeeping-GF	Treasury Note	08-0068	3,000,000.00	912828HV5	2,954,062.50	2.500	3,074,070.00	2.8634	Semi-annually	Open
04/15/13	JPMorgan Sec.	Safekeeping-GF	Agency - FNMA	08-0099	2,135,000.00	3136F9DU4	2,240,330.23	4.000	2,224,541.90	2.7900	Semi-annually	Open
04/30/14	JPMorgan Sec.	Safekeeping-GF	Treasury Note	10-0162	2,000,000.00	912828KN9	2,066,840.00	1.875	2,066,260.00	0.9310	Semi-annually	Open
04/30/14	JPMorgan Sec.	Safekeeping-GF	Treasury Note	11-0041	2,000,000.00	912828KN9	2,028,160.00	1.875	2,066,260.00	1.4252	Semi-annually	Open
08/01/14	JPMorgan Sec.	Safekeeping-GF	Agency-FFCB	11-0104	2,000,000.00	31331KTC4	2,000,000.00	1.000	2,004,560.00	1.0000	Semi-annually	08/01/12
12/01/14	JPMorgan Sec.	Safekeeping-GF	Muni-GRAFAC	11-0220	200,000.00	386186FK1	224,682.00	5.125	219,492.00	0.9252	Semi-annually	Open
04/01/15	JPMorgan Sec.	Safekeeping-GF	Muni UoFM-BAB	11-0093	565,000.00	914455KX7	565,847.50	1.754	576,819.80	1.7138	Semi-annually	Open
04/15/15	JPMorgan Sec.	Safekeeping-GF	Muni MI State-TXB-SCH LN	11-0100	1,250,000.00	5946106T9	1,293,900.00	2.650	1,291,600.00	1.7001	Semi-annually	Open
05/13/15	JPMorgan Sec.	Safekeeping-GF	Agency-FFCB	11-0094	1,500,000.00	31331KKU3	1,500,000.00	1.930	1,513,005.00	1.9300	Semi-annually	05/13/12
06/16/15	JPMorgan Sec.	Safekeeping-GF	Agency-FHLMC	11-0142	2,500,000.00	3134G2F80	2,500,000.00	1.000	2,500,550.00	1.0000	Semi-annually	03/16/12
04/15/16	JPMorgan Sec.	Safekeeping-GF	Muni MI State-TXB-SCH LN	11-0095	1,000,000.00	5946106U6	1,018,700.00	3.000	1,045,120.00	2.5902	Semi-annually	Open
09/20/16	JPMorgan Sec.	Safekeeping-GF	Agency-FNMA	11-0131	2,000,000.00	3136FR2J1	2,000,000.00	1.625	2,001,280.00	1.6250	Semi-annually	03/20/12
09/21/16	JPMorgan Sec.	Safekeeping-GF	Agency-FNMA	11-0143	2,000,000.00	3136FR3Z4	2,000,000.00	1.350	2,005,000.00	1.3500	Semi-annually	06/21/12
05/23/17	JPMorgan Sec.	Safekeeping-GF	Agency-FHLMC	11-0222	2,000,000.00	3134G26T4	1,994,000.00	1.500	2,000,060.00	1.5575	Semi-annually	Open
10/31/17	JPMorgan Sec.	Safekeeping-GF	Treasury Note	12-0029	2,000,000.00	912828PF1	2,096,250.00	1.875	2,090,000.00	1.0058	Semi-annually	Open
12/01/17	JPMorgan Sec.	Safekeeping-GF	Muni MI State-REF-B-TXB	11-0211	2,000,000.00	5946107J0	1,995,480.00	2.650	2,049,500.00	2.4558	Semi-annually	Open
03/15/18	JPMorgan Sec.	Safekeeping-GF	Agency-FFCB	11-0223	2,000,000.00	31331K3K4	2,000,000.00	2.000	1,997,820.00	2.0000	Semi-annually	03/15/12
08/02/18	JPMorgan Sec.	Safekeeping-GF	Agency-FFCB	11-0101	2,000,000.00	31331JXH1	2,000,000.00	2.900	2,014,880.00	2.9000	Semi-annually	08/02/12
<b>1010 - General Fund Total</b>					<b><u>39,150,000.00</u></b>		<b><u>39,464,564.73</u></b>	<b><u>2.090</u></b>	<b><u>39,826,008.70</u></b>	<b><u>1.9043</u></b>		