County of Ottawa

Board of Commissioners

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July 02, 2012

To All Ottawa County Commissioners:

The Ottawa County Board of Commissioners will meet on **Tuesday, July 10, 2012 at 1:30 p.m.**, for the regular **July** meeting of the Board at the Ottawa County Fillmore Street Complex in West Olive, Michigan.

The Agenda is as follows:

1.   Call to Order by the Chairperson

2.   Invocation – Commissioner Rycenga

3.   Pledge of Allegiance to the Flag

4.   Roll Call

5.   Presentation of Petitions and Communications

6.   Public Comments and Communications from County Staff

7.   Approval of Agenda

8.   Actions and Reports

      A. Consent Resolutions:

      From the County Clerk
            1.   Board of Commissioners Meeting Minutes
                    Suggested Motion:
                    To approve the Minutes of the June 26, 2012 Board of Commissioners Meeting.

            2.   Payroll
                    Suggested Motion:
                    To authorize the payroll of July 10, 2012 in the amount of $_____.

      From Administration
            3.   Monthly Accounts Payable for June 18, 2012 through June 29, 2012
                    Suggested Motion:

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

To approve the general claims in the amount of $3,028,591.67 as presented by the summary report for June 18, 2012 through June 29, 2012.

4. County of Ottawa Information Technology 2011 Annual Report
Suggested Motion:
To receive for information the County of Ottawa Information Technology 2011 Annual Report.

5. County of Ottawa Community Mental Health 2011 Annual Report
Suggested Motion:
To receive for information the County of Ottawa Community Mental Health 2011 Annual Report.

6. County of Ottawa Planning and Performance Improvement 2011 Annual Report
Suggested Motion:
To receive for information the County of Ottawa Planning and Performance Improvement 2011 Annual Report.

B. Action Items:

From the Planning and Policy Committee
1. Legal Services Policy (second reading)
Suggested Motion:
To approve the proposed Legal Services Policy. (second reading)

2. Performance Verification Policy (second reading)
Suggested Motion:
To approve the revised Performance Verification Policy (formerly *Performance Measurement Policy*). (second reading)

C. Appointments: None

D. Discussion Items:

1. County of Ottawa Information Technology 2011 Annual Report
(Presented by: Dave Hulst, Information Technology Director)

2. County of Ottawa Community Mental Health 2011 Annual Report
(Presented by: Dr. Michael Brashears, Mental Health Director)

3. County of Ottawa Planning and Performance Improvement 2011 Annual Report
(Presented by: Mark Knudsen, Planning and Performance Improvement Director)

9. Report of the County Administrator

10. General Information, Comments, and Meetings Attended

11. Public Comments

12. Adjournment

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

The Ottawa County Board of Commissioners met on Tuesday, June 26, 2012, at 1:30 p.m. and was called to order by the Chair.

Mr. Baumann pronounced the invocation.

The Clerk led in the Pledge of Allegiance to the Flag.

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

<u>Public Comments and Communications from County Staff</u>

Craig Bunce, Zeeland Township, introduced himself and announced he is running for Ottawa County District Court Judge.

B/C 12-109   Mr. Holtrop moved to approve the agenda of today as presented. The motion passed.

B/C 12-110   Mr. Holtrop moved to approve the following Consent Resolutions:

1.   To approve the Minutes of the June 12, 2012 Board of Commissioners Meeting and the June 12, 2012 Board of Commissioners Work Session.

2.   To authorize the payroll of June 26, 2012 in the amount of $575.86.

3.   To approve the general claims in the amount of $3,726,114.00 as presented by the summary report for June 4, 2012 through June 15, 2012.

4.   To approve and authorize signature of the Resolution honoring the Hudsonville High School Girls Softball Team on winning the 2012 Division 1 Michigan State High School Championship.

5.   To approve and authorize signature on the Resolution honoring the Hudsonville High School Boys Baseball Team on winning the 2012 Division 1 Michigan State High School Championship.

6.   To approve and authorize signature of the Resolution honoring the Unity Christian High School Girls Soccer Team on winning the 2012 Division 3 Michigan State High School Championship.

7.   To approve and authorize the Board Chair and Clerk to sign the Resolution honoring Gary Scholten upon his retirement as Ottawa County Register of Deeds.

8. To receive for information the County of Ottawa Human Resources 2011 Annual Report.

9. To approve the appropriation changes greater than $50,000 and those approved by the Administrator and Fiscal Services Director for $50,000 or less which changed the total appropriation from the amended budget for the month of May 2012.

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

Mr. Holtrop presented Resolutions to Coach Tom Vruggink, Hudsonville High School, Coach Dave VanNoord, Hudsonville High School, and Coach Randy Heethuis, Unity Christian High School for winning their Michigan High School Championships.

Mr. Kuyers presented Gary Scholten, Register of Deeds, with a Resolution honoring him upon his retirement from Ottawa County.

B/C 12-111   Mr. Holtrop moved to approve and authorize the Board Chair and Clerk to sign the Resolution approving the Senior Resources Annual Implementation Plan FY 2013. The motion passed as shown by the following votes: Yeas: Messrs. Visser, Holtvluwer, Disselkoen, Holtrop, Mrs. Ruiter, Messrs. Karsten, DeJong, Rycenga, Swartout, Baumann, Kuyers. (11)

B/C 12-112   Mr. Rycenga moved to approve and authorize the Board Chair and Clerk to sign the Resolution opposing changes in the 10% Retail Open Access Cap of the Clean, Renewable, and Efficient Energy Act of 2008. The motion passed as shown by the following votes: Yeas: Mrs. Ruiter, Messrs. Swartout, Rycenga, Holtrop, Disselkoen, Visser, Kuyers. (7)

Nays: Messrs. Baumann, DeJong, Karsten, Holtvluwer. (4)

B/C 12-113   Mr. Rycenga moved to receive the proposed Legal Services Policy for review and comment. (First reading) The motion passed.

B/C 12-114   Mr. Rycenga moved to receive the revised Performance Verification Policy (formerly Performance Measurement Policy) for review and comment. (First reading) The motion passed.

B/C 12-115   Mr. Swartout moved to receive for information the Annual "Balance in Land Sale Proceeds Account" Report. The motion passed.

B/C 12-116   Mr. Swartout moved to approve and authorize the Board Chair and Clerk to sign the agreement to pay part of the cost of construction of the Park West Drain in the amount of $31,000.00. The motion passed as shown by the following votes: Yeas: Messrs. DeJong, Rycenga, Baumann, Disselkoen, Holtvluwer, Visser, Holtrop, Swartout, Karsten, Mrs. Ruiter, Mr. Kuyers. (11)

B/C 12-117   Mr. Swartout moved to approve the recommended project budget of $50,000 for the 4 C's Initiative, and to authorize the Board Chair and Clerk to sign an agreement with

Capodagli Jackson Consulting for $9,000 from this budget. Project budget funding from General Fund Contingency. The motion passed as shown by the following votes: Yeas: Messrs. Swartout, Holtvluwer, Visser, Holtrop, Karsten, Disselkoen, Baumann, Rycenga, DeJong, Mrs. Ruiter, Mr. Kuyers. (11)

B/C 12-118   Mrs. Ruiter moved to place into nomination the name(s) of (*indicates recommendation of the Interview Subcommittee):

*Mary Ann F. Hensley

to fill one(1) City Government vacancy on the Solid Waste Planning Committee beginning immediately and ending December 31, 2013 (two (2) year term).

*Erika Duncan

to fill one (1) Business Sector vacancy on the Workforce Development Board beginning immediately and ending December 31, 2014 (three (3) year term).

The motion passed.

Discussion Items:

County of Ottawa Human Resources 2011 Annual Report – The 2011 Human Resources Annual Report was presented by Marie Waalkes, Human Resources Director.

The Administrator's report was presented.

B/C 12-119   Mr. Holtrop moved to adjourn at 2:10 p.m. subject to the call of the chair. The motion passed.

DANIEL C. KRUEGER, Clerk   PHILIP KUYERS, CHAIRMAN
Of the Board of Commissioners   Of the Board of Commissioners

Action Request

	Committee: Board of Commissioners
	Meeting Date: 7/10/2012
	Requesting Department: County Clerk
	Submitted By: Misty Cunningham
	Agenda Item: Payroll

SUGGESTED MOTION:

To authorize the payroll of July 10, 2012 in the amount of $_____.

SUMMARY OF REQUEST:

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

FINANCIAL INFORMATION:

Total Cost:	General Fund Cost:	Included in Budget:	☒ Yes	☐ No

If not included in budget, recommended funding source:

ACTION IS RELATED TO AN ACTIVITY WHICH IS:

☒ Mandated	☐ Non-Mandated	☐ New Activity

ACTION IS RELATED TO STRATEGIC PLAN:

Goal: All

Objective: All

ADMINISTRATION RECOMMENDATION: | ☒ Recommended | ☐ Not Recommended | ☐ Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date:

Action Request

	Committee: Board of Commissioners
	Meeting Date: 07/10/2012
	Requesting Department: Fiscal Services
	Submitted By: Bob Spaman
	Agenda Item: Monthly Accounts Payable for June 18, 2012 through June 29, 2012

SUGGESTED MOTION:

To approve the general claims in the amount of $3,028,591.67 as presented by the summary report for June 18, 2012 through June 29, 2012.

SUMMARY OF REQUEST:

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

FINANCIAL INFORMATION:

Total Cost: $3,028,591.67	General Fund Cost: $3,028,591.67	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:

To: Board of Commissioners

From: Robert Spaman, Fiscal Services Director

Subject: Accounts Payable Listing – June 18, 2012 to June 29, 2012

Date: June 28, 2012

I have reviewed the Accounts Payable Listing for June 18 through June 29, 2012. The following information will give you the detail of some of the purchases made in specific funds during this period:

Fund 6641 – Equipment Pool Fund

        Completed Install of Video System - Circuit Court - Juvenile $ 3,674.50

Fund 2450 – Public Improvement Fund

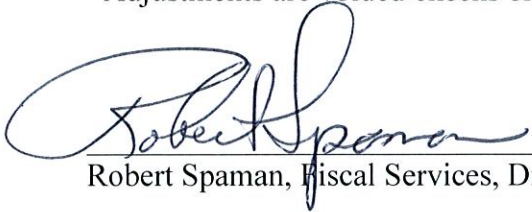   Construction of 195 Foot Monopole at 12255 Johnson Street $ 1,364.25

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

I hereby certify that to the best of my knowledge the List of Audit Claims, a summary of which is attached, constitutes all claims received and audited for payment. The List of Claims shows the name of claimant, amount of claim, check number, ACH number, check date and ACH date. The net amount of checks/ACH written during the period was $3,027,682.70. The amount of claims to be approved totals $3,028,591.67.

*Adjustments are voided checks or ACH.

_____   _6/28/12_____
Robert Spaman, Fiscal Services, Director   Date

We hereby certify that the Board of Commissioners has approved the claims on this 10th day of July, 2012.

_____   _____
Philip Kuyers, Chairperson   Daniel Krueger, Clerk
Board of Commissioners

FUND NUMBER	FUND NAME	CLAIMS TO BE APPROVED	ADJUSTMENTS*	NET CHECK/ACH TOTALS
1010	GENERAL FUND	456,995.18	0.00	456,995.18
1500	CEMETERY TRUST	0.00	0.00	0.00
2081	PARKS & RECREATION	190,964.07	0.00	190,964.07
2082	PARK 12	0.00	0.00	0.00
2160	FRIEND OF COURT	7,281.08	0.00	7,281.08
2170	9/30 JUDICIAL GRANTS	1,173.17	0.00	1,173.17
2210	HEALTH	53,500.19	(438.97)	53,061.22
2220	MENTAL HEALTH	899,269.17	0.00	899,269.17
2271	SOLID WASTE CLEAN-UP	45,959.84	0.00	45,959.84
2272	LANDFILL TIPPING FEES	2,888.15	0.00	2,888.15
2320	TRANSPORTATION SYSTEM	0.00	0.00	0.00
2420	PLANNING COMMISSION	0.00	0.00	0.00
2430	BROWNFIELD REDEVELOPMENT	0.00	0.00	0.00
2444	INFRASTRUCTURE FUND	0.00	0.00	0.00
2450	PUBLIC IMPROVEMENT	1,364.25	0.00	1,364.25
2550	HOMESTEAD PROPERTY TAX	0.00	0.00	0.00
2560	REGISTER OF DEEDS AUTOMATION FUND	269.57	0.00	269.57
2590	LIPPERT GRANT	0.00	0.00	0.00
2601	PROSECUTING ATTORNEY GRANTS	0.00	0.00	0.00
2602	WEMET	52,567.74	0.00	52,567.74
2603	WEED AND SEED	0.00	0.00	0.00
2605	COPS-AHEAD-GEORGETOWN	0.00	0.00	0.00
2606	COPS-FAST-GEORGETOWN	0.00	0.00	0.00
2608	COPS-FAST-ALLENDALE	0.00	0.00	0.00
2609	SHERIFF GRANT PROGRAMS	0.00	0.00	0.00

FUND NUMBER	FUND NAME	CLAIMS TO BE APPROVED	ADJUSTMENTS*	NET CHECK/ACH TOTALS
2610	COPS-UNIVERSAL	24,078.83	0.00	24,078.83
2640	EMT HOLLAND-PARK	0.00	0.00	0.00
2650	EMT GEORGETOWN TOWNSHIP	0.00	0.00	0.00
2661	SHERIFF ROAD PATROL	784.57	0.00	784.57
2690	LAW LIBRARY	0.00	0.00	0.00
2740	WIA-ADMIN. COST POOL	2,124.53	0.00	2,124.53
2741	WIA-YOUTH	-1,226.55	0.00	-1,226.55
2742	WIA-ADULT	-4,116.57	0.00	-4,116.57
2743	WIA-6/30 GRANT PROGRAMS	-24,673.78	0.00	-24,673.78
2744	WIA-12/31 GRANT PROGRAMS	0.00	0.00	0.00
2747	WIA-WORK FIRST YOUTH	0.00	0.00	0.00
2748	WIA-9/30 GRANT PROGRAMS	135,630.12	0.00	135,630.12
2749	WIA-3/31 GRANT PROGRAMS	0.00	0.00	0.00
2750	GRANT PROGRAMS-PASS THRU	0.00	0.00	0.00
2800	EMERGENCY FEEDING	415.08	0.00	415.08
2810	FEMA	0.00	0.00	0.00
2850	COMMUNITY CORRECTIONS PROG. GRANT	2,435.67	0.00	2,435.67
2870	COMMUNITY ACTION AGENCY (CAA)	2,560.29	0.00	2,560.29
2890	WEATHERIZATION	-6,901.05	0.00	-6,901.05
2900	DEPT OF HUMAN SERVICES	0.00	0.00	0.00
2901	DEPT OF HUMAN SERVICES	2,791.00	0.00	2,791.00
2920	CHILD CARE - PROBATE	104,184.04	0.00	104,184.04
2921	CHILD CARE - SOCIAL SERVICES	0.00	0.00	0.00
2930	SOLDIER & SAILORS RELIEF	0.00	0.00	0.00

ACCOUNTS PAYABLE CHECKS/ACH 06/18/2012 THROUGH 06/29/2012

FUND NUMBER	FUND NAME	CLAIMS TO BE APPROVED	ADJUSTMENTS*	NET CHECK/ACH TOTALS
2940	VETERANS TRUST	0.00	0.00	0.00
2941	VETERANS TRUST	6,303.73	0.00	6,303.73
2970	DB/DC CONVERSION	0.00	0.00	0.00
5160	DELINQUENT TAXES	3,545.16	0.00	3,545.16
6360	INFORMATION TECHNOLOGY	74,757.86	0.00	74,757.86
6410	WATER & SEWER REVOLVING	0.00	0.00	0.00
6450	DUPLICATING	0.00	0.00	0.00
6550	TELECOMMUNICATIONS	10,723.14	0.00	10,723.14
6641	EQUIPMENT POOL	3,674.50	0.00	3,674.50
6770	PROTECTED SELF-FUNDED INSURANCE	0.00	0.00	0.00
6771	PROTECTED SELF-FUNDED HEALTH INS.	646,116.64	0.00	646,116.64
6772	PROTECTED SELF-FUNDED UNEMPL INS.	0.00	0.00	0.00
6775	LONG-TERM DISABILITY INSURANCE	0.00	0.00	0.00
6776	PROTECTED SELF-FUNDED DENTAL INS.	0.00	0.00	0.00
6777	PROTECTED SELF-FUNDED VISION	0.00	0.00	0.00
6782	PROTECTED SELF-FUNDED INS PROG M.H.	0.00	0.00	0.00
7010	AGENCY	272,995.37	(470.00)	272,525.37
7040	IMPREST PAYROLL	18,379.91	0.00	18,379.91
7210	LIBRARY PENAL FINE	0.00	0.00	0.00
7300	EMPLOYEE SICK PAY BANK	0.00	0.00	0.00
7360	OPEB TRUST	41,776.77	0.00	41,776.77
		$3,028,591.67	($908.97)	$3,027,682.70

Action Request

	Committee: Board of Commissioners
	Meeting Date: 7/10/2012
	Requesting Department: Information Technology
	Submitted By: Misty Cunningham
	Agenda Item: County of Ottawa Information Technology 2011 Annual Report

SUGGESTED MOTION:

To receive for information the County of Ottawa Information Technology 2011 Annual Report.

SUMMARY OF REQUEST:

In accordance with 2012 Rules of the Ottawa County Board of Commissioners:

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

FINANCIAL INFORMATION:

Total Cost: $0.00	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: 2: To Maintain and Enhance Communication with Citizens, Employees, and Other Stakeholders.

Objective: 3: Review existing and implement new strategies to maximize communication with citizens. & 5: Evaluate communication with other key stakeholders.

ADMINISTRATION RECOMMENDATION:	☒ Recommended	☐ Not Recommended	☐ Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date:

County of Ottawa

**Information Technology (IT)
Department
Annual Report
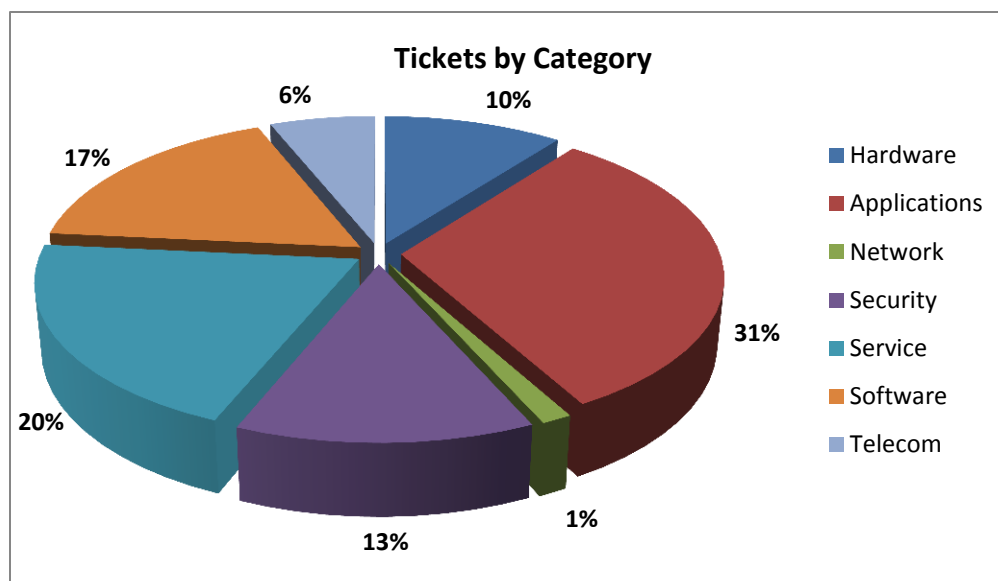June 2011 – May 2012**

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Appendices:

Executive Summary

Over the past year, the County Information Technology (IT) Department has supported the Goals and Objectives of the County Board of Commissioners through projects and services that enhance County operations. During this time, the department has experienced staffing changes due to retirements, resignations and organizational changes. These gaps have been filled through cross training, contracted staff and new hires. The Justice System is being supported by a Contracted Programmer and a Programmer/Analyst. The goal for the legacy Justice System is to maintain the system with very limited modification. However, the requests for changes due to new operational requirements continue to demand significant effort. A new staffing structure in Community Mental Health (CMH), consisting of one IT Coordinator (Supervisor) and one Programmer, has proven to be very beneficial. The GIS Programmer/Technician position was also unfilled for approximately three months as a search for a qualified candidate was conducted. After unsuccessfully filling the position, a contract programmer was hired. In December, 2011, this contracted programmer was hired as the GIS Programmer/Technician.

The department completed over 600 Project Requests (**Appendix C**). Some of the more significant projects include:

1. Installed servers for the new Enterprise Resource Planning System (**Appendix A**).
2. Upgraded the phone system (**Appendix B**).
3. Enhanced County Information Security by implementing Web Filtering (**Appendix D**).
4. Installed 642 devices including 195 Desktop, Laptop & Tablet computers (**Appendix E**).
5. Converted CMH to a reconfigured system in conjunction with a major system upgrade.
6. Implemented Meaningful Use capabilities for both CMH and Public Health.
7. Expanded online services for the public (**Appendix G**).
8. Created/delivered training to support the transition to Microsoft Office 2010 (**Appendix H**).
9. Developed/implemented electronic Payroll Hours Entry and Judicial Docket as part of the Many Integrated Computer Applications (MICA) project (**Appendix J**).
10. Implemented a modern tool for report generation from the legacy Justice System.

The Department uses various management tools to deliver effective service efficiently and to monitor work load and performance (**Appendix I**). Since June 1, 2011, IT closed over 15,000 Help Desk Tickets. In 2011, of 14,619 tickets, 50% were resolved on first call and 74% were resolved in less than 24 hours.

Tickets by Category

Hardware 10%
Applications 31%
Network 1%
Security 13%
Service 20%
Software 17%
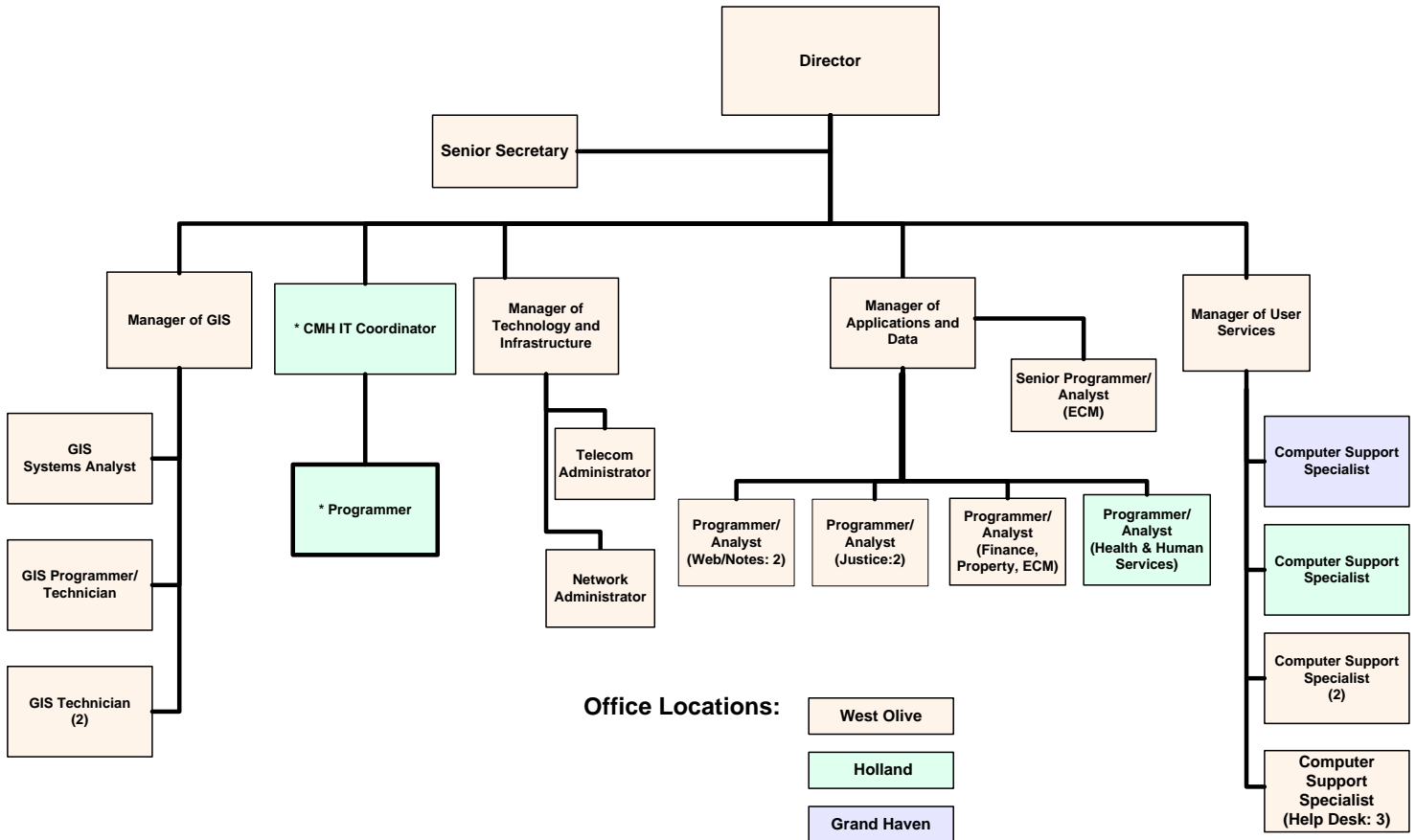Telecom 6%

Executive Summary

The County has engaged Plante & Moran, PLLC to evaluate County technology, County IT services, and technology trends in order to provide recommendations on future investments and methods of service delivery. The trends such as "Green IT," mobile devices, personal devices, cloud computing and shared services are just a few that are currently popular. The County supports "Green IT" through a disposal program for obsolete equipment, equipment refresh cycle which replaces old equipment with more power conserving equipment, and virtualization which allows storage and server consolidation further reducing power consumption. Mobility has been achieved to a limited extent with laptop and tablet computers but now looks ahead to the impending growth of mobile devices such as iPads, Android Tablets and Smartphones. These devices can be expected to play a greater role in County services and operations. The use of personal devices is being reviewed from policy, fiscal and technology perspectives. The Plante & Moran study will provide a valuable resource to help make the best possible decisions regarding technology trends, investments and strategies.

In 2012, the County was once again designated as a winner of the <u>Digital Counties Survey Award</u> sponsored by The Center for Digital Government.

IT Organizational Chart
Effective June 2011
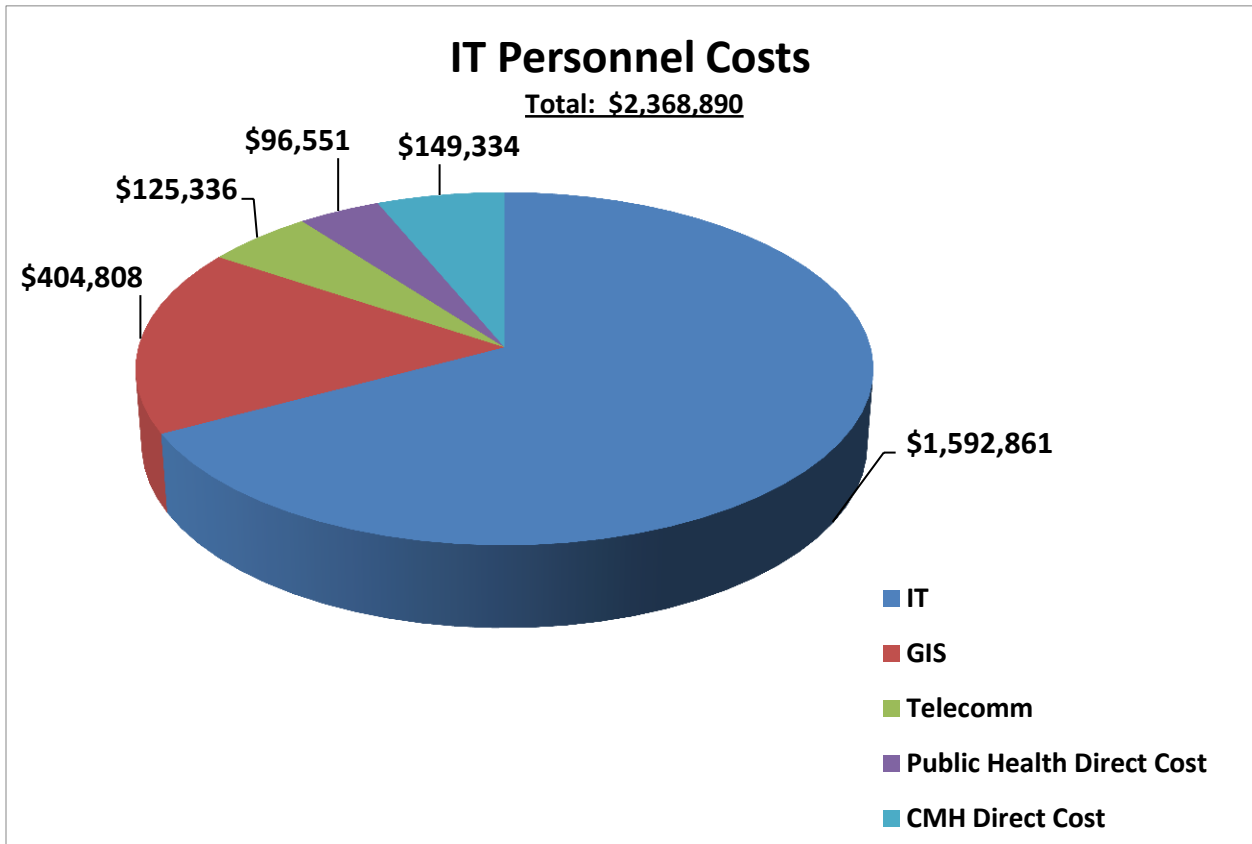
Director

Senior Secretary

Manager of GIS

* CMH IT Coordinator

Manager of Technology and Infrastructure

Manager of Applications and Data

Senior Programmer/ Analyst (ECM)

Manager of User Services

GIS Systems Analyst

* Programmer

Telecom Administrator

Network Administrator

GIS Programmer/ Technician

GIS Technician (2)

Programmer/ Analyst (Web/Notes: 2)

Programmer/ Analyst (Justice:2)

Programmer/ Analyst (Finance, Property, ECM)

Programmer/ Analyst (Health & Human Services)

Computer Support Specialist

Computer Support Specialist

Computer Support Specialist (2)

Computer Support Specialist (Help Desk: 3)

Office Locations:

West Olive

Holland

Grand Haven

Staff (* New positions in 2011)

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

IT Personnel Costs

Total: $2,368,890

$96,551

$125,336

$404,808

$149,334

$1,592,861

■ IT

■ GIS

■ Telecomm

■ Public Health Direct Cost

■ CMH Direct Cost

Who We are: Organization
User Services Team

The primary goal of the User Services team is to ensure that County employees have dependable computer and phone equipment, responsive support and the knowledge to use their technology. Some of the responsibilities of the User Services team include: Help Desk, computer operations, hardware and software installations, troubleshooting and computer applications training.

Below are some of the major projects completed by the User Services team during the past year and how those projects support IT goals.

IT Goal: Provide Excellent Customer Service/Satisfaction
Of the almost 15,000 Help Desk tickets that were submitted over the past year, 70% of those tickets were resolved by the User Services team.   Nearly 50% of those tickets were resolved during the first contact with the customer. Customer satisfaction ratings remain consistently above 95% (**Appendix I**).

Beyond the daily responsibilities of managing the Help Desk and troubleshooting computer problems, the User Services team also works on project requests. A summary of the more significant accomplishments include:

- Installed 642 new computing devices with over 300 installed since January 1, 2012 – 35% of those devices were PCs or laptops
- Upgraded 62% of County computers to Microsoft Office 2010
- Upgraded 30% of County computers to the latest Windows 7 operating system
- Developed new training materials for Office 2010

IT Goal: Provide Cost-Effective Services/Programs
A significant innovation over the past year has been implementation of remote software deployment to computers on our network.   This greatly improves User Services staff efficiency by deploying new software to County computers from a central server and avoiding the time and cost of travel because it doesn't require a User Services team member to be at the computer to install new software; installs can be completed from the Help Desk. It also reduces disruption to County employees, since installs can be scheduled during non-working hours.

IT Goal: Improve the Level of Employee Technical Knowledge
In support of IT's goal to "Improve the Level of Employee Technical Knowledge," the User Services team has trained 380 people in 45 training sessions during the 2011-2012 fiscal year (**Appendix H**). Included in those numbers, 310 people attended the Microsoft Office 2010: Making the Transition class. The Office 2010 class was offered in a couple of different formats: hands-on in the training room and also in a lecture/demonstration format. The lecture format allowed more people to attend sessions. In some cases, entire departments attended the training as a group.   This effort required the creation of a completely new set of training materials for all of the Office 2010 programs.   The coordination of training with the Human Resources Department has proven to be very effective in maximizing participation.

Who We are: Organization
Applications & Data Team

The Applications and Data team completed 257 projects by investing a total of 1,719 hours in the delivery of customer requested application enhancements. Team members responded to a total of 5,084 help desk tickets accounting for an additional 1,178 hours of support service to our customers.

This year saw the unexpected departure of Dale Downing, our Financial System programmer/analyst, in April. Tony Benjamin was reassigned from his role supporting and developing MICA, to supporting the Financial System and its scheduled conversion to the new ERP suite called MUNIS. Steve Swingle completed improvements to the Jail Population Information System (JPIS) export to the state of Michigan. Bond check receipting, within the Justice System, was implemented in February, 2012. The IT Department continues to contract one additional resource (Mark Milham) to supplement the Justice System support requirements.

John Meyers implemented two vendor issued upgrades to the Public Health InSight application suite (Release 7.1.2 in October, 2011 and Release 7.2 in May, 2012. Three new InSight modules called Lab Tracking, Case Management, and STD were implemented over the last year.

Harold Harper developed e-mail and calendar integrations between MICA and Lotus Notes for both the Payroll Hours Entry and Judicial Docket modules of MICA. Additional MICA integrations were added to improve efficiencies in the Prosecuting Attorney and Sheriff Administration Lotus Notes scheduling applications.

Sylvain Stym-Popper implemented E-Filing in the County Clerk's Office in November, 2011 after the State Court Administrator's Office approved this extension of Enterprise Content Management (ECM) capabilities (**Appendix F**). The Prosecuting Attorney's Office purchased a new warrant request processing package from ImageSoft and Syl integrated this new functionality into their OnBase workflows in February, 2012. As part of the planned five year cycle, the ECM servers replacement was completed with no unscheduled down time.

IT continued its partnership with Solid Design Simple Solutions (SDSS) in the design, development and implementation of a web browser based application, known as the Many Integrated County Applications (MICA) system, to replace the current integrated Justice System. Our third year of this project has seen these accomplishments (**Appendix J**):

- Judicial Docket implementation: Prosecuting Attorney, 58th District Court (partial), 20th Circuit Court, and Juvenile Services.
- Payroll Hours Entry implementation: In 33 departments with training for 277 key personnel.
- Design specification documents completed and approved by respective departments

   o Daily Activity Reporting
   o Juvenile Services Daily Activity Reporting
   o No Contact List
   o Neglect and Abuse Process Improvement
   o Fast Track Booking
   o Judicial Docket
   o Inmate Management
   o Booking
   o Transport

Who We are: Organization
Technology & Infrastructure Team

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

Servers: In order to accommodate continued growth, the addition of the ERP system, and the phone system upgrades, an upgrade of the County's virtual infrastructure was completed. Five new virtual hosts, each with 16 processing cores and 128GB of memory were installed in West Olive. Existing hosts were moved to Grand Haven to support disaster recovery/contingency operations. A new Storage Area Network (SAN) with 9.5 terabytes (TB) of storage was added in West Olive and 6.8TB of storage was added to the SAN in Grand Haven. There are currently 48 virtual servers compared to 38 last year at this time. The information in **Appendix A** shows the total number of servers and the servers that are virtualized. Cost savings are realized as a result of reduced hardware investment, future replacement costs, and demand on utilities (power and air conditioning).

Voice Network: A major upgrade of the County's phone and voicemail system was completed. In addition to replacing/upgrading hardware and software throughout the County, several new or enhanced features were implemented. Among them are geo-redundant Call Pilot voicemail systems, an Aura Contact Center system, a Telstrat voice recording system, a browser based phone management system, and support for Voice over IP (VoIP) telephony. Also, a new phone system for the Sheriff's Holland Branch Office was purchased and installed. Further details on these items are included in **Appendix B**.

Data Network: The improvements to the virtual infrastructure mentioned above also included the addition of several gigabit switches needed to improve data throughput.

In order to improve security, and to help ensure compliance with County policies, web filtering capabilities (**Appendix D**) were implemented at the County's main Internet connections (West Olive, Washington St. Grand Haven, James St. Holland).

Wireless access was added at the Fillmore St. Administrative Building, and the Hudsonville County Building. The new wireless capability includes a "Guest" component to allow access for non-County equipment to the internet. This is primarily intended for the public with a business need to access the internet while visiting or working at the County.

Who We are: Organization
Geographic Information Systems Team

The GIS team manages the County's geospatial data, organizes departmental, municipal and County geographic based information into one seamless environment, and develops and maintains applications and processes allowing Ottawa County to interactively share geospatial data and map services to a broad and diverse range of consumers. The County GIS maintains over 500 unique layers of geographic information used both internally and externally creating a cost-effective means of providing uniform centralized data. Enterprise GIS databases provide a standardized framework that minimizes costly duplication of effort, facilitates data sharing, and minimizes costly data integration problems due to incompatible data. These core centralized databases also provide the framework for the development of numerous other geospatial databases and promotes cooperative development between Ottawa County GIS and its users.

The capabilities provided by the GIS team are an essential part of the business functions for numerous County departments, external agencies (i.e. the Ottawa County Road Commission, Grand Rapids Water, Holland BPW and Ottawa County Central Dispatch), Local Units, the private sector, and the general public. Revenue is slightly down from 2010-2011, but is even with 2008-2009 revenue figures.   The GIS website continues to experience traffic growth (**Appendix I**).

Other major accomplishments and initiatives in the 2011-2012 reporting period include enhanced data access and sharing, document imaging/document retrieval, internet application expansion, mobile application (Election Reporting), multiagency data compatibility, continued department integration, promotion of new external business relationships, improved internal access to the GIS central database, plans for a virtualized GIS infrastructure, and expansion of the Sheriff's incident mapping application with nearly 200 new users from municipal law enforcement agencies within Ottawa County. Ottawa County GIS continues to foster efficient and effective use of the County's geospatial capabilities by identifying ways to leverage other capabilities to add value to the GIS user. This includes using the OnBase system to build a Geospatial Platform with seamless access to imaged documents. Because of the unique requirements of the GIS Team, a separate set of metrics has been created to evaluate performance (**Appendix I**).

Ottawa County GIS has continued to make significant strides toward advancing the efficient use of the County's Geographic Information Technology sources. It has promoted this by improving and simplifying access to geospatial data and services, and by providing a venue where departments, local units and agencies can coordinate their efforts.

Who We are: Organization
CMH Information Technology Team

Changes in CMH IT staffing in 2011 led to the creation of two new positions and the hiring of a CMH IT Coordinator and CMH Programmer. The CMH IT team achieved a number of significant goals in a short period of time.

CMH IT Staff Projects and Tickets			
CMH Projects Total	**CMH Projects Completed**	**CMH Projects Outstanding**	**Percent Complete**
65	36	29	55%
CMH Dept. Help Desk Tickets Total	**CMH IT Staff Completed Tickets Total**	**CMH IT Staff Tickets Percentage**	**County Help Desk Ticket Totals**
2,777	600	22%	Over 14,500

A major upgrade to the CMH Avatar software application was completed. This project was delayed several times since its initial proposal in 2009, and involved a major reconfiguration of the software and billing process.

The team began the complex process of implementing Meaningful Use requirements which not only improves the medical records gathered and stored, but also sets up the CMH Department to receive incentive dollars for compliance. Various stages of Meaningful Use will need to be implemented over the coming years.

The team identified significant cost savings by upgrading the Carelink system to Provider Connect resulting in an annual savings of approximately $30,000 in maintenance costs. Also, $10,000 in maintenance savings was achieved by eliminating unnecessary software modules.

System Upgrade Projects Completed:
- Upgrade of Avatar from 2004 to 2010 version with finance/billing reconfiguration (FLIP Project).
- Installation of SQL Server for reporting and data repository.
- Installation of CareConnect module in Avatar (Meaningful Use).
- Upgrade of InfoScriber module to OrderConnect (Prescribing module for Meaningful Use).
- Installation of Point of Service Scanning and finalization of implementation strategy.
- Avatar backup review and implementation.

Avatar Software Development Projects and Customization Completed:
- HIPAA5010 Certification achieved
- Added electronic signatures to reports
- Child Nursing Assessment converted electronically for Avatar
- New child portion to ESR in Avatar
- Added DD Nursing Assessment to Avatar
- Added Speech/Language Evaluation to Avatar
- Added Crisis Second Opinion to Avatar
- Development and completion of new Treatment Plan for clinical staff

Projects Scheduled for Completion in the Near Future:
- Support Plans
- Notice of Rights
- Crisis Alert
- Access Second Opinion

Goals

1. Maintaining County IT Infrastructure

    a. Protection of Information and Systems
    b. Data Hosting and Networks
    c. Voice Communications

2. Improve the Level of Employee Technical Knowledge

    a. Train Employees to Effectively use Technology
    b. Educate Employees in IT Related Policies
    c. Increase Awareness of New Technologies

3. Provide Cost-Effective Services/Programs

    a. Maintain High-Efficiency Work Outputs
    b. Achieve Verifiable Outcome-Based Results
    c. Produce Results that Equal or Exceed Peers
    d. Develop and Implement New Processes

4. Provide Excellent Customer Service/Satisfaction

    a. Provide Thorough and Satisfactory Services
    b. Provide Courteous, Respectful & Friendly Customer Interaction
    c. Provide Timely Responses to Service Requests

"The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic."— Peter Drucker

The annual report provides summaries and details of the work and accomplishments of the IT Department. Each year, the department conducts a goal setting process. These goals are actually the key projects and accomplishments that the department expects to complete and achieve over the next year. This process begins with a high level review by the IT Leadership team followed by an "All Staff" review and discussion of these goals. The conclusion of the goal setting effort is the annual individual performance review where department and team goals are used to develop individual goals.

As part of the budget process, the department reports department metrics and GIS metrics (**Appendix I**). In addition, the IT department is continuously reviewing indicators of success using daily reports generated on schedule from a variety of sources. The Footprints system that supports our Problem Ticket reporting and Project Request processes, allows the department to generate reports on the workload, and compliance with defined service levels. The system can be adjusted to improve the customer services' processes and is our primary tool for managing and monitoring the considerable demand for IT support. Additional sources of information include e-mail and web filters.

IT MISSION

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

IT VISION STATEMENT

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

You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere.

— Lee Iacocca

The Information Technology Team

The IT Department goals support the goals of the Board of Commissioners by providing cost technology to deliver service to constituents. By investing in and applying IT resources where they create the most value and managing priorities, IT **Maintains and Improves the Strong Financial Position of the County**. Through various electronic means including expanding access for employees and the public through online services, IT **Enhances Communications with Citizens, Employees and Other Stakeholders**. **Contributing to a Healthy Physical, Economic and Community Environment** is supported through the use of information and applications that support analysis and decision making. Examples include Drains Mapping, Sheriff Incident Mapping and planning tools for local governments. Finally, technology applied properly provides the tools that are a significant component of any efforts to **Improve the County's Organization and Services**.

The information that follows provides a description of key accomplishments in support of IT Goals. Additional details are provided throughout the appendices.

Goal 1: Maintain County IT Infrastructure (hardware and software)
Purpose. To ensure that County systems are available when needed.

Infrastructure is the set of interconnected structural elements *(servers, networks, end user computing equipment, phone system)* that provide the framework supporting an entire organization. Infrastructure includes the policies and procedures for using and supporting the County's technology.

Key Initiatives
1. Security: Implemented Web Filtering.
2. Security: Conducted Monthly Network Security Scans.
3. Installed additional Host Servers.
4. Reconfigured Virtual Infrastructure to support Enterprise Resource Planning system.
5. Relocated Servers to separate facility to enhance Disaster Recovery capability.
6. Refreshed aged equipment: 642 Devices, 195 PC's, Laptops, Tablets.
7. Upgraded the County Phone System.
8. Expanded Server Storage.

Goal 2: Provide excellent customer service/satisfaction
Purpose. To provide service based on IT industry best practices, prevent disruption to operations and satisfy the customer by delivering solutions that meet or exceed their needs.

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

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

The Information Technology Team

SLA Report by SLA Response Time

SLA	Achieved		Breached						Neither*		Pending**		Total
			Total		Resolved		Unresolved						
	Tickets	Percent	Tickets	Percent	Tickets	Percent	Tickets	Percent	Tickets	Percent	Tickets	Percent	
Critical	64	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	64
High	28	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	28
Medium	1134	99.30%	8	0.70%	8	0.70%	0	0.00%	0	0.00%	0	0.00%	1142
Standard	14120	99.81%	27	0.19%	27	0.19%	0	0.00%	0	0.00%	0	0.00%	14147

SLA Report by SLA Due Date

SLA	Achieved		Breached						Neither*		Pending**		Total
			Total		Resolved		Unresolved						
	Tickets	Percent	Tickets	Percent	Tickets	Percent	Tickets	Percent	Tickets	Percent	Tickets	Percent	
Critical	61	95.31%	3	4.69%	3	4.69%	0	0.00%	0	0.00%	0	0.00%	64
High	27	96.43%	1	3.57%	1	3.57%	0	0.00%	0	0.00%	0	0.00%	28
Medium	1119	97.99%	23	2.01%	23	2.01%	0	0.00%	0	0.00%	0	0.00%	1142
Standard	13553	95.80%	594	4.20%	576	4.07%	18	0.13%	0	0.00%	0	0.00%	14147

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

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

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

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

Key Initiatives
1. Revised training program to support new version of Microsoft Office 2010.
2. Conducted "Making the Transition (Office 2003 to 2010)" classes across the County.
3. Conducted application training for new Payroll Hours Entry and Judicial Docket.
4. Conducted training for new phone system capabilities: call center, management.
5. Provided facilities for training on new Enterprise Resource Management System.

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

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

Key Initiatives
1. Developed/Deployed an electronic time keeping system to 70% of County employees.
2. Developed/Deployed an electronic Judicial Docket to replace manual book keeping.
3. Implemented software to enhance/simplify reporting from the legacy Justice System.
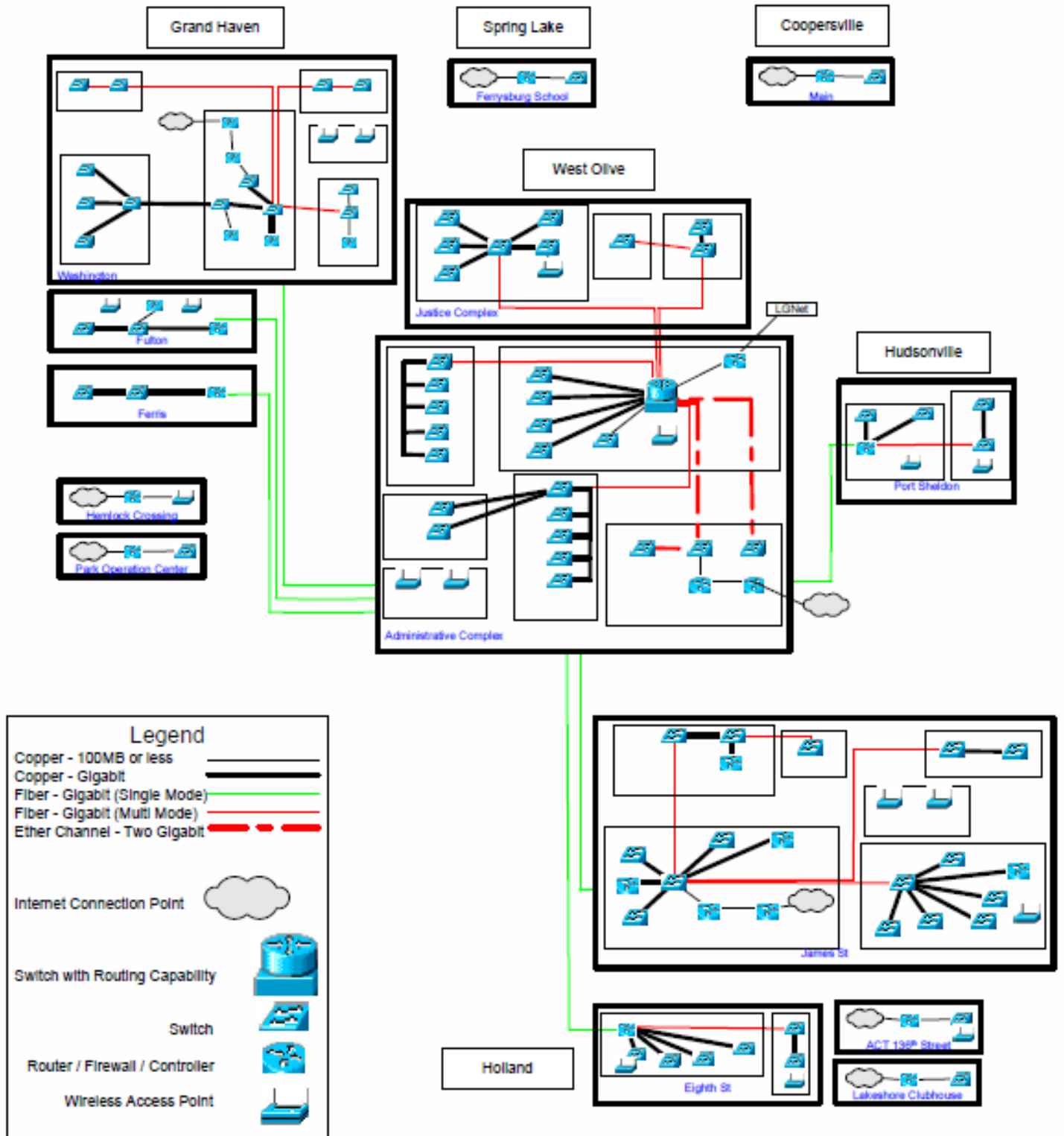
The Information Technology Team

4. Implemented software to enhance statistical reporting from the CMH Avatar system.
5. Upgraded CMH Avatar two versions eliminating problems and adding new capabilities.
6. Reconfigured CMH Avatar software to improve information processing and reporting.
7. Upgraded Public Health InSight system to support operating efficiency.
8. Upgraded and modified Public Health InSight and CMH Avatar systems to support Meaningful Use.
9. Developed a mobile capable version of the GIS Election Mapping System.
10. Implemented Call Centers: IT Help Desk, Friend of the Court, Public Health, District Court.

The Information Technology Team

Name	Position	Years With the County
David Hulst	IT Director	19
Rachael Harper	Senior Secretary	13
Tina McConnell	Manager of User Services	6
Chris Bartaway	PC Support Specialist	17
Neung Chau	PC Support Specialist	13
Aaron Becker	PC Support Specialist	1.5
Merey Podehl	PC Support Specialist	18
Mary Ann Quellos	PC Support Specialist	12
Beth Schipper	PC Support Specialist	7
Pam Wheeler	PC Support Specialist	16
Gregory Westra	Manager of Applications & Data	24
Sylvain Stym-Popper	Senior Programmer/Analyst	6
Stephen Swingle	Programmer Analyst	1
Vacant (Currently filled by Contract Programmer)	Programmer/Analyst	NA
Harold Harper	Programmer/Analyst	14
Justin Munsters	Programmer/Analyst	0.5
John Meyers	Programmer/Analyst	6
Tony Benjamin	Programmer/Analyst	6
Rich Francisco	CMH IT Coordinator	9
Kristi Chittenden	CMH IT Programmer	1
Mark Krouse (Retired 05/31/ 2012, Position Vacant)	Manager of Technology & Infrastructure	23
Steve Namenye	Telecommunications Administrator	19
Richard Steketee	Network Administrator	13
Aaron Boos	Manager of GIS	9
Shane Pavlak	Systems Analyst	1
Vacant	GIS Programmer	0
Robert Royce	GIS Technician	10
Aason Bodbyl-Mast	GIS Technician	8

Appendix A: Network Diagrams and Servers

Ottawa County LAN/WAN Network Diagram
Summary Diagram
05/31/12

Grand Haven

Spring Lake

Coopersville

Ferrysburg School

Main

West Olive

Washington

Justice Complex

LGNet

Hudsonville

Fulton

Ferris

Port Sheldon

Hemlock Crossing

Park Operation Center

Administrative Complex

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

Internet Connection Point

Switch with Routing Capability

Switch

Router / Firewall / Controller

Wireless Access Point

James St

Holland

Eighth St

ACT 136th Street

Lakeshore Clubhouse

A-1

Year	2008	2009	2010	2011	2012
Total Servers	34	50	53	62	77

County of Ottawa - Servers by Type

Number of Servers

	2008	2009	2010	2011	2012
Physical	29	22	19	19	18
Virtual	3	23	29	38	48
Virtual Hosts	2	5	5	5	11
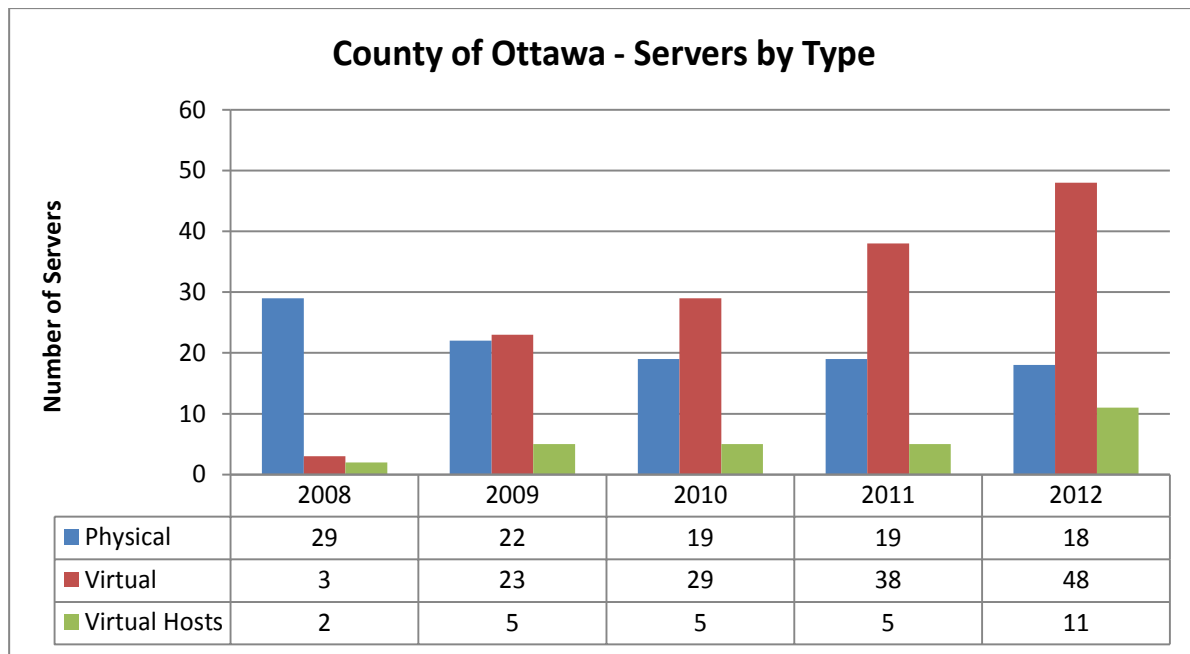
Servers by Function:

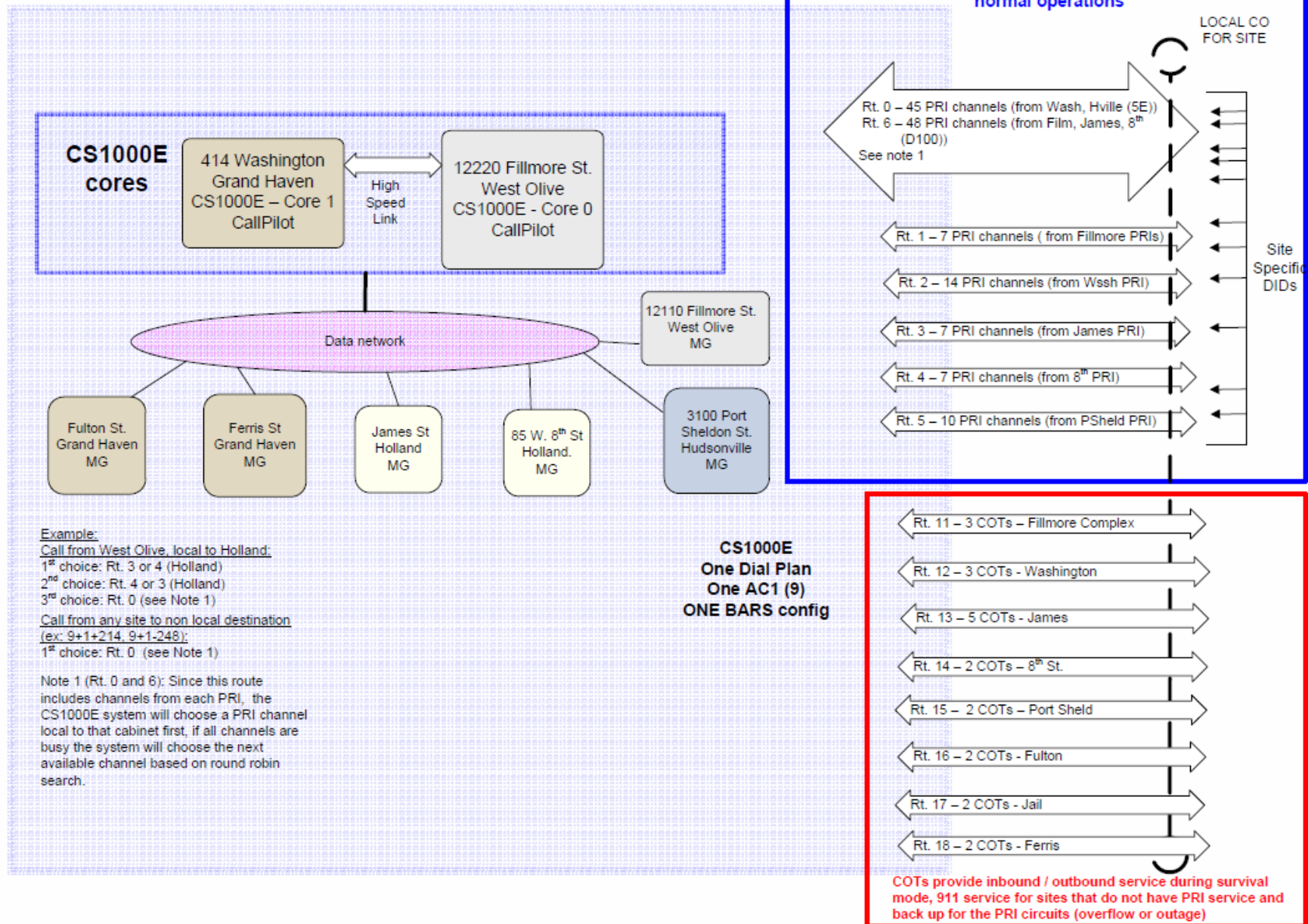| Function	Number of Servers
Justice/New World/etc. Production	1
MICA System	2
County Primary and Backup Active Directory Servers	2
Register of Deeds System	3
Server Backup/Replication/Update/Logging Services	7
Blackberry Enterprise Server	1
BS&A Property Systems	2
Network and Virtual Server Management	2
CMH Avatar System	2
Contingency Server	1
Operations Console for Contingency Server	1
Testing/Development Environments	11
Sheriff Dictation System	1
Lotus Domino	2
File Servers - County/EOC	4
Help Desk System – Problem Tickets, Project Requests	2
County FTP Server/Courtstream Data Sync	1
GIS Systems Servers	3
Public Health InSight System	1
Sheriff/Juvenile Mugshot Hosting	2
Imaging Systems (OnBase)	4
Prosecuting Attorney Adult Case Tracking System	1
Health Department Food Inspection System	1
County Web Servers	4
ERP System (Munis/Tyler)	3
Phone System (Call Center/Recording)	2
Virtual Server Hosts	11

Windows Server Backup Strategy
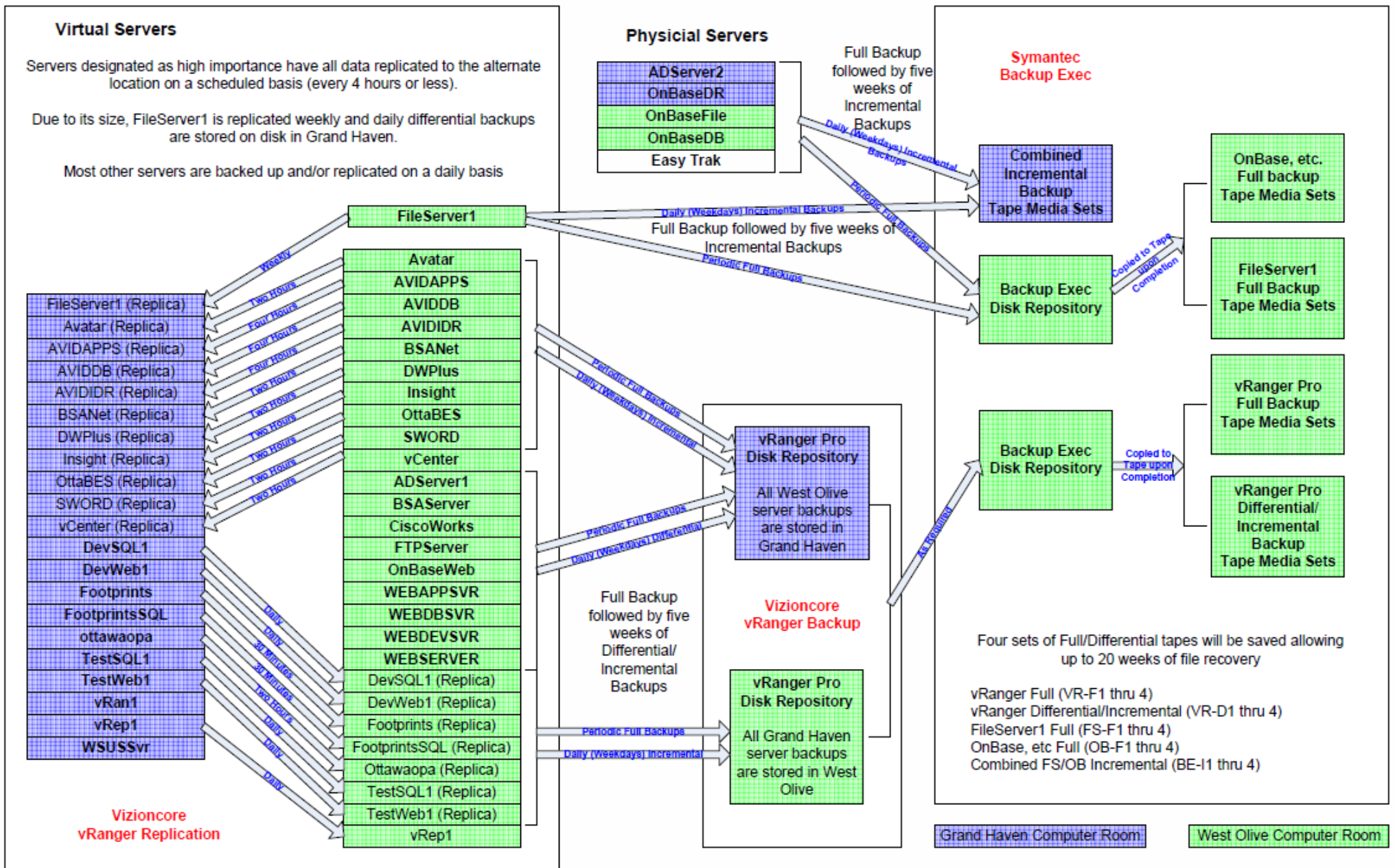
Appendix B: Telecommunications

ROUTING OVERVIEW

PRIs provide inbound / outbound service during normal operations

LOCAL CO FOR SITE

CS1000E cores

| 414 Washington Grand Haven CS1000E – Core 1 CallPilot | High Speed Link | 12220 Fillmore St. West Olive CS1000E - Core 0 CallPilot |

Data network

12110 Fillmore St. West Olive MG

Fulton St. Grand Haven MG

Ferris St Grand Haven MG

James St Holland MG

85 W. 8th St Holland. MG

3100 Port Sheldon St. Hudsonville MG

Rt. 0 – 45 PRI channels (from Wash, Hville (5E))
Rt. 6 – 48 PRI channels (from Film, James, 8th (D100))
See note 1

Rt. 1 – 7 PRI channels (from Fillmore PRIs)

Rt. 2 – 14 PRI channels (from Wssh PRI)

Rt. 3 – 7 PRI channels (from James PRI)

Rt. 4 – 7 PRI channels (from 8th PRI)

Rt. 5 – 10 PRI channels (from PSheld PRI)

Site Specific DIDs

Example:
Call from West Olive, local to Holland:
1st choice: Rt. 3 or 4 (Holland)
2nd choice: Rt. 4 or 3 (Holland)
3rd choice: Rt. 0 (see Note 1)

Call from any site to non local destination
(ex: 9+1+214, 9+1-248):
1st choice: Rt. 0 (see Note 1)

Note 1 (Rt. 0 and 6): Since this route includes channels from each PRI, the CS1000E system will choose a PRI channel local to that cabinet first, if all channels are busy the system will choose the next available channel based on round robin search.

CS1000E
One Dial Plan
One AC1 (9)
ONE BARS config

Rt. 11 – 3 COTs – Fillmore Complex

Rt. 12 – 3 COTs - Washington

Rt. 13 – 5 COTs - James

Rt. 14 – 2 COTs – 8th St.

Rt. 15 – 2 COTs – Port Sheld

Rt. 16 – 2 COTs - Fulton

Rt. 17 – 2 COTs - Jail

Rt. 18 – 2 COTs - Ferris

COTs provide inbound / outbound service during survival mode, 911 service for sites that do not have PRI service and back up for the PRI circuits (overflow or outage)

Appendix B: Telecommunications

The County telecommunications system upgrade is complete. The upgraded phone system includes an Avaya (Nortel) CS1000E switch and gateways in a consolidated architecture that provides geo-redundant failover. The voicemail system was consolidated from five separate voicemail servers to one with geo-redundant failover. This architecture will simplify management and reduce maintenance costs. This is the first major communications infrastructure upgrade in more than 13 years. Additional functionality has been phased in, including Call Center, Call Recording, Call Detail Reporting and Unified Messaging.

The system upgrade impacts the following seven County sites:

Grand Haven Courthouse	414 Washington St.	Grand Haven, MI
Fillmore Complex	12110-12220 Fillmore St.	West Olive, MI
James St. Campus	12251-12265 James St	Holland, MI
Holland District Court	85 W. Eighth St.	Holland, MI
Hudsonville Human Services/District Court	3100 Port Sheldon St.	Hudsonville, MI
Fulton Street Mental Health	1111 Fulton St.	Grand Haven, MI
Ferris Street Public Health Dept.	16920 Ferris St.	Grand Haven, MI

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

The above locations are connected to each other by the Fiber Optic Wide Area Network (WAN) allowing the County to take advantage of least-cost routing and four-digit dialing of extensions between sites to minimize phone company usage (call) and local toll charges. In the event of fiber disruption, the phone switches are configured to go into survivable mode using the Prime circuits and other back up trunks.

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

The following County locations have access to broadband video arraignment:

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

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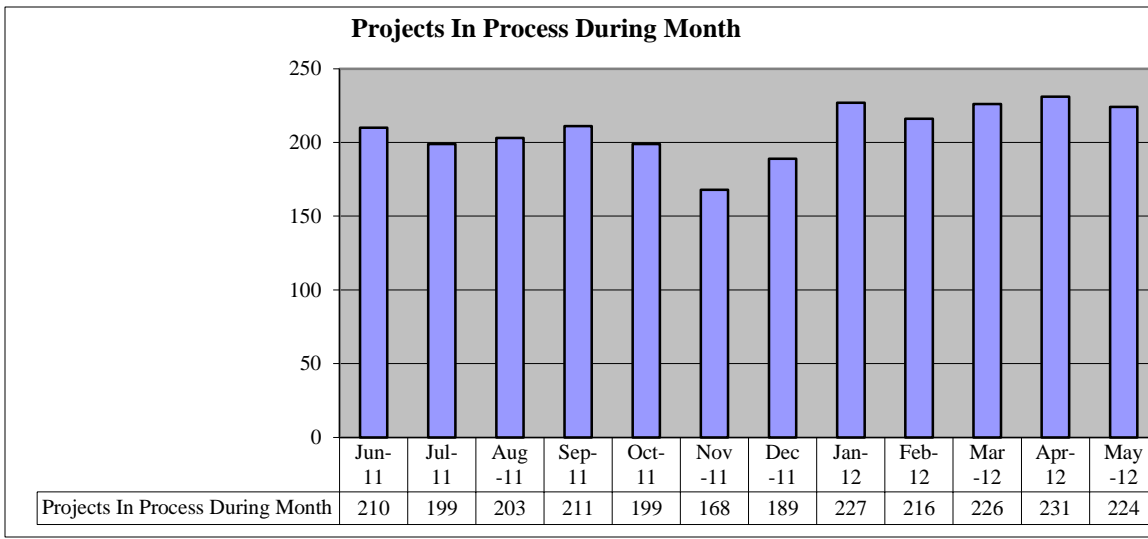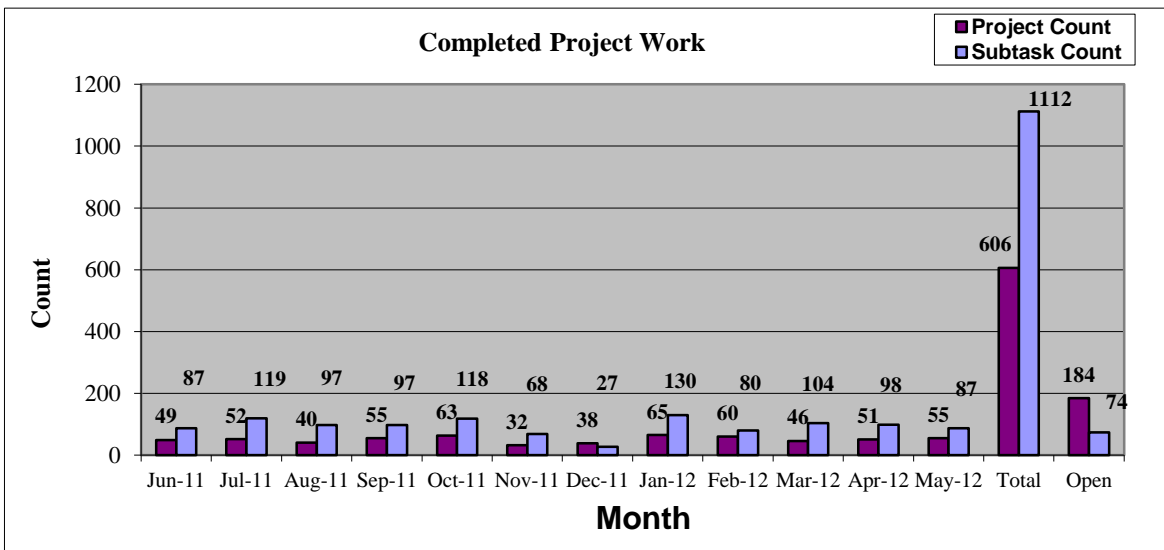
Appendix B: Telecommunications

The following list highlights some of the enhancements achieved with our recent phone system upgrade and voicemail system replacement:

- Phone system is upgraded to a more current software release that is manufacturer supported, assuring current support from the manufacturer.
- Phone system upgrade reconfigured five PBXs into one centralized PBX with geo-redundancy and provided hardware upgrades necessary to run the upgraded software.
- Phone network between sites is now converged with the County's data network using Voice Over IP (VoIP) technology, freeing up wide-area network fiber strands for other uses.
- New software release gives the County the foundational capability to provide Enhanced 911 emergency caller location information. Additional software and service required to fully implement this safety feature is planned for the coming year.
- New voicemail system replaces end-of-life system providing much more reliable service, easier graphical application development and documentation and native integration with Contact Center.
- Avaya Aura Contact Center provides the ability to create call centers for high volume answering points. Call Center functionality gives us the capability to put calls in a queue where we can provide music-on-hold and department specific delay announcements. It also provides automatic call distribution where calls automatically route to the agent who has been idle (not received a call-center call) the longest. The IT Help Desk, Health Clinic, District Courts and Friend of the Court now have active call center applications.
- Music On-Hold is now operational at all seven of the networked sites for external calls.
- Telstrat Engage Call Recording allows us to capture call center calls for quality, training and safety purposes. IT Help Desk and Friend of the Court currently have this capability.
- Veramark's VeraSMART call accounting application provides the capability to record and report call detail for management purposes.
- Avaya Call Pilot Desktop Messaging (500 licenses) and MyCallPilot applications affords users the ability to receive their voicemail on their computer either through their Lotus Notes in-box or through the MyCallPilot web application.
- Unified Communications Management (UCM) delivers a graphical user interface to various phone system element management tasks replacing the programming-like command-line interface of the former system.
- Call Pilot Manager provides a graphical user interface for easy management of voicemail users and voicemail boxes.
- Call Pilot Application Builder supplies a graphical user interface to build and modify voicemail applications such as auto-attendants.
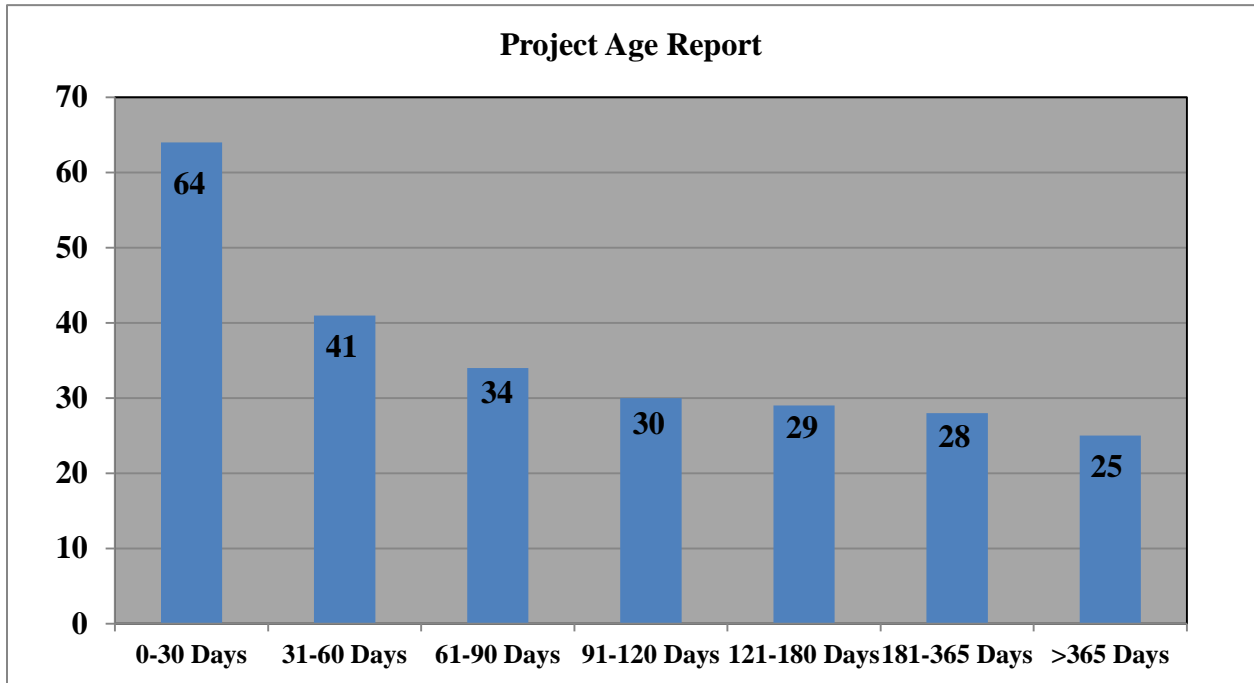
Appendix C: Project Statistics

Month	Projects Completed During Month		Projects in Process During Month	Average Age Completed Projects (Days)
Jun-11	49		210	20.06
Jul-11	52		199	19.88
Aug-11	40		203	19.31
Sep-11	55		211	20.68
Oct-11	63		199	9.24
Nov-11	32		168	8.40
Dec-11	38		189	20.82
Jan-12	65		227	14.60
Feb-12	60		216	13.39
Mar-12	46		226	10.71
Apr-12	51		231	32.04
May-12	55		224	15.05
Open Projects				
Projects Open as of June 1, 2011	Subtasks Open as of June 1, 2011	Hours Reported on Open Projects	Average Age (Days)	
184	74	4394	48.39	

Completed Project Work

Projects In Process During Month

Appendix C: Project Statistics

Project Age Report

Category	Value
0-30 Days	64
31-60 Days	41
61-90 Days	34
91-120 Days	30
121-180 Days	29
181-365 Days	28
>365 Days	25

Appendix D: Security

Description	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Annual
E-Mail Filtering Statistics													
Stopped by Reputation Filter	362,605	422,888	573,263	440,953	499,212	484,034	465,725	651,291	732,045	324,582	265,825	411,826	5,634,249
Stopped as Invalid Recipients	2,309	2,085	2,831	5,060	5,203	5,530	5,734	5,158	4,779	3,670	3,848	3,731	49,938
SPAM Detected	6,637	6,115	10,723	19,941	19,183	19,806	25,217	23,329	26,054	5,906	20,940	28,373	212,224
Virus Detected	1	-	12	1	9	78	12	81	10	26	20	2	252
Stopped by Content Filter	-	-	-	-	-	-	-	-	-	-	-	-	-
Clean Messages	104,558	93,431	108,459	108,121	111,080	107,422	101,453	114,423	115,953	235,191	116,057	125,498	1,441,646

Description	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Annual
E-Mail Filtering Statistics (Percentage of Incoming E-mail)													
Stopped by Reputation Filter	76.16%	80.62%	82.45%	76.81%	78.65%	78.47%	77.86%	82.00%	83.30%	57.01%	65.36%	72.32%	76.78%
Stopped as Invalid Recipients	0.48%	0.40%	0.41%	0.88%	0.82%	0.90%	0.96%	0.65%	0.54%	0.64%	0.95%	0.66%	0.68%
SPAM Detected	1.39%	1.17%	1.54%	3.47%	3.02%	3.21%	4.22%	2.94%	2.96%	1.04%	5.15%	4.98%	2.89%
Virus Detected	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%	0.01%	0.00%	0.00%	0.00%	0.00%	0.003%
Stopped by Content Filter	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Clean Messages	21.96%	17.81%	15.60%	18.83%	17.50%	17.41%	16.96%	14.41%	13.19%	41.31%	28.54%	22.04%	19.65%

Annual SPAM Statistics (Percentage)

Virus Detected, 0.003%
Clean Messages, 19.65%
SPAM Detected, 2.89%
Stopped as Invalid Recipients, 0.68%
Stopped by Reputation Filter, 76.78%
Stopped by Content Filter, 0.00%
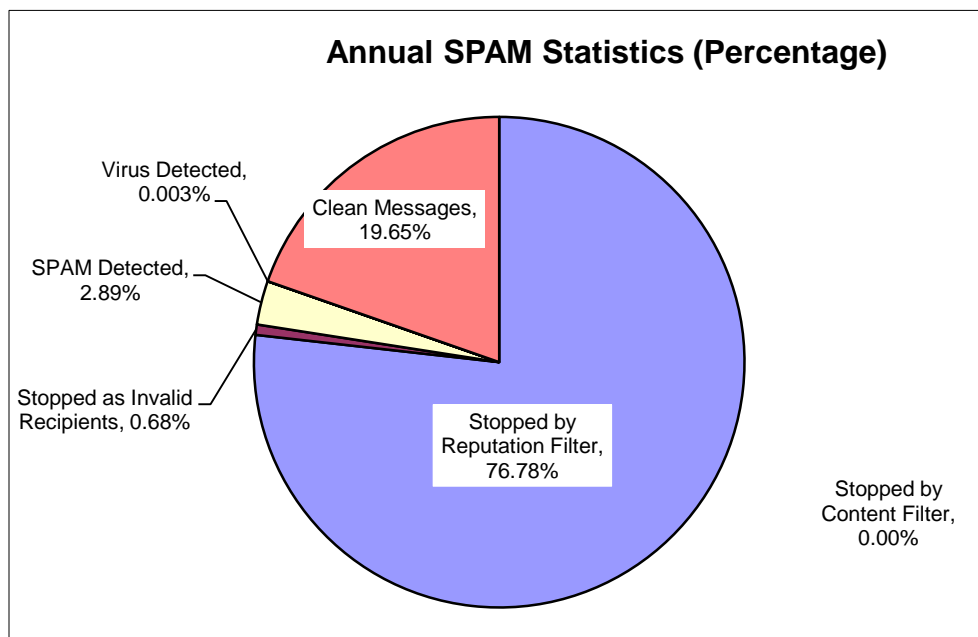
Appendix D: Security

Web Filtering Capabilities
The following Site Categories are Blocked by Default

Bandwidth: Websites delivering content that can use large amounts of network resources.

Category	Criteria
Streaming Radio/TV	**Websites that provide streaming radio or TV.**
Advertisements & Popups	**Websites that host or serve advertisements or provide software that serves advertisements.**

Commerce: Websites that contain business information or facilitate commercial transactions.

Category	Criteria
None Blocked in this group	

Communications: Websites that let users communicate through web browsers.

Category	Criteria
Peer-to-Peer	**Websites that distribute file sharing software or allow the exchange of files between users.**

Information: Websites that provide searching, general news and information, including business content.

Category	Criteria
None Blocked in this group	

Leisure: Entertainment and personal websites that are normally not business-related.

Category	Criteria
Game Playing & Game Media	**Websites that provide video game information or enable the online playing of games.**
Personals & Dating	**Websites that enable users to meet and interact with each other for the purposes of dating or making friends.**

Liability: Users may be committing crimes or exposing the organization to legal liability with these sites.

Category	Criteria
Criminal Activity	**These websites provide information on how to commit illegal activities, perpetrate scams or commit fraud.**
Illegal Drugs	**Websites that provide information on manufacture/sale of illegal drugs or prescription drugs obtained illegally.**
Illegal Software	**These websites provide information about or downloads of pirated software.**
Academic Cheating	**Websites that advocate or assist plagiarism or provide or sell questionable educational material.**

Propriety: Websites that are intended for mature or adult users only.

Category	Criteria
Gambling	**Websites that provide gambling odds and information or allow online betting.**
Intimate Apparel & Swimwear	**Websites containing revealing images such as swimsuits and modeling, but not nudity.**
Intolerance & Hate	**Websites encouraging bigotry or discrimination.**
Pornography	**Any website that contains sexually suggestive, explicit or erotic content.**
Tasteless & Offensive	**Websites portraying horror or perverse content.**
Violence & Terrorism	**Websites encouraging, instructing, or portraying extreme violence to people or property.**
Weapons	**Websites that contain information about making, buying, or obtaining any sort of weapons.**
Extremely Offensive	**Websites containing content that is shocking, gory, perverse, or horrific in nature.**
Gambling Related	**Websites providing information or promoting services, techniques or accessories related to gambling.**
Game/Cartoon Violence	**Websites containing graphically violent animated content.**
Incidental Nudity	**Websites which include nude images because they are part of a broader category of art or education.**
Nudity	**Websites containing bare images of the human body which are suggestive or explicit.**
Profanity	**Websites which contain excessive use of profanity or obscenities.**

Security: Websites that are security risks or sources of malware, or that allow users to circumvent policies.

Category	Criteria
Hacking	**Websites with instructions & information on how to commit fraud or steal information via computer security vulnerabilities.**
Phishing & Fraud	**Websites that are known to be distributed as links in phishing emails.**
Proxies	**Websites that enable users to hide their browsing destinations, IP address, or username to avoid detection and bypass Web filters.**
Spam	**Websites delivering unwanted or unsolicited electronic messages.**
Spyware	**Websites that are linked from spam messages, distribute programs that gather user information, or unknowingly send information to third party websites.**
Proxy Utilities	**Websites providing users with resources to help avoid detection or bypass Web filters.**
Malicious Sites	**Websites that provide or display content which intends harm to users or their computer systems.**
Suspicious Sites	**Suspect Websites whose malicious intent cannot be confirmed.**

Technology: Websites that allow users to access search engines, portals and various technologies.

Category	Criteria
Parked Sites	**For sale of expired websites that display links or advertisements.**

Appendix D: Security

Web Filtering

Top 10 Bandwidth Categories
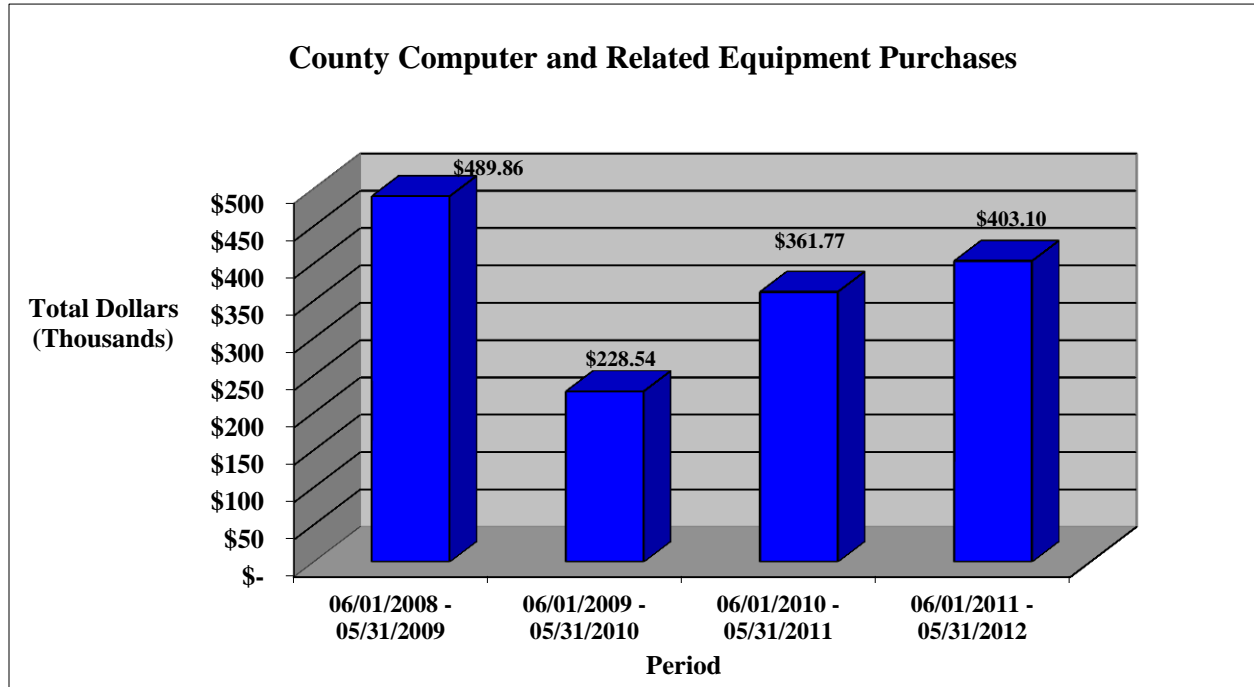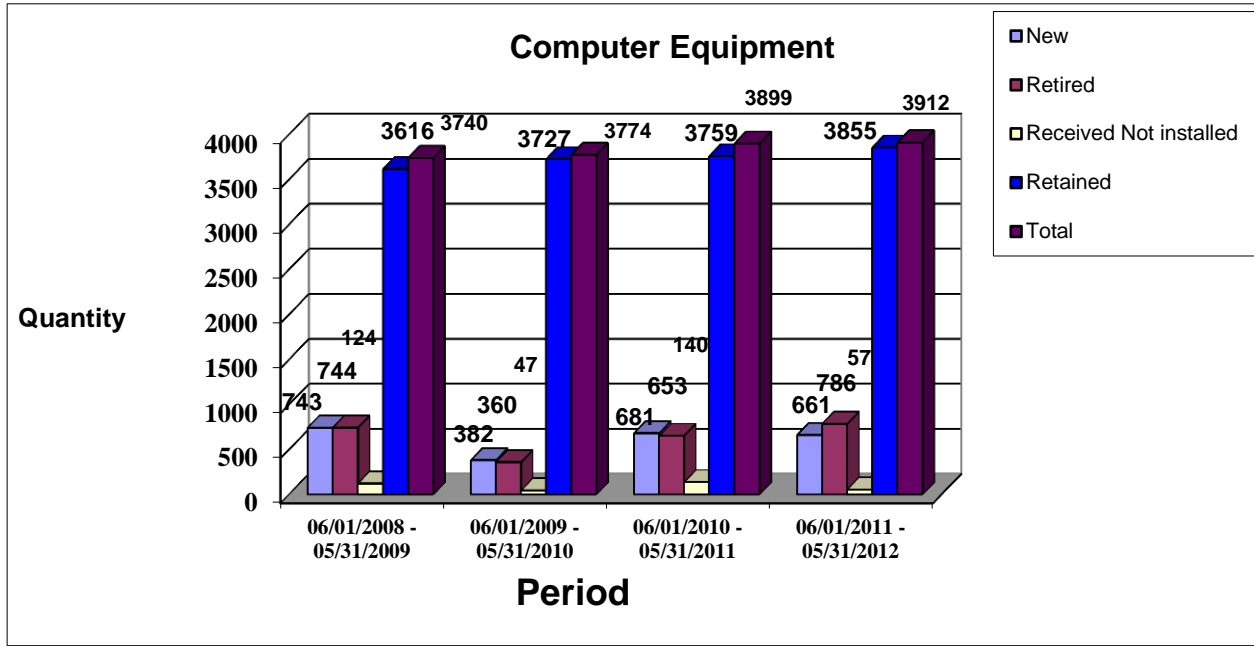### January 1, 2012 through May 31, 2012

	Category	Bandwidth	Requests
1	System Update/Internal sites	437 GB	7,852,128
2	Streaming Media	218 GB	1,714,620
3	Content Server	146 GB	10,529,376
4	Computing & Technology	127 GB	5,642,979
5	News	123 GB	11,597,215
6	Business	90 GB	10,110,285
7	Search Engines & Portals	81 GB	11,208,167
8	Entertainment	74 GB	4,207,716
9	Social Networking	58 GB	8,052,967
10	Forums & Newsgroups	55 GB	3,146,383

Top 10 Bandwidth Sites
January 1, 2012 through May 31, 2012

	Site	Description
1.	liveupdate.symantecliveupdate.com	Computer Security Updates
2.	updates.ironport.com	Updates to the E-mail Filter Appliance
3.	au.download.windowsupdate.com	Microsoft Software Updates
4.	Ytimg.com	Youtube videos
5.	t.doc-0-0-sj.sj-googleusercontent.com	Content Server
6.	www.facebook.com	Facebook – social networking
7.	download.windowsupdate.com	Software downloads
8.	www.google.com	Search Engine
9.	Pinterest.com	Forums and Newsgroups
10.	milaredo.fidlar.com	Fidlar Document Search and Retrieval

Sites 1, 2, 3 and 7 are essential updates to keep software and security current. These updates occur frequently (daily in many cases) accounting for the large total bandwidth required. To reduce the amount of internet bandwidth used for live updates the majority of County computers are updated from an internal server. The live updates are pulled from Symantec to the internal live update server and then pulled down to individual PC's over the internal network. The impact on the internet connection depends on the timing and peak traffic periods during working hours. The updates for ironport are scheduled to occur after hours thus having no effect on bandwidth during primary working hours.

Appendix E: Computer Equipment Summary

Computer Equipment

Quantity (y-axis, values 0 to 4000)

Legend:
- New
- Retired
- Received Not installed
- Retained
- Total

Period	New	Retired	Received Not installed	Retained	Total
06/01/2008 - 05/31/2009	743	744	124	3616	3740
06/01/2009 - 05/31/2010	382	360	47	3727	3774
06/01/2010 - 05/31/2011	681	653	140	3759	3899
06/01/2011 - 05/31/2012	661	786	57	3855	3912

Period (x-axis)

County Computer and Related Equipment Purchases

Total Dollars (Thousands) (y-axis, $- to $500)

Period	Total Dollars (Thousands)
06/01/2008 - 05/31/2009	$489.86
06/01/2009 - 05/31/2010	$228.54
06/01/2010 - 05/31/2011	$361.77
06/01/2011 - 05/31/2012	$403.10

Period (x-axis)

Appendix E: Computer Equipment Summary

Average Age of County Computers

Period	06/01/2008 - 05/31/2009	06/01/2009 - 05/31/2010	06/01/2010 - 05/31/2011	06/01/2011 - 05/31/2012
06/01/2008 - 05/31/2009	2.74	3.1	3.05	2.75
06/01/2009 - 05/31/2010	2.82	2.71	2.79	2.43
06/01/2010 - 05/31/2011	3.73	4.2	4.47	4.22

(Years)

Average Cost of County Computers

	06/01/2008 - 05/31/2009	06/01/2009 - 05/31/2010	06/01/2010 - 05/31/2011	06/01/2011 - 05/31/2012
PC System Unit	$709	$681	$623	$635
Laptop Computer	$1,392	$1,163	$1,104	$1,074
Server	$15,177	$13,405	$15,082	$12,504

Standard Unit Cost by Year

	2009	2010	2011	2012
PC System Unit	$628	$620	$605	$635
Laptop Computer	$1,066	$1,014	$997	$1,045
Tablet Computer	$1,719	$1,600	$1,156	$1,440

Percent of Systems Under Warranty

	06/01/2008 - 05/31/2009	06/01/2009 - 05/31/2010	06/01/2010 - 05/31/2011	06/01/2011 - 05/31/2012
PC System Unit	52%	47%	53%	53%
Laptop Computer	52%	58%	62%	60%
Server	54%	52%	50%	51%

Appendix F: Enterprise Content Management

In 2011, the County Clerk (Circuit Court Records) and 20th Circuit Court were authorized by the State Court Administrator's Office to implement e-Filing. This extends the County Justice Imaging system to further streamline the processing of Court documents and create convenience for private law firms.

Life to Date Totals	Page Count	Document Count	Scanned Pages	Scanned Documents
Circuit Court Records	3,847,711	1,086,522	3,152,571	800,533
Friend of The Court	1,783,854	527,879	1,376,230	400,364
District Court	6,235,216	2,598,653	4,729,346	1,454,676
Probate Court	847,411	303,803	621,435	181,949
Sheriff	3,192,443	756,106	2,745,096	596,846
Clerk - Vital Records	516,262	422,260	219,793	125,959
District Court Probation	389,643	253,851	389,643	253,851
Prosecuting Attorney	1,611,988	542,375	1,611,988	542,375
Family Division of 20th Circuit Court	445,520	129,356	445,520	129,356
Community Mental Health	4,479,492	51,286	1,608,617	24,672
Register of Deeds	400,064	281,899	0	0
Human Resources	56,214	51,256	56,214	51,256
County Treasurer	38,808	12,566	38,808	12,566
Environmental Health	3	3	3	3
Imaging	23,844,629	7,017,815	16,995,264	4,574,406

Scanning Totals (June 1, 2011 – May 31, 2012)	Scanned Pages	Scanned Documents
Circuit Court Records	363,672	90,735
Friend of The Court	252,716	61,160
District Court	490,756	235,687
Probate Court	67,050	27,431
Sheriff	490,141	97,712
Clerk - Vital Records	30,640	20,554
District Court Probation	94,129	66,197
Prosecuting Attorney	183,774	54,611
Family Division of 20th Circuit Court	109,188	27,452
Community Mental Health	166,071	8,402
Register of Deeds	0	0
Human Resources	33,513	33,513
County Treasurer	30,319	5,051
Environmental Health	3	3
Imaging	363,672	90,735

Web Revenue Comparisons

Web Revenue Changes From 2010 to 2011								
	Dec-11	**2011**	**2010**	**% Change**	**Dec-11**	**2011**	**2010**	**% Change**
Accident Reports	$888	$10,398	$9,879	5.30%	$148	$1,733	$1,793	-3.30%
Circuit Court Payments	$6,877	$67,114	$38,531	74.20%	$296	$2,907	$1,654	75.80%
Court Record Lookup	$1,739	$23,722	$21,451	10.60%	$297	$3,906	$3,603	8.40%
Delinquent Tax Payments	$12,557	$113,133	$74,019	52.80%	$368	$3,353	$2,193	52.90%
District Court Payments	$22,368	$284,341	$239,953	18.50%	$968	$12,415	$10,521	18.00%
DC Civil Payments	$178	$3,830	$2,398	59.70%	$12	$225	$132	70.50%
Invoice Payments	$4,300	$60,934	$66,780	-8.80%	$181	$2,566	$2,728	-5.90%
Juvenile Court Payments	$1,569	$19,323	$16,242	19.00%	$69	$882	$825	6.90%
Deeds	$93	$2,133	$2,868	-25.60%	$21	$476	$658	-27.70%
Dog License	$2,095	$23,170	$14,126	64.00%	$67	$876	$842	4.10%
EH Permits	$1,483	$23,665	$29,158	-18.80%	$43	$785	$1,019	-22.90%
GIS Data	$0	$159	$98	62.20%	$0	$9	$8	12.50%
Parks Reservation	$2,848	$49,653	$33,003	50.50%	$148	$2,564	$1,793	43.00%
Payment Center	$2,576	$27,233	$18,221	49.50%	$233	$2,593	$1,797	44.30%
Tax Search	$1,735	$22,621	$24,994	-9.50%	$868	$11,311	$11,810	-4.20%
Vital Records	$2,085	$32,653	$15,426	111.70%	$262	$4,109	$2,025	102.90%
Minimum Billing	$32	$291	$229	27.10%	$32	$291	$229	27.10%
Monthly Accounts	$0	$3,840	$5,280	-27.30%	$0	$3,840	$5,280	-27.30%
Total	**$63,423**	**$768,213**	**$612,656**	**25.39%**	**$4,013**	**$54,841**	**$48,910**	**12.13%**

Appendix G: Web Site Statistics

Web Revenue Changes From 2012 to 2011 YTD								
	May-12	**2012 YTD**	**2011 YTD**	**% Change**	**May-12**	**2012 YTD**	**2011 YTD**	**% Change**
Accident Reports	$918	$4,320	$4,170	3.60%	$153	$720	$695	3.60%
Alcohol Server Training	$64	$189	$0	NA	$4	$9	$0	NA
Challenge of Children	$671	$2,434	$0	NA	$61	$210	$0	NA
Circuit Court Payments	$11,860	$39,239	$28,397	38.20%	$452	$1,631	$1,111	46.70%
Civil Infraction Payments	$0	$68	$0	NA	$0	$8	$0	NA
Court Record Lookup	$2,307	$11,879	$11,034	7.70%	$393	$2,009	$1,873	7.30%
Delinquent Tax Payments	$22,214	$58,373	$59,222	-1.40%	$669	$1,743	$1,757	-0.80%
District Court Payments	$25,448	$123,905	$116,940	6.00%	$1,096	$5,308	$5,054	5.00%
DC Civil Extract	$135	$1,277	$1,712	-25.40%	$8	$76	$97	-21.60%
Invoice Payments	$3,968	$29,003	$26,887	7.90%	$172	$1,174	$1,165	0.80%
Juvenile Court Payments	$979	$5,862	$8,165	-28.20%	$35	$265	$411	-35.50%
Deeds	$322	$1,447	$1,140	26.90%	$75	$331	$253	30.60%
Dog License	$1,755	$12,420	$13,565	-8.40%	$60	$431	$537	-19.80%
EH Permits	$4,180	$16,971	$11,653	45.60%	$128	$551	$403	36.40%
GIS Data	$0	$0	$159	-100.00%	$0	$0	$9	-100.00%
Parks Reservation	$5,485	$23,229	$18,499	25.60%	$302	$1,299	$1,049	23.80%
Payment Center	$2,359	$11,395	$11,524	-1.10%	$227	$1,104	$1,091	1.20%
Tax Search	$7,152	$15,656	$9,158	71.00%	$3,576	$7,828	$4,579	71.00%
Vital Records	$4,265	$11,945	$9,706	23.10%	$543	$1,508	$1,214	24.20%
Minimum Billing	$22	$118	$116	1.70%	$22	$118	$116	1.70%
Monthly Accounts	$240	$720	$1,800	-60.00%	$240	$720	$1,800	-60.00%
Total	**$94,341**	**$370,448**	**$333,846**	**11.00%**	**$8,215**	**$27,040**	**$23,213**	**16.50%**

New Applications

Appendix G: Web Site Statistics

Summary of Web Site Development and Revenue

Online Service	Month - Year	Staff Productivity	Citizen Convenience	Revenue	Description
New Website Introduction	Oct-05	X	X		
Property Split System	Oct-05	X			Database and tool to capture property splits.
Interactive Directions to County Offices	Oct-05	X	X		Standardized maps of County Offices.
Property Info System - General Search	Oct-05	X	X		Search parcel information; assessed & taxable values, property descriptions.
Payment Engine	Nov-05				Software to manage ecommerce transactions and reporting.
Monthly Account Software	Nov-05	X	X		Software to manage monthly accounts for ecommerce transactions.
Property Info System - Tax Search	Dec-05	X	X	$80,435	Search parcel information for tax history, delinquent tax, payoff amounts.
Accident Reports	Jan-06	X	X	$47,160	Search for accident reports, purchase, print.
Dog License Lookup	Feb-06	X	X		Owner information based on dog tag number search.
Home Security Check Request	Feb-06	X	X		Submit request to Sheriff's Office for home property surveillance.
Prescription Drug Plan	Mar-06	X		$437	Submit application for County prescription program. Discontinued.
Beach Monitoring	Mar-06	X	X		Beach closing information due to unsatisfactory water testing.
Public Comment Polling	Mar-06		X		Collect public comment on topics of public concern.
Property Info System - Deeds	Apr-06	X	X	$9,428	Purchase of last recorded property conveyance.
Emergency Management Secure Area	Apr-06	X			Posting and controlled access to sensitive emergency management information.
Circuit/Probate Courts Schedules	May-06	X	X		Daily schedules for Probate & Circuit Courts.
Convert PDFs to Fillable Forms	Jul-06		X		Ability to type information on a form and print.
Juvenile Court Payments	Sep-06	X	X	$66,413	Search outstanding balances for juveniles and parents; make payment with credit card.
Circuit Court Payments	Oct-06	X	X	$234,381	Search outstanding balances; make payment with credit card.
Restaurant Inspection Reports	Oct-06	X	X		Automatic posting of restaurant inspection reports.
Inmate Lookup	Nov-06	X	X		Search of current County jail inmates; access to charges once arraigned.
Dog License Renewal	Nov-06	X	X	$85,188	Renew and purchase new dog licenses; online submittal of veterinarian documents.
Park Reservation System Admin	Jan-07	X			Software to manage all park reservations.
Park Reservation System Public	Feb-07	X	X	$160,361	Ability to make real-time park reservations online.
Accident Reports Imaging Integration	Mar-07	X			Change over to new imaging system.
Website Graphic Redesign & Conversion	Jun-07				
District Court Payments	Sep-07	X	X	$965,653	Search outstanding balances; make payment with credit card.
Juvenile Services Court Schedule	Nov-07	X			Daily court schedule for Juvenile Services.

Appendix G: Web Site Statistics

Online Service	Month - Year	Staff Productivity	Citizen Convenience	Revenue	Description
Perimeter Security Assessment Maintenance	Feb-08	X			
Environmental Health Permits & Apps	Mar-08	X	X	$100,295	Ability to create map in GIS & integrate with permitting application. Manage all workflow for EH Permits.
Court Record Search (Circuit)	Apr-08	X	X	$68,335	Search court records with access to Register of Action and final judgments.
Online Payment Center	Jun-08	X	X	$61,394	Provides ability to take credit cards at various County Offices.
Juvenile Court Payments Admin	Sep-08	X			Reporting for Juvenile Court Payments.
HR Application & Workflow w/ Imaging	Dec-08	X	X		Ability to submit employment application online. Workflow for hiring process.
Weekly School Disease Reporting	Dec-08	X	X		Ability for schools and daycare facilities to submit weekly communicable disease report online.
Calendar/Agenda/Minutes Publishing	Feb-09	X	X		Interactive calendar of County events with associated agenda, minutes.
GIS Map Store	Mar-09		X	$570	Ability to request and pay for GIS data online.
Marriage & Death Record Order/Genealogy	Apr-09	X	X	$54,280	Search Clerk's database of marriage and death records; purchase certified copies of records.
Business Name Search	Apr-09	X	X	INC Above	Search Clerk's database of registered business names; purchase copy of business registration.
Delinquent Tax Payments	Oct-09	X	X	$256,532	Search parcels and pay delinquent taxes online with credit card.
District Court Hearing Schedule	Oct-09	X	X		Daily schedules for all District Court locations.
SL Twp Online Payment Pilot	Oct-09		X		Pilot project to allow SLTwp to accept online payments for Utility & Current Taxes. BS&A integration.
Website Statistics by Department	Oct-09	X			Ability to set up website statistics at the department level.
Deeds Search	Nov-09	X	X	INC Above	Access to recorded conveyance documents through Property application.
Payment Processing Middleware Installation	Nov-09				PCI compliance middleware.
Police Dept Incident Reporting Interface	Nov-09	X			Ability for local unit PDs to load accident reports to County's imaging system.
Court Record Search (District)	Dec-09	X	X	INC Above	Search court records with access to Register of Action. Revenue included above.
Online Payments of County Invoices	Dec-09		X	$150,261	Search County's accounts receivable balances and pay online with credit card.
District Court Civil Case Batch Download	Mar-10	X	X		Download Court records are batched and run at night. Customers can pay for and download 24/7.
MI Works Event Registration	Apr-10	X	X		Workshop & event self-publishing. Clients register for workshops & events online. Email/text reminders.
Committee/Board/Intern Service Application	Jun-10	X			Self-publishing of vacancies; apply online. Workflow for review & interview process. Historical records.
Marriage License Application	Jun-10	X	X	INC Above	Couples can apply for license online, thereby eliminating one of two trips to Clerk's Office.
Delinquent Tax Conversion to .Net, BS&A	Jun-10	X			Upgrade to Property Search Application to integrate with BS&A .net environment.

Appendix G: Web Site Statistics

Online Service	Month - Year	Staff Productivity	Citizen Convenience	Revenue	Description
Learning Management System - Sheriff	Jul-10	X			Tracking of employee training history.
Election Results Self-Publishing Tool	Jul-10	X			Self-publishing tool for election results by Elections office.
Drains - No Letter Necessary Fee	Aug-10	X	X	INC Above	Online payment center capability - new 10 fee.
Community Alerts - Sheriff's Office	Aug-10	X	X		Ability for citizens to receive news alerts from the Sheriff's office via email or text messaging.
LowRez Dog License Lookup for Patrol Cars	Aug-10	X	X		Ability for patrol cars to have access to Dog License Lookup service through in-car computers.
SLT After Hours 45 Fee	Aug-10	X	X		Ability for residents to pay an additional 45 for after hours service of water restoration due to shut-off.
Administrator's Blog	Sep-10	X	X		Tool for administrator to publish to miOttawa with citizen commentary.
Delinquent Taxes Future Payoff Amounts	Oct-10	X	X	INC Above	Access to current and future month payoff amounts for delinquent taxes.
SL Village Online Payments	Jan-11		X		Village of SL residents can make online payments for Utility & Current Taxes. BS&A integration.
Three-Year Dog Licensing	Jan-11	X	X	INC Above	Ability to renew dog license for 3 years, covering the rabies vaccination period.
Community Alerts Admin for Blackberry	Feb-11	X			Ability for Sheriff's Office to author and approve Community Alerts via Blackberry device.
Career Resource Management	May-11	X			Electronic workflow for all steps/aspects of the County hiring process.
Digital Paystub	Apr-11	X			Login with access to electronic paystubs. Eliminates envelope stuffing and postage.
Veterinarian Dog Licensing	Jul-11	X	X	INC Above	INC Above Ability for residents to purchase dog license from Veterinarian at time of rabies vaccination.
Alcohol Server Training Registration	Aug-11	X	X	$510	Calendar of training sessions, register and pay online.
Civil Infraction Payments	Sep-11	X	X	$120	Ability for residents to pay for civil infractions online.
Pawnshop Inventory Tool	Aug-11	X			Inventory data entry tool for pawnshop owners. Review by Sheriff's Office.
Challenge of Children	Mar-12	X	X	$2,224	Joint project for Ottawa, Allegan, Muskegon Counties. Online registration, lunch purchase, reporting.
Campaign Finance Reporting	May-12	X	X		Ability for elected officials and candidates to file campaign finance reporting online.

Non-Commerce Project	
eCommerce Project	

Net Total	$ 2,350,846
Tech Fees	$ 248,605
Total	$ 2,599,451

Appendix H: Training

Name of Training	Description of Training	Number of Sessions	Number of Attendees
IT 205 **Microsoft Word 2003 Introduction** **3 Two Hour Sessions**	This course will teach you the skills necessary to begin creating documents in Microsoft Word. The topics covered include: getting familiar with Word, Word Help, creating documents, selecting text, formatting and editing text, cut/copy/paste, formatting paragraphs, using graphics, views, page setup, and printing. Attendance at all three sessions is required.	1	4
IT 206 **Microsoft Word 2010 Introduction** **2 Two Hour Sessions**	This course teaches the skills to create and work with documents in Microsoft Word 2010. Getting familiar with the 2010 interface, formatting, changing views, adding graphics, formatting page set up and printing. Attendance at both sessions is required.	2	17
IT 220 **Microsoft Word Mail Merge** **2003**	This training will give you step-by-step instructions for building merge lists in Excel which are then used in Word documents. As with all IT Training, you will take a helpful step-by-step manual with you for reference.	1	4
IT 198 **Microsoft Office 2010 Graphics**	This training demonstrates many of the new graphics features in the Office 2010 Suite. Inserting pictures, clip art, shapes. Also removing backgrounds, cropping and editing images and using new tools.	1	6
IT 190 **Microsoft Office 2010: Making the Transition**	This class provides an overview into the Office 2010 Suite from Microsoft. It is designed to familiarize you with the changes and new options of this version, and to perform everyday essential tasks in each area of the suite of applications.	33	310
IT 406 **Microsoft Excel 2010 Introduction** **2 Two Hour Sessions**	This course will teach you the skills necessary to create and format a spreadsheet in Microsoft Excel 2010. The topics covered will include getting familiar with the interface, entering data, formatting data, adding worksheet formatting, creating basic formulas, using shortcuts, and changing views. It is recommended that employees complete IT 190 prior to enrolling in this course.	2	14

Appendix H: Training

Name of Training	Description of Training	Number of Sessions	Number of Attendees
IT 413 **Microsoft Excel 2010 Formulas & Functions**	This course will walk you through time-saving functions that no one should do without. Topics covered will include IF, AND, OR, and CHOOSE functions; VLOOKUP, INDEX, and MATCH; specialized rounding functions; basic statistical and financial functions; SUMIF and COUNTIF functions; array functions, frequently overlooked TEXT functions, and specialized date and time functions. Users must have a good working knowledge of Excel before taking this course.	1	9
IT 419 **Microsoft Excel 2010 Database Features**	This class will teach you how to maintain lists and data in Excel. This training will open the doors to Excel database features that will help you optimize your database with sorting, filters, forms, and more. Discover secrets of Excel analysis tools that will save you time and eliminate frustration.	1	4
IT 606 **Microsoft PowerPoint 2010 Introduction** **2 Two Hour Sessions**	This course will teach you the skills necessary to create basic presentations in Microsoft PowerPoint 2010. The topics covered will include getting familiar with the interface, creating slides, editing slides, formatting slides, using placeholders, adding transitions, and running your presentation. It is recommended that employees complete IT 190 prior to enrolling in this course.	2	8
IT 706 **Microsoft Publisher 2010 Introduction** **2 Two Hour Sessions**	This course will teach you the skills necessary to create basic publications in Microsoft Publisher 2010. The topics covered will include getting familiar with the interface, creating a publication from a template, working with colors and backgrounds, using page layouts, customizing templates, using building blocks, adding graphics, and working with text flow. It is recommended that employees complete IT 190 prior to enrolling in this course.	1	4
Total		**45**	**380**

IT Training Annual Comparison

	Sessions	Attendees
2009-2010	45	223
2010-2011	67	278
2011-2012	45	380
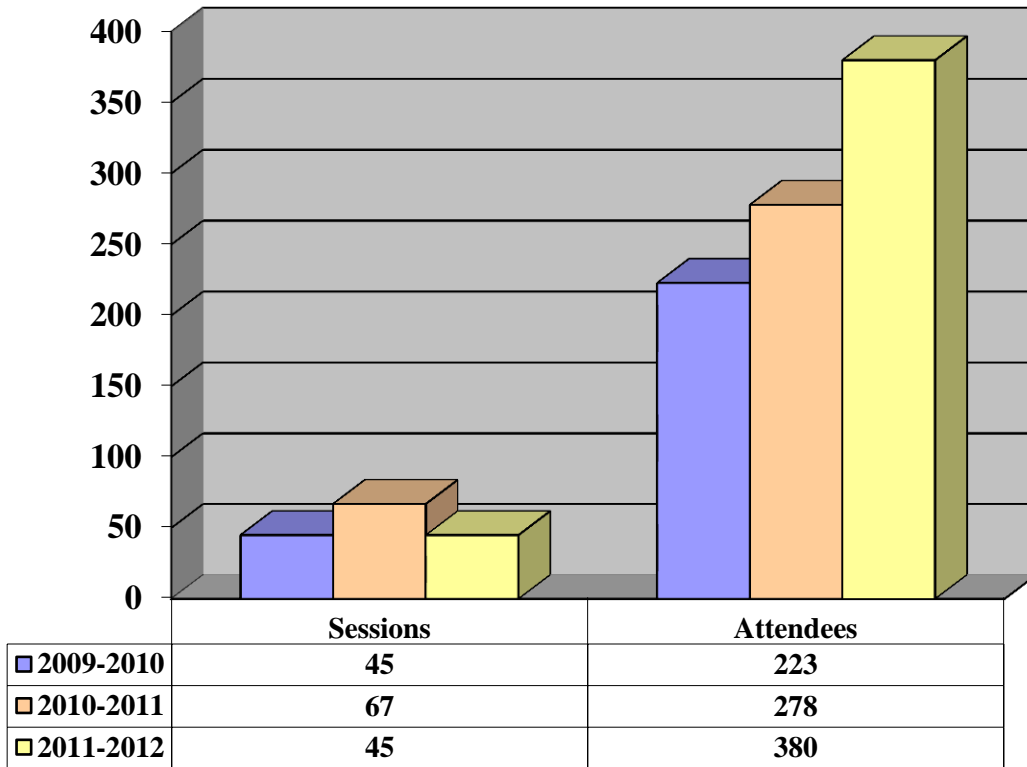
There was a significant increase in training attendees for this fiscal year. This can be attributed to the rollout of Microsoft Office 2010 to County computers. In the spring of 2012 many IT training sessions were cancelled to accommodate the ERP – Munis training sessions which utilized the Computer Training Room.

Lotus Notes Introduction training has become part of the Employee Orientation process, and is taught by IT Staff. The number of new employees training during Orientation was **110**.

Additional IT Outreach

In support of expanding the Payroll Hours Entry system, IT conducted training for approximately 500 employees over the past year. This training has occurred at locations across the County. Training has been conducted for each of the Courts on the Judicial Docket system. With the continuing changes in the health care information area, changes in processes and thus training for Public Health and CMH staff in the use of their departmental applications is ongoing.

Aaron Boos and Aaron Bodbyl-Mast gave a presentation to the Ottawa County Genealogical Society at the Holland District Library. John Meyers, the Public Health Programmer/Analyst, presented at the NetSmart Connections Conference. Tina McConnell, who has served as Treasure for the West Michigan Chapter of Help Desk International Users Group and is Manager of User Services, facilitated the Business Book Club discussions in 2012.

Appendix I: IT Department Metrics

IT METRICS

PRIMARY GOALS & OBJECTIVES	**County Goal: Continually improve the County's organization and services**
	Department Goal 1: Maintain County IT Infrastructure (hardware and software)
	Objective 1) Provide a secure system
	Objective 2) Ensure voice network availability
	Objective 3) Ensure data network availability
	Department Goal 2: Improve the level of technical knowledge of County employees in County technologies
	Objective 1) Train all employees to effectively use County Technology
	Objective 2) Educate all employees regarding IT related policies
	Objective 3) Increase awareness of new technologies
	Department Goal 3: Provide excellent customer service/satisfaction
	Objective 1) Provide thorough and satisfactory services
	Objective 2) Provide interaction with customers that is courteous, respectful, and friendly
	Objective 3) Provide timely responses to requests for service
	Department Goal 4: Provide exceptional services/programs
	Objective 1) Maintain high-efficiency work outputs[1]
	Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties[2]
	Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties[2]
	Objective 4) Develop and implement new processes to improve organizational efficiencies
SERVICES & PROGRAMS	Five Year Technology Plan *(Goal 1)* Training and Education Program *(Goal 2)* Professional Customer Service *(Goal 3)* Performance-Based Budgeting (e.g. Workload Analysis; Benchmark Analysis) *(Goal 4)*

	ANNUAL MEASURES	TARGET	2010 ACTUAL	2011 ACTUAL	2012 ESTIMATED	2013 PROJECTED
WORKLOAD	# of computers supported	-	1,158	1,175	1,200	1,230
	# of user (IDs) supported	-	938	972	1,000	1,040
	# of help desk calls received	-	12,967	14,619	14,000	14,500
	# of project requests completed	-	730	467	500	500
	# of new applications created	-	11	9	8	5
	# of revenue-generating applications created	-	4	3	2	2
	# of employees trained (e.g. new employee training, County training program)	-	146	347 (General) 147 (MICA)	450 (General) 150 (MICA)	200 (General) 150 (MICA)
EFFICIENCY	% IT Staff time required to recover from security breaches (Virus, Spyware, Adware, Intrusions)	0%	2.40%	2.45%	2.40%	2.40%
	% of helpdesk calls closed within 24 hours	80%	84.00%	89.00%	80.00%	80.00%
	% of IT services completed in a timely fashion as defined by industry standards	95%	96.40%	95.70%	95.00%	95.00%
OUTCOMES	% of time of unplanned voice network outages	0%	1.00%	0.00%	0.00%	0.00%
	% of time of unplanned data network/Server outages	0%	0.05%	0.00%	0.00%	0.00%
CUSTOMER SERVICE	% of customers satisfied with IT Help Desk services	95%	98.04%	96.89%	95.00%	95.00%
	% of clients indicating interaction with staff IT was courteous, respectful, and friendly	95%	94.82%	97.48%	95.00%	95.00%
	% of customers satisfied with IT project request services (Triennial survey)	80%	90.09%	N/A	80.00%	80.00%
	% of employees who report that training improved their ability to perform their job effectively (Triennial survey)	80%	82.29%	N/A	80.00%	80.00%
	% of employees who thoroughly understand IT policies (Triennial survey)	80%	77.97%	N/A	80.00%	80.00%
	% of employees aware of IT technology capabilities (Triennial survey)	80%	67.59%	N/A	80.00%	80.00%
COST[5]	Cost of IT Department per County IT user supported (total expenses[3])	-	$2,865	$2,835	$2,867	$2,757
	# County IT users supported per IT FTE[4]	-	52.40	54.3	55.87	58.10

Appendix I: IT Department Metrics

GIS METRICS

County Goal: Continually improve the County's organization and services

<table>
<tr><td rowspan="24">PRIMARY GOALS & OBJECTIVES</td><td colspan="5">Department Goal 1: Maintain County GIS Infrastructure to improve decision making capabilities of customers</td></tr>
<tr><td colspan="5"><i>Objective 1)</i> Ensure GIS network availability</td></tr>
<tr><td colspan="5"><i>Objective 2)</i> Ensure data is accurate</td></tr>
<tr><td colspan="5"><i>Objective 3)</i> Develop new datasets and GIS applications/web-based services</td></tr>
</table>

	ANNUAL MEASURES	**TARGET**	**2010 ACTUAL**	**2011 ACTUAL**	**2012 ESTIMATED**	**2013 PROJECTED**
WORKLOAD	# of total GIS licenses supported (internal / external)	100	102	104	107	>107
	# of GIS users supported (County employees)	50	77	80	83	86
	# of GIS users supported (Local Units/agencies)	100	129	133	141	150
	# of service requests received	650	689	581	650	>650
	# of new datasets created	3	2	5	5	4
	# of GIS applications/web-based services created	3	5	3	3	3
EFFICIENCY	% error in sample areas of GIS data	<1%	0.30	0.06	0.047	<.047
	% of service requests responded to within 48 business hours	98%	100%	99%	100%	100%
	% increase in total number of available datasets	5%	1.4%	1.8%	2.4%	>2.4%
	% increase in partnering agencies/local units	5%	5.26%	0.00%	0%	5.00%
OUTCOMES	% of time GIS servers are not available to users	0%	0.29%	7.35%*	<1%	<1%
	% increase in revenue from GIS data and services	4%	-0.31%	-8.54%	>1%	>4%
CUSTOMER SERVICE	% of clients satisfied with overall department GIS services	95%	96.50%	87.93%	95.00%	100.00%
	% of clients indicating interaction with GIS staff was courteous, respectful, and friendly	95%	100.00%	100.00%	100.00%	100.00%
	% of clients satisfied with service response time	100%	100.00%	88.79%	100.00%	100.00%
	% of users who report that training improved their ability to perform their job effectively (Triennial Survey)	80%	82.29%	100.00%	100.00%	100.00%
	% of users who have a thorough understanding of GIS policies (Triennial Survey)	80%	77.97%	24.00%	80.00%	100.00%
	% of employees aware of GIS technology capabilities (Triennial Survey)	80%	67.59%	74.14%	80.00%	100.00%
COST[5]	GIS cost per GIS user supported (total expenses[3])	-	$2,254	$2,005	$2,028	$1,925
	GIS users supported per GIS FTE[4]	-	41.2	42.6	44.8	47.2

Department Goal 2: Provide education and training to County local unit partners
- *Objective 1)* Train GIS users about GIS programs
- *Objective 2)* Educate all users regarding GIS related policies
- *Objective 3)* Increase awareness of new technologies
- *Objective 4)* Establish partnership with agencies and non-participating local units of government who purchase GIS services

Department Goal 3: Provide excellent customer service/satisfaction
- *Objective 1)* Provide thorough and satisfactory services
- *Objective 2)* Provide interaction with customers that is courteous, respectful, and friendly
- *Objective 3)* Provide timely responses to requests for service

Department Goal 4: Provide exceptional services/programs
- *Objective 1)* Maintain high-efficiency work outputs[1]
- *Objective 2)* Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties[2]
- *Objective 3)* Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties[2]

SERVICES & PROGRAMS
- Five Year Technology Plan *(Goal 1)*
- Training and Education Program *(Goal 2)*
- Professional Customer Service *(Goal 3)*
- Performance Based Budgeting (e.g. Workload Analysis; Benchmark Analysis) **(Goal 4)**

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Total expenses include all department/division expenses less Data Processing Services (8310.0020) and Indirect Administrative Expenses (8310.0000)
4. FTE based on Fiscal Service's History of Positions by Fund report
5. The cost and FTE calculations are computed by the Planning and Performance Improvement Department

The following chart shows the Customer Satisfaction ratings for the department from June 1, 2011 to May 31, 2012 for Service Calls. Survey questions are ranked on a scale of 1 (poor) to 5 (Excellent)

Survey Results June 1, 2011 to May 31, 2012

	Average of Responses	Satisfaction	Goal
Professional	**4.90**	98.00%	95%
Technical Skills	**4.87**	97.42%	95%
Timeliness	**4.89**	97.75%	95%
Quality	**4.90**	98.07%	95%
Overall	**4.89**	97.87%	95%

Quarterly Survey Results - June 2011 - May 2012
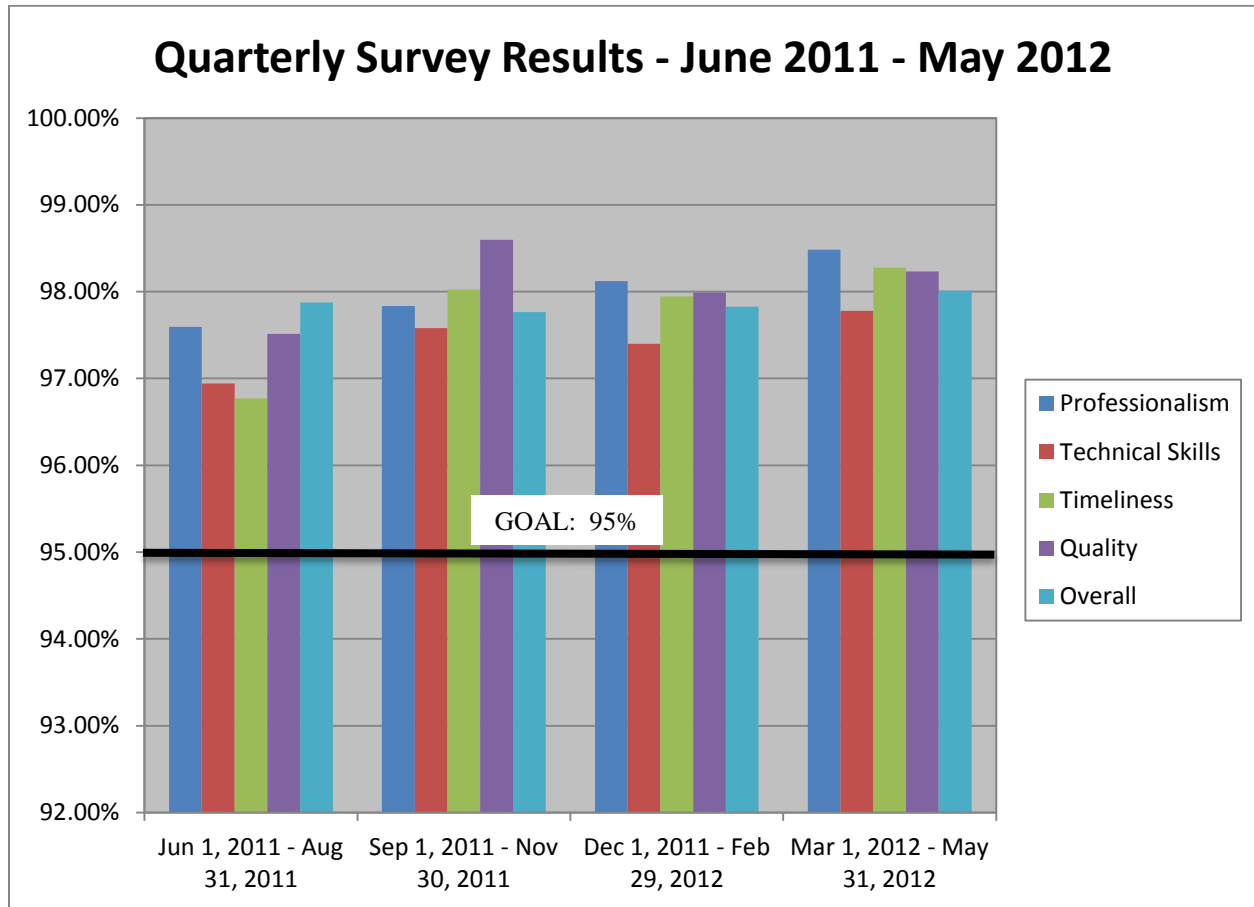
Appendix I: IT Department Metrics

Top Five GIS Applications Accessed

Site Visits

	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Total
Property Mapping	4,086	5,323	5,114	5,868	6,138	6,774	7,185	7,180	47,668
Incidnet Mapping	304	451	679	772	1,067	957	985	1,198	6,413
Recreation Mapping	140	309	243	533	302	361	492	901	3,281
Sheriff's Mapping	50	99	169	209	176	296	292	296	1,587
Election Results	10	131	8	2	745	218	108	501	1,723

GIS Total Revenue

	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
07-08	2,957.	2,094.	4,050.	1,328.	3,555.	1,641.	9,029.	63,378	1,293.	11,019	1,369.	6,737.	108,45
08-09	1,591.	1,304.	1,585.	2,099.	2,087.	837.50	1,313.	64,543	2,991.	3,046.	3,809.	2,799.	88,007
09-10	3,940.	1,362.	1,696.	6,694.	2,017.	3,198.	857.00	69,518	2,010.	1,288.	1,517.	1,019.	95,116
10-11	708.30	1,819.	11,750	1,909.	1,663.	1,109.	1,944.	65,585	868.00	2,077.	680.50	1,240.	91,354
11-12	1,134.	6,444.	987.00	2,273.	1,919.	2,355.	1,330.	64,950	797.00	2,215.	1,888.	421.00	86,714

Appendix J: Process Improvement

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

	Process Improvement and Quick Win list			
	Issue	**Solution**	**Effective Date**	**Impact**
1	**Payroll Hours Entry Standardization**: Each department had their unique way to collect and enter hours in the Green Bar sheets. This lead to non-standard ways to collect and report payroll hours. Greenbar time sheets were being distributed to departments, hours manually calculated, entered in the system and then reviewed on paper and signed by Department Heads. Time and cost for sending greenbar, potential errors due to manual calculations. Manual tracking of time off provided no centralized visibility of staff time off during pay period for supervisors and payroll approvers.	**MICA Payroll Hours Entry (PHE) Module** Electronic workflow to request and approve leave requests and generate an electronic time sheet that is submitted directly to the Payroll System. Integration with Departmental Calendars providing visibility of staff off on any day and providing an entry for the individual's Notes Calendar.	March 2011	• As of May 31, 2012 there were 729 employees enrolled in MICA PHE. • Simplify and standardize procedures across the organization in preparation for automation. • Elimination of manual steps. • Time savings. • Accuracy. • Better visibility of staff availability for planning and scheduling. • Reduced cost of sending greenbar and printing.
2	Judge's schedules were kept in a paper calendar. These paper calendars or "black books" were maintained in each Court with one book maintained for each Judge.	**MICA Judicial Docket** Created an electronic Hearing request and approval system that links to individual Judge/Referee calendars to determine their availability. Blocks time for hearings and provides a central schedule for all hearings. Sends e-mail notification to participants including a calendar entry to Prosecuting Attorney. Provides access to the Electronic Content Management system to retrieve documents associated with that hearing. Updates the current Justice System to avoid duplicate data entry.	November 2011	• Implemented in Probate, Family, Circuit Courts including Referees and Holland District Court. • Improve scheduling for Courts. • Time savings estimated at 1.5 hrs/day for each court and Prosecutor's office in reduced data entry. • Avoid time lost hunting down the "black book." • Improve reporting of Court scheduling statistics. Initial three months showed a 67% improvement in reporting adjournments versus cancellations. Previously these changes could not be distinguished. • Provide real time notification of participants on scheduled hearings and changes reducing mileage costs and time wasted for County staff and attorneys. • Centralized visibility of hearing schedules

Appendix K: Financial Information

The 2012 values are budgeted. Previous years reflect actual expenses. "Other Outlays" in the Telecommunications budget reflects funds used for capital investments.

IT Budget
(Does not Include Telecommunications or GIS)

Thousands

Dollars

	2009	2010	2011	2012
PERSONNEL	$1,624,354	$1,612,469	$1,531,756	$1,592,861
MAINTENANCE	$340,758	$307,470	$332,355	$333,429
OPERATIONAL	$700,714	$955,904	$1,119,742	$1,099,767
TOTAL	$2,665,826	$2,875,843	$2,983,853	$3,026,057
% Annual Change	5.72%	7.88%	3.76%	1.41%

Fiscal Year

Telecommunications Budget

Thousands

Dollars

	2009	2010	2011	2012
PERSONNEL	$119,743	$125,559	$124,980	$125,336
SUPPLIES	$9,435	$4,234	$30,051	$21,600
SERVICE CONTRACTS	$324,007	$364,623	$410,394	$459,988
OTHER OUTLAYS	$150,000	$150,000	$150,000	$150,000
TOTAL	$603,185	$644,416	$715,425	$756,924
% Annual Change	-81%	7%	11%	6%

Fiscal Year

K-1

Appendix K: Financial Information

GIS Budget

	2009	2010	2011	2012
□ PERSONNEL	$408,628	$428,726	$426,254	$404,808
□ SUPPLIES	$20,265	$10,735	$9,101	$13,880
■ SERVICES	$57,477	$59,478	$60,869	$54,715
□ CAPITAL OUTLAYS	$0	$0	$0	$0
■ TOTAL	$486,370	$498,939	$496,224	$473,403
■ % Annual Change	-17%	3%	-1%	-5%

Fiscal Year

K-2

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

Action Request

	Committee: Board of Commissioners
	Meeting Date: 7/10/2012
	Requesting Department: Community Mental Health
	Submitted By: Misty Cunningham
	Agenda Item: County of Ottawa Community Mental Health 2011 Annual Report

SUGGESTED MOTION:

To receive for information the County of Ottawa Community Mental Health 2011 Annual Report.

SUMMARY OF REQUEST:

In accordance with 2012 Rules of the Ottawa County Board of Commissioners:

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

FINANCIAL INFORMATION:

Total Cost: $0.00	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: 2: To Maintain and Enhance Communication with Citizens, Employees, and Other Stakeholders.

Objective: 3: Review existing and implement new strategies to maximize communication with citizens. & 5: Evaluate communication with other key stakeholders.

ADMINISTRATION RECOMMENDATION:	☒ Recommended	☐ Not Recommended	☐ Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date:

COMMUNITY MENTAL HEALTH
of OTTAWA COUNTY
FY 2011

ANNUAL REPORT

to the
Ottawa County Board of Commissioners

July 10, 2012

Objectives

➤ FY2011 Financial Review

➤ FY2012 Budget Status

➤ Recent Accomplishments

➤ Current Initiatives

Revenues FY2011

Medicaid 84%

County of Ottawa 2%

State 10%
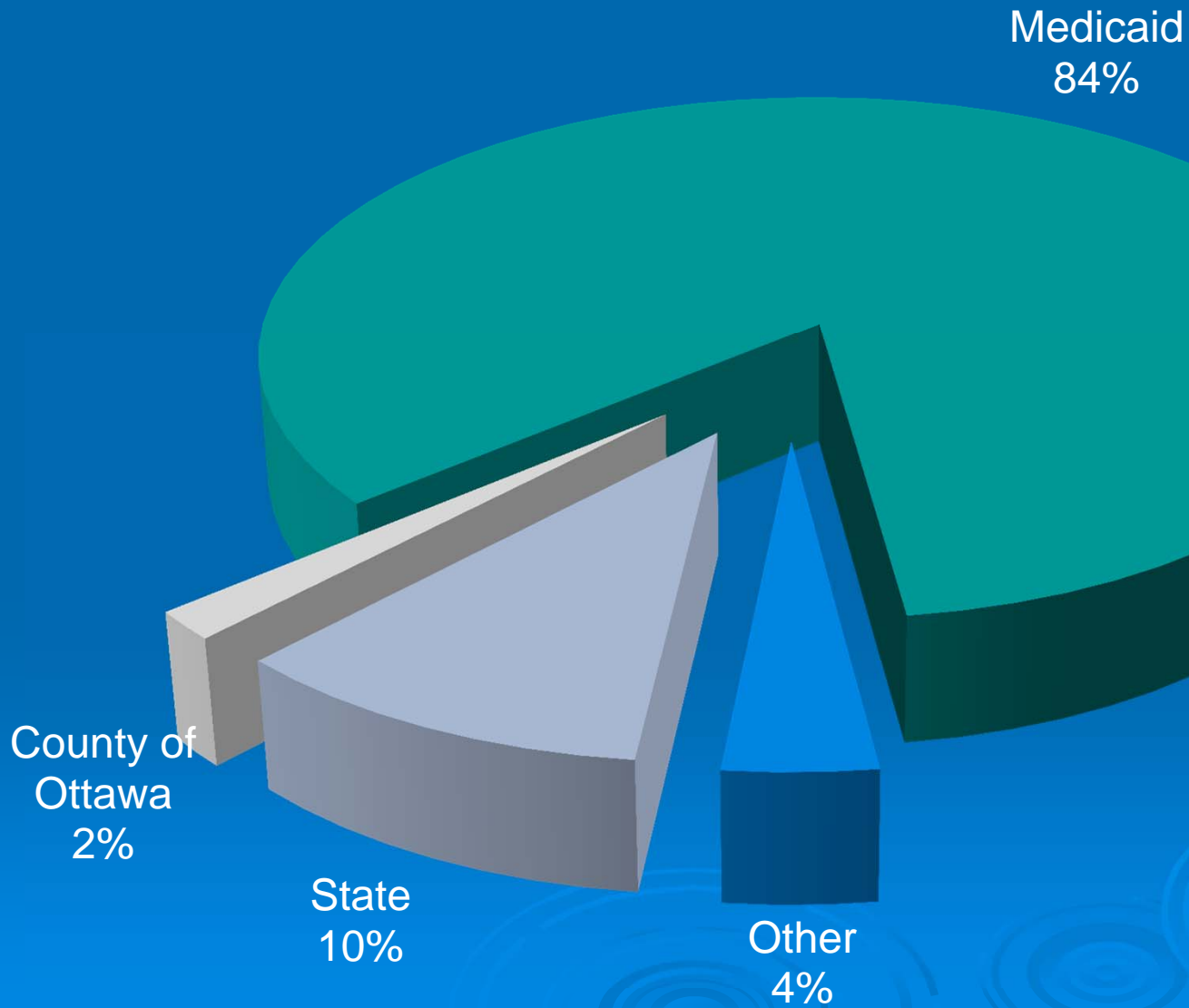
Other 4%

Sources of Revenue

	FY 2011	FY 2010	FY 2009
Medicaid	$ 29,585,522	$ 25,075,500	$ 25,851,255
State Funds	$ 3,706,189	$ 3,415,279	$ 3,618,586
Other	$ 1,318,026	$ 1,520,779	$ 1,381,793
County of Ottawa *Allocation* *Rent, Interest*	$ 476,500 $ 120,632 $ 597,132	$ 476,500	$ 476,500
Total Revenue	**$35,206,869**	**$ 32,876,864**	**$ 31,855,474**

Expenditures FY 2011

Persons with a Developmental Disability 62%

Other 3%

Children with Serious Emotional Disturbance 4%

Adults with Severe and Persistent Mental Illness 31%
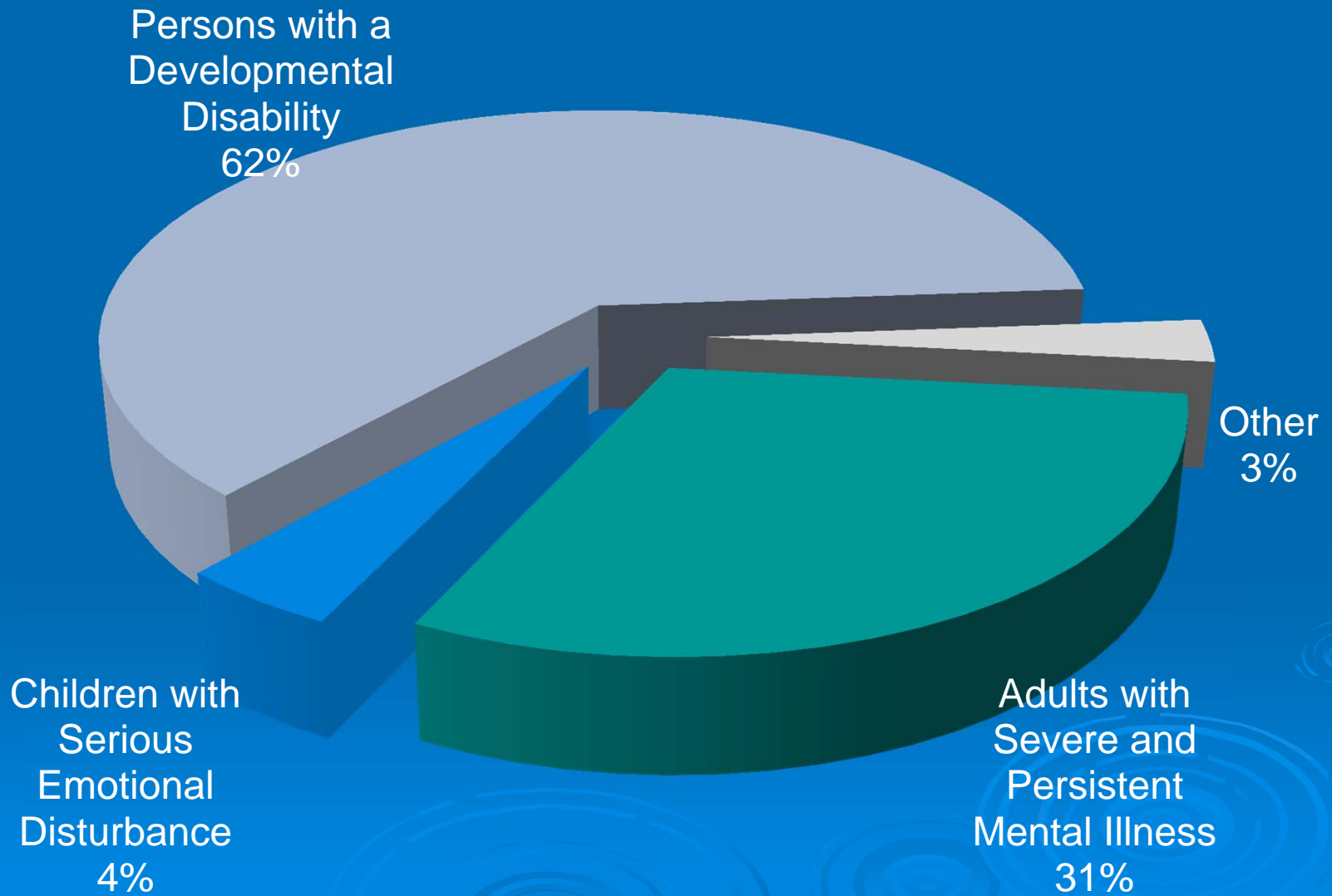
Expenditures

	FY 2011	FY 2010	FY 2009
Adults with severe and persistent mental illness	$ 10,734,860 (30.49%)	$ 10,247,644 (31.17%)	$ 10,524,824 (33.04%)
Children with serious emotional disturbance	$ 1,536,537 (4.36%)	$ 1,321,787 (4.02%)	$ 935,689 (2.94%)
Persons with a developmental disability	$ 21,927,469 (62.28%)	$ 20,808,168 (63.29%)	$ 19,898,088 (62.46%)
Other	$ 1,008,003 (2.86%)	$ 499,265 (1.52%)	$ 496,873 (1.57%)
Totals	**$ 35,206,869 (100%)**	**$ 32,876,864 (100%)**	**$ 31,855,474 (100%)**

Persons Served FY 2011

Adults with a Severe and Persistent Mental Illness — 2050

Adults with Developmental Disabilities — 588

Children with a Serious Emotional Disturbance — 505

Children with Developmental Disabilities — 133
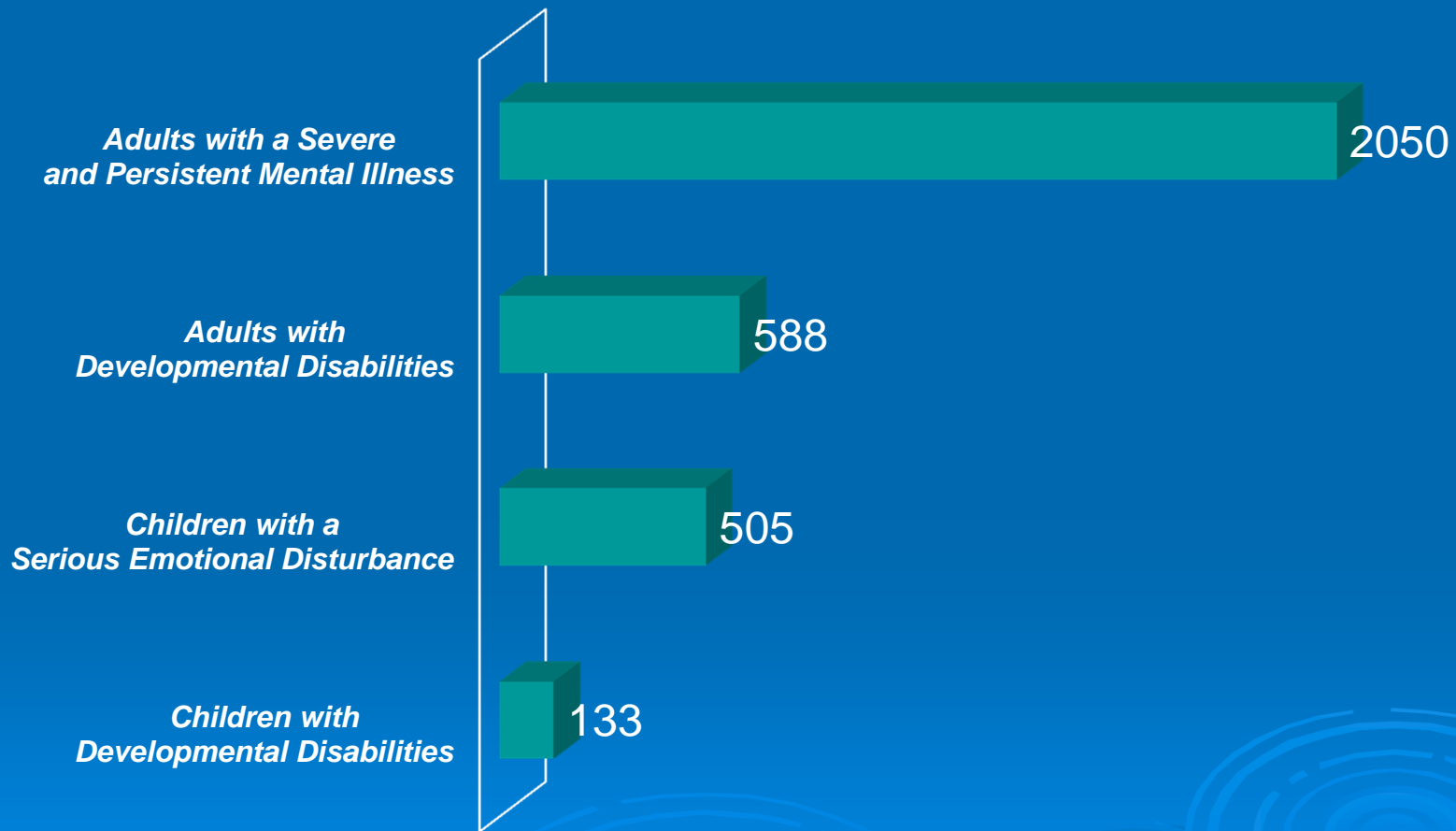
Persons Served

Population	FY 2011	FY 2010	FY 2009
Adults with severe and persistent mental illness	2050	1897	2,145
Children with serious emotional disturbance	505	478	410
Adults with a developmental disability	588	652	645
Children with a developmental disability	133	N/A	N/A
Total Served	**3,276**	**3,027**	**3,200**

FY2012 Financial Overview
as of 5-31-2012

Funding Source	Actual Revenue	% of Total	Actual Expenditures	% of Total	YTD Variance
Capitated Medicaid	$ 20,270,123	82%	$19,810,742	81%	$ 459,381
Capitated Medicaid - ABW	$ 213,184	1%	$ 93,124	1%	$ 120,060
State Funds	$ 2,520,908	10%	$ 2,576,627	11%	$ (55,719)
Local Match	$ 576,988	2%	$ 690,668	3%	$ (113,680)
Other	$ 1,153,211	5%	$ 1,153,211	4%	$ 0
Total	$ 24,734,414	100%	$ 24,324,372	100%	$ 410,042

RECENT ACCOMPLISHMENTS

➤ The Creation of the Family Services Program responsible for serving both MI and DD children
➤ Perfect Score on the States Recipient Rights Audit
➤ 93% on MDCH Audits
➤ Several national and State presentations related to Outcome measurement

Action Request

	Committee: Board of Commissioners
	Meeting Date: 7/10/2012
	Requesting Department: Planning and Performance Improvement
	Submitted By: Misty Cunningham
	Agenda Item: County of Ottawa Planning and Performance Improvement 2011 Annual Report

SUGGESTED MOTION:

To receive for information the County of Ottawa Planning and Performance Improvement 2011 Annual Report.

SUMMARY OF REQUEST:

In accordance with 2012 Rules of the Ottawa County Board of Commissioners:

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

FINANCIAL INFORMATION:

Total Cost: $0.00	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: 2: To Maintain and Enhance Communication with Citizens, Employees, and Other Stakeholders.

Objective: 3: Review existing and implement new strategies to maximize communication with citizens. & 5: Evaluate communication with other key stakeholders.

ADMINISTRATION RECOMMENDATION:	☒ Recommended	☐ Not Recommended	☐ Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date:

PLANNING & PERFORMANCE IMPROVEMENT

ANNUAL REPORT
2011/2012

Strategic Planning & Program Evaluations

Economic Development

Land Use Planning

SEAL OF THE COUNTY OF OTTAWA · DEC. 1837 · MICHIGAN

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

2012 County Board of Commissioners

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Appendix

EXECUTIVE SUMMARY

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

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

A few of the highlights from 2011/2012 are as follows:

- Saved over **$6.9 million** (cumulative) as a result of evaluation recommendations that modified, privatized, or discontinued ineffective County programs and services, and verified the cost-effectiveness of over **$25 million** (cumulative) in County programming and services

- Conducted **Strategic Plans** for the Cognitive Behavioral Therapy Program (CBT)/Moral Reconation Therapy (MRT), Loutit District Library, and Harbor Transit Authority

- Completed **Program Evaluations** for the Communities Helping Ottawa Obtain a Safe Environment Program (CHOOSE), Inmate Case Management and Treatment Program (ICMT), and initiated **Program Evaluations** for the Sobriety/Drug Treatment Courts, and Local Planner Study in the Tri-Cities

- Completed **Cost Benefit Analyses** for the Sentenced Work Abatement Program (SWAP), E-Crash System, and E-Ticketing System

- Finalized **Performance-Based Budgeting Systems** by preparing 50 unique outlines for the County's departmental budgets

- Oversaw the completion of Ottawa County's first **Brownfield Redevelopment** clean-up project

- Initiated the Feasibility and Needs Assessment for the County's proposed **Agricultural Technology Business Incubator**

- Successfully managed the issuance of $10 million in **Tax Exempt Revenue Bonds for Hope College** which will result in cost savings of $3.2 million

- The **Comprehensive Water Resources Assessment** was officially kicked off in January, 2012 after hiring the Michigan State University Water Research Institute

- Completed construction of another **Wireless Broadband Tower** in Robinson Township to provide coverage to an underserved population while generating revenue for the County's technology fund

- Completed the extension of the **Musketawa Trail** by successfully negotiating a resolution to the Triick Farm impasse

- Full-time economic development planning has begun as a result of hiring Josh Spencer to fill the **Economic Development Coordinator** position

The Planning and Performance Improvement Department staff has been involved in many other planning and performance improvement initiatives. In addition, the Planning and Performance Improvement Department worked with several other agencies and departments in 2011/2012 to obtain and/or process over **$3.9 million** in grant awards and nearly **$5.1 million** in state and federal allocations.

Overall, 2011/2012 was a productive year for the Planning and Performance Improvement Department, and it is our expectation that 2012/2013 will produce similar results.

DEPARTMENT OVERVIEW

The Planning and Performance Improvement Department staff is comprised of 6.5 permanent positions **(Attachment A)**. The Department is responsible for programs that increase economic development, protect and improve quality of life, evaluate the cost effectiveness of services, improve organizational performance, and maximize the use of financial resources. In addition, the Department analyzes and tracks legislation, reviews and administers grant applications, and provides a variety of statistical data that is used by county, local, and community agencies. The Planning and Performance Improvement Department also provides oversight to the County Remonumentation Plan for public survey corners. Further detail regarding the Department's responsibilities is provided in its Strategic Outline **(Attachment B)**.

PLANNING COMMISSION OVERVIEW

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

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

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

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

GOALS

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

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

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

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

ACCOMPLISHMENTS

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

Accomplishment One: Performance Improvement
The Planning and Performance Improvement Department continued its effort to improve organizational performance and maximize the County's use of financial resources. Since 2003, outcome-based evaluations completed by the Department have saved over ***$6.9 million*** as a result of recommendations that modified, privatized, or discontinued ineffective programs and services. In addition, over ***$25 million*** in programming and services has been verified as cost-effective through the evaluation process.

Cost Savings from Privatizing, Restructuring, or Eliminating Inefficient and Ineffective Programs
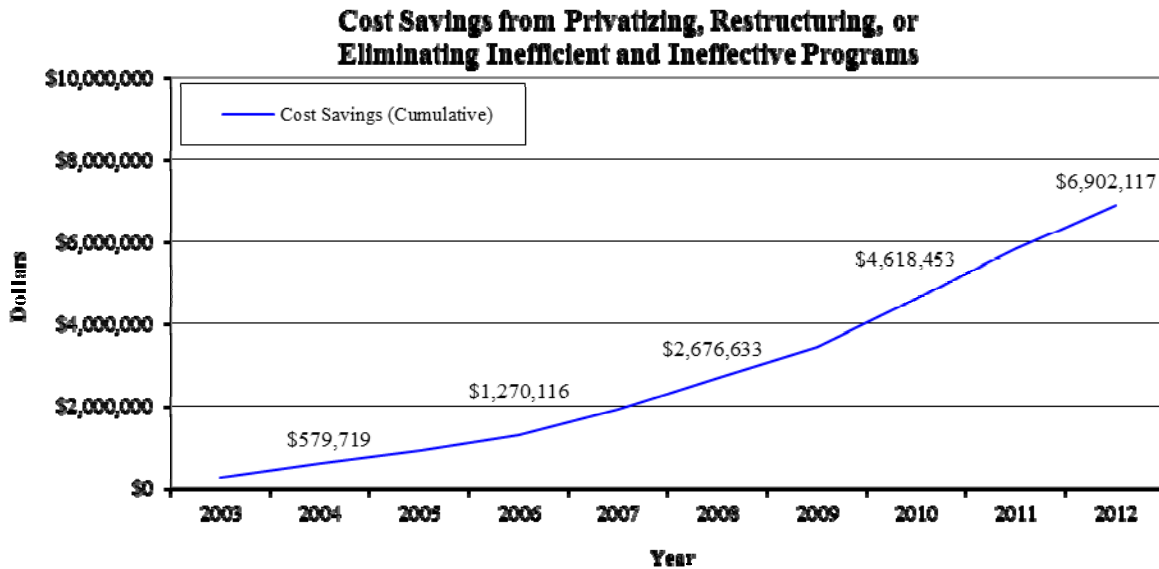
 A summary of the strategic planning, program evaluation, cost benefit analysis, and cost analysis efforts that have occurred over the last year is as follows:

> **Strategic Planning**
> This activity defines target populations to receive program/departmental services, goals and objectives that clearly articulate desired outcomes, the actions that will be undertaken to accomplish the goals, and output and outcome-based performance measures. Completed Strategic Plans provide the structure for conducting evaluations that measure the performance and cost-effectiveness of programs and departments.
>
> The following strategic plans were completed and/or initiated in 2011/2012:
>
> - **Cognitive Behavioral Therapy (CBT)/Moral Reconation Therapy (MRT)**
>   In December, 2011, the Planning and Performance Improvement Department worked with program administrators to develop a revised Strategic Outline and Data Collection Form for the County's CBT Program. CBT was implemented in 2004 as a means to teach probationers and parolees a set of cognitive (i.e. thinking) techniques that promote better decision-making in order to eliminate criminal behavioral patterns. The Program was modeled after the ***Commitment to Change*** Series written by Dr. Stanton E. Samenow, Ph.D.

In November, 2011, program administrators restructured CBT to model it after a ***Moral Reconation Therapy*** (MRT) series. MRT is a 12-step cognitive behavioral therapy program that is also designed to eliminate criminal behavioral patterns. An administrative evaluation of the new CBT/MRT Program will commence in the fall of 2012. Graduates of the previous CBT Program will be used as a comparison group to measure the effectiveness of the new MRT Program in reducing recidivism among criminal offenders.

- **Loutit District Library**
  In March, 2012, the Planning and Performance Improvement Department completed a Performance Plan for the Loutit District Library. The Plan consists of a Strategic Outline that clearly defines the target population, goals and objectives, and programs and services of the Library. It also consists of a Performance Outline that defines the measures that will be used to assess the Library's annual performance and cost-effectiveness. Department staff worked collaboratively with Library staff and Board members to complete the Plan.

- **Harbor Transit Authority**
  A Strategic Plan is also being developed for the Grand Haven Harbor Transit Authority. The Planning and Performance Improvement Department began working with the Transit Board and Director of Operations following the completion of the Loutit Library Plan. The Plan is expected to be complete in the fall of 2012.

Program Evaluations
The following program evaluations were completed and/or initiated in 2011/2012:

- **Communities Helping Ottawa Obtain a Safe Environment Program (CHOOSE)**
  The August 2011 Evaluation of the CHOOSE Program assessed the administration and preliminary impact of the program. The evaluation included an assessment of program activity outputs, determined whether program activities were aligned with pre-established goals and objectives, and assessed whether program activities were having a preliminary impact in the targeted quadrant. An assessment of program cost was also included in the evaluation. The results of the evaluation revealed that because the CHOOSE program is not being administered in a quadrant-based format as designed and as agreed to by program administrators, it is not possible to verify whether the program is achieving positive outcomes. It was subsequently recommended that the County not provide funding to administer CHOOSE.

- **Inmate Case Management and Treatment Program (ICMT)**
  The 2011 Evaluation of the ICMT Program assessed whether the program is being administered in a manner that is consistent with the Program's Strategic Outline. This was accomplished by analyzing participant data to determine whether recommended mental health and/or substance abuse treatment services were completed and whether participants were diverted from jail to receive specialized treatment services. The total cost to administer the program was also calculated. A preliminary draft report of the evaluation was prepared and reviewed with program administrators. A final evaluation

report was not published at the request of program administrators since several programmatic changes are expected to occur in the summer/fall of 2012.

- **Sobriety/Drug Treatment Courts**
  In January, 2012, the Planning and Performance Improvement Department commenced with an outcome-based evaluation of the 58th District Court Sobriety Court Program and the 20th Circuit Court Adult Drug Treatment Court Program. Each evaluation will examine the post-program recidivism rates of program graduates as compared to the recidivism rates of matched-pair offenders who did not participate in the programs. A cost-effectiveness analysis will also be included in the evaluations. The Evaluations are scheduled to be presented to the Board in July 2012; but this date is dependent on receipt of all necessary evaluation data from the Courts.

- **Local Planner Study**
  In June, 2011, the Planning and Performance Improvement Department was asked by local units of government in northwest Ottawa County to evaluate options to potentially reduce cost, increase service delivery, and promote collaboration. The Evaluation involves a thorough assessment of existing local land use planning, code enforcement, and building inspection services. It also involves analyzing options for potentially sharing services among local units and/or the privatization of existing services which can reduce the cost while maintaining or increasing the level of service for residents. The Department is currently in the process of collecting the data from the local communities in order to complete the study.

Cost Benefit Analysis
The following cost benefit analyses were completed in 2011/2012:

- **E-Crash System**
  The January 2012 Evaluation of an electronic traffic crash reporting system (i.e. e-Crash system) was prepared to quantify the purported benefits of implementing an e-Crash system and to determine whether the increased efficiencies (labor and material savings) justify the County's cost to install and maintain the system. The total cost to install the system in the Sheriff's Office is projected to be $127,421. The total cost to maintain the system over its useful life (twenty-five years) is projected to be $742,396. Based on projected reductions in material-usage that could be achieved from using an e-Crash system, and additional revenue that could be generated from the sale of electronic crash reports, the total net cost to the County to install and maintain the system was projected to be less than $1,500 per year over twenty-five years. As a result, it was recommended that the e-Crash system be implemented in the Sheriff's Office.

- **E-Ticket System**
  In conjunction with the 2012 e-Crash Evaluation, an Evaluation was also prepared to quantify the purported benefits of implementing an electronic traffic ticket system (i.e. e-Ticket system), and to determine whether the increased efficiencies justify the County's cost to install and maintain this system. The total cost to install the e-Ticket system in the Sheriff's Office and the District Court is projected to be $119,107. The total cost to maintain the system over its useful life (twenty-five years) is projected to be $612,708.

  Based on feedback that was obtained from other counties that utilize e-Ticket systems, it was projected that the proposed e-Ticket system for Ottawa County would provide a time -savings in the District Court that would allow for a reduction in staffing levels. If this reduction occurs, the total net cost-savings to the County as a result of the system is projected to be $110,000 per year. In order to verify the projected time savings before

any agreement is reached to reduce staff, Court Officials requested that a Time Study is conducted by the Planning and Performance Improvement Department. The Time Study is scheduled to commence in July, 2012.

- **Sentenced Work Abatement Program (SWAP)**
  The 2012 Cost Analysis of the SWAP Program identified the cost implications that would result if the program was discontinued. The difference between the County's anticipated General Fund contribution and the increased expenses that would result if the program was discontinued was $16,305. Since the County's net General Fund contribution for SWAP does not exceed the County Board's $20,000 threshold, it was recommended that the SWAP Program be continued in 2012.

Cost Analysis

The following cost analysis was completed in 2011/2012:

- **Cost Analysis - Remonumentation Legislation**
  The Planning and Performance Improvement Department continues to work with Governmental Consulting Services, Inc. (GCSI), the County's lobbying firm, to obtain reimbursement for the County's $1.8 million that has been invested to expedite the State Remonumentation Program. A cost-analysis report was completed by the Deparment for legislators who wanted to understand the extent of the County's investment and the impact that a reimbursement schedule would have on the State's Remonumentation Fund. As a result of the Department's cost-analysis, draft legislation is now being revised that would allow the County to be reimbursed more expeditiously.

Accomplishment Two: Performance-Based Budgeting

The Planning and Performance Improvement Department has worked diligently with every County Department, Court, and Agency to clarify or define their departmental goals and objectives, and to identify performance measures. The completed Performance Outlines provide the framework for departments to report annual performance with respect to workload trends, efficiency, customer service, cost and verifiable outcomes as part of the County's Performance-Based Budgeting System.

During 2011 and early 2012, the Planning and Performance Improvement Department made several improvements to the Performance-Based Budgeting process. One of the most significant improvements was to convert each of the County's 50 unique Performance Outlines into a Microsoft Excel format. The use of Excel will make it easier for the Planning and Performance Improvement Department, and Fiscal Services Department, to analyze the performance data on an annual and longitudinal basis. Another improvement that was made to the Performance Outlines was to directly correlate all department goals and objectives with one of four County Goals included in the Board's Strategic Plan/Business Plan. Identifying this correlation between the goals of the County and each department was recommended by the Government Finance Officers Association.

During the next year, the Planning and Performance Improvement Department will be creating an online

Performance Dashboard to translate each Performance Outline into highly visual, easy-to-understand charts and graphs. The Department will also be developing the methodology to directly tie departmental performance to the annual budgeting process.


Accomplishment Three: Michigan Local Government Benchmarking Consortium
The Planning and Performance Improvement Department continued to collect and compile data from county departments as part of Ottawa County's membership in the Michigan Local Government Benchmarking Consortium (MLGBC). The purpose of the MLGBC is to bring cities, townships, villages, and counties together from all over the state to produce performance measures that can be used for benchmarking. During the past year, the Planning and Performance Improvement Department collected FY 2011 survey data from 11 departments. The annual, comprehensive survey covers a variety of services areas that include, but are not limited to: equalization, emergency dispatch, register of deeds, and fiscal services. A list of MLGBC members is provided in **Attachment D**.

Accomplishment Four: Performance Dashboards
The Planning and Performance Improvement Department created and/or updated two Performance Dashboards to increase transparency. Both Dashboards provide an overview of key performance indicators for Ottawa County. A total of 36 data sets are maintained by the Department for the Performance Dashboards.

The County & State Government Dashboard includes Ottawa County and Michigan statistics in highly visual, interactive charts and graphs. The Local Government Dashboard includes Ottawa County statistics in a snapshot format. This Dashboard is modeled after a template that Governor Snyder provided to local governments. The Performance Dashboards provide statistics that cover a wide-range of topics that include: Economic Strength; Health & Education; Value for Government; Fiscal Responsibility; Quality of Life; and Public Safety. Both Dashboards are accessible from the front page of *miottawa.org*.
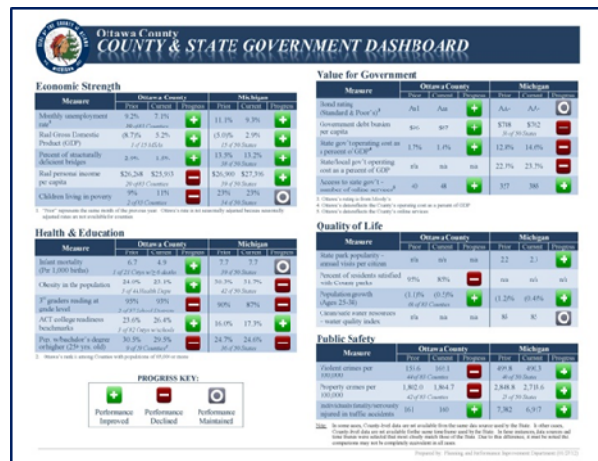
Accomplishment Five: Data Book Series
The Planning and Performance Improvement Department began updating the County Health Data Book in 2011. This Book provides detailed statistical information on several aspects of Ottawa County health. The Health Data Book synthesizes pertinent health indicators and statistics into a single, convenient resource document. The updated Book will include health indicator information on the top ten leading
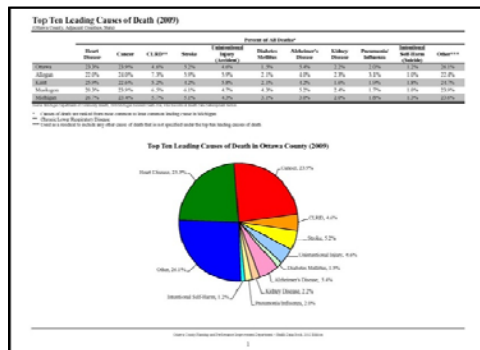

causes of death; cancer; preventable hospitalizations; maternal and child measures; communicable diseases; behavioral health concerns; and access to health care. Longitudinal health trends for Ottawa County will be presented throughout the Data Book, as well as benchmark data from adjacent counties and the State. The Department anticipates that the 2012 edition of the Health Data Book will be completed by the end of the year.

A departmental intern has begun the process to complete an Economic Data Book. This Data Book will include, but not be

limited to, information on gross domestic product, personal income, unemployment rates, wages, small business growth, construction activity, and employment.

Accomplishment Six: Demographic and Economic Data Compilation

The Planning and Performance Improvement Department continues to maintain statistics associated with population growth and economic development activity in Ottawa County. A few of the statistics regularly updated by the Department include, but are not limited to, population estimates, monthly labor force and unemployment statistics, as well as quarterly residential and commercial construction data. These data, among a variety of other data, are accessible on the *County Statistics* webpage.
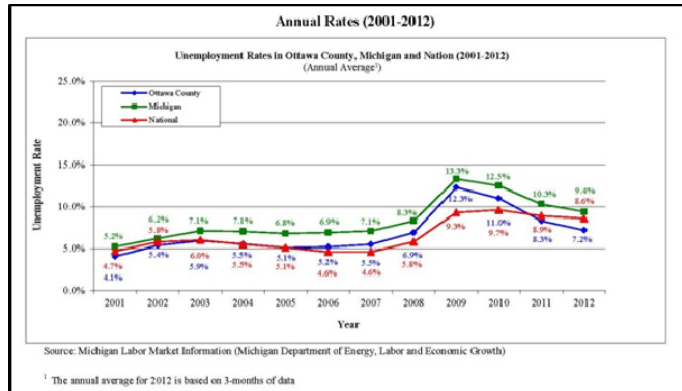
Accomplishment Seven: Legislative Analysis

Thus far, during the 2011-2012 legislative session, a total of 209 bills with potential impacts to county government operations have been analyzed. Fifty-nine of these bills were determined to have a direct impact on Ottawa County in one or more of the following areas: Budgetary Authority, Administrative Authority, Court Issues, and/or Revenue Sharing. A full reporting of lobbyist performance measures is provided at the end of each legislative session.

Accomplishment Eight: Requests for Research and Facilitation Assistance

The Planning and Performance Improvement Department compiles a variety of research for county administration, departments, local units of government, non-profit organizations, and citizens. The following are examples of research requests that were completed in 2011/2012:

- **Report Compilation:** The Planning and Performance Improvement Department developed a report on all the major county initiatives which enhanced citizens' quality of life or increased the effectiveness of County government in 2011. The report information was used in the Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ending on December 31, 2011.

- **Program Statistics:** The Planning and Performance Improvement Department compiled and analyzed program statistics for the Senior Volunteer Program for 2011. The statistics included the number of volunteer hours spent on each program activity; the number of miles driven to perform each activity; ancillary statistics such as the number of home security checks conducted; and the number of annual hours worked per volunteer.

- **Entrepreneurial Research:** The Planning and Performance Improvement Department is beginning to provide research assistance to local entrepreneurs. As an example, the Department was able to assist an entrepreneur by combining census data with the County's GIS software to assist with needed data for a business plan. In another instance, an entrepreneur was provided with potential funding sources to provide capital for a high-tech start-up, recommendations for intellectual property attorneys, and business plan assistance.

- **Specialized Research:** The Planning and Performance Improvement Department also develops surveys that are used for research by other departments, provides technical research to support the

County's legislative positions on issues such as Revenue Sharing, Personal Property Taxes, and Post Employment Benefit Plans (OPEB). Further, Department staff also develops complex visual charts, graphs, and diagrams that are used by administration and other departments in presentations and reports.

Accomplishment Nine: Community Outreach

During 2011, the Planning and Performance Improvement Department continued to be involved in community outreach by conducting presentations for local, regional, state and national organizations. The presentation topics included land use planning and transportation issues, government transparency and dashboards, and strategic planning and program evaluations. A few of the organizations that received presentations are as follows:

- Michigan Association of Counties (September, 2011)
- Leadership West Michigan (October, 2011)
- Women's Republican Group (November, 2011)
- Baldwin Street Christian Reformed Church (November, 2011)

Accomplishment Ten: Agricultural Hearing

On January 16, 2012 Ottawa County hosted a hearing convened by Senator Arlan Meekhof and the Michigan Agri-Business Assocation (MABA). The purpose of the meeting was to provide agricultural business leaders with an opportunity to highlight the need for improved infrastructure that could strengthen agriculture. The MABA strongly urges Michigan agriculture to advocate for a strong, reliable infrastructure system, which they believe could create new business opportunities and grow jobs.

Accomplishment Eleven: Grants Administration

The Planning and Performance Improvement Department is responsible for the administration and oversight of grant-making efforts and allocated funds from state and federal agencies.

The Department reviews grant applications to ensure that programs are consistent with the goals of the County Board, that evaluation components are in place, and that the County is protected against any unintended consequences of accepting the requested funding (i.e. hidden costs to the County).

The Planning and Performance Improvement Department is responsible for:

- Ensuring the County is registered and active with the Federal Central Contractor Registry, which is required for all grants
- Maintaining the County's on-line grant management systems and assisting with the submission of online grant applications
- Providing a single point of contact for some County grants (as required)
- Providing statistical data as requested for use in grant writing

Approximately $3.9 million in grant funding and $5.1 million in allocations **(Attachment E)** from state and federal agencies has been administered and processed by the Planning and Performance Improvement Department in the last year.

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

Accomplishment One: Countywide Wireless Network

In April, 2012, a wireless tower was erected in Robinson Township. The 199 foot tower is situated on the County's Johnson Street Forest property which is located west of 120th Avenue. The tower is being constructed as part of the County's continuing effort to expand high-speed wireless broadband access to underserved residents. Additionally, the tower provides an ancillary benefit of generating revenue for the County's Technology Fund.

The Robinson Township tower is strategically located in one of three remaining underserved areas of the County and in close proximity to the M-231 Bypass. Two national wireless carriers have agreed to co-locate their broadband equipment at this site. The two carriers are AT&T and Verizon Wireless. AT&T expects to have their broadband service available to residents by early-July. Verizon expects to have its wireless service available later in the year. The Planning and Performance Improvement Department is pursuing other wireless carriers for this site in order to provide residents with more options for high-speed broadband service. The tower has the capacity for up to four separate providers.

The Department also continues to test/compare wireless broadband options for residents (e.g. speed, coverage, features, etc.) using demonstration equipment provided by several broadband providers at no cost to the County. This testing service has proven to be a valuable service for residents and local officials as they seek options for high-speed broadband. The Department currently has test equipment from Sprint, AT&T, and ClearWire.

As a result of national wireless carriers leasing space on the two county-owned towers, the 10-year cumulative net revenue for the County is projected to be $391,830.

Accomplishment Two: Agricultural Technology Business Incubator

The Planning and Performance Improvement Department continued its efforts to implement an Agricultural-based Technology Business Incubator. A $20,000 U.S. Department of Agriculture (USDA) grant was approved last Fall to assist with the completion of a Market & Needs Assessment and Feasibility Study. A consultant was hired to complete the studies in May.

If the Study determines that a Business Incubator can be sustainable in Ottawa County, a formal business plan will be completed to provide guidelines to implement, build, and administer the incubator. The

incubator, if developed, would assist entrepreneurs who are interested in starting businesses that are focused on producing machinery, equipment, software applications, or other technology related products. To be a tenant in the incubator, a company's product must address a problem or need in one or more of the following agricultural business sectors: Agricultural Production, Food Processing, Food Safety, and/or Food Distribution.

To assist in directing the Study, Ottawa County has formed a Steering Committee comprised of upper level representatives from the following industries: AgriBusiness, Agriculture, State and Local Government, Legal, and Higher Education **(Attachment F)**.

The Market & Needs Assessment and Feasibility Study is expected to be completed by November, 2012.

Accomplishment Three: Ottawa County Brownfield Redevelopment Authority

The Planning and Performance Improvement Department continues to provide administrative support for the Ottawa County Brownfield Redevelopment Authority (OCBRA). The OCBRA is led by a Board of

Directors comprised of nine citizens that reside in the County **(Attachment G)**. The OCBRA, with the approval of the appropriate local unit of government and (in some instances) the State, has the authority to capture increased local and school taxes received from approved brownfield sites in order to fund the environmental and due care activities necessary to clean-up and redevelop those sites. By providing this important economic development tool, the County is improving the ability of local units of government to attract new businesses and to revitalize their neighborhoods.

Accomplishment Four: Brownfield Assessment Grant Application

In November, 2011, the Planning and Performance Improvement Department, in conjunction with Lakeshore Environmental, Inc., submitted a $400,000 Brownfield Redevelopment grant proposal to the U.S. Environmental Protection Agency (EPA) to conduct Brownfield remediation activities. The grant funds would be utilized to complete the following actions:

1. Complete an inventory of the sites in Ottawa County that are contaminated or are believed to be contaminated by hazardous substances and/or petroleum.
2. Conduct up to 23 Phase I Environmental Assessments, 18 Phase II Environmental Assessments, and 18 Baseline Environmental Assessment Reports.
3. Complete Brownfield Redevelopment Plans for 3 sites.

Although the County was recently notified that it did not receive approval for 2012 funds, another grant application is being prepared for 2013.

Accomplishment Five: Brownfield Redevelopment Projects

In December, 2011, Cedar Crest Dairy completed the First Phase of their Brownfield Redevelopment Project. This project was the first to be approved by the OCBRA. Thus far, Cedar Crest Dairy has invested over $197,000 to remove soil contaminated by Arsenic and renovate two buildings located on a vacated lumber yard adjacent to their existing production facility. Two jobs have been created as a result of the project, each with an average annual salary of $30,000.

Phase two of the project (scheduled to be completed in the fall of 2015) will include contaminated soil

management, construction of a new 14,000+ square foot warehouse and shipping terminal, and green roof technology being added to two existing buildings. The second phase of the project is estimated to cost over $1.9 million. Additionally, Cedar Crest Dairy estimates that up to 18 new jobs will be created as a result of completing the second phase.

The Department has also recently been assisting two additional developers who are contemplating the benefits of using the OCBRA for two other development sites in Ottawa County.

Contaminated lot, before Phase 1

Loading Dock, after Phase 1

Accomplishment Six: Hope College Limited Obligation Refunding Revenue Bonds
In late 2011, the Planning and Performance Improvement Department assisted Hope College with the issuance of $10 million in tax exempt Revenue Bonds to refinance $10 million in existing capital improvement debt. These tax exempt Bonds were issued through the Ottawa County Economic Development Corporation (OCEDC). This was the first Bond issuance performed by the OCEDC in over 20 years.

By facilitating the issuance of Bonds through OCEDC, Ottawa County was able to help Hope College save an estimated $3.2 million over the next 15 years. The College is utilizing that savings to complete an upgrade to their cafeteria (to be completed over the next 3 years) and to construct a new student housing development. Construction of the four-unit student housing development has begun and is scheduled to be completed by the 2013-2014 school year.

Accomplishment Seven: Wright Township 8th Avenue Bridge Reconstruction Project
In the spring of 2011, the Ottawa County Road Commission (OCRC) placed a load restriction on the 8th Avenue Bridge located just south of Comstock Street in Wright Township due to its deteriorating condition. As a result, businesses located in the industrial park on Comstock Street and surrounding areas

were forced to utilize an alternative route for shipments which resulted in more costly deliveries. Additionally, this situation prevented other businesses that were considering relocating to the industrial park from doing so.

In order to reconstruct the bridge, the OCRC applied for $485,000 in grant funding through the Michigan Department of Transportation (MDOT) Local Bridge Fund. However, funding was not expected to become available for the 2012 construction season. Since the Bridge was so critical to local businesses, the Planning and Performance Improvement Department coordinated the effort to obtain stop-gap funding through the County's Infrastructure Revolving Loan Fund (RLF). By utilizing the Infrastructure RLF, reconstruction of the bridge could occur in 2012.

Unexpectedly, MDOT approved funding through the Local Bridge Fund for 2012. Therefore, it was not necessary to utilize the County's RLF. Construction of the new bridge has begun and it is expected to re-open to commercial traffic before the end of the year.

Accomplishment Eight: Grand River Shallow Draft Navigation Project
The Planning and Performance Improvement Department assisted Dan Hibma of Land & Company, a development company out of Wyoming, MI, research the creation of a recreational boating channel in the Grand River from the Bass River tributary in Robinson Township to Fulton Street in the City of Grand Rapids. If completed, the project would allow recreational boaters to safely navigate the Grand River from Lake Michigan to the City of Grand Rapids. The project could increase local tourism and, consequently, generate economic benefits for the County such as new business opportunities, new jobs, increased local spending, and expansion of the local tax base.

The Planning and Performance Improvement Department submitted a formal request to the U.S. Army Corps of Engineers (USACE) to complete a preliminary appraisal (at no cost to the County) to determine if the economic benefits of the project would justify the cost of creating the channel. The USACE notified the Department that they were unable to complete the preliminary appraisal at this time because of funding limitations. Further, the USACE stated that the federal government has put a hold on most new navigation projects due to funding limitations.
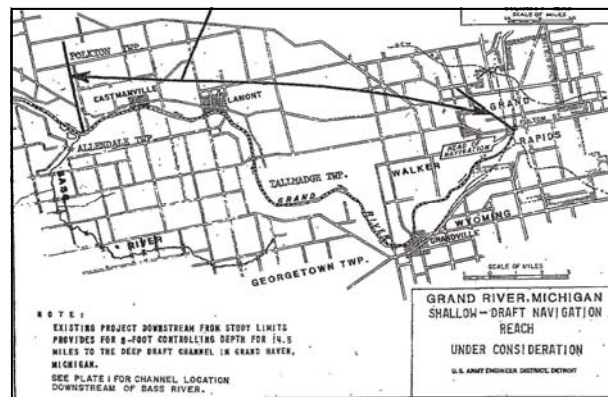
Mr. Hibma has indicated that he will pursue funding for the project through the Michigan legislature.

Accomplishment Nine: Ottawa County Economic Development Office (OCEDO)
The Planning and Performance Improvement Department continues to provide administrative oversight for the OCEDO contract. A summary of the OCEDO's major work activities for the second half of 2011 are provided in **Attachment H**.

Accomplishment Ten: M-231 Bypass
The Planning and Performance Improvement Department continues to provide assistance to property owners and local units of government as part of the M-231 Bypass Project. During the past year, the Department provided maps of the area where the Bypass will be constructed to various local officials. The Department also assisted with land-use and takings issues related to acquisition of property by MDOT for the Project.

Initial work on the M-231 Bypass began this spring with the construction of an overpass above North Cedar Drive in Robinson Township. MDOT officials anticipate that construction of the bridge over the Grand River near 120th Avenue in Robinson and Crockery Townships will begin sometime in 2013. It is anticipated that the construction of the bridge will cost approximately $60-$70 million.

The rest of the M-231 Bypass Project will be completed in segments as funding becomes available. As of June, 2012, MDOT anticipates that the M-231 Bypass will be open to traffic in 2015.

Once constructed, the Bypass will significantly reduce traffic congestion on US-31 between Holland and Grand Haven and will provide the fourth bridge crossing over the Grand River in Ottawa County.

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

Accomplishment One: Urban Smart Growth Demonstration Project
In November, 2011, officials in Hudsonville approved a new highly-visual, user-friendly Downtown Zoning Ordinance. The first-of-its-kind Ordinance was developed for the City as part of its participation in the County's Urban Smart Growth Demonstration Project. The Ordinance contains over 600 images that clearly convey a community's zoning standards with respect to architecture, setbacks, and parking, as well as signage, landscaping, and lighting. The Ordinance also incorporates incentives for developers to construct LEED-certified buildings, expand public open space, and utilize green technology (e.g. wind, solar, geothermal energy).
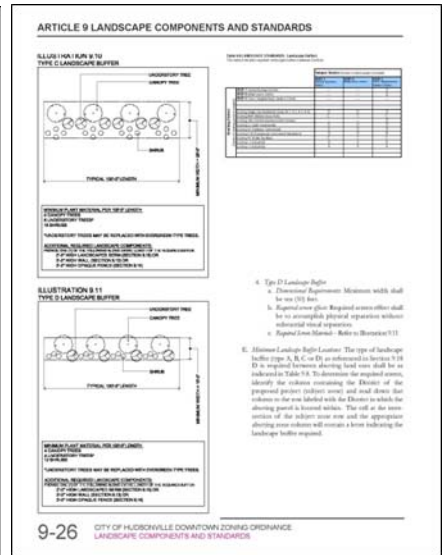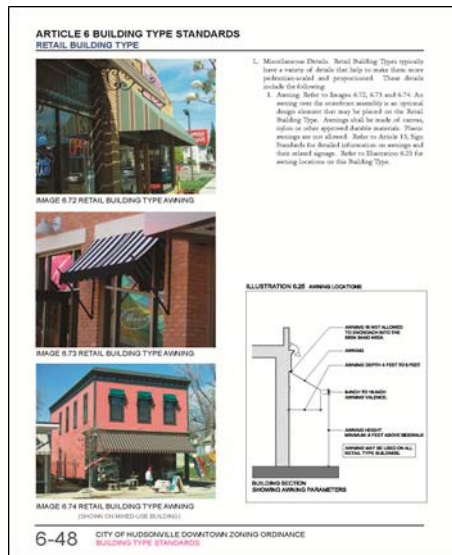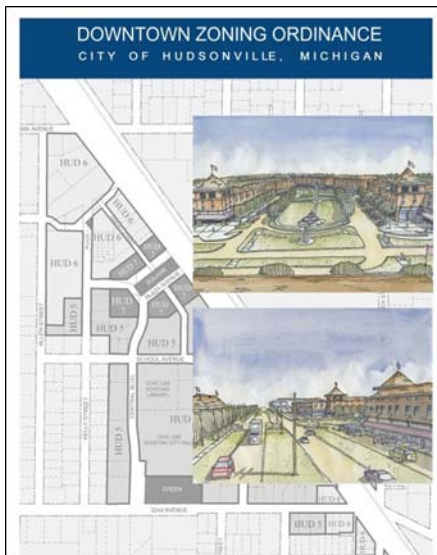
The Planning and Performance Improvement Department is currently working with the City and Nederveld to complete a new Citywide Master Plan for Hudsonville. The Plan is scheduled for completion in the fall of 2012.

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

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

A build-out analysis has been completed for four local units in Ottawa County. These include the City of Ferrysburg, Grand Haven Township, Georgetown Township, and Spring Lake Township. The next local units of government to be completed will be Olive Township and the City of Coopersville.
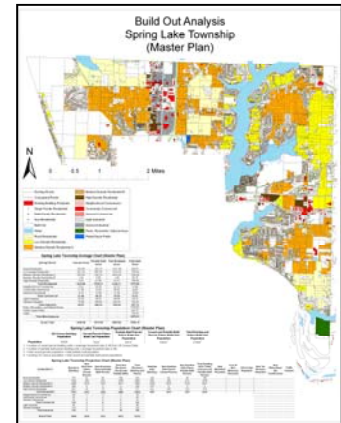
Accomplishment Three: Tree Legacy
In November, 2011, the Tree Legacy Committee formally asked the Road Commission whether they are willing to add a Tree Legacy Road designation to their existing road classification system. The designation was requested as a means to reduce the minimum road setback requirements in order to allow

for trees to be planted along the County's Legacy Roads (e.g. Lakeshore Drive and Stanton Street).

The Road Commission has since stated that it cannot add a new designation to their existing classification. The Planning and Performance Improvement Department along with representatives of the Tree Legacy Committee are working with local legislators to draft new/modified legislation that would allow County Road Commissions to create special road designations, as well as to reduce posted speed limits in order to accommodate the goals of the Tree Legacy Committee.

Accomplishment Four: FEMA Flood Insurance Rate Map Updates
In 2011, the Federal Emergency Management Agency (FEMA) updated the Flood Insurance Rate Maps (FIRMs) for each community in Ottawa County. The FIRMs are used to update floodplain regulations as well as determine areas where flood insurance is required.

Per federal regulations, each community in Ottawa County was required to adopt the FIRMs by resolution before December 16, 2011. The Planning and Performance Improvement Department assisted local units of government with the adoption process and worked closely with the project consultants to complete the FIRMs in every community. Many local officials have expressed their gratitude for this assistance.

Accomplishment Five: Comprehensive Water Resource Study
The Ottawa County Planning and Performance Improvement Department continues to work to complete the Comprehensive Water Resource Study. This Study was initiated to address water resource related issues in Ottawa County including, but not limited to, well water quality, groundwater availability, and fluctuating water table levels. In October, 2011, the Institute of Water Research (IWR) at Michigan State University was hired to conduct the Study.

In January, 2012, a Kick-Off Meeting for the Study was held in order for IWR to provide an overview of their study proposal to the Ottawa County Planning Commission and various local stakeholders. The proposal includes the development of a computer-based series of maps utilizing state-of-the-art groundwater modeling software. These computer-based maps will be available online for local units of government, County Officials, and other water resource professionals.

IWR will include interactive features in the maps that will allow users to access water resource related information by clicking on different sections of a map with a mouse cursor. IWR will also provide recommendations for zoning text that will address water resource related issues specific to urban, suburban, and rural communities in Ottawa County. In addition to the zoning text, IWR may also provide master plan text, suggestions for septic density requirements, guidelines for basement footings, and storm -water management techniques to address the water resource related concerns in the County.

In February, 2012, the Planning and Performance Improvement Department established a sub-committee of stakeholders that will provide technical feedback to the consultant as the Study progresses. This sub-committee is comprised of officials from local townships and cities, the Ottawa Conservation District, County Health Department, County Drain Commission, metropolitan planning organizations, and private sector representatives.

It is anticipated that the Study will be completed by December, 2012.

Accomplishment Six: Excellence Through Training
The Ottawa County Planning Commission sponsors the Excellence Through Training Program which provides trainings for local government officials, planners, zoning administrators, planning commission members, zoning board of appeals members, architects, engineers, students, and interested citizens.

During 2011/2012, two training sessions were held: Planning Commission Basic Training and Zoning Board of Appeals Basic Training. The Planning Commission and Zoning Board of Appeals Basic Trainings assist new and experienced planning commissioners and zoning board of appeals members in dealing with the various challenges that they may face.

Survey results from the trainings indicate that the trainings provide almost all attendees with practical skills and knowledge that will assist them in their position as a planning commissioner or zoning board of appeals member.

Accomplishment Seven: Standardized Mapping
The Planning and Performance Improvement Department continues to work with local units of government to encourage and facilitate the adoption of Standard Land Use District Titles and Colors for master plan and zoning maps **(Attachments I1 and I2)**. Fourteen local units of government have formally adopted the standardized colors and terms into their zoning ordinance or master plan **(Attachment I3)**. Most other local units have indicated they will adopt these standards when they update their master plans and zoning ordinances.

Standardization allows for easy viewing of commercial, retail, and industrial properties across the County

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

The Planning and Performance Improvement Department is currently working with several local units as they revise their master plans. It is anticipated that at least two additional local units will adopt the standardized colors and terms in 2012.

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

As the pass-through agency, the Planning and Performance Improvement Department submits the annual

grant application, prepares subcontracts, reports ridership information to the MDOT on a quarterly basis, and processes payments to the grant recipients (i.e. Georgetown Seniors and Pioneer Resources). In addition, the Department participates in the Specialized Services Coordination Committee which monitors the performance and services provided by the grant recipients.

280,495 rides have been provided to elderly or disabled residents through Specialized Services funds over the past 5 years. Yearly ridership totals for the transit service providers are listed in **Attachment J.**

Accomplishment Nine: Musketawa White Pine Trail Extension
In 2010, the Planning and Performance Improvement Department began working with several local and state agencies, as well as landowners to relocate a proposed non-motorized pathway route that would connect the Musketawa Trail with Kent County.

The originally proposed route would have disrupted a family-owned beef cattle feedlot by bisecting the operation. After several months of negotiations, the trail was relocated north of the feedlot in order to

preserve the farming operation. The Planning and Performance Improvement Department continues to work with the County's lobbyist to obtain reimbursement for some expenses incurred by the Parks and Recreation Department as a result of the trail relocation. The Planning and Performance Improvement Department has also worked with local landowners adjacent to the new route to assist with issues that have arisen with the trail location. For instance, during the last winter, there were some complaints of motorized vehicles illegally accessing this portion of the trail. The Department was successful in obtaining funding to add bollards to prevent non-motorized vehicles from accessing the trail. The Parks and Recreation Department has also been working with the Michigan Department of Natural Resources to complete the design features for the installation of the bollards.

Trail construction began in 2011 and is expected to be completed from the current Musketawa Trailhead at 8th Avenue to Peach Ridge Avenue in Kent County by the summer of 2012.


Accomplishment Ten: Non-Motorized Path Plan
The Planning and Performance Improvement Department continues to work with other West Michigan agencies to expand the network of non-motorized trails in the region. The Department also maintains the Ottawa County Non-Motorized Pathway Plan and Map. During the past year, the plan/map was updated to include newly constructed trails as well as new plans for regional trails.

Accomplishment Eleven: Planning Listserv (E-mail Inquiry Service)
The Planning and Performance Improvement Department continues to administer the Ottawa County Planner's Listserv. The Listserv allows local planners and zoning administrators to communicate with each other about various planning and zoning issues.
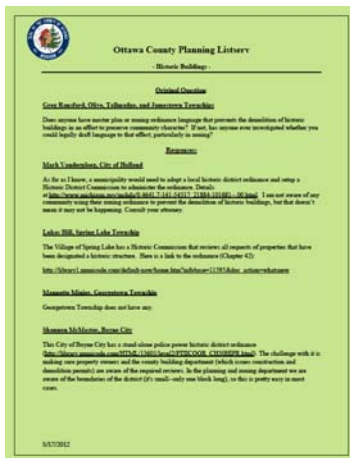
As the Listserv administrator, the Planning and Performance Improvement Department receives questions or requests for data from local planners and then distributes them to each community's planning or zoning official via email. Responses are received by the Department, compiled into a single document, and distributed to each community.

During the last year, some of the Listserv topics that have been addressed include the following: PUD standards, building setbacks, setback measurement procedures, regulations for signs affixed to vehicles, knox box requirements, and historic building regulations.

Accomplishment Twelve: Purchase of Development Rights (PDR) Program

At the request of local townships, Ottawa County established a Countywide PDR Program in 2008. The Program was created to assist local farmers who want to access state and federal funds to preserve farmland by establishing an easement that prohibits development on agricultural land. The Agricultural Preservation Board **(Attachment K)** has been established to oversee and administer the Program.

Currently, there is no available county or state funding for the PDR Program. There is a Federal program for PDR, however, this program requires a 50% local match. Therefore, the main task of the Agricultural Preservation Board has been to raise funds for the County PDR Program through private donations. The Board established Funds with the Community Foundation of the Holland/Zeeland Area and the Coopersville Area Community Foundation. These Foundations can accept and invest donations for the County PDR Program. To date, approximately $24,000 has been donated to the County PDR Program.

Another major task for the Agricultural Preservation Board is to obtain approval from the local townships for the County PDR Program. Township approval is required in order for agricultural land owners within the township to participate in the Program. To date, Wright, Chester, Tallmadge, and Polkton Townships have passed resolutions of support for the PDR Program. In the upcoming year, the Board plans to obtain approval from 4-6 additional townships.

Accomplishment Thirteen: West Michigan Transit Linkages Study

The West Michigan Transit Linkages Study is being conducted in order to identify new routes for regional commuter transit services and determine the feasibility of implementing and operating these routes. This Study will be important for future decision making regarding regional public transportation services.

The Planning and Performance Improvement Department continues to work diligently to ensure the Study will be completed. The original consultant hired to conduct the Study terminated their contract with the County. In order to hire a new consultant for the Study, the Request for Proposals (RFP) was reissued in August, 2011. Three consultant firms responded to the RFP and from these, Mp2planning, LLC was selected to continue the Study. After a lengthy review of the contract by MDOT, the consultant firm Mp2planning, LLC was hired in December, 2011.

Mp2planning, LLC immediately began revising the reports completed by the initial consultant (i.e. the Existing Conditions Report and the Transit Needs Assessment). These revisions included updating census information, conducting a new scientifically valid survey of transit needs, and working to improve the overall clarity and completeness of the documents. The revisions to the Existing Conditions Report and the Transit Needs Assessment have been completed.
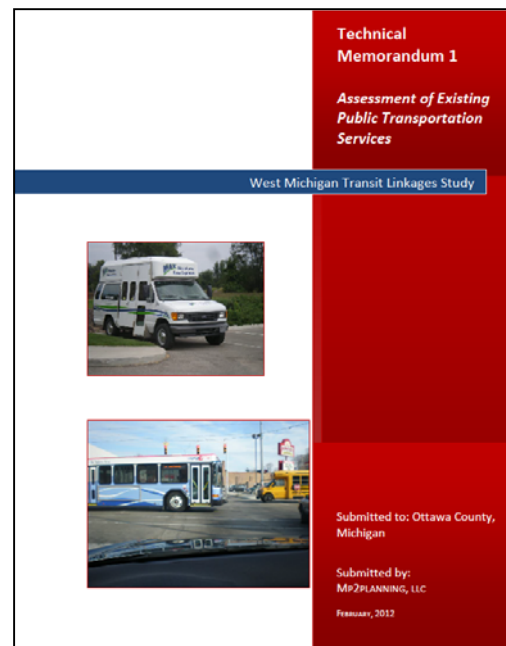
In the next phase of the Study, Mp2planning, LLC will identify new routes for commuter transit and analyze the feasibility of implementing and sustaining these routes. It is anticipated that the Study will be completed by August, 2012.

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

Accomplishment One: Remonumentation Program

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

The Remonumentation Peer Group members completed the monumentation of all physical Public Land Survey (PLS) corners in Ottawa County in 2005 and continue to work to complete the Setting of Coordinates phase (i.e. establishing GPS coordinates for each physical corner). Through 2011, the Setting of Coordinates phase has been completed in 13 of the County's 17 townships. During the 2012

grant year, two more townships are scheduled to be completed **(Attachment N)**. It is anticipated that the Setting of Coordinates phase will be completed by 2017.

In 2012, Mark Knudsen was appointed to the State Office of Land Survey and Remonumentation (OLSR) Administrative Rules Rewrite Committee to completely revise the administrative rules for the Remonumentation Program.

CLOSING

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

Over the last year, the Planning and Performance Improvement Department completed and initiated multiple programs to help maintain and enhance the County's reputation as a great place to live and to do business. The Department also continued its strategic planning and outcome-based evaluation efforts in order to maximize the County's use of financial resources. This has been well-received by local officials and taxpayers who learn of the County's commitment to verify that programs and services are cost-effective and achieve outcome-based results. To date, the Department has saved more than $6.9 million in public tax dollars as a result of recommendations that modified, privatized, or discontinued ineffective County programs and services. Moreover, $25 million in County programming and services has been verified as being cost-effective through the evaluation process.

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

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

ATTACHMENT A - Department Organizational Chart

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┌─────────────────────────┐         ┌·····························┐
│  Mark Knudsen, Director  │·········:     Ottawa County         :
│ Planning and Performance │         :   Planning Commission     :
│  Improvement Department  │         └·····························┘
└─────────────────────────┘

┌──────────────────┐              ┌──────────────────┐
│   Paul Sachs     │              │ Pam Vanden Heuvel │
│ Assistant Director│             │  Senior Secretary │
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│  Shannon Virtue  │  │   Nate Lisenbee      │  │   Josh Spencer   │
│Research and Evaluation│ │Land Use Planning    │  │Economic Development│
│     Analyst      │  │     Specialist       │  │   Coordinator    │
└──────────────────┘  └──────────────────────┘  └──────────────────┘

┌──────────────────┐  ┌──────────────────────┐
│  Jennifer Droski │  │                      │
│  Data Entry Clerk│  │       Intern         │
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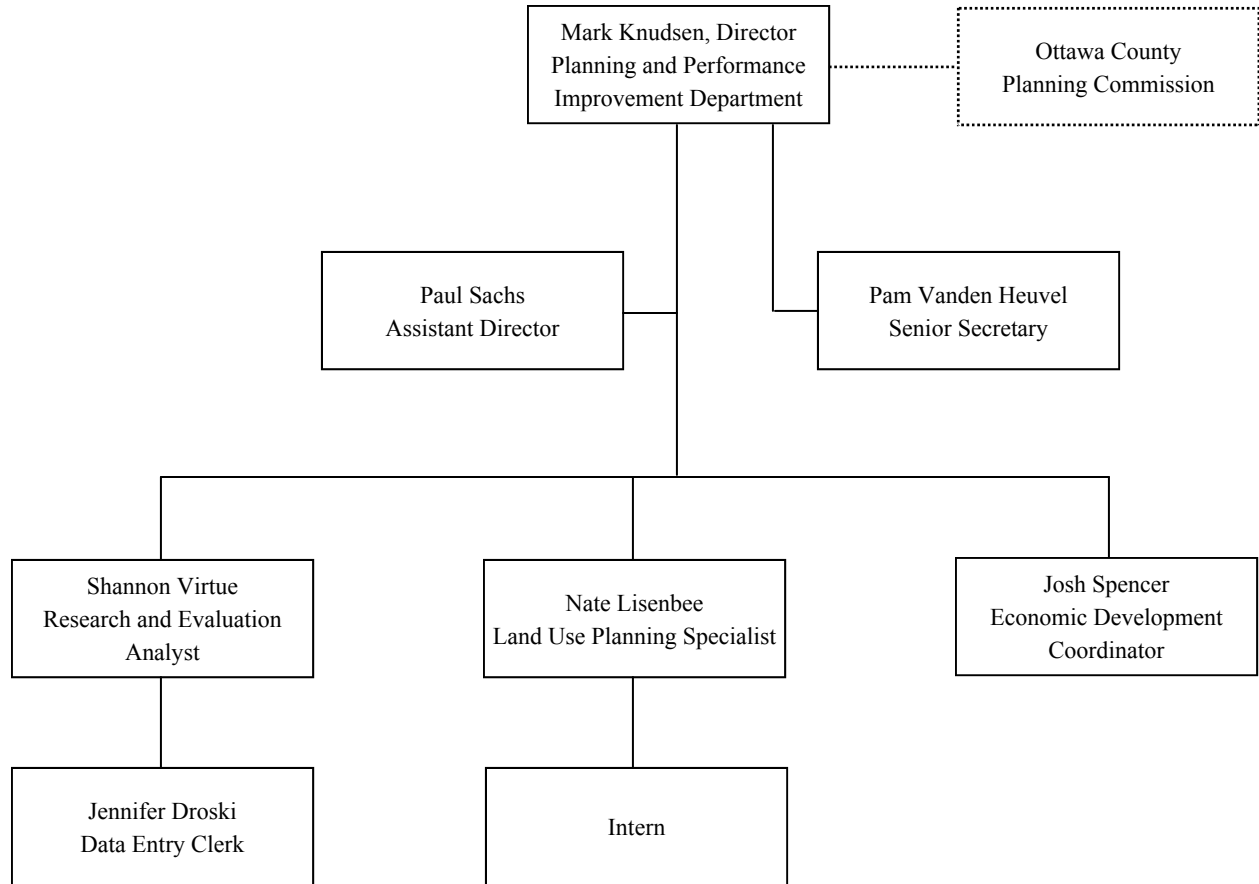
ATTACHMENT B - Department Strategic Outline

Function Statement

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

Mission Statement

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

TARGET POPULATION	County Board and Administration
	Elected Offices and County Departments
	Local Leaders, Agencies, and Citizens
	Community Planners

	County Goal: Maintain and improve the strong financial position of the county
PRIMARY GOALS & OBJECTIVES	**Department Goal 1: Improve organizational performance and maximize the use of financial resources**
	Objective 1) Establish and maintain outcome-based performance measures for County departments
	Objective 2) Evaluate County services/programs to verify cost-effectiveness or to provide recommendations to ensure that services/programs are cost-effective
	Objective 3) Lobby to ensure that proposed legislation that would negatively impact the county is defeated or, conversely, lobby to ensure that proposed legislation that would positively impact the county is passed
	Objective 4) Protect the County from any negative ongoing financial obligations that may result from accepting state/federal grants
	Objective 5) Generate revenue by constructing communications towers in underserved areas
	Objective 6) Provide statistical data to bolster county, community, and local agency grant applications
	County Goal: Contribute to a healthy physical, economic, and community environment
	Department Goal 2: Strengthen businesses and increase jobs in Ottawa County
	Objective 1) Foster the development and expansion of businesses that produce services and products associated with the agribusiness sector of the economy
	Objective 2) Increase the number of new businesses in all sectors of the economy
	Objective 3) Increase new capital investment in existing local businesses
	Objective 4) Promote collaboration among the County's economic development agencies in order to maximize existing resources, obtain additional resources, and minimize duplication of services
	Department Goal 3: Protect and improve quality-of-life in Ottawa County
	Objective 1) Ensure safe and efficient transportation corridors
	Objective 2) Preserve farmland, open space, and scenic vistas and byways
	Objective 3) Enhance the vibrancy, livability, and aesthetic character of urban communities
	Objective 4) Mitigate the impacts of development on water quality and quantity, and ensure that new development is not negatively impacted by elevated water tables
	County Goal: Continually improve the County's organization and services
	Department Goal 4: Provide excellent customer service/satisfaction
	Objective 1) Provide thorough and satisfactory services
	Objective 2) Provide interaction with customers that is courteous, respectful, and friendly
	Objective 3) Provide timely responses to service requests
	Department Goal 5: Provide exceptional services/programs
	Objective 1) Maintain high-efficiency work outputs[1]
	Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties[2]
	Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties[2]

ATTACHMENT B - Department Strategic Outline

SERVICES & PROGRAMS	Strategic Planning and Program Evaluations, Statistical Research, Data Books, Grants Administration *(Goal* Economic Development Initiatives *(Goal 2)* Land Use, Environmental, and Transportation Projects *(Goal 3)* Professional Customer Service *(Goal 4)* Performance-Based Budgeting (e.g. Workload Analysis; Benchmark Analysis) *(Goal 5)*				

	ANNUAL MEASURES	**TARGET**	**2010 ACTUAL**	**2011 ACTUAL**	**2012 ESTIMATED**
WORKLOAD	# of department performance-based budget Outlines reviewed & updated	-	17	52	52
	# of Strategic Plans completed (e.g. programs, agencies, libraries)	-	2	2	2
	# of administrative evaluations completed	-	2	2	3
	# of outcome-based evaluations completed	-	1	1	2
	# of specialized/technical reports completed (e.g. Human Services Survey, Mental Health Diversion Report, RZFB, Benchmarking Consortium Report)	-	3	3	3
	# of requests fulfilled for data/research assistance	-	52	38	60
	# of data books maintained	-	3	3	4
	# of existing Data Books updated with new information (e.g. 2010 Census)	-	1	2	2
	# of data sets maintained in department website (e.g. economic & demographic data)	-	7	20	23
	# of economic development projects active at any given time (e.g. Brownfield Assessment Plan, Agricultural Technology Incubator, Countywide Economic Development Plan, Bonds)	-	2	3	4
	# of existing businesses that received assistance from department	-	3 [3]	1 [4]	4
	# of land use planning projects active at any given time (e.g. PDR, Water Resources Study, Transit Study, Standardized Mapping, Urban Smart Growth)	-	5	5	5
	# of Excellence Through Training programs conducted	-	3	2	3
	# of grants processed/reviewed	-	13	25	30
	Value of grant awards processed	-	$3.1M	$3.5M	$3.7M
EFFICIENCY	% of departments with Performance Plans updated to ensure outcome-based data are collected (i.e. performance-based budgeting)	100%	35%	75%	100%
	% of evaluation recommendations approved by County Board	100%	100%	100%	100%
	# of new jobs created by businesses that received assitance from the department	-	0	49	175
	% of communities referencing county development plan/projects in their respective master plans	>90%	35%	35%	50%

ATTACHMENT B - Department Strategic Outline

OUTCOMES	% of local units adopting standardized colors and terminologies in their zoning ordinances (adoption of standards is dependent on when the community will be updating their ordinance)	> 90%	38%	42%	46%	50%
	Total verified cost-effective programming and/or cost-savings from programming requiring improvement, modificaiton, privatization, or discontinuation	≥$150,000	$6,362,298	$6,517,909	$6,499,505	$3,500,000
	Revenue generated from lease agreements on cell towers (this will be net revenue once cost to construct towers is repaid in 5 years)	≥$40,000	$42,642	$43,921	$86,638	$89,238
	Amount of new local investment created by businesses that received assistance from department economic department services	>$1M	$15,000,000	$75,197,353	$45,400,000	$1,000,000
	% of grants that result in an unintentional ongoing financial obligation to the County	0%	0%	0%	0%	0%
CUSTOMER SERVICE	% of customers satisfied with Department services	100%	100%	100%	100%	100%
	% of customers indicating interaction with department staff was courteous, respectful, and friendly	100%	100%	100%	100%	100%
	% of customers satisfied with staff response time	100%	100%	100%	100%	100%
COST[5]	Cost of Department per capita (total expenses[3])	-	$2.04	$2.19	$2.79	$2.79
	Department FTEs[4] per 100,000 residents	-	2.26	2.20	2.24	2.24

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline

2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure

3. Continental Dairy; Request Foods; and Energetx

4. Cedar Crest Dairy

5. Total expenses include all department/division expenses less Data Processing Services (8310.0020) and Indirect Administrative Expenses (8310

6. FTE is calculated using Fiscal Service's History of Positions By Fund report

7. The cost and FTE calculations are computed by the Planning and Performance Improvement Department

ATTACHMENT C1 - Ottawa County Planning Commission (2012)

Name/Address	Representing	Term	Expires
Joseph S. Baumann 735 – 144th Avenue Holland, MI 49424 399-8489 (H) 848-5010 (C) 396-5728 (W) jbaumann@miottawa.org	Commissioner	3 years	12/31/2013
Greg J. DeJong 11828 Kathy Jo Lane Allendale, MI 49401 895-5139 (H) 437-7954 (C) 551-4884 (W) gdejong@miottawa.org	Commissioner	3 years	12/31/2013
Adam Kantrovich (Jennifer) 15367 Hofma Drive Grand Haven, MI 49417 994-4570 (W) 834-8377 (C) akantrov@msu.edu	Public School Board or Administrative Employee of a School District	3 years	12/31/2013
Jim Miedema 2984 16th Avenue Hudsonville, MI 49426 896-8562 (H) 896-8376 (W) 291-2724 (C) 896-7271 (F) jmiedema@twp.jamestown.mi.us	Financial/Sociological/ Academic	3 years	12/31/2014
Bill Miller 17829 - 40th Avenue Conklin, MI 49403 899-2678 (H&O) 899-2104 (F) 262-5168 (C) rafd53@aol.com	Agriculture	3 years	12/31/2012
Roman Wilson 13512 Hidden Creek Drive Grand Haven, MI 49417 935-9875 (H) 844-5050 (W) romanw@lakeshoreenvironmental.com	Environmental	3 years	12/31/2013
Doug Zylstra 152 E. 24th Street Holland, MI 49423 616-953-6087 (C) 773-551-8166 (H&F) doug.r.zylstra@gmail.com	Business/Industrial/ Tourism	3 years	12/31/2014

ATTACHMENT C2 - Planning Commission Summary of Duties

- Primary duty is to create, revise, and maintain an Ottawa County development plan to promote, plan and coordinate the County's economic, social and physical growth, and environmental impact.

- *Make studies, investigations, and surveys relative to economic, social and physical development and their environmental impact on the County.*

- Formulate plans and make recommendations for the most effective economic, social and physical development of the County and its environmental impact on the County.

- *Cooperate with all departments of State and Federal governments and public agencies concerned with programs directed toward the economic, social and physical development of the County, and environmental impact on the County and seek maximum coordination of County programs with these agencies.*

- Perform any and all functions necessary or desirable to secure the financial aid or cooperation of the federal government in carrying out the functions of the planning commission.

- *Consult with representatives of adjacent counties with respect to their planning so that conflicts in overall county plans may be avoided.*

- Review proposed land transactions by County board, department or agency for consistency with the County Development Plan and report to and advise the County Board of Commissioners regarding the proposal.

- *Consult and advise public officials and public agencies, private organizations and agencies and citizens within the County to develop adequate support and understanding of the objectives of the County Plan.*

- Serve as the coordinating agency for all planning committees and commissions within the County.

- *Serve as the metropolitan county planning commission with the following specific duties:*

  > Preparation of general physical plans with respect to pattern and intensity of land use, the provision of public facilities and environmental impact together with long-range physical plans for such development.

  > *Programming of capital improvements based on relative urgency together with definitive financial plans.*

  > Coordination of all related plans and the departments of subdivisions of the government concerned.

  > *Intergovernmental coordination of all related activities among the state and local governmental agencies concerned.*

ATTACHMENT D - Michigan Local Government Benchmarking Consortium Members

County Members
Bay County
Branch County
Calhoun County
Kent County
Livingston County
Ottawa County

Township Members
Bath Township
Delhi Charter Township
Delta Charter Township
Holland Charter Township
Meridian Charter Township
Waterford Township

City Members
City of Albion
City of Alma
City of Auburn Hills
City of Battle Creek
City of Birmingham
City of Brighton
City of Cadillac
City of Eastpointe
City of Ferndale
City of Grand Blanc
City of Holland
City of Howell
City of Lansing
City of Lathrup Village
City of Madison Heights
City of Manistee
City of Petoskey
City of Rochester Hills
City of Roseville
City of Saginaw
City of Saline
City of St. Joseph
City of Sturgis
City of Walker
City of Warren
City of Wyoming

Michigan Road Commission Members
Road Commission for Oakland County
Van Buren Road Commission

ATTACHMENT E - Grantmanship Assistance

Grantsmanship Efforts	Actual FY 1996	Actual FY 1997	Actual FY 1998	Actual FY 1999	Actual FY 2000	Actual FY 2001	Actual FY 2002	Actual FY 2003	Actual FY 2004	Actual FY 2005	Actual FY 2006	Actual FY 2007	Actual FY 2008	Actual FY 2009	Actual FY 2010	Actual FY 2011	Actual FY 2012
Research	14	15	16	35	40	41	50	35	34	45	50	50	40	45	44	40	35
Grant Award	$1,439,223	$794,662	$958,498	$872,014	$1,139,402	$1,152,752	$1,250,000	$1,179,356	$1,930,229	$9,211,725	$4,292,839	$4,643,290	$4,500,000	$7,269,000	$3,500,000	$4,067,447	$3,891,700
Allocations	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	$1,880,923	$3,189,215	$2,493,747	$2,500,000	$8,202,000	$4,800,000	$4,082,715	$5,123,796

Grant Awards in Dollars

Grant Research and Preparation Efforts
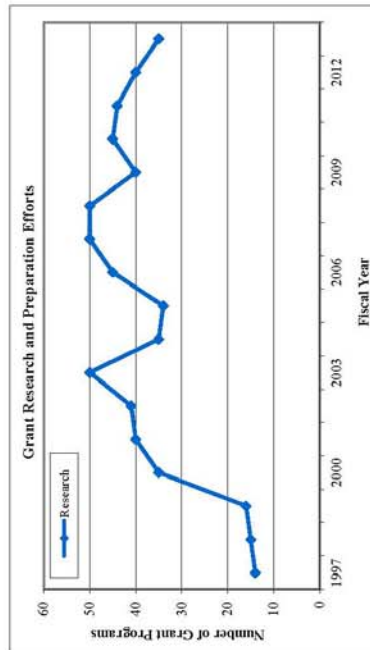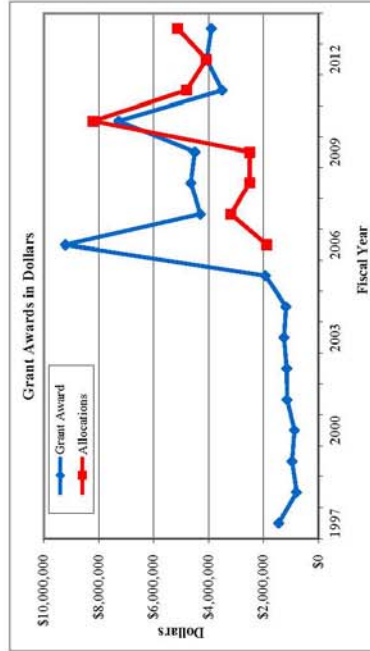
ATTACHMENT F - Agricultural Technology Business Incubator Steering Committee

Agriculture/Agri-business
Cliff Meeuwsen, President
Zeeland Farm Services

Mark Schoenborn
Ottawa County Farm Bureau

Jim Byrum, President
Michigan Agri-Business Association

Mike DiBernardo, Economic Development Specialist
Michigan Department of Agriculture and Rural Development

Other Business
Kurt Brauer, Partner
Warner Norcross & Judd

Education
Irene Benbenista, PhD, Interim Dean
Davenport University Donald W. Maine College of Business

Dan Bialas, Chair
Muskegon Community College Business Department

John Berry
Special Assistant to the President for Academic Initiatives, Kendal College of Art and Design
Executive Director, Design West Michigan

Government/Agencies
Greg DeJong
Ottawa County Commissioner

Bill Miller
Ottawa County Planning Commission

Josh Westgate, Supervisor
Wright Township

TBD
Spring Lake Village

Jim Miller
Governmental Consultant Services Inc.

Mark Knudsen, Director
Ottawa County Planning and Performance Improvement Department

ATTACHMENT G - Brownfield Redevelopment Authority Board (2012)

Director	**Term Ending Date**

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

Appointed: 02/01/2008
Term Ends: 01/31/2014

Ms. Joan Epperson – Vice President/Secretary
6132 Regal Drive SW
Grandville, MI 49418
E-mail: joan-epperson@globalbsa.com
Phone: 616-570-3877

Appointed: 11/22/2011
Term Ends: 12/31/2013

Mr. Bradley Slagh - Treasurer
Treasurer, County of Ottawa
12220 Fillmore Street, Room 155
West Olive, MI 49460
E-mail: BSlagh@miottawa.org
Home Phone: (616) 994-4505
Fax: (616) 994-4509

Appointed: 02/01/2008
Term Ends: 01/31/2014

Mr. William Berns
14287 Garfield St.
Spring Lake, MI 49456
E-mail: williamberns@sbcglobal.net
Phone: 616-850-8578

Appointed: 11/22/2011
Term Ends: 12/31/2017

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

Appointed: 01/01/2012
Term Ends: 12/31/2012

ATTACHMENT G - Brownfield Redevelopment Authority Board (2012)

Director	**Term Ending Date**

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

Appointed: 02/01/2008
Term Ends: 01/31/2014

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

Appointed: 02/01/2009
Term Ends: 01/31/2015

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

Appointed: 02/01/2008
Term Ends: 01/31/2014

Mr. Ryan Tibbets
7545 Terrace Lane
Jenison, MI 49428
Email: rjtibbets@comcast.net
Phone: 616-293-2230

Appointed: 11/22/2011
Term Ends: 12/31/2016

Mr. Justin Roebuck – Recording Secretary
Ottawa County Clerk's Office
12220 Fillmore Street, Room 130
West Olive, MI 49460
Email: jroebuck@miottawa.org
Phone: 616-994-4535

(Non-voting)

Ottawa County Economic Development Office, Inc.

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

DATE: February 6, 2012

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

FROM: Kenneth J. Rizzio, Executive Director

RE: **OCEDO's Work Activities & Results for July – December 2011**

For your information, this memo provides a summary of the major work activities & results that occurred during the 2nd half of last year. Please feel free to share this memo with your Board/Commission/Council members. If you have any questions or would like additional information on most of these items, please call me at 892-4120 or e-mail to: krizzio@altelco.net   Thank you.

I. Industrial Retention & Expansion Activities:

Industrial retention visits were made to 18 manufacturing firms. Most of the visits were made jointly with Bill Kratz, Business Development Manager with the MEDC. Also, OCEDO participated in Lakeshore Advantage's retention drive which utilizes the e-synchronist program. Those visited firms are located in the cities of Coopersville, Holland & Zeeland; and the townships of Allendale, Blendon, Chester, Georgetown, Holland, Tallmadge, Wright & Zeeland.

Continued to assist in administering four CDBG grant funded projects:
- City of Coopersville/Continental Dairy Products/CS Facilities' Wastewater System Upgrade - grant of $ 2,465,000
- City of Coopersville/Saturn Electronics & Engineering Machinery & Equipment Acquisition - grant of $ 500,000 (prepared for the project close-out in January 2012)
- Holland Charter Township/Request Foods' Wastewater Pre-treatment System Upgrade - grant of $ 5,425,000
- Holland Charter Township/Quincy Street Wastewater Pretreatment Phase II - grant of $ 1 million (prepared for the project close-out in February 2012)

In cooperation with Lakeshore Advantage, began assisting Zeeland Charter Township, the City of Zeeland /BPW and the Gentex Corporation in seeking grant funds from both MDOT and the MEDC for needed public infrastructure improvements to support the development of the proposed new North Riley Campus project. An MDOT Category A

1

E-MAIL KRIZZIO@ALTELCO.NET • WWW.OCEDO.ORG

grant application in the amount of $ 902,452 was written on behalf of the Ottawa County Road Commission for funding to reconstruct a portion of 88th Avenue into an all-seasons, industrial class road. To help finance the construction of watermains, sanitary sewer lines and electric system upgrades to serve Gentex's proposed new 278,000 sq ft manufacturing facility (the first of four production facilities) and a central power plant, CDBG wetlands notices and project notification letters to the SHPO and MDEQ were prepared. A $ 2 million Michigan Business Development Program grant to be awarded directly to the Gentex Corporation is anticipated (as a substitute to a CDBG grant that would have been awarded to Zeeland Charter Township). Gentex's initial investment is expected to be $ 100 million. An estimated 960 jobs will be created over the next 5 years.

Put "on-hold" (until mid-2012) applying to the MEDC for a CDBG grant to help finance the installation of a 3-phase electric line costing $ 150,000 to serve two manufacturing/metal fabrication shops located in Chester Township. Future business expansions will occur only if the heavy power service is provided. The projected total new private investment is $ 604,000; 16 new jobs would be created over the next 24 months.

Prepared, edited and/or helped process P.A. 198 Industrial Facilities Tax Abatement Applications for the following manufacturers:

Manufacturers	Communities	Investments	Jobs Existing	New
ITB Packaging	Holland City	$ 1,311,783	0	44
OMT-Veyhl	Holland Twp	4,750,659	75	20
Black River Pallet	Zeeland City	1,389,850	20	4
Laser Dynamics	Allendale Twp	4,130,000	60	6
H.S. Die & Eng.	Tallmadge Twp	7,900,000	196	20
Geskus Photography	Tallmadge Twp	500,000	50	20
Industrial Woodworking	Zeeland Twp	366,800	39	3
Zeeland Farm Services (3)	Zeeland Twp	2,669,000	201	6
Green Plastics	Olive Twp	508,205	18	7
Hamilton Farm Bureau	Olive Twp	2,202,043	9	0
Permaloc	Olive Twp	1,887,250	14	4
Starbuck Machining	Olive Twp	510,200	25	4
Gentex*	Zeeland Twp	TBD	TBD	TBD
	TOTALS	$ 28,125,790	707	138

* Established the District
TBD = To Be Determined

Also networked with P.A. 198 prospects (for which applications are expected in the near future) located in the cities of Coopersville, Holland & Hudsonville; and the townships of Chester, Jamestown, Tallmadge, Wright & Zeeland.

2

II. Industrial Attraction Activities:

Assisted a tool & die firm in a neighboring County with plans for relocation to/expansion in Ottawa County.

III. Small Business Counseling Activities:

As a Satellite Office of the West Michigan Region of the Michigan Small Business & Technology Development Center (MI-SBTDC) Program at Grand Valley State University, OCEDO assisted at least 23 short-term clients located throughout Ottawa County with information, including how to start a business, obtaining financing, identify required licenses & permits, write a business plan and research available local, State and federal business assistance programs.

OCEDO also assisted about 28 long-term clients in collectively providing approximately 92 hours of one-on-one counseling. Those clients were located in the communities of Conklin, Coopersville, Holland, Hudsonville, Jenison and Zeeland; and townships of Allendale, Chester, Jamestown, Georgetown, Olive, Tallmadge, Wright and Zeeland.

IV. Other Activities:

Participated in meetings of the MEDC's Advisory Group; West Michigan Economic Development Collaborative; Kent-Ottawa-Muskegon Foreign Trade Zone (KOM-FTZ) Authority Board (currently serving as Chairman); Ottawa County Land Bank Authority; Ottawa County Economic Development Corporation; Allendale Area Chamber of Commerce (serving on the Board of Directors & Building Enhancement Grant Program Committee); and the Hudsonville Economic Development Committee.
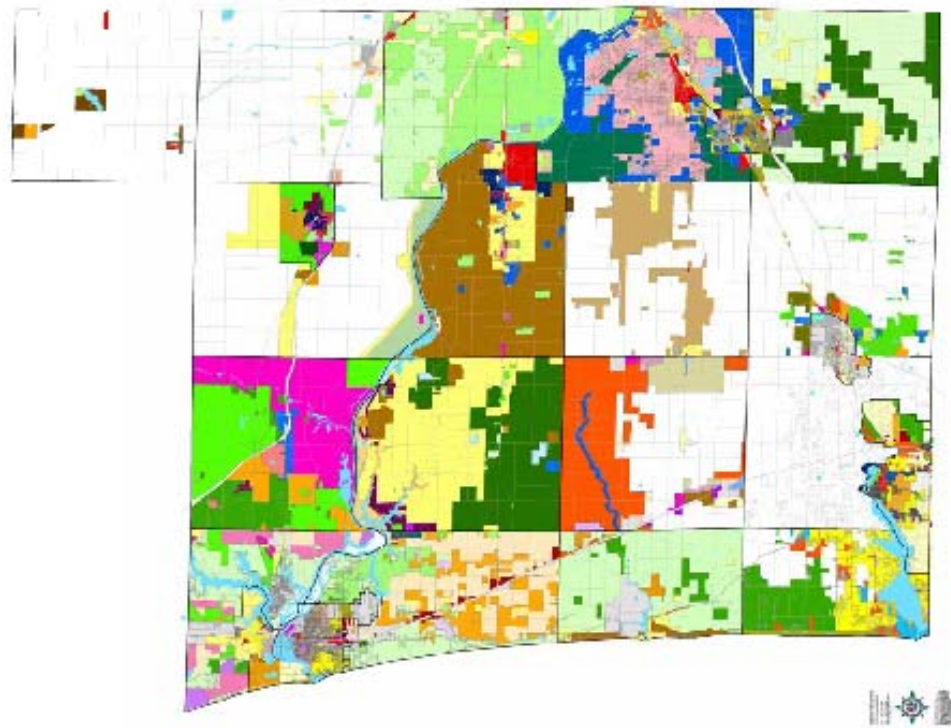
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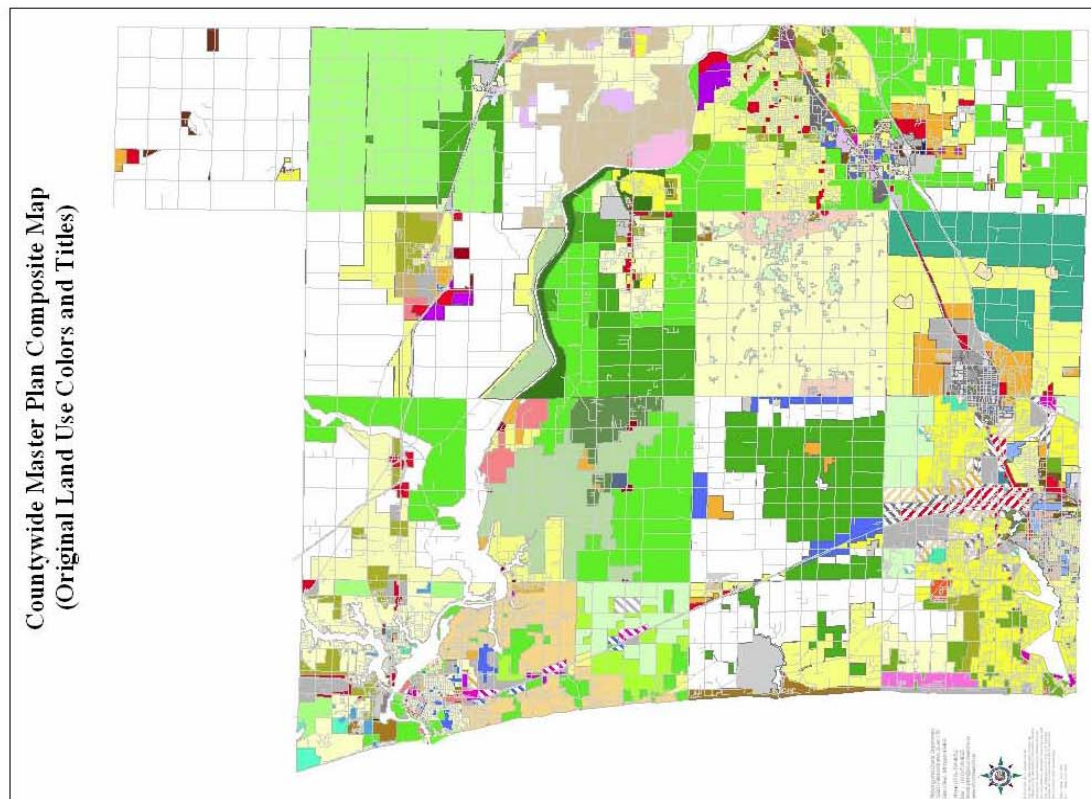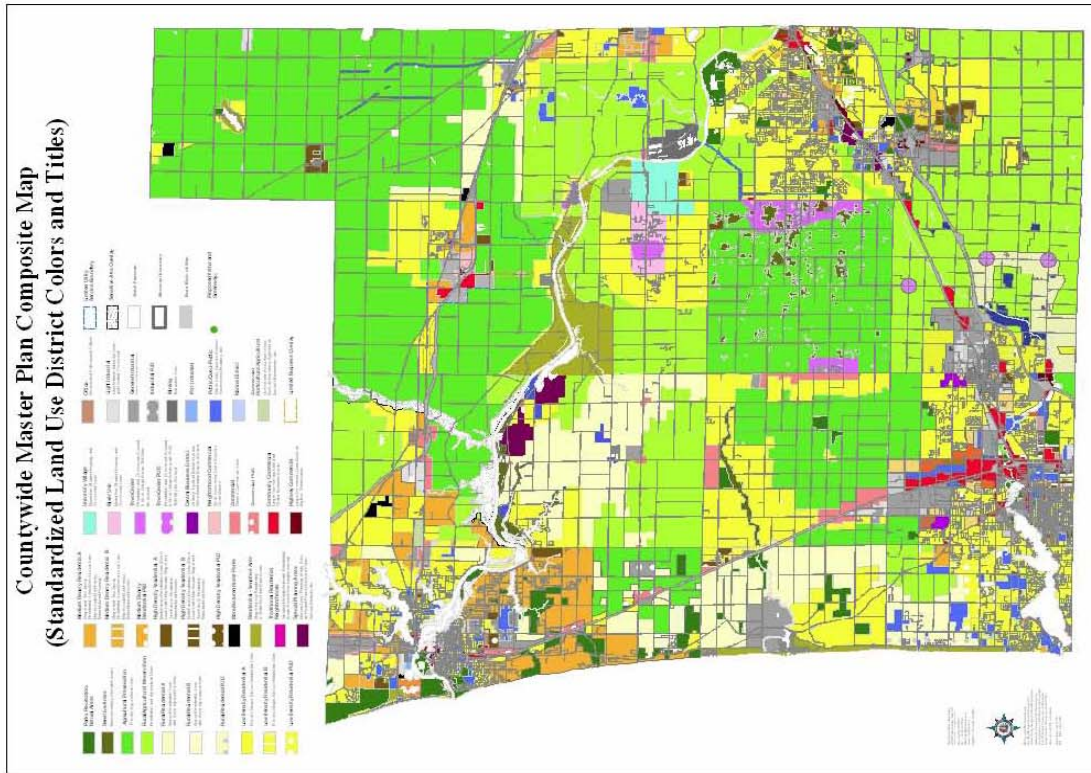# ATTACHMENT I1 - Existing and Proposed Standardized Zoning District Maps

Countywide Zoning Map with Standardized Colors
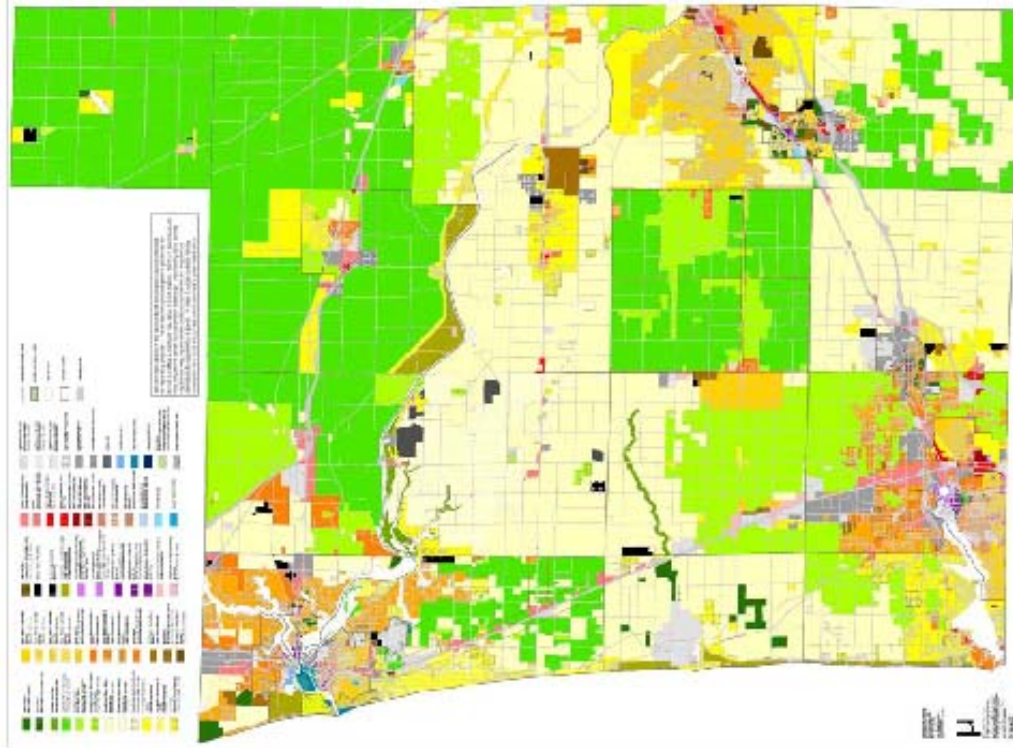
Local Unit of Government Existing Zoning District Colors

ATTACHMENT I2 - Existing and Proposed Standardized Master Plan District Maps

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

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

ATTACHMENT I3 - Status of Standardized Mapping Adoption in Ottawa County

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

Legend

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

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

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

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

ATTACHMENT J - Pioneer Resources and Georgetown Seniors Ridership Totals

TABLE 1

Georgetown Seniors	Actual FY 2002	Actual FY 2003	Actual FY 2004	Actual FY 2005	Actual FY 2006	Actual FY 2007	Actual FY 2008	Actual FY 2009	Actual FY 2010	Actual FY 2011	Projected FY 2012
Rides	14,620	14,965	14,193	15,488	19,539	15,684	18,549	16,246	15,343	11,699	12,500

TABLE 2

*Pioneer Resources	Actual FY 2006	Actual FY 2007 **	Actual FY 2008	Actual FY 2009	Actual FY 2010	Actual FY 2011	Projected FY 2012
Rides	102,489	43,507	38,417	45,510	39,955	35,605	38,500

*   In fiscal year 2006, Pioneer Resources became a sub-recipient of the Specialized Services Grant.
** Beginning in FY 2007, Pioneer Resources received additional grant funding that was not passed through Ottawa County. This new grant funding was utilized to transport Specialized Services eligible passengers. This table only includes the rides provided by the grant funding that is passed through Ottawa County.

ATTACHMENT K - Ottawa County Agricultural Preservation Board (2012)

Name/Address	_Representing_	_Term Expires_*
Michael Bronkema	Agriculture	12/31/12
Dennis Van Dam	Real Estate/Development	12/31/14
Matt Fenske	Township Government	12/31/14
Greg DeJong	County Board	12/31/12
Bill Miller	Local Conservation	12/31/13
Luke Meerman	Agriculture	12/31/14
Cliff Meeuwsen (chair)	Agriculture	12/31/13

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

ATTACHMENT L - Ottawa County Remonumentation Committee

Representing County Commissioners	Expires	Representing Supervisors/Assessors	Expires
Commissioner James Holtvluwer 8092 Weatherwax Drive, Jenison, 49428 616-457-6133 (h) 616-723-2760 (c)	1/13	D. Dale Mohr, Supervisor Georgetown Township P.O. Box 769 Jenison, MI 49429 616-457-2340 (h) 616-837-6876 (w)	1/13
Register of Deeds			
Gary Scholten 414 Washington Street Grand Haven, 49417 616-846-8240		Ryan Cotton, Manager Holland City 270 South River Avenue Holland, MI 49423 616-355-1310	1/14
Representing Real Estate Attorneys			
Randall S. Schipper 321 Settlers Road Holland, 49423 616-392-1821 (o)	1/13	Representing Surveyors Rodney Unema, P.S. 4548 Bauer Road Hudsonville, 49426 616-531-3660 (o)	1/13
Representing Realtors (1)			
R. Dale Sall 2339 Bridlewood Drive Hudsonville, MI 49426 Dalesall@remax.net 616-896-9250 (h) 616-669-0990 Ext. 25 (w) 616-896-9286 (f)	1/14	Donald Schiele, P.S. 16471 - 136th Avenue Nunica, MI 49448 616-847-0928 (h) 616-846-2549 (w)	1/13
		Matt Nederveld, P.S. 347 Hoover Boulevard, Suite C Holland, MI 49423	1/14
Representing Road Commission			
Brett Laughlin, P.E. Ottawa County Road Commission P.O. Box 739 Grand Haven, 49417 616-842-5400 (o)	1/14	616-393-0449 (o) 616-437-5031 (c)	
		Ottawa County Representative	
		Randall Feenstra, P.S. 0-1210 Eighth Avenue Grand Rapids, 49544 616-457-7050 (o) 616-837-9178 (h)	1/13

ATTACHMENT M - Ottawa County Remonumentation Peer Group

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

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

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

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

Nederveld Associates
Attn: Matt Nederveld
347 Hoover Boulevard, Suite C
Holland, MI 49423
mnederveld@nedervled.com
P- (616) 393-0449
C- (616) 437-5031
F- (616) 392-3540

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

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

Westshore Consulting
Attn: Steve Vallier
2534 Black Creek Road
Muskegon, MI 49444
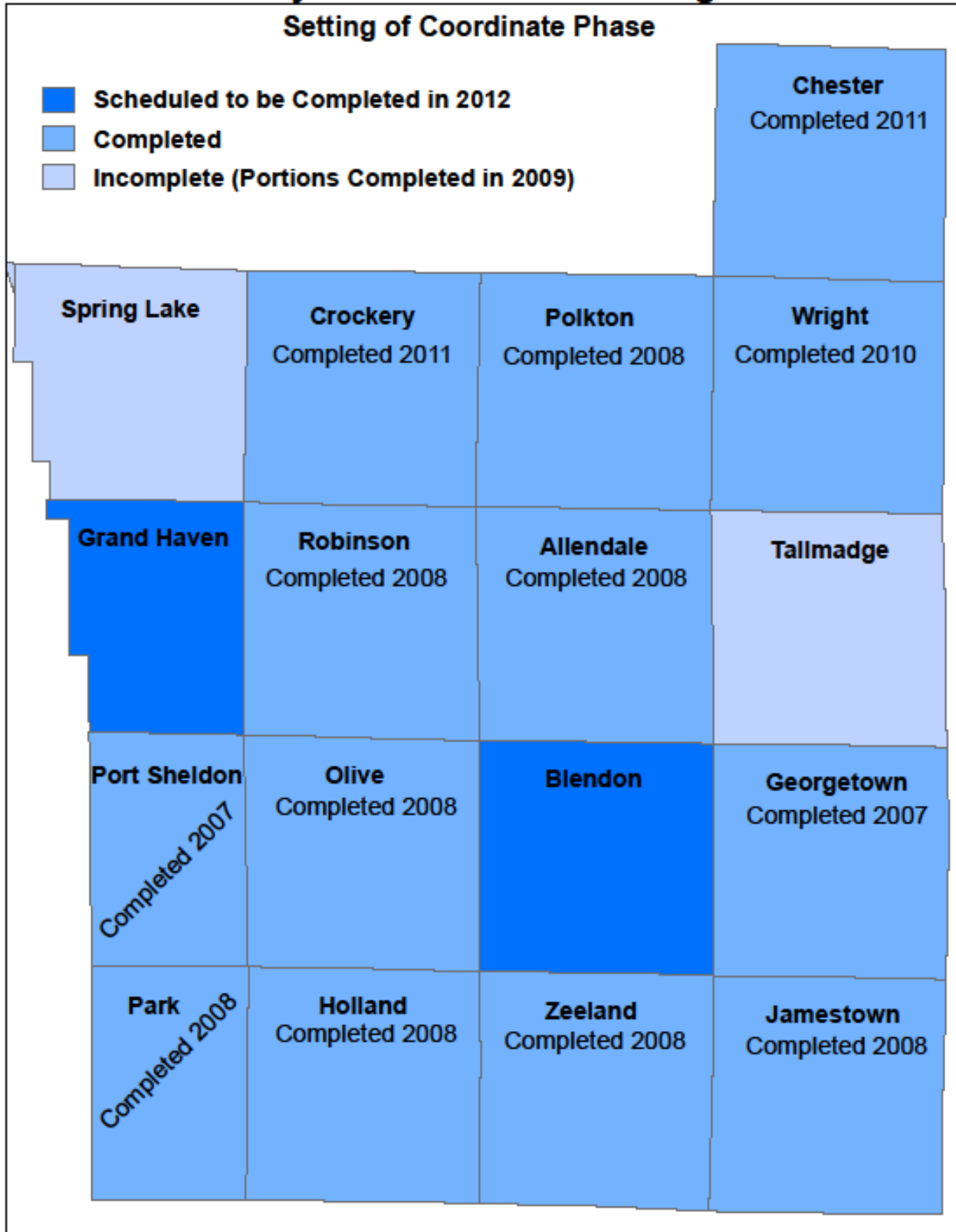svallier@westshoreconsulting.com
Phone: (231) 777-3447

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

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

Ottawa County Remonumentation Program Status

Setting of Coordinate Phase

■ Scheduled to be Completed in 2012
■ Completed
■ Incomplete (Portions Completed in 2009)

Chester
Completed 2011

Spring Lake

Crockery
Completed 2011

Polkton
Completed 2008

Wright
Completed 2010

Grand Haven

Robinson
Completed 2008

Allendale
Completed 2008

Tallmadge

Port Sheldon
Completed 2007

Olive
Completed 2008

Blendon

Georgetown
Completed 2007

Park
Completed 2008

Holland
Completed 2008

Zeeland
Completed 2008

Jamestown
Completed 2008

Action Request

	Committee: Board of Commissioners
	Meeting Date: 7/10/2012
	Requesting Department: Administrator's Office
	Submitted By: Misty Cunningham
	Agenda Item: Legal Services Policy (second reading)

SUGGESTED MOTION:

To approve the proposed Legal Services Policy. (second reading)

SUMMARY OF REQUEST:

This request is to review the new Legal Services Policy and forward it to the Board of Commissioners for a first and second reading before final approval.

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: 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.

ADMINISTRATION RECOMMENDATION: ☒ Recommended ☐ Not Recommended ☐ Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date: Planning and Policy Committee 6/14/2012

Form Last Revised 2/1/2012

County of Ottawa

LEGAL SERVICES POLICY

I. POLICY

The purpose of this policy is to provide timely, cost efficient, and adequate civil legal services to all Ottawa County ("County") Departments, funding units, officers and employees and to implement MCL §49.73, which empowers the County Board of Commissioners ("Board") to employ an attorney to represent elected county officers, including the sheriff, prosecuting attorney, clerk, treasurer, register of deeds, drain commissioner, and judges of the county district and probate, and circuit courts in civil matters when "neither the prosecuting attorney or county corporation counsel" is able to represent the particular officer.

II. STATUTORY REFERENCES

MCL §49.73

III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

Board of Commissioners Resolution Number and Policy Adoption Date:

Board of Commissioner Review Date and Resolution Number:

Name and Date of Last Committee Review:

Last Review by Internal Policy Review Team: May 18, 2012

County of Ottawa

IV. PROCEDURE

A. Purview: Except as provided in Section 1. a. below, this policy shall apply to all civil legal services funded or provided by the County, including those provided at the request of the County elected officials, employees, department heads, employees and the judges of the County district, probate and circuit courts pursuant to MCL §49.73. Collectively, all County departments, activities, funding units, courts, elected officials, officers, employees and other personnel who may request or be eligible for County funded civil legal services in their official capacities are described herein as "Recipients."

1. Corporation Counsel:

   a. The County has established the Office of Corporation Counsel to provide internal legal services to all Recipients. Subject to the exceptions identified in Section 1. a. of this Policy, all legal services provided to Recipients must be provided through the Office of Corporation Counsel.

   b. Exceptions: This policy shall not apply to the following legal services:

      1). Criminal and quasi-criminal prosecution legal services provided by the Prosecuting Attorney.

      2). Indigent defense legal services provided to criminal defendants through the trial courts.

      3). Litigation and risk management counseling services provided through the Ottawa County, Michigan Insurance Authority.

      4). Legal opinions or legal services provided by Associations to which the Recipient belongs.

      5). Legal services for special engagements and purposes expressly approved by the County Board of Commissioners

   c. Opinions: All Recipients may request a legal opinion from the Office of Corporation Counsel. All Recipients must follow the written legal opinion of Corporation Counsel for official activities and functions regardless of whether or not they requested the legal opinion. If the Recipient is dissatisfied with the opinion of Corporation Counsel, the Recipient may forward a confidential request through the Office of Corporation Counsel to the Board of Commissioners, requesting the latter to engage outside counsel to provide a second opinion. The Board will consult with the Recipient regarding the selection of the counsel to provide the second opinion and the Board will select such counsel in consideration of factors that include but are not limited to, expertise, cost and objectivity. If the Board of Commissioners authorizes

County of Ottawa

a second opinion and that opinion differs from that of Corporation Counsel, the latter will meet with the attorney issuing the second opinion and attempt to resolve the difference of opinion. If they reach a consolidated opinion, the Recipient must adhere to that consolidated opinion. If the opinions do not agree, the elected official or funded trial court judicial Recipient will determine which of the two opinions he or she will follow. In all other instances, the County Administrator will make the decision as to which of the two opinions must be followed.

2. Legal Defense Services: Within twenty-four (24) hours of being served with a summons and complaint pertaining to his or her office or official performance, any employee or elected or appointed official must forward a copy of the all documents served to Corporation Counsel. Upon receipt of a summons and complaint, Corporation Counsel shall promptly contact the County Administrator. Together, they shall make an initial assignment of the defense of the matter to Corporation Counsel, Ottawa County, Michigan Insurance Authority, another insurance carrier or recommend that the Board of Commissioners engage another defense attorney.

3. Other Legal Services:. If a Recipient believes that he or she needs legal counsel related to his or her official performance or the performance of the county funded department, office or activity he or she supervises that cannot be effectively provided by Corporation Counsel, the Recipient shall confer with and submit a written request for legal services to the County Administrator, who will forward the request to the Board of Commissioners, which shall make a decision upon the request as soon as practicable. In unusual circumstances, the Administrator with the approval of the Board Chair may consult with outside civil counsel on County matters.

4. If a Recipient is dissatisfied with the attorney assigned to defend him or her, the Recipient must advise the Board of Commissioners in writing of the nature of the concern and whether or not the individual requests a new assignment. The individual may request a particular attorney, but the Board of Commissioners retains the discretion to determine whether new legal counsel will be provided, and if so, to select such counsel. All Recipients must cooperate with the attorney assigned to defend him or her.

5. No Recipient may employ or retain an attorney or law firm at County expense, except pursuant to this policy and upon the express prior written approval of the Board of Commissioners.

6. Any Recipient who knowingly violates this policy or who pleads guilty or is convicted of a criminal offense in the course of their performance for Ottawa County voluntarily forfeits with respect to that activity, any right under statute, common law, or county policy or procedure to a County funded legal defense and/or indemnification by Ottawa County.

Revised

County of Ottawa

V. 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: Board of Commissioners
	Meeting Date: 7/10/2012
	Requesting Department: Administrator's Office
	Submitted By: Misty Cunningham
	Agenda Item: Performance Verification Policy (second reading)

SUGGESTED MOTION:

To approve the revised Performance Verification Policy (formerly Performance Measurement Policy). (second reading)

SUMMARY OF REQUEST:

County policies require periodic review and updates. This request is to review the revised changes and forward to the Board of Commissioners for a first and second reading before final approval.

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: 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.

ADMINISTRATION RECOMMENDATION:	☒ Recommended	☐ Not Recommended	☐ Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date: Planning and Policy Committee 6/14/2012

Form Last Revised 2/1/2012

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PERFORMANCE ~~MEASUREMENT~~ VERIFICATION POLICY

I. POLICY

In accordance with the County Board of Commissioner's goal of continually improving the County's organization and services, as well as maximizing financial resources, this policy establishes a system to verify performance and the effective use of taxpayer and other public funds.

The system utilizes a combination of strategic planning, evaluation reports, and performance-based budgeting techniques to assist the Board with making prudent and informed decisions about the allocation of financial resources based on, but not limited to, workload, efficiency, outcomes, and cost. ~~As stewards of public funds, the Ottawa County Board of Commissioners must be accountable for their use. Providing a thorough accounting for the dollars provided and used is important but true accountability also requires the Board to evaluate whether these dollars were used effectively. Performance measures that include output, efficiency, and outcome measures are critical tools in evaluating the effectiveness of County programs.~~

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

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

II. STATUTORY REFERENCES

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

III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

Board of Commissioners Policy Adoption Date and Resolution Number: May 27, 2008; 08-123

Board of Commissioners Review Date and Resolution Number: May 13, 2008; 08-110

Name and Date of Last Committee Review: Planning and Policy Committee, May 8, 2008

Last Review by Internal Policy Review Team: May 16, 2012

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IV. PROCEDURE

A. To facilitate the performance verification system, the Board of Commissioners supports the completion of the following items: ~~The Board of Commissioners will support the use of performance measures.~~

1. County Strategic Plan and Business Plan The Board will develop and maintain a Strategic Plan and an Annual Business Plan for the County which will provide strategic direction to departments/divisions as they develop their department performance plans and program evaluation plans.

2.

~~1.~~ Development of department performance plans in order to assist the Board of Commissioners with their decision making during the annual budget allocation process, each department of County government (as defined in Board of Commissioner Rule IV, Section 4.6) are required to develop and maintain a Performance Plan that lists the goals, objectives, target population(s), programs, services, and performance measures of their respective office. The Board of Commissioners requests performance plans from the Circuit, District, and Probate Courts and related departments serving Ottawa County. Each of these Plans will be incorporated into the County's annual performance-based budgeting process. ~~The Board will require annual reports from all departments under the control of the Administrator, and request annual reports from the courts and from offices and departments managed by elected officials. These annual reports will include performance measures that reflect the functions performed by each reporting entity.~~

~~As part of the annual budget reporting process, the Administration will incorporate performance measures that support the Ottawa County Strategic Plan as well as tie departmental goals and objectives to the annual budget.~~

a. All performance plans must be reviewed by the Planning and Performance Improvement (PPI) Department and Fiscal Services Department prior to final approval by the County Administrator.

b. Annual performance measurement data (e.g. workload, efficiency, outcomes, and customer service) will be incorporated into Performance Plan(s) by May 1 of each year.

c. The PPI Department will obtain benchmark data from other comparable counties, whenever feasible, to compare the performance and cost of departments of County government and courts.

d. The PPI Department will audit the annual performance measurement data to check for completeness, correctness, and consistency. The PPI Department will also calculate all cost data (e.g. department cost per capita, department

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cost per FTE) for inclusion in the performance plans. Further, the PPI Department will prepare a benchmark analysis report for each department of County government and the courts by utilizing comparable benchmark data.

e.   The PPI Department will forward all completed performance plans and benchmark analysis reports to the Fiscal Services Department by June 15 of each year.

f.   The completed performance plans and benchmark analysis reports will be utilized by the County Board, County Administration, and the Fiscal Services Department to analyze personnel requests, staffing levels technology initiatives, funding requests, and other budgetary decisions.

3.   **Development of Program Evaluation Plans** All programs/services which the County Board and/or County Administrator designate for evaluation must have an evaluation plan completed by the PPI Department. Each plan will include a program outline that defines the goals, objectives, target population(s), and performance measures that will be used to evaluate the program/service, as well as any other materials deemed necessary (e.g. program and data flow analysis, organization and work flow analysis, and data collection tools) to conduct the evaluation.

a.   All evaluation plans must be approved by the PPI Department and County Administrator.

b.   Departments of County government and the courts will provide any and all data that is required for the PPI Department to complete the evaluation of their respective program/service.

c.   Completed evaluations, and any recommendations contained therein, will be used by the County Board and County Administration in the resource allocation process for future funding (e.g. continuation, modification, consolidation, privatization, discontinuation, other).

4.   **Annual Reports** The Board will require annual reports from all departments of County government (as defined in Board of Commissioner Rule IV, Section 4.6) and request an annual report from the courts. These annual reports will include the performance measurement data that are contained in the annual performance plans.

B.   The Board will emphasize the development of *outcome* measures.

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

   a. As part of their strategic planning process, the Board will include outcome performance measures that link County goals and objectives to results.

C. The Board will utilize performance measures in the decision-making process.

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

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

V. 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.