

Agenda
Finance and Administration Committee
West Olive Administration Building – Board Room
12220 Fillmore, West Olive, MI 49460
Tuesday, August 17, 2021
10:00 AM

Public Comment:

Consent Items:

1. Approval of the Agenda
2. Approval of Minutes from the [July 27, 2021](#) Finance and Administration Committee Meeting.

Action Items:

1. [2021 Budget Adjustments](#)
Suggested Motion:
To approve and forward to the Board of Commissioners the 2021 budget adjustments per the attached schedule.
2. [Statement of Review](#)
Suggested Motion:
To approve the Statement of Review for the month of July 2021.
3. [Quarterly Financial Status Report](#)
Suggested Motion:
To receive for information the detailed Financial Statements for the General Fund and Mental Health Fund, as well as a higher-level summary for the rest of the Special Revenue Funds, through the end of the 3rd quarter of Fiscal Year 2021.
4. [FY 2022 Capital Improvement Plan](#)
Suggested Motion:
To approve and forward to the Board of Commissioners the FY 2022-2027 Capital Improvement Plan.
5. [Tower Management Consulting Services](#)
Suggested Motion:
To approve and forward to the Board of Commissioners the contract with Tele-Rad, Inc. for Tower Management Consulting Services at a total 3-year cost of \$12,500.

6. [Executive Recruitment Consulting Services](#)

Suggested Motion:

To approve and forward to the Board of Commissioners the request for Human Resources to contract with GovHR for executive recruitment services to assist in hiring a County Administrator at a cost of \$22,500.

7. [GCSI Retainer Agreement](#)

Suggested Motion:

To approve and forward to the Board of Commissioners the Retainer Agreement between Governmental Consultant Services, Inc. and Ottawa County for a total cost of \$48,000 per year.

8. [Community Mental Health Personnel Request](#)

Suggested Motion:

To approve and forward to the Board of Commissioners the request from CMH to increase one part-time, non-benefited Mental Health Clerk to full-time benefited and upgrade one Mental Health Specialist to Mental Health Clinician at a total cost of \$56,658.26 per year paid for with Medicaid and Lakeshore Regional Entity funding.

9. [Community Mental Health Personnel Request](#)

Suggested Motion:

To approve and forward to the Board of Commissioners the request from CMH to add 14 full-time, benefited positions at a total cost of \$985,729.13 to be paid for with SAMSHA and CCBHC Grant funding.

10. [Public Health Personnel Request](#)

Suggested Motion:

To approve and forward to the Board of Commissioners the request from Public Health to add 17 full-time, benefited positions and 25 part-time, non-benefited positions at a total cost of \$2,179,153.00 to be paid for with federal and state grant funding.

11. [Interim County Administrator Pay and Temporary Appointments](#)

Suggested Motion:

To approve and forward to the Board of Commissioners to pay Interim County Administrator John Shay at the Unclassified U15 level, \$158,572 from August 30, 2021 to the conclusion of his duties as Interim Administrator and to appoint Mr. Shay to the following boards and commissions for the interim period:

Grand Valley Metropolitan Council Board of Directors and Executive Committee

Kent-Ottawa-Muskegon Foreign Trade Zone Board of Directors

Ottawa County Central Dispatch Authority Board of Directors

West Michigan Enforcement Team Board of Directors

Ottawa County Land Bank Authority

Ottawa County Brownfield Authority

Ottawa County Economic Development Corporation Board of Directors

Ottawa County Insurance Authority Board of Directors and Work Group

Lakeshore Advantage Board of Directors

12. [Resolution in Support of Additional Circuit Court Judgeship](#)

Suggested Motion:

To approve and forward to the Board of Commissions the Resolution in Support of Additional Circuit Court Judgeship.

13. [Setting of Public Hearing on the FY 2022 Ottawa County Budget](#)

Suggested Motion:

To recommend to the Board of Commissioners to set a public hearing on the FY 2022 Ottawa County budget for Tuesday, September 14, 2021 to be held in the Ottawa County Board Room, 12220 Fillmore Street, West Olive, at 1:30 p.m.

14. [Setting of Public Hearing to Closeout the CARES Community Development Block Grant](#)

Suggested Motion:

To recommend to the Board of Commissioners to set a public hearing on the closeout of the CARES Community Development Block Grant for Tuesday, September 14, 2021 to be held in the Ottawa County Board Room, 12220 Fillmore Street, West Olive, at 1:30 p.m.

15. [Ottawa Conservation District Agreement Renewal](#)

Suggested Motion:

To approve and forward to the Board of Commissioners the agreement between the County and the Ottawa Conservation District (OCD) in the amount of \$100,000 per year for a two-year term.

16. [Mary Free Bed Rehabilitation Hospital Refunding Bonds](#)

Suggested Motion:

To approve and forward to the Board of Commissioners the bonding activity of the Kent County Hospital Finance Authority under the IRS Code Section 147(f) for funding that affects one Mary Free Bed Hospital facility in Ottawa County as well as acceptance of Mary Free Bed's indemnification of Ottawa County for this action.

Discussion Items:

1. [Treasurer's Financial Month End Update](#); Amanda Price
2. FY 2022 Budget; Karen Karasinski

Adjournment

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

FINANCE AND ADMINISTRATION COMMITTEE

Proposed Minutes

DATE: July 27, 2021

TIME: 11:00 a.m.

PLACE: Fillmore Street Complex

PRESENT: Douglas Zylstra, Matthew Fenske, Joseph Baumann, Gregory DeJong

STAFF & GUESTS: Alan Vanderberg, Administrator; John Shay, Deputy County Administrator; Karen Karasinski, Fiscal Services Director; Justin Roebuck, County Clerk/Register; Kevin Bowling, Circuit Court Administrator; Sherri Sayles, Chief Deputy Clerk; Philip Kuyers (by zoom)

SUBJECT: CONSENT ITEMS

FC 21-068 Motion: To approve the agenda of today as presented and to approve the July 20, 2021 Finance and Administration Committee minutes as presented.
Moved by: Gregory DeJong UNANIMOUS

SUBJECT: OTTAWA COUNTY CLASSIFICATION & COMPENSATION STUDY

FC 21-069 Motion: To approve and forward to the Board of Commissioners the results of the Classification and Compensation Study to be inclusive of the Unclassified Group, Court Unclassified Group, Mental Health Unclassified Group, Group T, Mental Health Group T, Group N, Juvenile Court Employees Association, District Court Employees Associations, Friend of the Court Employee Association, and POAM Non-312 to be effective January 1, 2022. (Not including Elected Officials) The General Funds costs are budgeted in the 2022 budgets. The total cost of the Classification and Compensation Study of \$853,021.
Moved by: Douglas Zylstra UNANIMOUS

SUBJECT: FAMILY JUSTICE CENTER BUDGET

FC 21-070 Motion: To approve and forward to the Board of Commissioners a budget of \$30 million to cover all costs associated with the Family Justice Center project.
Moved by: Gregory DeJong MOTION PASSED

Yeas: Gregory DeJong, Matthew Fenske, Joseph Baumann (3)
Nays: Douglas Zylstra (1)

SUBJECT: ADJOURNMENT

FC 21-071 Motion: To adjourn at 11:58 a.m.
Moved by: Gregory DeJong

UNANIMOUS

Action Request



Committee: Finance and Administration Committee

Meeting Date: 08/17/2021

Requesting Department: Fiscal Services

Submitted By: Karen Karasinski

Agenda Item: 2021 Budget Adjustments

Suggested Motion:

To approve and forward to the Board of Commissioners the 2021 budget adjustments per the attached schedule.

Summary of Request:

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

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

Compliance with the Ottawa County Operating Budget Policy.

Financial Information:

Total Cost: \$0.00	General Fund Cost: \$0.00	Included in Budget:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	<input type="checkbox"/> N/A
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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: Goal 1: To Maintain and Improve the Strong Financial Position of the County.

Objective:

Goal 1, Objective 1: Maintain and improve current processes and implement new strategies to retain a balanced budget.

Goal 1, Objective 2: Maintain and improve the financial position of the County through legislative advocacy.

Goal 1, Objective 3: Maintain or improve bond credit ratings.

Administration: Recommended Not Recommended Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date:

Fund		Department	Explanation	Revenue	Expense
09-253	Parks Fund	Parks Department	Reducing expenses accidentally bugdeted twice.		\$ (182,500)
09-1584	General Fund	Circuit Court Juvenile Services	Annual Child/Parent Legal Representation Grant received by the County to support high quality legal representation in child protective proceedings.	\$ 52,360	\$ 52,360
10-639	Public Health Fund	Health Department	EGLE Scrap Tire grant for Ottawa County residents carryforward from FY20. Program was halted in 2020 due to COVID.	\$ 10,000	\$ 10,000
10-779	General Fund	Sheriff's Department	Annual adjustment to recognize donation receipts and appropriate the same.	\$ 12,570	\$ 12,570
10-926	Public Health	Health Department	Michigan Association for Local Public Health Grant received by the County to provide services to address workplace stress associated with responding to the COVID-19 Pandemic	\$ 6,300	\$ 6,300
10-962	General Fund	Circuit Court Juvenile Services	Originally budgeted in General Fund, Child Care Fund will pay for IT equipment and software licenses		\$ (12,000)
		Transfers Out			\$ 12,000
	Child Care Fund	Juvenile Community Intervention			\$ 12,000
		Transfers In		\$ 12,000	
10-1179	Public Health	Health Department	Reducing the Lakeshore Regional Partners grant budget amount to be in line with the grant award amount of \$67,500. This grant funds activities related to substance use prevention.	\$ (2,500)	\$ (2,500)
10-1389	General Fund	Sheriff's Department	Recognize donation revenue and appropriate funds for the purchase of new K-9 dog(s) - \$8,860 donations received this year and \$6,107 were received in prior years.	\$ 8,860	\$ 14,967
11-68	Concealed Pistol License	County Clerk - ROD	Recognize revenue received in excess of initial estimates and appropriate for annual IdentiSys service contract for printer maintenance.	\$ 668	\$ 668
11-203	Governmental Grants	CAA - Michigan Energy Assistance Program	Grant is being adjusted to award. New amount \$57,184. The grant provides utility assistance to low-income clients in the County.	\$ 23,134	\$ 23,134
		CAA - CMH Leasing	CAA provides inspections for CMH HUD grants. Both revenues and expenses (inspector time) are increased due to increase in inspections in FY21.	\$ 1,500	\$ 1,500
		CAA - The Emergency Food Assistance Program	The final allocation from the state for FY21 ended up higher than anticipated. Grant is being adjusted to award amount \$92,221. The grant provides food distribution to in-need residents of the County.	\$ 25,443	\$ 25,443

Fund		Department	Explanation	Revenue	Expense
		CAA - Commodity Supplemental Food Program	The final allocation from the state for FY21 ended up higher than anticipated. Grant is being adjusted to award amount \$34,476. This grant provides food distribution for senior residents of the County.	\$ 7,876	\$ 7,876
		CAA - Walk for Warmth	CAA's Walk For Warmth donation drive had brought in fewer donations than originally budgeted due to Covid. Adjustments are made to match actual revenues and expenses	\$ (6,000)	\$ (6,000)
		CAA - CARES grant	The CARES grant runs through September 2022 and CAA is planning on carrying over unspent amounts into next fiscal year. This amendment reduces the current year budget to projected expensed in the current year. This grant provides utility assistance for residents of the County that do not fall under the typical low-income threshold of other grants.	\$ (18,720)	\$ (18,720)
		CAA - Zeeland BPW Utility Assistance	New grant period started on July 1, 2021. This grant provides utility assistance for Zeeland BPW customers within the County.	\$ 2,500	\$ 2,500
		CAA - Energy Optimization Program	Additional projects were approved for the SEMCO rebate program reimbursement for weatherization assistance. The adjustment is made to reflect actual spending and received rebates.	\$ 6,150	\$ 6,150
		CAA - Holland Board of Public Works grant	Originally estimated \$4,900 for utility assistance and this budget adjustment increases the estimate to \$6,900.	\$ 2,000	\$ 2,000
		CAA - Low Income Energy Assitance Program	Annual grant awarded to the County for weatherization assistance with final award amount being higher than anticipated.	\$ 2,174	\$ 2,174
11-519	General Fund	Contingency Transfer Out	Greenway Trail project funding		\$ (300,000)
	Capital Project Fund	Transfer In		\$ 300,000	\$ 300,000
11-524	General Fund	Administration - 231 Race	Estimating donations received and expenses appropriated for the preparation of the 231 Run	\$ 15,000	\$ 15,000
11-548	General Fund	Sheriff - Hazmat-Tech Rescue	Money received to offset cost of a HAZMAT callout in Spring Lake Township. Funds received will reimburse personnel cost of team.	\$ 260	\$ 260
11-719	Governmental Grants	CAA - Emergency Housing Voucher Program	New grant awarded under the American Rescue Plan to allocate funding for Emergency Housing Voucher case management and financial assistance.	\$ 75,000	\$ 75,000
11-811	Public Health	Health Department	New EGLE Recycling Market Development Grant awarded. This grant will be used to fund outreach for the new compost program for residents and small businesses in Ottawa County.	\$ 10,000	\$ 10,000

Action Request



Committee: Finance and Administration Committee

Meeting Date: 08/17/2021

Requesting Department: Human Resources

Submitted By: Al Vanderberg

Agenda Item: Statement of Review

Suggested Motion:

To approve the Statement of Review for the month of July 2021.

Summary of Request:

Mileage payments to Commissioners per the Commissioners' Mileage Policy.

Financial Information:

Total Cost: \$502.88	General Fund Cost: \$502.88	Included in Budget:	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
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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: Goal 1: To Maintain and Improve the Strong Financial Position of the County.

Objective: Goal 1, Objective 1: Maintain and improve current processes and implement new strategies to retain a balanced budget.

Goal 1, Objective 2: Maintain and improve the financial position of the County through legislative advocacy.

Goal 1, Objective 3: Maintain or improve bond credit ratings.

Administration: Recommended Not Recommended Without Recommendation

County Administrator: *Al Vanderberg*

Committee/Governing/Advisory Board Approval Date:

Commissioner Mileage Voucher

To: Roger A. Bergman

Date:

July 31 2021

Address: 214 Washington Avenue

Dept:

10101010 860000 (Unless otherwise noted)

City: Grand Haven

State: Michigan

Zip: 49417

Date	Description	Miles	Current Rate	Amount
July 8 2021	MARK BENNET RETIREMENT	28.00	\$0.560	\$15.68
July 13 2021	Board of Commissioners Meeting	28.00	\$0.560	\$15.68
July 21 2021	Lloyd's Bayou Lake Board	6.00	\$0.560	\$3.36
July 27 2021	Board of Commissioners Meeting	28.00	\$0.560	\$15.68
July 30 2021	ARPA MEETING	28.00	\$0.560	\$15.68
	Pick From List		\$0.560	\$0.00
	Pick From List		\$0.560	\$0.00
	Pick From List		\$0.560	\$0.00
	Pick From List		\$0.560	\$0.00
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	Pick From List		\$0.560	\$0.00
	Pick From List		\$0.560	\$0.00
	Pick From List		\$0.560	\$0.00
Total Mileage:		118.00	\$0.560	\$66.08

Commissioner Mileage Voucher

To: Allen Dannenberg

Date:

July 1 2021

Address: 529 William

Dept:

10101010 860000 (Unless otherwise noted)

City: Zeeland

State: Michigan

Zip: 49464

Date	Description	Miles	Current Rate	Amount
July 8 2021	Mark Bennett fairwell	24.00	\$0.560	\$13.44
July 9 2021	Ottawa County Road Commission open house	12.00	\$0.560	\$6.72
July 13 2021	Board of Commissioners Meeting	24.00	\$0.560	\$13.44
July 14 2021	Health and Human Services Committee Meeting	24.00	\$0.560	\$13.44
July 16 2021	Innovation open house	24.00	\$0.560	\$13.44
July 20 2021	Planning and Policy Committee Meeting	24.00	\$0.560	\$13.44
July 26 2021	CMH Board 50%-64955020 860000 - 50%-64955029 860000	6.00	\$0.560	\$3.36
July 27 2021	Board of Commissioners Meeting	24.00	\$0.560	\$13.44
July 29 2021	West Michigan Enforcement Team Policy Board (WEMET)	24.00	\$0.560	\$13.44
	Pick From List		\$0.560	\$0.00
	Pick From List		\$0.580	\$0.00
	Pick From List		\$0.580	\$0.00
	Pick From List		\$0.580	\$0.00
	Pick From List		\$0.580	\$0.00
	Pick From List		\$0.580	\$0.00
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	Pick From List		\$0.580	\$0.00
	Pick From List		\$0.580	\$0.00
	Pick From List		\$0.580	\$0.00
Total Mileage:		186.00	\$0.560	\$104.16

Commissioner Mileage Voucher

To: Matthew R. Fenske

Date: July 31 2021

Address: 2077 Luce Street SW

Dept: 10101010 860000 (Unless otherwise noted)

City: Grand Rapids

State: Michigan

Zip: 49534

Date	Description	Miles	Current Rate	Amount
July 6 2021	Conner Bayou Gov. Whitner Funding announcement	39.00	\$0.560	\$21.84
July 8 2021	Mtg with HR to discuss AI's replacement	32.00	\$0.560	\$17.92
July 13 2021	Community Corrections Advisory Board	32.00	\$0.560	\$17.92
July 13 2021	Board of Commissioners Meeting	32.00	\$0.560	\$17.92
July 20 2021	Planning and Policy Committee Meeting	32.00	\$0.560	\$17.92
July 26 2021	CMH Board 50%-64955020 860000 - 50%-64955029 860000	58.00	\$0.560	\$32.48
July 27 2021	Board of Commissioners Meeting	32.00	\$0.560	\$17.92
	Pick From List		\$0.560	\$0.00
	Pick From List		\$0.580	\$0.00
	Pick From List		\$0.580	\$0.00
	Pick From List		\$0.580	\$0.00
	Pick From List		\$0.580	\$0.00
	Pick From List		\$0.580	\$0.00
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	Pick From List		\$0.580	\$0.00
	Pick From List		\$0.580	\$0.00
Total Mileage:		257.00	\$0.560	\$143.92

Commissioner Mileage Voucher

To: James H. Holtvluwer

Date: July 31 2021

Address: 8092 Weatherwax Drive

Dept: 10101010 860000 (Unless otherwise noted)

City: Jenison

State: Michigan

Zip: 49428

Date	Description	Miles	Current Rate	Amount
July 6 2021	Connor Bayou Governor Presentation	42.00	\$0.560	\$23.52
July 7 2021	Parks and Recreation Commission 20817510 860000	32.00	\$0.560	\$17.92
July 9 2021	Parks & Rec Public Relations Committee 20817510 860000	32.00	\$0.560	\$17.92
July 13 2021	Board of Commissioners Meeting	32.00	\$0.560	\$17.92
July 14 2021	Health and Human Services Committee Meeting	32.00	\$0.560	\$17.92
July 26 2021	CMH Board 50%-64955020 860000 - 50%-64955029 860000	45.00	\$0.560	\$25.20
July 27 2021	Board of Commissioners Meeting	32.00	\$0.560	\$17.92
Total Mileage:		247.00	\$0.560	\$138.32

Commissioner Mileage Voucher

To: Douglas R. Zylstra

Date: July 31 2021

Address: 152 E 24th St

Dept: 10101010 860000 (Unless otherwise noted)

City: Holland

State: Michigan

Zip: 49423

Date	Description	Miles	Current Rate	Amount
July 13 2021	Board of Commissioners Meeting	30.00	\$0.560	\$16.80
July 20 2021	Finance Meeting	30.00	\$0.560	\$16.80
July 27 2021	Board of Commissioners Meeting	30.00	\$0.560	\$16.80
	Pick From List		\$0.560	\$0.00
	Pick From List		\$0.560	\$0.00
	Pick From List		\$0.560	\$0.00
	Pick From List		\$0.560	\$0.00
	Pick From List		\$0.560	\$0.00
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	Pick From List		\$0.560	\$0.00
	Pick From List		\$0.560	\$0.00
	Pick From List		\$0.560	\$0.00
	Pick From List		\$0.560	\$0.00
	Pick From List		\$0.560	\$0.00
	Pick From List		\$0.560	\$0.00
Total Mileage:		90.00	\$0.560	\$50.40

Action Request



Committee: Finance and Administration Committee

Meeting Date: 08/17/2021

Requesting Department: Fiscal Services

Submitted By: Karen Karasinski

Agenda Item: Quarterly Financial Status Report

Suggested Motion:

To receive for information the detailed Financial Statements for the General Fund and Mental Health Fund, as well as a higher level summary for the rest of the Special Revenue Funds, through the end of the 3rd quarter of Fiscal Year 2021.

Summary of Request:

The reports are distributed in department level detail for the year to date revenue and expenditure budgets and actual activity. The activity is summarized at the end of each report to reflect the total revenues, total expenditures, and fund balance.

Financial Information:

Total Cost: \$0.00	General Fund Cost: \$0.00	Included in Budget:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> N/A
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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: Goal 1: To Maintain and Improve the Strong Financial Position of the County.

Objective: Goal 1, Objective 1: Maintain and improve current processes and implement new strategies to retain a balanced budget.

Goal 1, Objective 2: Maintain and improve the financial position of the County through legislative advocacy.

Goal 1, Objective 3: Maintain or improve bond credit ratings.

Administration: Recommended Not Recommended Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date:



Ottawa County
Where You Belong.

Karen Karasinski
Fiscal Services Director

Myra Ocasio
Fiscal Services Assistant Director

Fiscal Services Department
12220 Fillmore Street
West Olive, MI 49460

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

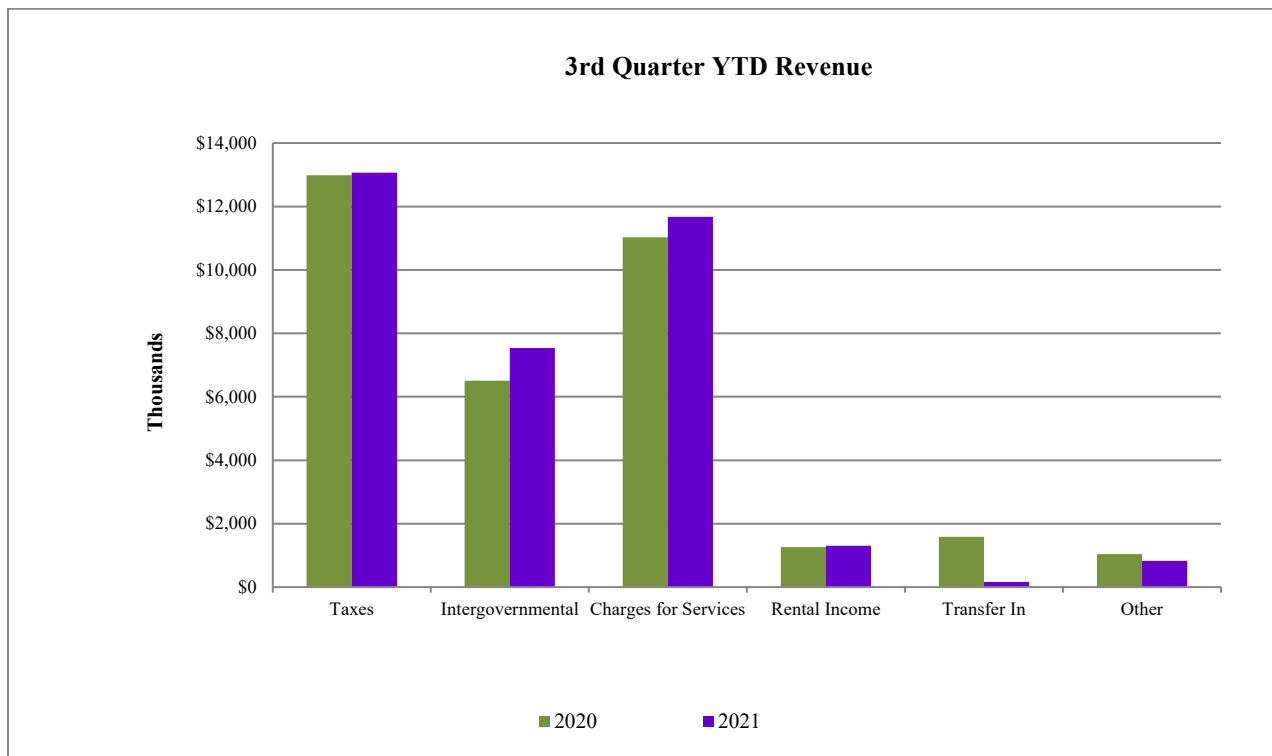
TO: Finance and Administration Committee
FROM: Karen Karasinski, Fiscal Services Director
SUBJECT: Quarterly Financial Status Report
DATE: August 17, 2021

Attached are the third quarter financial statements for the General Fund and Mental Health Fund as well as a summary for the rest of the Special Revenue funds. This memorandum is an overview intended to highlight significant trends and activities with the detailed reports attached as reference.

General Fund 3rd Quarter 2021, Period Ending June 30, 2021

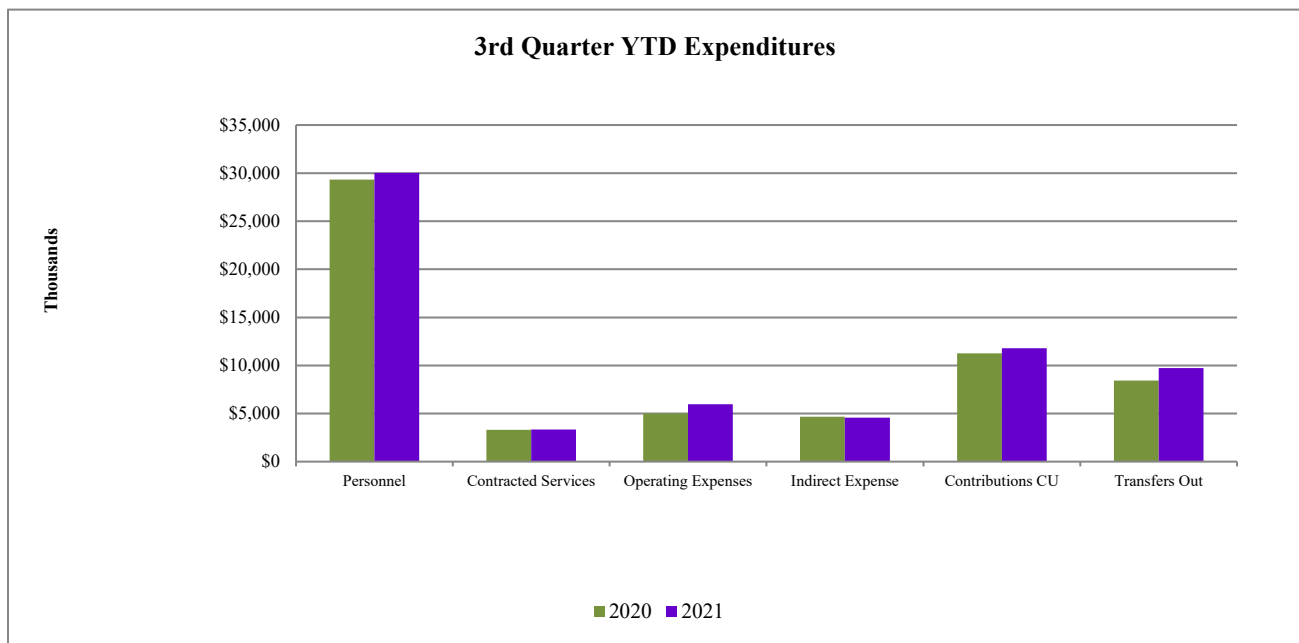
Period ending revenues and expenditures are on track with the budget throughout the General Fund.

REVENUE



- Property Taxes for County operating purposes are billed and generally received in July, August and September. The tax revenue for the pass-thru levy for the Road Commission and Central Dispatch are billed in December, and generally received in December, January, and February. The amounts received to date align with budget estimates.
- The amount received in Intergovernmental Revenue is higher compared to last year third quarter. In FY21 the Local Stabilization revenue was reclassified from taxes to intergovernmental revenue for Road Commission and Central Dispatch Authority. In addition, the final payment from the state for the CARES April/May Payroll grant was received in FY21.
- The Charges for Services revenue increase is due to the increase in Real Estate Transfer Tax and Recording Fees revenue for Register of Deeds. This is a result of the real estate market conditions.

EXPENDITURE



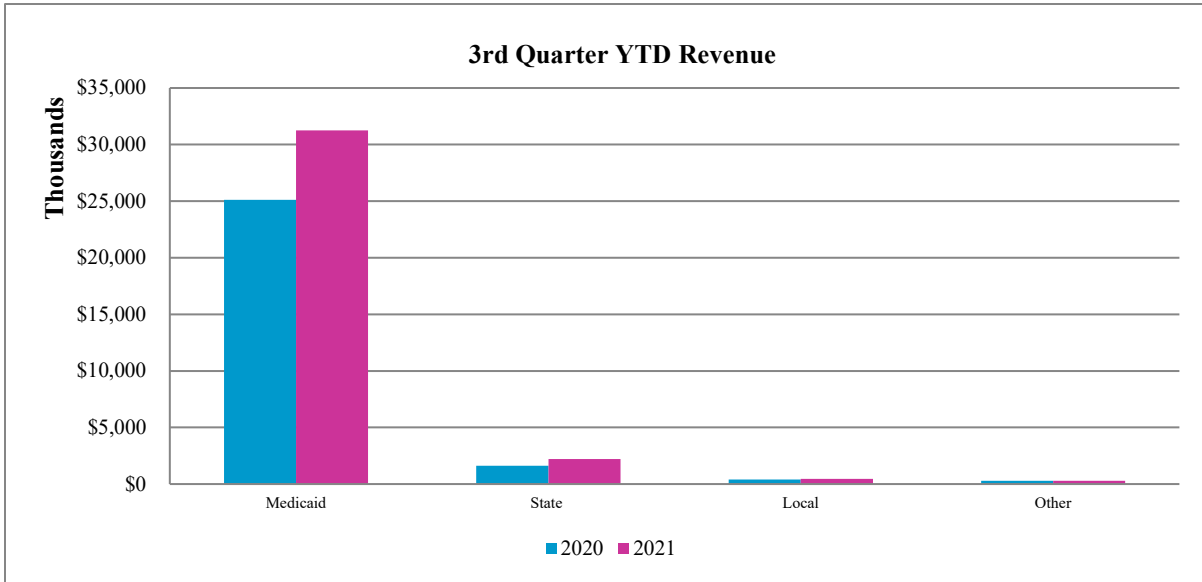
- Personnel services expenditures are consistent with the budget. They show an expected increase from 2020 to 2021 due to anticipated staffing salary and benefit increases.
- Overall, appropriations are within a reasonable and historical consistent range for this time of year.

Mental Health Fund

3rd Quarter 2021, Period Ending June 30, 2021

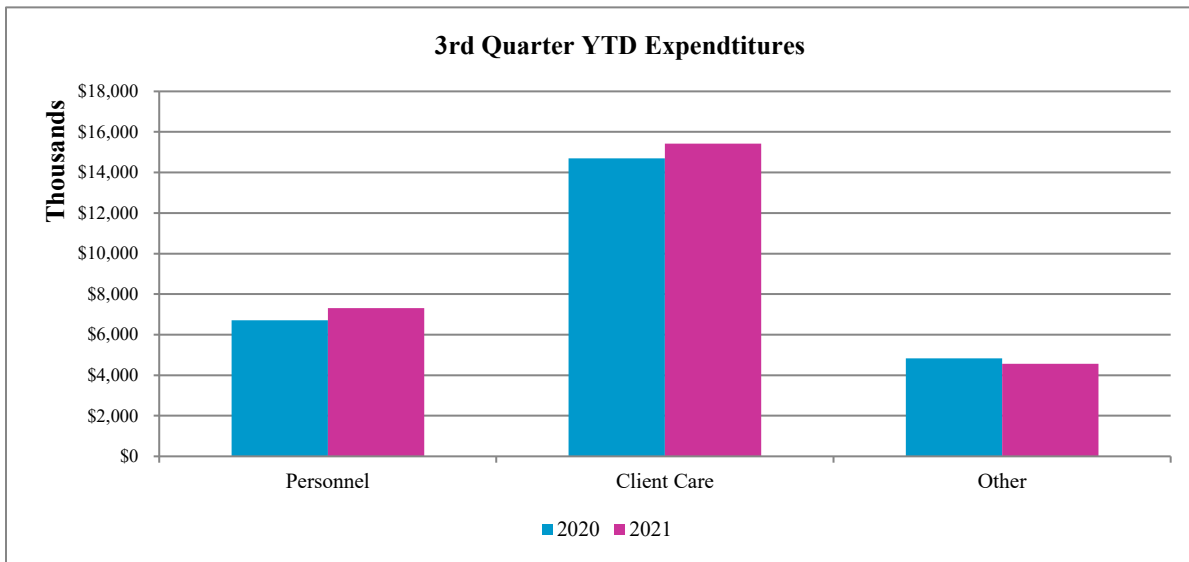
Mental Health revenues and expenditures are within budgeted projections through the third quarter.

REVENUE



- The increased Medicaid rates have continued into 2021 due to the adjustment of the rates by the State. Additionally, current rates include a \$2/hour direct care worker pass through and an increase because individuals are allowed to keep Medicaid status throughout the pandemic. MDHHS ruled that people enrolled in Medicaid cannot lose that status through the pandemic even though they might have a qualifying event, such as increased revenue.

EXPENDITURES



- Personnel services expenditures are consistent with the budget. They show an expected increase from 2020 to 2021 due to anticipated staffing salary, benefit increases, and new positions.
- Other expenses have gone down due to decreased travel and conferences that occur in the third quarter and were cancelled due to the pandemic.

**GENERAL FUND (1010) - INTERIM STATEMENT OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCE - BUDGET AND ACTUAL**

Fiscal Year 2021, 3rd Quarter ending June 30, 2021

(with comparative actual amounts for Fiscal Year 2020, 3rd Quarter ending June 30, 2020)

	2021				2020		
	Original Budget	Amended Budget	Actual 6/30/2021	% Difference from budget	Difference from budget	2020 Total at 6/30/2020	Actual 9/30/2020
Revenues:							
Taxes	\$57,124,665	\$56,524,665	\$13,061,965	23.1%	(43,462,700)	\$12,987,094	\$55,108,420
Intergovernmental	11,063,519	11,786,080	7,532,181	63.9%	(4,253,899)	6,508,386	12,743,349
Charges for services	15,624,236	15,624,236	11,672,170	74.7%	(3,952,066)	11,029,144	15,102,840
Fines and forfeits	71,100	71,100	48,020	67.5%	(23,080)	36,196	67,424
Interest on investments	606,447	606,447	(67,279)	-11.1%	(673,726)	114,846	408,102
Licenses and permits	393,538	393,538	276,031	70.1%	(117,507)	259,286	353,371
Rental income	2,198,027	2,205,692	1,303,730	59.1%	(901,962)	1,258,580	1,879,255
Other	716,683	791,114	573,678	72.5%	(217,436)	630,037	889,617
Transfers In from Other Funds	3,864,814	3,907,341	165,296	4.2%	(3,742,045)	1,586,821	1,723,841
Total revenues	91,663,029	91,910,213	34,565,791	37.6%	(57,344,421)	34,410,389	88,276,218
Expenditures by Function:							
Legislative (Commissioners)	586,581	586,581	394,975	67.3%	191,606	386,385	530,045
Judicial:							
20th Circuit Court	3,372,861	3,378,451	2,291,402	67.8%	1,087,049	2,338,029	3,232,358
58th District Court	8,068,140	8,052,157	5,464,610	67.9%	2,587,547	5,503,940	7,610,780
Probate Court	998,844	1,002,224	570,352	56.9%	431,872	561,853	786,177
Juvenile Services Division	1,275,110	1,350,748	865,236	64.1%	485,512	803,213	1,119,837
Circuit Court Adult Probation	102,885	102,885	77,253	75.1%	25,632	70,624	95,033
All other judicial	57,929	57,929	33,130	57.2%	24,799	31,411	41,781
	13,875,769	13,944,394	9,301,984	66.7%	4,642,410	9,309,069	12,885,966
General Government:							
Administrator	1,365,893	1,399,343	809,635	57.9%	589,708	752,070	1,131,643
Fiscal Services	1,942,604	1,942,604	1,181,477	60.8%	761,127	1,117,555	1,559,650
County Clerk	2,649,584	2,704,309	1,749,566	64.7%	954,743	1,744,903	2,634,376
Prosecuting Attorney	5,064,945	5,064,945	3,337,606	65.9%	1,727,339	3,079,829	4,342,511
County Treasurer	982,562	982,562	601,315	61.2%	381,247	623,056	924,226
Equalization	1,595,933	1,595,933	1,130,083	70.8%	465,850	1,060,337	1,547,824
Geographic Information Systems	554,870	554,870	345,004	62.2%	209,866	330,005	501,882
MSU Extension	375,025	375,025	327,060	87.2%	47,965	337,400	371,883
Facilities Maintenance	4,697,690	4,715,855	2,661,439	56.4%	2,054,416	2,766,937	4,232,959
Corporate Counsel	306,866	321,866	217,252	67.5%	104,614	191,632	284,264

**GENERAL FUND (1010) - INTERIM STATEMENT OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCE - BUDGET AND ACTUAL**

Fiscal Year 2021, 3rd Quarter ending June 30, 2021

(with comparative actual amounts for Fiscal Year 2020, 3rd Quarter ending June 30, 2020)

	2021				2020		
	Original Budget	Amended Budget	Actual 6/30/2021	% Difference from budget	Difference from budget	2020 Total at 6/30/2020	Actual 9/30/2020
General Government continued:							
Register of Deeds	750,616	759,618	499,115	65.7%	260,503	506,282	723,054
Human Resources	1,098,214	1,196,464	875,072	73.1%	321,392	687,203	981,353
Water Resources Commissioner	980,219	980,219	698,334	71.2%	281,885	678,437	950,678
All other general government	158,121	158,121	107,879	68.2%	50,242	116,685	151,816
	<u>22,523,142</u>	<u>22,751,734</u>	<u>14,540,836</u>	<u>63.9%</u>	<u>8,210,898</u>	<u>13,992,330</u>	<u>20,338,118</u>
Public Safety:							
Sheriff	12,748,569	12,748,569	8,867,215	69.6%	3,881,354	8,356,733	11,969,765
Central Dispatch	5,551,867	5,551,867	5,517,769	99.4%	34,098	5,268,352	5,274,303
Jail	11,420,815	11,420,815	7,749,832	67.9%	3,670,983	7,814,280	10,970,268
All other public safety	2,474,227	2,491,254	1,581,821	63.5%	909,433	2,072,806	2,674,221
	<u>32,195,478</u>	<u>32,212,505</u>	<u>23,716,636</u>	<u>73.6%</u>	<u>8,495,869</u>	<u>23,512,171</u>	<u>30,888,556</u>
Public Works							
Public Works (drain assessments)	214,000	214,000	147,636	69.0%	66,364	41,679	216,869
Road Commission	6,264,624	6,264,624	6,265,254	100.0%	(630)	5,980,866	5,987,928
Health & Welfare							
Substance Abuse	569,984	569,984	0	0.0%	569,984	0	285,266
All other health & welfare	619,118	687,777	440,731	64.1%	247,046	380,993	665,778
Community & Economic Development	2,089,907	2,242,401	837,810	37.4%	1,404,591	833,061	1,098,729
Other Expenditures	1,110,717	1,079,412	118,675	11.0%	960,737	106,983	142,644
Transfers Out to Other Funds	12,910,428	12,838,622	9,725,121	75.7%	3,113,502	8,420,232	12,923,114
Total General Fund Expenditures	<u>92,959,748</u>	<u>93,392,034</u>	<u>65,489,659</u>	<u>70.1%</u>	<u>27,902,375</u>	<u>62,963,768</u>	<u>85,963,013</u>
Net change in fund balance	(1,296,719)	(1,481,821)	(30,923,867)		(29,442,046)	(28,553,378)	2,313,204
Fund balance, beginning of year	26,505,863	26,505,863	26,505,863		0	23,909,484	24,192,659
Fund balance, end of year	<u>25,209,145</u>	<u>25,024,042</u>	<u>(4,418,004)</u>		<u>(29,442,046)</u>	<u>(4,643,894)</u>	<u>26,505,863</u>

**MENTAL HEALTH (2220) - INTERIM STATEMENT OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCE - BUDGET AND ACTUAL**

Fiscal Year 2021, 3rd Quarter ending June 30, 2021

(with comparative actual amounts for Fiscal Year 2020, 3rd Quarter ending June 30, 2020)

	2021					2020	
	Original Budget	Amended Budget	Actual 6/30/2021	Actual as a % of Budget	Variance	2020 Total at 6/30/2020	Actual 9/30/2020
Revenues:							
Intergovernmental	\$40,938,596	\$41,010,498	\$33,589,075	81.9%	(\$7,421,423)	\$26,837,706	\$40,628,164
Charges for services	202,900	202,900	169,545	83.6%	(33,355)	146,388	23,594
Interest on investments	20,000	20,000	52,975	264.9%	32,975	19,977	26,804
Other	46,407	46,407	36,525	78.7%	(9,882)	58,977	89,224
Transfers In from Other Funds	1,475,618	1,475,618	394,214	26.7%	(1,081,405)	357,375	476,500
Total revenues	<u>\$42,683,521</u>	<u>\$42,755,423</u>	<u>\$34,242,334</u>	<u>80.1%</u>	<u>(\$8,513,089)</u>	<u>\$27,420,423</u>	<u>\$41,244,285</u>
Expenditures:							
Salaries	\$6,848,423	\$6,912,769	\$4,661,911	67.4%	\$2,250,858	\$4,291,178	\$6,286,386
Benefits	3,762,684	3,773,320	2,646,293	70.1%	1,127,027	2,425,581	3,317,778
Supplies	168,360	166,172	98,919	59.5%	67,254	44,139	107,979
Contracted Services	29,777,733	29,770,198	18,720,265	62.9%	11,049,933	17,907,762	29,016,505
Operating Expense	902,121	904,784	264,248	29.2%	640,536	559,777	763,193
Maintenance & Repair	20,925	20,925	6,624	31.7%	14,301	12,223	21,910
Utilities	130,362	130,842	89,280	68.2%	41,562	83,146	110,459
Insurance	277,115	277,115	205,178	74.0%	71,937	198,808	264,541
Indirect Expense	795,798	798,298	596,849	74.8%	201,450	737,708	963,998
Total Expenditures	<u>\$42,683,521</u>	<u>\$42,754,423</u>	<u>\$27,289,566</u>	<u>63.8%</u>	<u>\$15,464,857</u>	<u>\$26,260,322</u>	<u>\$40,852,750</u>
Net change in fund balance	0	1,000	6,952,768		6,951,768	1,160,101	391,536
Fund balance, beginning of year	1,035,073	1,035,073	1,035,073		0	643,537	643,537
Fund balance, end of year	<u>\$1,035,073</u>	<u>\$1,036,073</u>	<u>\$7,987,840</u>		<u>\$6,951,768</u>	<u>\$1,803,638</u>	<u>\$1,035,073</u>

COUNTY OF OTTAWA
Fiscal Year 2021

	Original Revenue Budget	Adjusted Revenue Budget	Revenue Actual	% of budget	Original Expenditure Budget	Adjusted Expenditure Budget	Expenditure Actual	% of budget	Budgeted Fund Balance Gain (Use)	Current Fund Balance Gain (Use)
Special Revenue Funds										
General Fund Infrastructure	10,000	10,000	4,926	49%	125,000	125,000	125,000	100%	(115,000)	(120,074)
General Fund Solid Waste Clean-Up	10,000	-	19,971	#DIV/0!	317,000	1,050,000	187,306	18%	(1,050,000)	(167,335)
General Fund Stabilization	-	-	-		-	-	-	-	-	-
General Fund DB/DC	3,870,697	3,870,697	-	0%	3,870,697	3,870,697	3,870,000	100%	-	(3,870,000)
Parks & Recreation	6,179,898	7,355,515	6,320,826	86%	6,233,056	8,215,014	4,110,549	50%	(859,499)	2,210,277
Child Care	8,077,455	7,946,679	4,457,152	56%	8,677,455	8,546,679	5,039,540	59%	(600,000)	(582,388)
Concealed Pistol License	141,000	141,000	175,772	125%	82,044	82,044	62,789	77%	58,956	112,983
Department of Health & Human Services	44,100	44,100	33,075	75%	44,100	44,100	26,874	61%	-	6,201
Farmland Preservation	247,749	832,749	453,914	55%	247,749	832,749	447,351	54%	-	6,563
Federal Forfeiture	-	-	-	0%	4,000	4,000	-	0%	(4,000)	-
Friend of the Court	5,197,927	5,203,177	3,208,642	62%	5,197,927	5,203,177	3,591,987	69%	-	(383,345)
Health	12,885,857	15,718,398	11,159,950	71%	12,885,857	15,708,398	9,305,153	59%	10,000	1,854,797
Homestead Property Tax	5,452	5,452	2,993	55%	1,707	1,707	1,580	93%	3,745	1,413
Landfill Tipping Fees	550,119	560,119	360,033	64%	615,360	932,360	443,867	48%	(372,241)	(83,834)
Mental Health Millage	4,818,912	5,787,195	4,313,170	75%	4,818,912	5,444,833	3,432,042	63%	342,362	881,128
Mental Health Substance Use Disorder	3,667,572	4,041,813	2,851,978	71%	3,667,572	3,960,192	2,029,516	51%	81,621	822,461
Other Governmental Grants	3,132,644	6,148,714	2,909,415	47%	3,141,788	6,180,450	3,446,211	56%	(31,736)	(536,796)
Public Defender's Fund	3,279,235	3,279,235	2,563,411	78%	3,279,235	3,279,235	2,222,887	68%	-	340,524
Register of Deeds Technology	250,411	250,411	260,767	104%	260,477	280,797	198,025	71%	(30,386)	62,741
Sheriffs Grants & Contracts	9,315,654	9,330,064	6,758,971	72%	9,388,493	9,402,903	6,398,786	68%	(72,839)	360,185
Debt Service Fund	4,706,728	4,706,728	4,703,388	100%	4,706,728	4,706,728	4,706,728	100%	-	(3,340)
Capital Projects Fund	1,598,794	7,923,250	1,110,837	14%	2,596,901	11,341,697	3,645,353	32%	(3,418,446)	(2,534,516)
Building Authority Capital Projects	-	1,050,000	-	0%	-	1,421,982	159,364	11%	(371,982)	(159,364)

Action Request



Committee: Finance and Administration Committee

Meeting Date: 08/17/2021

Requesting Department: Fiscal Services

Submitted By: Karen Karasinski

Agenda Item: FY 2022 Capital Improvement Plan

Suggested Motion:

To approve and forward to the Board of Commissioners the FY 2022-2027 Capital Improvement Plan.

Summary of Request:

The 2022-2027 Capital Improvement Plan is a multi-year planning document developed to fund capital projects with a focus on preserving current assets and accounting for future needs.

Financial Information:

Total Cost: \$0.00	General Fund Cost: \$0.00	Included in Budget:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	<input type="checkbox"/> N/A
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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: Goal 1: To Maintain and Improve the Strong Financial Position of the County.

Objective:

Goal 1, Objective 1: Maintain and improve current processes and implement new strategies to retain a balanced budget.

Goal 1, Objective 2: Maintain and improve the financial position of the County through legislative advocacy.

Goal 1, Objective 3: Maintain or improve bond credit ratings.

Administration: Recommended Not Recommended Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date: 08/17/2021

Planning and Policy Committee

**County of Ottawa
Capital Improvement Plan
Fiscal Years 2022-2027**

Project Description	Funding Source	Unencumbered Balance as of 07/06/21	2022	2023	2024	2025	2026	2027 & Beyond
Facilities								
Roofs/Windows								
James Street - Bldg A	4020			154,000				
Fulton ST., Grand Haven CMH	4020				55,000			
James Street - Bldg C	4020				160,000			
James Street - DHHS Bldg	4020				60,000			
Fillmore Admin Bldg	4020							
Carpet/Flooring								
Fillmore Carpet Replacement	4020			100,000				
Hudsonville	4020				100,000			
Grand Haven Courthouse Flooring Replacement	4020				140,859			
Painting/Wall Coverings								
Jail cell painting - Region 4	4020	25,700						
Grand Haven Courthouse Wall Coverings	4020					217,444		
Pavement								
Pavement Upgrades - Fillmore	4020	18,596	200,000					
Pavement Upgrade - Grand Haven Courthouse	4020			605,000				
Pavement Upgrades - James St. (DHHS)	4020	119,635			703,000			
Pavement Upgrades - DHHS	4020	8,491			247,000			
Pavement Upgrades - Hudsonville Phase II	4020	10,354						
Systems								
Air Handling Roof Unit Fillmore Emergency Operation Center (EOC)	4020	118,659						
HVAC & Roof Replacement - Hudsonville	4020	-						
HVAC & Roof Replacement - Hudsonville	OCIA	243,766						
Jail HVAC units 19 (only using 11, 8 turned off)	4020	16,616						
Fulton St HVAC systems	4020	10,914						
Generators/Transfer Switches - Countywide	4020	80,650						
Building Automation System Replacement	4020		364,800	150,000	150,000	150,000		
Boiler Stack Replacement - GHCH	4020		150,000					
LED/Lighting Replacement	4020	22,500		1,500,000				
Jail Booster Pump Replacement	4020			66,550				
Fillmore UPS Replacement	4020			113,250				
Jail Makeup Air Units	4020				151,900			
Cooling Tower Replacement James st. - Bldg A	4020				71,000			
Cooling Tower Replacement James st. - Bldg B	4020				50,000			
Jail Pump Replacement	4020				113,200			
Jail Exhaust Hood Replacement	4020				60,000			
Holland Court Elevator Replacement	4020						252,925	
Jail Emergency Generator Replacement	4020							69,000
DHHS Air Handling Units Replacement	4020							76,950
DHHS Supply Fan Replacement	4020							54,000

**County of Ottawa
Capital Improvement Plan
Fiscal Years 2022-2027**

Project Description	Funding Source	Unencumbered Balance as of 07/06/21	2022	2023	2024	2025	2026	2027 & Beyond
Building Projects								
Courtroom Door Openers	OCIA	65,000						
Fillmore Admin Bldg								
Transitional/Innovation Space	4020	7,816						
Sheriff's Record Area Remodel	4020			121,000				
Equalization Remodel	4020				100,000			
Jail & Related								
Epoxy Floors	4020	1,000						
Booking Area Floor & Shower Tile Replacement	4020		75,000					
Jail Sally Port	4020				800,000			
Build EOC Wing at Central Dispatch	4020				TBD			
Juvenile Services/Probate Court								
Plan Phase for New Facility - Fillmore	Building Auth	29,088,006						
Renovate Juvenile Services Space - Fillmore	4020			150,000				
Courthouse - Grand Haven								
Renovate & Move in Probate, Prosecutor's, Circuit & District	Building Auth			1,250,000				
First Refusal Right - 115 S. 5th St.	4020				250,000			
Maintenance Building	4020				100,000			
Exterior Door Replacement	4020				188,612			
Exterior Wall Maintenance	4020					71,180		
Hudsonville								
Hudsonville Restroom Renovations	4020			70,000				
Storage Garage	4020					52,000		
Holland District Court								
Locker Room Holland District Court	4020	834						
James St. Campus								
Building C Clinic Remodel	4020		496,143					
Building A CMH Office Renovation	4020		363,500					
Subtotal		29,838,535	1,649,443	4,279,800	3,500,571	490,624	252,925	199,950
CPTED								
Security DVR System	OCIA	56,154						
Install window tinting	OCIA	44,000						
Landscaping	OCIA	57,197						
Lighting Upgrades	OCIA	34,000						
Safety Film	OCIA	10,072						
Remodel - Holland District Court Clerk Office	OCIA	10,000						
Signage	OCIA	1,900						
Courthouse Security Lockdown	OCIA	15,255						
Avigilon NVR Card Access System	OCIA	52,000						
CPTED Committee Project Funding	OCIA		500,000					
Subtotal		280,579	500,000	-	-	-	-	-

**County of Ottawa
Capital Improvement Plan
Fiscal Years 2022-2027**

Project Description	Funding Source	Unencumbered Balance as of 07/06/21	2022	2023	2024	2025	2026	2027 & Beyond
Information Technology								
GIS Oblique & Orthophoto Imagery/LIDAR Update	Aerial Reserve	2,477	129,354	129,354	133,000	133,000	133,000	411,000
Courtroom Tools	4020	18,228						
MUNIS payroll	4020	90,104						
Wireless Infrastructure Refresh	4020	45,151						
Network Switch Refresh (was named WAN Refresh previously)	6550	137,410				488,057		
EHR Patagonia Implementation	4020	51,090						
Public Safety Digital Media	OCIA	1,045,000						
Border Security Replacements	OCIA	220,000						
Network Core Switching Routing Replacement	4020	68,918						
Jail Tracker JMS (CMS)	4020	148,292						
DC Probation AS400 Replacement (CMS)	4020		535,500					
DC Probation Integration (CMS)	4020		396,000					
DC Probation Smartbench Integration (CMS)	4020		50,000					
Probate Court PSC to TCS integrations (CMS)	4020		55,000					
Circuit Court AS400 replacement (CMS)	4020		117,304					
Courtroom Presentation Software - Wolfvision (CMS)	4020		100,322					
Prosecuter's Office Webtechs Scheduling Calendar	4020		85,800					
Prosecuter's office AS400 Replacement (CMS) Placeholder	4020		TBD					
Production Storage and Server	4020				1,680,963			
Subtotal		1,826,670	1,469,280	129,354	1,813,963	621,057	133,000	411,000
Planning & Performance Improvement								
Spoonville Trail - Phase II	Multiple	2,317,333						
LakeShore Dr. Paved Shoulders	Multiple	20,974						
Sustainable Water Landscaping & Education	4020			95,000				
Cell Tower Construction	4020			200,000				
Subtotal		2,338,308	-	295,000	-	-	-	-

**County of Ottawa
Capital Improvement Plan
Fiscal Years 2022-2027**

Project Description	Funding Source	Unencumbered Balance as of 07/06/21	2022	2023	2024	2025	2026	2027 & Beyond
Parks & Recreation								
Paw Paw Park Renovations	2081	54,501						
Stearns Creek Acquisition Phase II	2081	225,000						
Bend Expansion Pase 3 Acquisition (GR Gravel)	2081	1,030,000						
Grand River Paving Reconstruction	2081	107,500						
Idema Explorers Trail - Jenison Mill Segment	2081	1,183,143						
Kirk Park Reconstruction	Multiple		474,000					
Tunnel Deck & Stairway Reconstruction	Multiple		112,000					
Riverside Renovations	4080		64,000					
Idema Explorers Trail - GH Segment	Multiple		200,000					
Idema Explorers Trail - Ravines Connector	Multiple		1,194,600					
Idema Explorers Trail - Stearns Connector	Multiple		3,717,251					
Rosy Mound Expansion	4080			1,250,000				
Adams Street Landing Linkage (40 Acres)	4080			100,000				
Idema Explorers Trail - Bend Phase 1	4080			484,932				
Bend Area Phase 4 Acquisition (Huizenga)	4080			597,800				
Ottawa Sands Phase 1 Improvements	4080			1,500,000				
Idema Explorers Trail - Eastmanville Connector	4080			1,513,198				
Idema Explorers Trail - Bass River West Phase 1	4080			2,009,883				
HOB Cottage Area Improvements	4080				339,000			
Idema Explorers Trail - Bass River West Ph 2	4080				955,931			
Idema Explorers Trail - Allendale Segment	4080				1,967,052			
Bend Area Phase I	4080					600,000		
Paw Paw Macatawa Greenway Trail	4080					1,000,000		
Kirk Park Dune Stairs and Overlook	4080					140,000		
Grose Park Playground Renovation	4080					107,000		
Idema Explorers Trail - Bend Phase 2	4080					822,188		
Idema Explorers Trail - Bass River Central	4080					2,202,092		
Kirk Park Pavement Reconstruction	4080						490,000	
Sheldon Landing Development	4080						300,000	
Idema Explorers Trail - Amenities	4080							310,000
Idema Explorers Trail - Bend Phase 3	4080							596,730
Idema Explorers Trail - Bass River East	4080							1,193,942
Subtotal		2,600,144	5,761,851	7,455,813	3,261,983	4,871,280	790,000	2,100,672
Grand Total		36,884,236	9,380,574	12,159,967	8,576,517	5,982,961	1,175,925	2,711,622

**County of Ottawa
Capital Improvement Plan
Fiscal Years 2022-2027**

Project Description	Funding Source	Unencumbered Balance as of 07/06/21	2022	2023	2024	2025	2026	2027 & Beyond
Aerial Reserve			129,354	129,354	133,000	133,000	133,000	411,000
(6550) Telecommunications Fund			-	-	-	488,057	-	-
Parks Millage			747,858	7,455,813	3,261,983	4,871,280	790,000	2,100,672
Parks Capital Project Donations			2,384,236	-	-	-	-	-
Parks Capital Project Federal Grants			2,392,757	-	-	-	-	-
Parks Capital Project State Grants			237,000	-	-	-	-	-
(4020) Capital Project Fund			2,989,369	3,324,800	5,181,534	490,624	252,925	199,950
Family Court - Building Authority			-	1,250,000	-	-	-	-
(OCIA) Insurance Authority			500,000	-	-	-	-	-
Total Funding			9,380,574	12,159,967	8,576,517	5,982,961	1,175,925	2,711,622

Action Request

Electronic Submission – Contract # 1263



Committee: FINANCE AND ADMINISTRATION

Meeting Date: 8/17/2021

Vendor/3rd Party: TELE-RAD, INC.

Requesting Department: PLANNING AND PERFORMANCE

Submitted By: PAUL SACHS

Agenda Item: TOWER MANAGEMENT CONSULTING SERVICES

Suggested Motion:

To approve and forward to the Board of Commissioners the contract with Tele-Rad, Inc. for Tower Management Consulting Services at a total 3-year cost of \$12,500.

Summary of Request:

Ottawa County erected its first wireless communications tower for co-location by private-sector providers in 2001. As part of the County's ongoing effort to collaborate with the private sector for improved wireless coverage countywide, two more towers were built for co-location opportunities in areas of need. At present, tower-related management responsibilities are distributed among several county departments including IT, Facilities, Planning and Fiscal Services. Such management items consist of, but are not limited to, records management, lease and lease amendment negotiations, physical site management, and monitoring and coordination of site access requests by lease holders. Because the County does not have an experienced single point of contact for all its tower-related issues that arise, the County issued a Request For Proposal to solicit proposals from experienced vendors who can provide tower-management and technical-consulting services on behalf of the County. As a result of that due diligence, it is the County's intent to award a professional services contract to Tele-Rad, Inc. for a 3-year term with an option to extend for additional two years thereafter depending on contractor performance. The awarded contractor will be required to perform each of the tasks as outlined within the Scope of Services included in the attached contract. The contractor's primary point of contact with the County is the Department of Planning and Performance Improvement.

Financial Information:

Total Cost: \$12,500.00

General Fund Cost: \$0.00

Included in Budget: No

If not included in Budget, recommended funding source:

Action is Related to an Activity Which Is: Non-Mandated

Action is Related to Strategic Plan:

Goal 2: To Contribute to the Long-Term Economic, Social and Environmental Health of the County. Goal 4: To Continually Improve the County's Organization and Services.

Objective:

Administration:

Recommended by County Administrator:

Committee/Governing/Advisory Board Approval Date: 8/17/2021



Ottawa County

**OTTAWA COUNTY
CONTRACT FOR TOWER MANAGEMENT CONSULTING SERVICES**

This AGREEMENT is made by and between the County of Ottawa, a municipality in the State of Michigan, (hereinafter, the "County") acting by and through its duly elected Board of Commissioners, (hereinafter the "Board"), and Tele-Rad, Inc. (hereinafter, "Contractor"), with a principal place of business at 511 E. 8th St., Holland MI 49423.

IT IS HEREBY AGREED AS FOLLOWS:

1. **Scope of Work:** Contractor agrees to provide the "Services" which as detailed, and adjusted as appropriate and previously agreed upon by the Contractor, in **Exhibit A**. It shall be the responsibility of the Contractor to employ and assign to the project adequate personnel and equipment required to undertake and complete the work in a diligent, timely and orderly manner.
2. **Compensation:** In consideration for the services to be performed by the Contractor, the County agrees to pay Contractor the compensation set forth on **Exhibit B**. Payment to the Contractor for services will be under the County's terms of Net 30.
3. **Contract Documents:** The following documents are the entire agreement between the Contractor and the County. The agreement includes the following documents listed below, which are incorporated herein by reference and are deemed to be part of this contract as if set forth in full:
 - a) This Contract (including attached exhibits)
 - b) All Provisions required by law to be inserted in this contract whether actually inserted or not.
4. **Performance**
 - a) Contractor shall perform the work as required by and in accordance with the schedule of time requirements set forth in Exhibit A.
 - b) Failure to complete services as required shall constitute breach of this Contract.
 - c) Contractor shall have thirty (30) calendar days to cure a breach of this Contract (the "Cure Period"). Failure to cure a breach of this Contract within said Cure Period shall allow the County to, without further notice to the Contractor, declare this Contract terminated and proceed with the replacement of the Contractor and the County shall be entitled to all remedies available to it at law or in equity.
5. **Terms of Contract:** The contract shall commence when signed by both parties and unless terminated earlier in accordance with the terms of this Contract, this Contract period will extend for a 3-year term with an option to extend for a 2-year term thereafter depending on contractor performance. This contract may be terminated prior to completion of the Services at the option of either party, upon delivery of written notice by the terminating party to the other party.

6. Expenses: Contractor shall be responsible for all the Contractor's expenses incurred while performing services under this Contract. This includes license fees, fuel and fleet maintenance, insurance premiums, telephone and all salary/payroll expenses, and other compensation paid to employees or contract personnel that the Contractor hires to complete the work under this Contract.

7. Employees: The Contractor and all Contractor' employees, while on County premises, shall carry proper identification. Examples of proper identification are State issued Driver's License or State issued Identification Card.

The Contractor shall employ only United States citizens, legal residents or legal resident aliens. Upon request of the County, the Contractor shall provide copies of, or access to, work/payroll records and necessary documents to verify status of employees.

The Contractor will be supplied with a phone number to contact in case of an emergency. Access to designated restricted areas is forbidden to Contractor's employees. Restricted area will be designated by the authorized County representative.

8. Materials: Contractor will furnish all materials, equipment and supplies used to provide the services required by this Contract.

9. Background Checks: (as required by the Facility) Contractor employees are subject to background checks to ensure, at a minimum, that no employee has a felony or domestic violence or other bar-able conviction(s). The background checks for Contractor employees will be conducted by the County prior to the commencement of any on-site work.

10. Compliance with Laws, Ordinances, and Regulations and Procurement of Permits:

- a) This Contract is governed by the laws of the State of Michigan.
- b) The Contractor shall at all times comply with all local, state and federal laws, rules and regulations applicable to this Contract and the work to be done herewith.
- c) The Contractor shall obtain, and pay thereof, all permits required by any agency or authority having jurisdiction over the work. The Contractor shall provide a copy of any permit to the County within 3 business days of the County's request.

11. Exclusive Contract: This Contract, including exhibits attached hereto, a County Purchase Order, if applicable, is the entire Agreement between Contractor and the County for the services as detailed in Exhibit A.

12. Modifying the Agreement: This Agreement may be modified only by a writing signed by both parties.

13. Record Keeping: The Contractor shall keep all records related to this Contract for the term of the Contract and three (3) years thereafter.

14. **Dispute:** In the event of any conflicts or discrepancies in the wording of any terms, provisions and conditions contained in this Agreement, describing Contractor's obligations and responsibilities hereunder, said conflicts and discrepancies shall be resolved by first applying the interpretation of this Agreement and its exhibits, attachments, and addendums, then the mutually agreed Contractor's planning documents that affirm the details of the Services to be provided. Any agreement or modification of this Agreement shall be written and signed by both parties and will supersede any previous written understandings.

Should any disputes arise with respect to this Agreement, Contractor and County agree to act immediately to resolve any such disputes. The Contractor agrees that the existence of a dispute notwithstanding, it will continue without delay to carry out all of its responsibilities under this Agreement in the accomplishment of all non-disputed work; any additional costs incurred by the Contractor as a result of such failure to proceed shall be borne by the Contractor and the Contractor shall make no claim against County for such costs.

If a dispute between the parties arises out of or relates to this Agreement, or the breach thereof, then the parties agree to make a good faith effort to settle the issue through direct discussion between the parties prior to having recourse to any other form of dispute resolution. In an effort to resolve any conflicts that arise during the construction of this project or following the completion of a project, the Contractor and County agree that all disputes between them arising out of or relating to this Agreement shall first be submitted to non-binding mediation unless the parties mutually agree otherwise, prior to resolving those disputes in a judicial forum.

Pending resolution of such dispute or difference and without prejudice to their rights, the Parties shall continue to respect all their obligations and to perform all their duties under this Agreement.

15. **Jurisdiction and Venue:** The parties' consent to the exercise of general personal jurisdiction over it by the Ottawa Court Circuit Court. Any action on a controversy that arises under or in association with this Agreement shall be brought in the State of Michigan, which both parties agree is a reasonably convenient place for trial of the action. The parties both agree that their consent in accordance with this Section is not obtained by misrepresentation, duress, the abuse of economic power, or other unconscionable means.
16. **Liability and Insurance:** Contractor agrees to hold harmless the County from any and all liability arising out of or in any way related to Contractor's performance of services during the term of this Contract, including any liability resulting from intentional or reckless or negligent acts or the acts of the employees or agents of Contractor. If specific insurance is required, such insurance shall be set forth in the attached Exhibit C.
17. **Relationship of Parties:** The Contractor is an independent contractor and is not an agent or employee of the County for any purpose including , but not limited to, the ability to bind the County and all labor or employee related matters such as tax withholding/reporting, employee wages or benefits, or workers compensation. This

Contract is not intended to create any joint venture or partnership of any kind. The provisions of this Agreement are for the benefit of the parties hereto, and not for the benefit of any other person or legal entity.

18. Subcontracts: Contractor may not assign or subcontract any rights or obligations under this agreement without the County's prior written approval.
19. Governmental Indemnity: The County does not waive its governmental immunity by entering into this Agreement, and fully retains all immunities and defenses provided by law with respect to any action based upon or occurring as a result of this Agreement.
20. Safety: The Contractor shall at all times observe and comply with all federal, state, local and County facility laws, ordinances, rules and regulations that may in any manner affect the safety and the conduct of the work. The Contractor shall hold the County harmless against any claim or liability arising from the violation of any such provisions.
21. Absence of Waiver: The failure of either party to insist on the performance of any of the terms and conditions of this Contract, or the waiver of any breach of such terms and conditions, shall not be construed as thereafter waiving such terms and conditions, which shall continue and remain in full force and effect as if such forbearance or waiver had occurred.
22. Notices:
 - a) All notices and other communications for the parties may be served, mailed, or delivered at the following addresses:

If to the Contractor: Tele-Rad, Inc.
511 E. 8th St., Holland MI 49423
Attn: Mark Kooyers, President
Email: mark_kooyers@tele-rad.com

If to Ottawa County: Ottawa County
Planning and Performance Improvement
12220 Fillmore St., Suite 260
West Olive, MI 49460
Attn: Paul Sachs, Director
Email: psachs@miottawa.org

23. **Partial Invalidity:** The partial invalidity of any portion of this Agreement shall not be deemed to affect the validity of any other provision. In the event that any provision of this Agreement is held to be invalid, the parties agree that the remaining provisions shall be deemed to be in full force and effect as if they had been executed by both parties subsequent to the expunction of the invalid provision.
24. **Attorney Review:** The parties represent that they have carefully read this Agreement and have had the opportunity to review it with an attorney. The parties affirmatively state that they understand the contents of this Agreement and sign it as their free act and deed.
25. **No Third-Party Benefit:** The provisions of this Agreement are for the benefit of the parties hereto, and not for the benefit of any other person or legal entity.
26. **Availability of Funds:** Each payment obligation of the County is conditioned upon the availability of government funds appropriated or allocated for the payment of this obligation. If funds are not allocated and available for continuance of the services performed herein, either party may terminate this Agreement at the end of the period for which funds are available. The County shall notify the Contractor at the earliest possible time of the services that will or may be affected by the shortage of funds
27. **Miscellaneous:**
 - a) **Force Majeure:** Either party shall be excused from performance under this Agreement for any period of time during which the party is prevented from performing its obligations hereunder as a result of any Act of God, war, civil disobedience, court order, labor dispute, or other cause beyond the party's reasonable control. Such non- performance shall not constitute grounds for default.
 - b) **Title and Headings:** Titles and headings to articles, sections or paragraphs in this Agreement are inserted for convenience of reference only and are not intended to affect the interpretation or construction of the Agreement.
 - c) **Modification:** Any modification of this Agreement or additional obligation assumed by either party in connection with this Agreement shall be binding only if evidenced in a writing signed by either party or its authorized representative.
 - d) **Anticipatory Breach:** If the Contractor, at any time before delivery of services, declares its intent not to perform in accordance with this Agreement, Ottawa County shall have an immediate cause of action for breach of this Agreement, and shall be entitled to all remedies available to it at law or in equity.

In witness whereof, each party to this Contract has caused it to be executed on the date(s) indicated below.

COUNTY OF OTTAWA

By: _____
Roger A. Bergman, Chairperson
Board of Commissioners

Date

By: _____
Justin F. Roebuck,
County Clerk/Register

Date

CONSULTANT

By: **Mark Kooyers** _____
Mark Kooyers, President, Tele-Rad, Inc.

Digitally signed by Mark Kooyers
Date: 2021.06.08 14:51:00 -04'00'

Date



Introduction:

Ottawa County (County) is soliciting proposals from experienced vendors who can provide tower-management and technical-consulting services. The County currently owns three (3) communications towers upon which it leases space to providers of wireless/data services for co-location of their equipment, as well as providing space for other users of telecommunications equipment, including but not limited to County emergency services.

At present, tower-related management responsibilities are loosely distributed among several county departments including IT, Facilities, Planning, and Fiscal Services. Such management items consist of, but are not limited to, records management, lease and lease amendment negotiations, monitoring and coordinating site access requests by lease holders (e.g. for equipment upgrades/maintenance), etc. Because the County does not have an experienced single point of contact for all its tower-related issues that arise, there have been some administrative inefficiencies and discontinuities over time.

With this RFP, it is the County's intent to award a professional services contract for a 3-year term with an option to extend for a 2-year term thereafter depending on contractor performance. The awarded contractor will be required to perform each of the tasks as outlined within the Scope of Services and will be required to sign an agreement that includes, by reference, the terms and requirements as outlined herein.

Proposals must be submitted no later than 2:00 P.M. (EDT) on Friday, April 23, 2021. Proposals received after this time will not be considered. All requests for additional information or questions should be directed to Amy Bodbyl-Mast at purchasing.rfp@miottawa.org.

The County officially distributes bid documents through the Michigan Intergovernmental Trade Network (MITN), [website http://www.bidnetdirect.com/mitn](http://www.bidnetdirect.com/mitn) and through the Purchasing page of the County's website <http://www.miottawa.org/Departments/FiscalServices/bids.htm>. Solicitation documents obtained from any other sources are not considered official copies.

The County reserves the right to award the contract to the Vendor whose proposal has the highest degree of responsiveness to the requirements of the RFP. The County further reserves the right to consider matters such as, but not limited to, qualifications, experience, methodology, budget requirements, schedule, and availability in determining the most advantageous proposal.

Information Summary:

Friday, April 2, 2021	RFP Release Date
Friday, April 9, 2021	Vendor Questions
Friday, April 16, 2021	Addendum 1 Issue Date (if needed)
<u>Friday, April 23, 2021</u>	<u>Proposal Submission Deadline</u>
Friday, May 7, 2021	Intent to Award (Estimated)
Friday, May 28, 2021	Contract Start Date (Estimated)

Proposal Submission:

Submissions will be accepted by email only and must be electronically delivered **2:00 P.M. (EDT) on Friday, April 23, 2021.** Vendor assumes all risks associated with electronic submission (including possible technical issues). Proposals not meeting submission criteria as described herein may be deemed non-responsive. All proposals must include completed, signed copies of required documents, as follows:

- ATTACHMENT A – PROPOSAL FORM
- ATTACHMENT B – VENDOR CONDITIONS

Respondents are to submit electronic response (preferably single-file PDF format) by e-mail to: purchasing.rfp@miottawa.org with the subject line: "RFP 21-22 Tower Management Consulting Services." Proposal documents larger than 15 MB should be sent in multiple emails with the subject line: "RFP 21-22 Tower Management Consulting Services, 1 of 2," etc.

It is the vendor's responsibility to confirm delivery and receipt by the proposal deadline. Any proposal received after this time may not be considered.

Questions:

Vendors may submit questions and requests for clarification regarding this RFP until the end of day on Friday, April 9, 2021. Responses to all questions and inquiries received by the County will be issued Friday, April 16, 2021 in the form of an addendum and posted on the MITN and on the County's website. All requests for additional information or questions should be directed to Amy Bodbyl-Mast, Purchasing Manager, Ottawa County Fiscal Services, purchasing.rfp@miottawa.org.

Background Information:

Ottawa County, Michigan is located along the eastern shore of Lake Michigan and consists of 24 local units of government that include 17 townships, 6 cities, and one village. The County collectively comprises approximately 566 square miles. The demographic makeup of the County ranges from densely populated urban to sparsely populated agricultural/rural land.

The County built its first communications tower for co-location by private-sector providers in 2001. This site is referred to as the Manley Tower located in Holland Township. Currently, three providers have lease agreements to co-locate at that site. There is also County communications equipment located on this tower. As part of the County's ongoing effort to collaborate with the private sector for improved wireless coverage countywide, two more towers were built for co-location opportunities. These include the Fillmore/Stanton Street Tower in Olive Township and the Johnson Street Tower in Robinson Township. These towers currently have two co-location tenants each, with a third tenant likely being added to the Fillmore/Stanton Street Tower in 2021.

It is the County's intent to maintain its lease agreements on all three towers and to add communications tenants as the market warrants and at competitive market rates. A single point of contact to assist/support the County with all aspects of its ongoing tower management responsibilities is an identified need – hence this RFP.

Scope of Services:

The table below quantifies the minimum required activities that will be expected of the contractor(s):

Task 1 – Document and Record Organization and Retention

1. Compile all pertinent documents related to all county-owned communications towers. Documents can include, but are not limited to, leases and amendments, site plans and engineering drawings, permits, regulatory paperwork (e.g., FAA and FCC registrations, NEPA/SHPO documents, etc.), structural analyses and mappings, correspondence, copies of payments as necessary (checks), and any other pertinent documents.
2. For liability reasons, if current copies of structural analyses and inventories of all equipment on the towers cannot be located, it is recommended that new structural analyses, tower mapping and tower scans be conducted in order to have an appropriate baseline of information from which to work as equipment is added or removed. If approved by the County, the contractor shall coordinate these processes via its contacts throughout the industry. Cost for these services would be borne onetime by the County to the individual vendors providing the service. Once completed, these documents will become part of the County's permanent files on the towers.

3. Organize and scan copies of all documents to digital media and provide to County so that it is able to maintain all documents in one central location.
4. Ensure that any applicable licenses or registrations for each tower are kept up to date. This includes, but is not limited to, FCC, FAA and MDOT registrations. This may also include updating of NEPA/SHPO documents, EGLE-endangered species, and tribal notifications for historic and/or protected grounds, if needed. All documents obtained in this requirement shall also be organized and retained in the same central location as all other tower documentation.

Task 2 – Collocation Management

1. Develop a process by which to take applications for new collocations from tenants and for existing tenants to make alterations to their equipment and/or otherwise. This would include development of a uniform application, determine a reasonable application fee, arrange for structural analyses to be completed, review of drawings, and providing direction for permitting or other approvals that may be necessary.
2. Handle all aspects of collocation management (for new acquisitions and existing tenants), including intake of the application, regulatory compliance issues (e.g. FAA, FCC, NEPA), equipment upgrades, direction to the carrier for structural analyses, oversight of legal process and any permitting/zoning coordination needed with the respective authorities and County departments. Any fees incurred in processing a new application, including but not limited to structural analyses, zoning and permitting, etc. will be paid directly by the applicant.
3. Handle all leasing documentation (for new acquisitions and existing tenants), including review and feedback on proposed leases, amendments, negotiations of lease rates and adjustments, and other leasing matters that may arise. Such reviews and negotiations will occur in conjunction with County staff and the County's Corporation Counsel.
4. Ensure that any agreement paperwork, amendments, modifications, etc. are maintained, and up to date, in the same centralized, digital, document retention location.
5. Marketing the towers to other potential collocators.

Task 3 – Site Management

1. The County's Facilities Maintenance Department is responsible for site maintenance, such as vegetation removal, road-entry conditions, and snowplowing, etc. as necessary. It is the responsibility of the contractor to inform the County if such site conditions do not meet industry expectations. This will require the contractor to visit each site for a visual inspection every quarter and provide an email with pictures (as necessary) and a summary of the contractor's findings.
2. Develop site-access procedures for carriers and be responsible for the enforcement of such access procedures. The contractor shall inform the County when tower sites will be accessed but will be the primary contact with carriers for such access.
3. The contractor shall maintain an up-to-date listing of site gate lock access codes, which can be easily retrieved by the County as necessary.

It is possible over the term of the contract that the County could add additional communications towers within its jurisdiction. If such towers are developed, the same terms and conditions under which the County's existing tower portfolio will be managed will apply.

In addition, it is possible that over the term of this contract that the County could develop other communications facilities beyond towers that require management. The County and the awarded vendor of this 2021 RFP reserve the right to negotiate appropriate terms and conditions for those management services at the appropriate time.

Proposal Selection and Award Process:

An Evaluation Committee will be established by the County to review the proposals and to make a recommendation for contract award. A proposer may not contact any member of the Committee except at the RFP Administrator's direction.

Proposals will be evaluated based on the following criteria (of equal weight and in no particular order):

- History and Background
- Experience and Qualifications
- References
- Responsiveness to Proposal Objectives
- Fees Proposed

As a part of the proposal-evaluation process, finalists may be invited to attend an in-person or virtual interview. The County reserves the right to interview any number of qualifying firm(s) and/or contractor(s) as part of the evaluation and selection process.

Contract Requirements:

Following is a list of contractor requirements:

1. Contractor will be required to sign an agreement that includes the terms and requirements as outlined in the RFP.
2. Contractor will be required to meet all associated federal, state, and local regulations, and be responsible for meeting all requirements related to the County's solicitation.
3. Contractor are subject to background checks to ensure, at a minimum, that no employee has a felony or domestic violence or other bar-able conviction(s). The background checks for Contractor employees will be conducted by the County prior to the commencement of any on-site work.
4. Contractor and all subcontractors must maintain all licenses required, if any, for their discipline by the State of Michigan and the Federal Government during the entire term of the contract.
5. Contractor will not proceed on a Scope of Services task without the written consent of the County.
6. Contractor will be accountable to the Ottawa County Director of Planning and Performance Improvement (Director) and anybody else that the County deems necessary.
7. Contractor will be required to provide a qualified representative to attend all meetings related to contract tasks.
8. All invoices submitted to the County will be reviewed and approved before payment is made. Invoices must clearly itemize all fees and expenses. Documentation of completed work must be available for review at the time of invoicing.

Contract Term, Period, Procedures and Use:

It is the County's intention to award a professional services contract for a 3-year term with an option to extend for a 2-year term thereafter depending on contractor performance. The awarded contractor will be required to complete elements of each of the tasks as outlined within Scope of Services. The proposal, or any part thereof, submitted by the awarded vendor may be attached to and become a part of the contract.

The County, by written notice, may terminate this contract, in whole or in part, for any reason giving thirty (30) days' notice. If this contract is terminated, the County is liable only for payment under the payment provisions of this contract for services rendered before the effective date of termination.

All proposers are notified that the County reserves the right to delete or modify any task from the Scope of Services at any time during the course of the RFP process and reserves the right to modify the Scope of Services during the course of the contract. Such modification may include adding or deleting any tasks this project will encompass and /or any modifications deemed necessary. This contract is for the County use. Pricing reflects a commitment of the term indicated.

Terms and Conditions:

OWNERSHIP OF DATA

All information provided by the County and any reports, notes, and other data collected and utilized by the vendor, its assigned employees, and/or subcontractors, pursuant to this agreement, shall become the property of the County as prepared, whether delivered to the County or not. Unless otherwise provided herein, all such data shall be delivered to the County or its designee upon completion of the agreement or at such other times as the County or its designee may request.

INCURRED EXPENSES/CONFIDENTIALITY

The County is not responsible for any cost or expense incurred by the proposers preparing and submitting a proposal or cost associated with meetings and evaluations of proposals prior to execution of an agreement. All proposals, (including attachments, supporting documentation, supplementary materials, addenda, and other) shall become the property of the County and will not be returned to the proposer.

RESERVATION OF RIGHTS

Ottawa County reserves the right to award a contract without an interview, as determined in the best interest of Ottawa County. Ottawa County reserves the right to select and recommend for award the proposed services which best meets its required needs, quality levels and budget constraints. Ottawa County reserves the right to reject any and all proposals.

SUBCONTRACTORS

Since the contract is made pursuant to the proposal submitted by the awarded Vendor and in reliance upon the Vendor's qualification and responsibility, the Vendor shall not sublet or assign the contract, nor shall any subcontractor commence performance of any part of the work included in the contract without the previous written consent by the County.

INDEPENDENT CONTRACTOR

The awarded Vendor will perform all work and services described herein as an independent contractor and not as an officer, agent, servant or employee of Ottawa County. No person performing any of the work or services described hereunder will be considered an officer, agent, servant or employee of the County nor will any such person be entitled to any benefits available or granted to employees of the County.



**Request for Proposal 21-22
Tower Management Consulting Services**

EXHIBIT B – ATTACHMENT A – COVER SHEET FOR PROPOSAL

Proposals must include this cover sheet (or this sheet reproduced on company letterhead) as PAGE 1 of the proposal. Vendors may complete all required attachments as a stand-alone response (fillable form .pdf document, hand-written or typed).

[] an individual, [] a corporation (please mark appropriate box), duly organized under the laws of the State of Michigan.

The undersigned, having carefully read and considered the services as described within the RFP, does hereby offer to perform such services on behalf of the County in the manner described and subject to the terms and conditions set forth in the attached proposal, including, by reference here, the County's RFP document.

NO CONFLICT(S) OF INTEREST: By submission of a proposal, vendor agrees that at the time of submittal, he/she: (1) has no interest (including financial benefit, commission, finder's fee, or any other remuneration) and shall not acquire any interest, either direct or indirect, that would conflict in any manner or degree with the performance of the vendor's services, or (2) benefit from an award resulting in a "Conflict of Interest," including holding or retaining membership or employment on a board, elected office, department, division or bureau, or committee sanctioned by and/or governed by the County.

MICHIGAN ECONOMIC SANCTIONS ACT, 2012 ("IRAN-LINKED BUSINESS"): By submission of a proposal, vendor certifies, under civil penalty for false certification, that it is fully eligible to do so under law and that it is not an "Iran linked business," as defined in the Michigan Economic Sanctions Act, 2012 P.A. 517.

DEBARMENT AND SUSPENSION: By submission of a proposal, the undersigned certifies to the best of his/her knowledge and belief, that the corporation, LLC, partnership, or sole proprietor, and/or its' principals, owners, officers, shareholders, key employees, directors and member partners: (1) are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency; (2) have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; (3) are not presently indicted for or otherwise criminally charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated above; and, (4) have not within a three-year period preceding this proposal had one or more public transactions (Federal, State or local) terminated for cause or default.


ATTACHMENT A – Cover Sheet for Proposal, continued

CERTIFICATION OF INSURANCE AND INDEMNITY REQUIREMENTS: By submission of a proposal, the undersigned certifies and represents an understanding of the County's Insurance and Indemnification requirements as defined within the Master Services Agreement. Potential vendors must understand and agree that financial responsibility for claims or damages to any person or to companies and agents shall rest with the vendor.

The vendor must affect and maintain any and all insurance coverage, including, but not limited to, Worker's Compensation, Employer's Liability and General, Contractual and Professional Liability, to support such financial obligations. A certificate of insurance detailing insurance coverages may be requested. The certificate must indicate that insurers will provide to the County written notice thirty (30) days prior to terminating any insurance policy.

The undersigned affirms that he/she is duly authorized to execute this proposal, that this company, corporation, firm, partnership or individual has not prepared this proposal in collusion with any other vendor and that the contents of this proposal as to prices, terms or conditions have not been communicated by the undersigned, nor by any employee or agent, to any competitor, and will not be, prior to the award and the vendor has full authority to execute any resulting contract awarded as the result of, or on the basis of the proposal.

Proposals must be signed by an official authorized to bind the provider to its provisions for at least a period of 90 days.

BY:  _____ April 23, 2021
(Signature of Authorized Representative) Date

Mark Kooyers President

(Printed Name and Title of Authorized Representative)

PRINCIPAL OFFICE INFORMATION / ADDRESS:

Individual / Company Name: Tele-Rad Inc

Street Address 511 East 8th Street

City, State, Zip Code : Holland MI 49423

Telephone 616-403-7667 (cell) Fax 616-392-9707

Email mark_kooyers@tele-rad.com

Taxpayer Identification Number 38-1903851

RFP 21-22 Response

April 23, 2021



History and Background

Tele-Rad has been in business since 1947 with a long history of serving the communications needs of Public Safety, Utilities, Schools as well as commercial and industrial accounts. Tele-Rad has a staff of approximately fifty individuals within the State of Michigan. Our corporate offices are located in Holland Michigan with branch offices located in Berrien, Kent and Grand Traverse Counties. Tele-Rad is a family held corporation dedicated to providing a family atmosphere for our staff and quality services for our clients.

Tele-Rad in conjunction with its affiliates TRT Company and TRT Partners LLC provides construction management services for communications towers for both the public and private sector clients. Tele-Rad has constructed towers across Western and Northern Michigan for government agencies as well as cellular providers such as Verizon, ATT, Sprint in addition to wireless internet providers, data services and microwave connectivity providers.

Experience and Comparable Projects

Tele-Rad provided the original construction management and marketing services for the three Ottawa County towers located at Manley, Johnson Street and both the towers located on the Fillmore complex. In addition, Tele-Rad and our affiliates have constructed and managed tower sites numerous Central Dispatch Authorities, Schools, and private enterprise.

Berrien County Complex

Tele-Rad provided construction management including all required permits to build a tower for their 911 facility that also serves as a microwave tower connecting additional county facilities for data network applications. Services provided including filing for FAA, MDOT, FCC and local building permits. In addition, NEPA (national environmental protection act) permits including SHPO (State Historic Preservation Office) permits, Tribal Notification network filings. Coordination involved multiple county departments as a shared facility. This tower was not marketed for co-location.

CCE Central Dispatch (Charlevoix, Cheboygan and Emmet County)

Tele-Rad provided construction services for multiple tower sites as well as tower enhancements of existing sites. New sites were constructed at Stutsmanville and also Mackinaw. The Stutsmanville site serves CCE Dispatch and co-location of Emmet County Road commission and Central Michigan University. In addition to permitting and construction services we provided interference studies utilizing Spectrum analyzer equipment and computer modeling to ensure the co-locations did not interfere with each other.



Sandy Pines RV Resort

Tele-Rad and TRT Partners working in conjunction with Sandy Pines developed a monopole on their facility. The goal of this project was to provide their members better access to wireless services and internet. Tele-Rad provided the construction management with assistance from Site Solutions LLC one of our prime contractors. TRT Partners funded the development of the tower and utilize our industry connections to secure Verizon and ATT as prime tenants prior to construction. Sprint also has the location in its data base for a future facility.



Proposed Work Plan

Task 1

Tele-Rad will create a database of all previously issued permits for the county towers. This will be accomplished by reviewing documentation previously provided the county at the time of construction of all three of the tower sites included in this RFP. For items that cannot be located or have gone missing from the county records or to replace the as built documentation provided, we will check manufacture data bases for tower design criteria. A database search of FAA, FCC, MDOT and the Tribal information network will also be pursued. Local building permits and zoning filings will also contain much of the information required. In addition, Tele-Rad will do archive search of our records and documents to locate copies that we may possess from the original construction. Our records will not include any modifications or additions completed on the tower after original installation that have been approved by county staff or in the case of Manley modifications approved or completed by OCCDA.

In the event that records can not be located Tele-Rad will coordinate the process of ordering new documentation. This would most likely be in regards to structural studies or updated environmental studies. Tele-Rad will solicit pricing for these studies from industry established firms that we currently have established relationships. Tele-Rad would charge an hourly fee for this service.

Task 2

Tele-Rad and its affiliates will provide collocation services for new or prospective users. These services will include correspondence with prospective new applicants. Their request for tower space, wind loading and structural requirements will be reviewed. Compound ground space requirements will be reviewed to determine if modification to the compound area require modifications. Proposed lease rates and verbiage will be reviewed and recommendations will be provided to the county for approval. Communication with the prospect will be managed by Tele-Rad to minimize impact on county staff. Tele-Rad and its affiliates will market the Ottawa County tower sits in conjunction with other sites owned or managed to our contacts within the industry.



Proposed Work Plan continued

Task 3

Additional services will likely be required. These services normally include periodic site inspections of the compound, access drive and general maintenance. Tele-Rad will visit the sites quarterly to check for proper care of the facility. These items may include items to be addressed by the carriers utilizing the sites or by county maintenance responsible for county obligations such as drive way maintenance, weed control, fence and gate function and general maintenance.

In addition, Tele-Rad will maintain a list of contacts for each lessee and document their access codes and lock combination. Tele-Rad will also place a Tele-Rad (TRT) site lock on all sites to allow for site inspections and consistency in access. These codes will be provided to the county in both electronic and hard copy formats. In addition, Tele-Rad 24 hour on call staff will have these access codes stored in conjunction with the information already utilized for other Ottawa county departments.

Tele-Rad staffing

Tele-Rad will have a variety of staff available to assist in completing the task of the RFP.

Mark Kooyers joined Tele-Rad in 1983 assumed the role of Vice President General Manager in 1989 and later the role of President. Mark was a founding partner of TRT Company in 1986 later to become managing member and partner of TRT Partners.

LaVonne Thornton joined Motorola in 1986 later joining Tele-Rad in 1992. LaVonne is a certified Motorola Project Manager and is also a "Certified Service Manager" by the Electronics Technical Association. LaVonne currently serves as "Director of Operations" overseeing all of our facilities technical and support staff.

Jim Adam graduated from Michigan Tech with a degree in engineering. He joined Tele-Rad in 1981 and currently serves as service Manager of our Holland and Grand Rapids service departments. Jim is also an ETA "Certified Service Manager". Jim has many connections with tower climbers, service providers and industry specialist.

Site Solutions LLC is our primary sub-contractor for on site management. Jeff Feenstra is the owner of Site Solutions. Jeff received his Geology Degree from Hope college and is a licensed builder. Jeff reviews all soil borings and construction drawings and data on our behalf for over thirty years.



Proposed Fee Structure

Task 1 services will be completed for a fee of \$6000.00. This does not include expenses incurred for new structural analysis or fees charged by public entities for record search or production. The cost for charged for record search, production or copy fees from other third parties will be assessed to the county for cost recovery with no mark up.

Task 2 services will be a one-time base fee in addition to time and materials invoicing depending on task level required. Tele-Rad base fee for collocation management will be \$2000.00. We recommend the county adopt and application fee for all new collocations of \$2000.00. Tele-Rad can collect the fee direct from the applicant if desired to offset our fee. In addition, Tele-Rad is to be compensated annually 2% of the tower rent collected for the first term of collocation lease

Time and Materials rates will apply based on services.

Consulting and negotiation services provided by Mark Kooyers as an industry expert will be charged at \$150.00 per hour.

Technical services provided by Jim Adams or his equivalent will be charged at \$120.00 per hour.

Site Solutions services will be charged at \$100.00 per hour. (site services, geotechnical review, construction review etc.)

Task 3 services for quarterly inspections of tower sites will be invoiced quarterly. The contract fee for the inspection and a written report will be \$450.00 per quarter and include all three county owned facilities. Additional visits or follow up if required will be invoiced at \$65.00 per hour.

TRT Partners Tower Application

DATE OF SUBMITTAL		PROJECTED INSTALLATION DATE	
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SITE INFORMATION

SITE NAME		CUSTOMER SITE REFERENCE NAME	
TRT SITE NUMBER		CUSTOMER SITE REFERENCE NUMBER	
SITE ADDRESS			
CITY		Latitude	Longitude
State	Zip Code	SITE TYPE (Guyed, Lattice, Monopole, Roof, Other)	

CUSTOMER INFORMATION

LICENSED ENTITY NAME		STATE OF INCORPORATION	
NOTIFICATION ADDRESS			
CITY		STATE	ZIP
BILLING ADDRESS			
CITY		STATE	

SERVICE TYPE (Cellular, PCS, SMR, Fixed Wireless, Broadcast, etc.)

CONTACT INFO	FIRM OR CONTACT NAME	TELEPHONE	FAX	E-MAIL
SIGNATOR				
LEGAL				
RF ENGINEER				
CONSTRUCTION ENGINEER				
REAL ESTATE/SITE ACQ				
OTHER				

ANTENNA SPACE AND EQUIPMENT

TYPES OF ANTENNAS	SECTOR #1	SECTOR #2	SECTOR #3	SECTOR #4 / TMA
ANTENNA QUANTITY				
RECEIVE OR TRANSMIT?				
MANUFACTURER				
TYPE (PANEL, OMNI, etc.)				
MODEL #				
ANTENNA WEIGHT				
ANTENNA DIMENSIONS (HxWxD)				
ANTENNA MOUNT HEIGHT				
ANTENNA CENTERLINE AGL				
MOUNT TYPE				
TOWER LEG				
DIRECTION of RADIATION				
TX FREQUENCY				
RX FREQUENCY				
RECEIVE BAND OF FREQUENCIES				
TRANSMIT BAND OF FREQUENCIES				
ANTENNA GAIN				
# of LINES				
LINE TYPE				
LINE DIAMETER				

BUILDING/SHELTER SPACE AND EQUIPMENT

TOTAL AMOUNT OF GROUND SPACE REQUESTED	
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# of EQUIPMENT SHELTERS/BTS CABINETS				EQUIPMENT SHELTER/CABINET/BTS DIMENSIONS (HxWxD) (ft)				
SHELTER/BTS LEASED GROUND SPACE DIMENSIONS (LxW) (ft)				SHELTER/BTS CONCRETE PAD DIMENSIONS (LxW) (ft)				
INFRASTRUCTURE MANUFACTURER/MODEL				POWER PROVIDED BY:				
TELCO/INTERCONNECT REQUIREMENTS		POTS (Y/N)	N	T1 (Y/N)	Y	MICROWAVE (Y/N)	N	
GENERATOR REQUIREMENTS		N/A						
SUBMITTED BY:								
		DATE:		PHONE #		E-MAIL		
FOR TRT USE ONLY								
LENGTH OF INITIAL TERM				# of RENEWAL TERMS/LENGTH				
COMMENCEMENT DATE				MASTER AGREEMENT (Y/N)		REGION		
LEASING MANAGER				DATE		APPROVAL		
						APPROVAL DATE		
MONTHLY RENT				/Month		Comments/Notes:		
RENT ESCALATOR				/Year				
ELECTRIC				/Month				
STRUCTURAL ANALYSIS								
SITE INSPECTION FEE								
CONSTRUCTION								
SITE ANALYSIS								
INSTALLATION								
OTHER FEES								
TOTAL DUE UPON COMMENCEMENT OF SITE LEASE								



Request for Proposal 21-22 Tower Management Consulting Services

EXHIBIT B - PROPOSAL INQUIRIES FOR VENDOR

The following is a list of inquiries from Ottawa County after considering your proposal for Tower Management Consulting Services. Please respond to these inquiries and send to purchasing.rfp@miottawa.org.

1. Please clarify the pricing structure for Collocation Management (Task 2). We are perceiving the fees being \$2,000 as a base with 2% of tower rent collected from first term of the lease. Is the 2% for any new lease agreements only? Does the 2% apply to any negotiated increases in rent during the first term of the lease? In addition, there are time and materials that would apply. Can you give an estimate of how much time would be designated/charged to this task?

The original collocation process including application review, tower loading and structural review and lease negotiation would be covered by \$2000.00 and we suggest offsetting that fee by charging a \$2000.00 application fee which is a normal practice in the industry.

It is normal for questions to arise from tenant or landlord during the initial term. Generally these can be answered over the phone or email checking file documentation. This is covered by the 2% which on average produces less then \$50.00 per month.

The hourly rates quoted would only apply in the event extra services were required. Such as a request to change antenna and a review of a new structural study. Another example is if a complaint of interference is alleged and on site technical services are required with a spectrum analyzer to determine RF noise floor and identifying the source of the interference.

2. Is there an estimated amount of time designated to Site Maintenance? What is the time it takes to travel to our sites? Is travel time included as part of the hourly rates listed? Would you consider reducing site visits from 4 to 3 (every 4 months) on a pro rata basis?

Assuming that this is now seeking clarification for Task 3 our rates were based on the following.

Regularly sited inspections should occur to check for items such as fallen trees or limbs, weed and vegetation control inside and around the compound area, working condition of gates and locks, condition of driveway, general condition of fence, vandalism. In the tower industry these are generally the responsibilities of the landlord. We would suggest 2-4 inspections per year per tower, you may contract for as many as you would like.

Site visits generally take 1-2 hours of on site time documenting and recording the conditions with photos and notes. Production of inspection report and recording in records generally takes an additional 1-2 hours. Ottawa County sites are estimated to take approximately an hour round trip commute. \$450 is proposed assuming a half day inspection.

VENDOR	CityScape Consultants Inc	Tele-Rad Inc	Steep Steel Consulting & Management	Urban Wireless Solutions
Received:	04/23/2021 @ 2:00PM, Florida	04/23/2021 @ 12:48PM, Michigan	04/23/2021 @ 1:41PM, Texas	04/23/2021 @ 8:53AM, Michigan
History/Background	<p>Disabled Veteran-owned business, founded in 1997 with offices in FL, GA, NC, and DC; for 24 years CityScape has exclusively consulted with local governments and public agencies on wireless telecom; CityScape has no current affiliations with any private wireless comm service providers or tower owners; 20 years' experience drafting ordinances, evaluating comm facility applications, negotiating leases for local governments; expertise in RF engineering for broadcast and wireless communications, FCC experience; Staff include a Telecomm Attorney, FCC Licensed RF Engineers, Professional Engineer, Land-Use Planners and key personnel with telecomm developing and management experience; worked with communities in over 15 states, ranging in population from 1,300 to over 1M, and 1.8 sq mi to 25,250 sq mi.</p>	<p>Been in business since 1947 with a long history of serving communications needs for public safety, utility, schools; have constructed towers for both public and private sector clients across West and Northern MI both government and wireless providers;</p>	<p>Founded in The Woodlands, TX in 2015. Founder worked in the industry for over 15 years as a cell tower investor and consultant representing land owners and investors. Have consulted on hundreds of cell tower-related property transactions for private, corporate, utility and government landlords and evaluated thousands of cell tower leases. Serving clients throughout the US, its territories and Canada. Services include site management, site audits, site monetization and auctions, site relocation and development, decommissioning, new lease and amendment negotiations, prep of telecom maps, agreement oversight, site studies, infrastructure development, witness testimony; member of National Cooperative Purchasing Alliance (NCPA); developed database of government cell tower leases with over 40,000 records in NWR; developed several "industry standard" financial models, technologies and databases; majority of work to be completed by founder and supporting staff, will utilize 3rd-party staffing, when needed</p>	<p>Founded in 2019. Founder has been working in the industry for over 25 years. Experience as legal counsel to wireless providers, site acquisitions agent, and real estate manager for Verizon. Served as municipal attorney for the City of Dearborn. Believes company to be uniquely positioned to enhance the relationship between wireless industry and local government. Intent of Urban Wireless was initially to assist communities in their dealing with the wireless industry and now also to close the "digital divide" in their area. Founder has worked closely with Ottawa County in developing the Digital Inclusion Strategy.</p>
Vendor References/Examples	<p>City of Coconut Creek FL City of Coral Springs FL City of Chesapeake VA</p>	<p>(References did not include contact info) Berrien County CCE Central Dispatch Sandy Pines RV Resort</p>	<p>City of Buena Park Indian River County Santee-Cooper</p>	<p>Verizon KLA Laboratories, Inc City of Dexter</p>
Pricing Summary	<p>Task 1 - initial one-time admin setup fee \$8,500; Task 2 and 3 - 25% of gross rent collected on existing and new agreements and amendments negotiated and executed, management fees are only due and payable when/to extent rent is collected; Task 4 (optional) - 3rd-party expert reviews site review reporting \$800-\$4,000; expert testimony \$1,000-2,500/meeting; per-diem rates: Regulatory: \$300/hr; engineer: \$250/hr; Project planner: \$150/hr; Admin \$75/hr; Field engineer/planning: \$75/hr</p>	<p>Task 1-\$6,000 not including expenses for new structural analysis or fees by public entities for record search/production, costs assessed with no mark-up to Co.; Task 2-one-time base fee in addition to T/M for Collocation management \$2,000 (recommend a \$2,000 application fee) and TeleRad to be compensated 2% of tower rent collected for first-term lease; Consulting and negotiation charged at \$150/hr, Technical services charged at \$150/hr; site solution services charged at \$100/hr; Task 3-quarterly inspections \$450/quarter total for all 3 sites</p>	<p>Task 1 - Document and Record Organization/Retention: \$2,500 for each site initial comprehensive site evaluation/analysis then \$2,000 for each site thereafter; Task 2 - General and Collocation management \$200/hr for first 50 hours/year, then \$175/hr for next 50, then \$150/hr for all hours in excess of 100/yr; New Lease Negotiation-SteepSteel to receive 25% of final negotiated rate for first 5 years on any NEW agreement or 50% of increased amount negotiated above initial rate offered; Task 3- Site Management -\$200/hr for first 50 hours/year, then \$175/hr for next 50, then \$150/hr for all hours in excess of 100/yr;</p>	<p>Document and Record Organization/Retention: \$7,500; Collocation Management \$5,000 (may require working with 3rd-party for electronic/digital process design-not covered in this cost); Collocation application fees will be shared 75/25 Urban Wireless; Will receive 5% of NEW collocation revenues within the 5-year term of the lease and 5% of increased revenue and 5% of any amendment signed within the 5-year term; Hourly rate \$150/hr TM invoiced after each site visit.</p>

Received By: Steve Holden, Buyer

Action Request



Committee: Finance and Administration Committee

Meeting Date: 08/17/2021

Requesting Department: Human Resources

Submitted By: Marcie Ver Beek

Agenda Item: Executive Recruitment Consulting Services

Suggested Motion:

To approve and forward to the Board of Commissioners the request for Human Resources to contract with GovHR for executive recruitment services to assist in hiring a County Administrator, at a cost of \$22,500.

Summary of Request:

At this time HR is requesting to utilize an outside consultant that has ongoing experience and expertise in executive recruitment to assist the Board of Commissioners in the recruitment and hiring of the next County Administrator.

GOVHR had laid out an extensive system with a proposed timeline of 13 weeks. Proposal is attached.

Financial Information:

Total Cost: \$22,500.00	General Fund Cost: \$22,500.00	Included in Budget:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	<input type="checkbox"/> N/A
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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: Goal 4: To Continually Improve the County's Organization and Services.

Objective: Goal 4, Objective 3: Maintain and expand investments in the human resources and talent of the organization.

Administration: Recommended Not Recommended Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date:



RFP 21–29 Executive Recruitment Consulting Services

ATTACHMENT A – COVER SHEET FOR PROPOSAL

Proposals must include this cover sheet (or this sheet reproduced on company letterhead) as PAGE 1 of the proposal. Vendors may complete all required attachments as a stand-alone response (fillable form .pdf document, hand-written or typed).

Limited Liability Company
 an individual, a corporation (please mark appropriate box), duly organized under the laws of the State of Illinois.

The undersigned, having carefully read and considered the services as described within the RFP, does hereby offer to perform such services on behalf of the County in the manner described and subject to the terms and conditions set forth in the attached proposal, including, by reference here, the County's RFP document.

NO CONFLICT(S) OF INTEREST: By submission of a proposal, vendor agrees that at the time of submittal, he/she: (1) has no interest (including financial benefit, commission, finder's fee, or any other remuneration) and shall not acquire any interest, either direct or indirect, that would conflict in any manner or degree with the performance of the vendor's services, or (2) benefit from an award resulting in a "Conflict of Interest," including holding or retaining membership or employment on a board, elected office, department, division or bureau, or committee sanctioned by and/or governed by the County.

MICHIGAN ECONOMIC SANCTIONS ACT, 2012 ("IRAN-LINKED BUSINESS"): By submission of a proposal, vendor certifies, under civil penalty for false certification, that it is fully eligible to do so under law and that it is not an "Iran linked business," as defined in the Michigan Economic Sanctions Act, 2012 P.A. 517.

DEBARMENT AND SUSPENSION: By submission of a proposal, the undersigned certifies to the best of his/her knowledge and belief, that the corporation, LLC, partnership, or sole proprietor, and/or its' principals, owners, officers, shareholders, key employees, directors and member partners: (1) are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency; (2) have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; (3) are not presently indicted for or otherwise criminally charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated above; and, (4) have not within a three-year period preceding this proposal had one or more public transactions (Federal, State or local) terminated for cause or default.

ATTACHMENT A – Cover Sheet for Proposal, continued

CERTIFICATION OF INSURANCE AND INDEMNITY REQUIREMENTS: By submission of a proposal, the undersigned certifies and represents an understanding of the County's Insurance and Indemnification requirements as defined within the Master Services Agreement. Potential vendors must understand and agree that financial responsibility for claims or damages to any person or to companies and agents shall rest with the vendor.

The vendor must affect and maintain any and all insurance coverage, including, but not limited to, Worker's Compensation, Employer's Liability and General, Contractual and Professional Liability, to support such financial obligations. A certificate of insurance detailing insurance coverages may be requested. The certificate must indicate that insurers will provide to the County written notice thirty (30) days prior to terminating any insurance policy.

The undersigned affirms that he/she is duly authorized to execute this proposal, that this company, corporation, firm, partnership or individual has not prepared this proposal in collusion with any other vendor and that the contents of this proposal as to prices, terms or conditions have not been communicated by the undersigned, nor by any employee or agent, to any competitor, and will not be, prior to the award and the vendor has full authority to execute any resulting contract awarded as the result of, or on the basis of the proposal.

Proposals must be signed by an official authorized to bind the provider to its provisions for at least a period of 90 days.

BY: Judith Th. Schmittgens 7/28/21
(Signature of Authorized Representative) Date

Judith Schmittgens, Corporate Secretary & Compliance Manager
(Printed Name and Title of Authorized Representative)

PRINCIPAL OFFICE INFORMATION / ADDRESS:

Individual / Company Name: GovHR USA

Street Address 630 Dundee Road, Suite 225

City, State, Zip Code : Northbrook IL 60062

Telephone 847-380-3240 Fax 866-803-1500

Email jschmittgens@govhrusa.com

Taxpayer Identification Number 27-0598897



**RFP 21–29 Executive Recruitment
Consulting Services**

ATTACHMENT B –PROPOSAL RESPONSE

Responses to the following items must be clear and concise and address all questions and information requested below. Proposal Response must be signed by an authorized company representative.

1. **HISTORY AND BACKGROUND:** Provide a description of the history of your company, including number of active employees, business culture, corporate/main office location, etc.
2. **EXPERIENCE AND COMPARABLE PROJECTS:** Describe your experience completing work of this type to public-sector entities such as local municipal governmental units and/or small- to mid-sized non-profit organizations. Include a summary of comparable projects.
3. **PROJECT APPROACH:** Provide a description of your methodology and approach to successfully recruit an experienced and qualified County Administrator. The proposed work plan should describe how you intend to accomplish the tasks as outlined in the Scope of Services. Response should include, but not be limited to: position development, marketing, candidate shortlisting, interviewing, reference review, recommendation/award, and contract negotiation.
4. **STAFFING:** Provide a description of the proposed staffing and include resumes of employees to be assigned to this project.
5. **PROFESSIONAL FEES/CHARGES:** Provide an outline of the professional fees for completing the work, as described. Professional fees should be on a not-to-exceed basis. Also include an estimate of reimbursable expenses likely to be needed for this project.
6. **REFERENCES:** Please provide three (3) customer references that required similar size and scope for projects successfully completed in the last five (5) years, preferably government/ municipal organization(s) within the State of Michigan. The County reserves the right to check all references furnished and consider responses received in determining the award.
7. **OTHER INFORMATION:** Include any other information that would be helpful to the County's evaluation of your proposal.

OTTAWA COUNTY, MICHIGAN
COUNTY ADMINISTRATOR

Recruitment Proposal

July 28, 2021



630 Dundee Road

Suite 225

Northbrook, IL 60062

Primary Contact Person: Laurie Pederson

Director of Administrative Services

847-380-3240

info@GovHRusa.com

A note about COVID-19 -- We are carefully monitoring recommendations from the federal, state and local governments and working with clients as they begin to reopen. Before COVID we made extensive use of technology for video interviews with candidates and meetings with clients. We have utilized these during COVID and can combine technology with appropriate in person meetings to assist clients in cost effective recruiting.

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EXHIBIT A - SERVICES

July 28, 2021

Ms. Amy Bodbyl-Mast
Purchasing Manager
Ottawa County Fiscal Services
12220 Fillmore Street
West Olive, MI 49460

Dear Ms. Bodbyl-Mast:

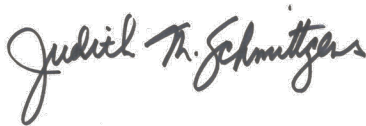
Thank you for the opportunity to provide you with a proposal for the County Administrator recruitment and selection process for Ottawa County. GovHR USA ("GovHR") prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

GovHR is a public management consulting firm serving municipal clients and other public-sector entities on a national basis. Our headquarters offices are in Northbrook, Illinois. We are a certified Female Business Enterprise and work exclusively in the public sector. We have 11 full time and 8 part time employees and 31 project consultants. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities.

GovHR Vice Presidents Carmen Davis and Jaymes Vettraino will be responsible for your recruitment and selection process, and they will be assisted by a home office Recruitment Coordinator, and a Reference Specialist. Biographies for Ms. Davis and Mr. Vettraino and their contact information are included in the proposal.

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see, please let us know. Please contact Laurie Pederson, Director of Administrative Services, 847-380-3240, if you have questions regarding our proposal or need additional information. We look forward to hearing from you and hope to have the opportunity to work with you on this important recruitment.

Sincerely,

A handwritten signature in black ink that reads "Judith Th. Schmittgens". The signature is written in a cursive style with a large initial 'J'.

Judith Schmittgens
Corporate Secretary and Compliance Manager

Firm Profile

GovHR is a public management consulting firm serving local government clients and other public-sector entities across the country. The firm was originally formed as Voorhees Associates in 2009, and changed its name to GovHR USA in 2013. Our headquarters are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public and non-profit sectors. GovHR offers customized executive recruitment services, management studies and consulting projects for local government and organizations who work with local government.

GovHR is led by Heidi Voorhees, President, and Joellen Cademartori, Chief Executive Officer. Ms. Voorhees has conducted more than 350 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 17 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including ten years as Village Manager for the Village of Wilmette, Illinois. Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

GovHR has a total of thirty-one consultants, both generalists and specialists (public safety, public works, finance, parks, etc.), who are based in Arizona, Florida, Illinois, Indiana, Massachusetts, Michigan, Minnesota and Wisconsin, as well as five reference specialists and eight support staff.

Our consultants are experienced executive recruiters who have conducted over 800 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted hundreds of recruitments in 41 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.
- Surveys of our clients show that 94% rate their overall experience with our firm as *Outstanding and* indicate that they plan to use our services or highly recommend us in the future.
- Our state-of-the-art processes, including extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensure a successful recruitment for your organization.
- Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates.

EXHIBIT A - SERVICES

GovHR has conducted more than 200 top Manager recruitments (County Administrator, City Manager, etc.) since the firm's inception. A list of these recruitments for the past 5 years is included with this proposal, and a complete list of clients is available on our website at www.govhrusa.com.

Our Team

Project Manager & Main Point of Contact:

GovHR Vice Presidents Carmen Davis and Jaymes Vettraino will be responsible for your recruitment and selection process, and they will be assisted by a home office Recruitment Coordinator and a Reference Specialist. Their biographies are attached to this Proposal and their contact information is:

Carmen Davis, Vice President
GovHR USA LLC
Clinton, MS
Telephone: 601-665-5527
Cdavis@govhrusa.com

Jaymes Vettraino, Vice President
GovHR USA LLC
Rochester, Michigan
Telephone: 248-379-8923
jvettraino@govhrusa.com

Ms. Davis served as the County Administrator in Hinds County, Mississippi for 10 years prior to joining GovHR, and has 20 years of experience in local government. Ms. Davis is currently working on recruitments for the City Manager of Missouri City, Texas; the City Manager of St. Louis Park, Missouri; the City Attorney in Denton, Texas; and the Chief Administrative Officer of Lee County, Alabama. These recruitments are in varying stages of the search process, and Ms. Davis has the time necessary to devote to the County Administrator for Ottawa County.

Mr. Vettraino served as the City Manager of Rochester, Michigan prior to joining GovHR in 2016. He has conducted several successful executive recruitments since joining GovHR, including City Managers for Albion, Ferndale, Hamtramck, Rochester and Troy, and the Economic Development Director for Rochester Hills. He is currently working on several recruitments in Michigan, including the Director of Finance and the Director of Public Works in Ferndale; Directors of Facilities Management and Parks & Recreation, the Corporation Counsel and the Public Services Director for Oakland County. He recently completed the recruitment for the Chief Diversity, Equity and Inclusion Officer for Oakland County. He also worked with GovHR President Heidi Voorhees on the County Administrator for Kent County in 2017.

References

The following references can speak to the quality of service provided by GovHR.

Oakland County, Michigan

(Director of Facilities Management, in progress) – Jaymes Vettrano

(Director of Parks & Recreation, in progress) – Jaymes Vettrano

(Director of Public Services, in progress) – Jaymes Vettrano

(Corporation Counsel, in progress) – Jaymes Vettrano

(Chief Diversity Equity & Inclusion Officer, 2020) - Jaymes Vettrano & Ryan Cotton

(Director of Economic Development, 2020) – Jaymes Vettrano

April M. Lynch, Deputy Oakland County Executive

248-858-1558

lynchap@oakgov.com

Ferndale, Michigan

(Director of Public Works, in progress) – Jaymes Vettrano

(Fire Chief, 2020) – Jaymes Vettrano

(Downtown Development Authority, Executive Director, 2019) – Jaymes Vettrano

(City Manager, 2019) – Jaymes Vettrano

Dan Jacey, Director of Human Resources

(248) 546-2378

djacey@ferndalemi.gov

Troy, Michigan (City Manager, 2018) – Heidi Voorhees and Jaymes Vettrano

Mayor Ethan Baker

248-524-3500

ethan.baker@troymi.gov

Adrian, Michigan (City Administrator, 2018) - Ryan Cotton

(City Manager, 2020) - Ryan Cotton

Nathan Burd, former City Administrator of Adrian

County Administrator, Livingston County

517-546-3669 x 4

nburd@livgov.com

Eastpointe, Michigan (City Manager - 2019) - Ryan Cotton

Sarah Lucido, former Mayor Pro Tem, current Council Member

Eastpointe, MI 48021

586-445-3661

slucido@eastpointecity.org

Tri-County Regional Planning Commission, MI

(Executive Director, 2018) - Jaymes Vettrano

Jim Shanna Draheim, Board Chair

Lansing, MI 48911

517-393-0342

sdraheim@cityofeastlansing.com

Project Approach and Methodology

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search. GovHR clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

Phase I: Position Assessment, Position Announcement & Brochure

One-on-one or group interviews will be conducted with stakeholders identified by the County to develop the Recruitment Brochure. We have a variety of other options for gathering input:

- Dedicated email and surveys to obtain feedback from stakeholder groups
- Public Forums conducted by our consultants

A combination of the above items can be used to fully understand community and organizational needs and expectations for the position.

Development of a **Position Announcement** to be placed on websites and social media

Development of a thorough **Recruitment Brochure** for County review and approval

Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to appointment of the finalist candidate.

Phase II: Advertising, Candidate Recruitment & Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 6,000 visits to our website each month. Finally, we develop a database customized to your recruitment and can do an email blast to thousands of potential candidates.

Phase II will include the following:

- GovHR consultants will personally identify and contact potential candidates.
- Develop a database of potential candidates from across the country unique to the position and to the County, focusing on:
 - Leadership and management skills
 - Size of organization
 - Experience in addressing challenges and opportunities also outlined in Phase I
- The database will range from several hundred to thousands of names and an email blast will be sent to each potential candidate.
- Placement of the Position Announcement in appropriate professional online publications:
 - Public sector publications & websites
 - Social media

EXHIBIT A - SERVICES

- LinkedIn (over 15,000 connections)
 - Facebook
 - Twitter
 - Instagram
- GovHR will provide you with a list of advertising options for approval

Phase III: Candidate Evaluation & Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure
- Candidates will be narrowed down to those candidates that meet the qualification criteria
- Candidate evaluation process:
 - Completion of a questionnaire explaining prior work experience
 - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate
 - References (at least 2 references per candidate will be contacted at this time)
 - Internet/Social Media search conducted on each finalist candidate

All résumés will be acknowledged and inquiries from candidates will be personally handled by GovHR, ensuring that the County's process is professional and well regarded by all who participate.

Phase IV: Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- GovHR will provide an electronic recruitment portfolio which contains the candidates' materials along with a "mini" résumé for each candidate so that each candidate's credentials are presented in a uniform way.
- The County will receive a log of all applicants and may review résumés if requested.
- Report will arrive in advance of the Recruitment Report Presentation.

GovHR will spend approximately 2 hours with the Board of Commissioners and Recruitment Subcommittee reviewing the recruitment report and providing additional information on the candidates.

Phase V: Interviewing Process & Background Screening

Phase V will include the following steps:

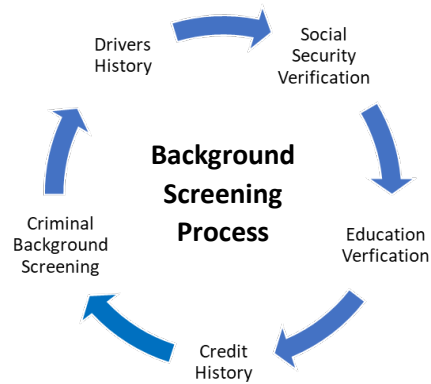
GovHR will:

- Develop the first and second round interview questions for your review and comment
- Coordinate candidate travel and accommodations
- Provide you with an electronic file that includes:
 - Candidates credentials
 - Set of questions with room for interviewers to make notes

EXHIBIT A - SERVICES

- Evaluation sheets to assist interviewers in assessing the candidate's skills and abilities

Background screening* will be conducted along with additional references contacted:



*Per state and federal regulations

GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations.

GovHR will coordinate a 2-Step Interview process. The first round interviews will include five or six candidates. The second round interviews will include two or three candidates. GovHR will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- Tour of County facilities
- Interviews with senior staff

Phase VI: Appointment of Candidate

- GovHR will assist you as much as you request with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- GovHR will notify all applicants of the final appointment, providing professional background information on the successful candidate.

EXHIBIT A - SERVICES

Project Timeline



Weeks 1 & 2

Phase 1: On Site Interviews & Brochure Development

Weeks 3 thru 6

Phase 2: Advertising, Candidate Recruitment & Outreach

Weeks 7 thru 9

Phase 3: Candidate Evaluation & Background Screening

Week 10

Phase 4: Presentation of Recommended Candidates

Week 11 & 12

Phase 5: Interview Process & Additional Background Screening

Weeks 13 & 14

Phase 6: Appointment of Candidate

EXHIBIT A - SERVICES

Price Proposal

Summary of Costs	Price
Recruitment Fee:	\$18,500
Recruitment Expenses: (not to exceed) Expenses include candidate due diligence efforts	1,500
Advertising: Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.	2,500
Total:	\$22,500*

*We are carefully monitoring recommendations from the federal, state and local governments and working with clients on alternatives to in person meetings. We are fully operational and can work with you via video and by utilizing electronic files. If at the time of recruitment, COVID-19 restrictions are lifted and travel is possible, we are happy to attend meetings in person.

Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, we will provide the County with an estimate of expenses per trip (up to 3 trips). Only actual expenses will be billed to the client for reimbursement to GovHR.

Possible in-person meetings could include:

1. Recruitment brochure interview process
2. Presentation of recommended candidates
3. Interview Process

Any additional consultant visits requested by the County (in addition to the three visits listed above) will be billed at \$125/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

This fee does not include travel and accommodations for candidates interviewed.

Payment for Fees & Services

Professional fees and expenses will be invoiced as follows:

1st Payment: 1/3 of the Recruitment Fee (invoice sent upon acceptance of our proposal).

2nd Payment: 1/3 of the Recruitment Fee and expenses incurred to date (invoice sent following the recommendation of candidates).

Final Payment: 1/3 of the Recruitment Fee and all remaining expenses (invoice sent after recruitment is

EXHIBIT A - SERVICES

completed).

Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)

Guarantee

GovHR is committed to assisting our clients until a candidate is appointed to the position. Therefore, no additional professional fee will be incurred if the client does not make a selection from the initial group of recommended candidates and requests additional candidates be developed for interview consideration. If additional advertising beyond the Phase I advertising is requested, client will be billed for actual advertising charges. Reimbursable expenses may be incurred should the recruitment process require consultant travel to Ottawa County.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the County or the employee's own determination, leave the employ of the County within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only. This request must be made within six months of the employee's departure.

Why Choose GovHR?

GovHR treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the leadership position. Understanding the organizational culture is critical to a successful recruitment. We gain this insight and information through meetings (one on one and small groups), surveys and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

Our firm was founded on and rooted in a desire to increase the diversity of local government leaders. We regularly engage with and financially support the National Forum for Black Public Administrators, the Local Government Hispanic Network, the League of Women in Government and the Emerging Local Government Leaders. Involvement with these organizations assists us in developing a highly qualified, diverse candidate pool for each executive recruitment. We also heavily utilize social media including LinkedIN, Facebook, Twitter and Instagram to push out employment opportunities and connect with candidates who may not be seeking a position but who would find your opportunity appealing. We pay for databases that have the email addresses for all local government leaders in public safety, public works, public finance, planning and economic development as well as in general administration. This allows us to ensure that we are contacting all candidates who might be interested in your position. In addition, our consultants are located across the country providing us with personal contacts for potential candidates. We do not hesitate to call potential candidates who we believe are a fit for your position.

We utilize the information we have gained to evaluate candidates and we conduct a video screening interview to further understand each qualified candidate's background and experience. We also conduct reference calls and media searches to ensure there are no surprises with respect to a candidate's background. This information is shared with the client along with our objective assessment of each

EXHIBIT A - SERVICES

candidate. We will provide you with a matrix of all of the candidates, noting the relevant experience and background of those we recommend you consider for interview.

We are your partner throughout the process, present for the interviews and assisting in the compensation discussions. We guarantee our placements for one year, should the successful candidate leave for any reason. We believe our thorough and transparent process is unparalleled in our field and we hope to have the opportunity to work with you.

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Confirmation Signature

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Client Name/Organization _____

Client Contact Name/Position _____

Signature _____

Date _____

Billing Contact _____

Billing Contact Email _____

Optional Services

GovTemps USA

Need an Interim? GovTempsUSA, a subsidiary of GovHR USA, specializes in the temporary placement of positions in local government. The firm offers short-term assignments, in addition to long-term and outsourced arrangements. Our placement professionals at GovTempsUSA have typically enjoyed distinguished careers in local government and displayed a commitment to public service throughout their career.

Recorded One-Way Video Interview of Candidates

Candidates we recommend for your consideration can complete a one-way video interview with 3 to 5 questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview. Cost \$100 per candidate.

Leadership/Personality Testing

GovHR has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the client is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC and others. Depending on the evaluation type selected fees can range between \$100 to \$500 per candidate.

360° Evaluation

As a service to the Client, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed position at six months into his or her employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder the Client feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR will prepare a proposal for this service.



CARMEN DAVIS

EXHIBIT A - SERVICES



Carmen Davis has 20 years of experience as a local government professional with 9 of those years in local government management. Mrs. Davis served as a City Planner in Detroit, MI and County Administrator of Hinds County, MS.

As County Administrator of Hinds County, Mississippi, Mrs. Davis was the first woman appointed in this position. During her tenure, Mrs. Davis was responsible for an operating budget of \$115 million and oversaw 13 departments and direct reports, including a Central Personnel System of approximately 900 employees. She also supported 14 county elected officials by providing fiscal and administrative resources for their departments. Mrs. Davis was also instrumental in recovering a deficit budget during the recession of 2009. Furloughs ended and cash balance increased from about \$26,000 in 2010 to over \$2.5 million annually by 2012. From that point, cash reserve funds increased to \$3.5 million during her leadership.

Mrs. Davis' local government management experience, along with her effective management and leadership style, led to the creation of innovative programs and processes. Her areas of expertise are organizational restructuring, personnel policy development and implementation, leadership/professional development, capital improvement project management, and criminal justice program/policy development. Some of the programs she developed are pre-trial services program, wellness and safety programs, record management/retention programs, and American Disabilities Act compliance office.

From 1993 to 2009, Mrs. Davis served as a City Planner with the City of Detroit City Planning Commission and City Council where she authored zoning ordinances, zoning map amendments, city codes, and public policies on major urban issues as well as directed the preparation of recommended changes. Mrs. Davis has worked on progressive issues and projects related to residential, commercial, and industrial developments to address social, economic and physical impacts. Furthermore, Mrs. Davis' has successfully improved community relations among community groups/organizations, developers, and other stakeholders bringing collaboration, in addition to, consensus building.

Mrs. Davis holds a Bachelor's in Urban Planning and Geography and Master's degree in Business Administration from Wayne State University in Detroit, MI. She is currently President of the Mississippi City/County Manager's Association and member of the ICMA since 2015.

PROFESSIONAL EDUCATION

- Master of Business Administration, Wayne State University, Detroit, MI
- Bachelor of Urban Planning and Geography, Wayne State University, Detroit, MI

PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- Executive Advisory Board of Directors, Jackson State University Institute of Government, 2013 - 2016
- Leadership Greater Jackson, Class Graduate, 2012 - 2013

MEMBERSHIPS AND AFFILIATIONS

- International City/County Management Association, Member
- Mississippi City/County Managers Association, President

- National Association of County Administrators, Member
- MS Association of County Administrators and Comptrollers, Past President
- Leadership Greater Jackson, Past Board Member
- U.S.S. Jackson Commissioning Committee, Past Board Member
- U.S. Navy League, Past Member
- Hinds County Criminal Justice Coordinating Council, Co-Chair
- Planning for a New County Jail, Taskforce Member

PROFESSIONAL BACKGROUND

- County Administrator, Hinds County, MS 2010 - 2020
- City Planner, City of Detroit, MI 1993 - 2009





JAYMES VETTRAIÑO

EXHIBIT A SERVICES



Jaymes Vettraiño is a Vice President with GovHR USA and provides municipal management consulting services to communities. His focus is on assisting with employee recruitment, classification/compensation, financial planning, operational management, human resources, community relations and economic development.

Prior to starting his consulting service, Jaymes spent 17 years as a City Manager, most recently as the City Manager of Rochester, MI. In Rochester, he had the opportunity to lead a dynamic management team to simultaneously reduce expenses and increase the level of community service during years of the “great recession.” During his time as the Manager of Kutztown, PA, Jaymes had the opportunity to lead the college town in the development of its own fiber optic network and improve its relations with Kutztown University. Jaymes was also the first Manager of Pen Argyl, PA, where he led the community in creating a city manager form of government and implemented many grant funded quality of life improvement initiatives and projects.

Jaymes believes that great local communities are the foundation of our lives. Through his facilitative style and technical knowledge of local government, he excels at problem solving and consensus building.

PROFESSIONAL EDUCATION

- Master of Business Administration in Management, Lehigh University
- Bachelor of Science in Political Science, Michigan State University, MI

PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- Assistant Professor at Rochester University, Rochester, Michigan
- Adjunct Professor at Oakland University, Rochester, MI
- Former Adjunct Professor at Alvernia College, Reading, PA

MEMBERSHIPS AND AFFILIATIONS

- International City and County Managers Association
- Michigan Local Government Management Association
- Leadership Oakland County
- Pennsylvania Association of Municipal Managers
- American Public Power Association
- Pennsylvania Electric Association

AWARDS

- Distinguished Faculty Award, Rochester University, 2019
- Community Advocacy Award, Rochester Regional Chamber of Commerce, 2018
- Selected as one of “Oakland County’s Elite 40 under 40”, 2015
- Outstanding Service Award from Michigan Municipal League, 2013

PROFESSIONAL BACKGROUND

Over 17 Years in Local Government Management

- Director of the Center for Social Engagement, Rochester University, MI 2015-Present
- City Manager, Rochester, MI 2008-2015
- Town Manager, Kutztown, PA 2003-2008
- Town Manager, Pen Argyl, PA 1998-2003



EXHIBIT A - SERVICES



City & County Management Recruitments 2015 to Present

TYPE	STATE	CLIENT	POSITION	POPULATION	YEAR	
City Management	Alaska	Unalaska	City Manager	4,768	2017	
		Seward	City Manager	2,693	2019	
		Bethel	City Manager	6,500	2019	
		Homer	City Manager (Professional Outreach)	5,300	2019	
	Colorado	Eagle	Town Manager	6,739	2017	
		Englewood	City Manager	34,957	2019	
	Connecticut	Cheshire	Town Manager	29,261	2017	
		Enfield	Town Manager	45,246	2015	
					2018	
					2020	
			Meriden	City Manager	60,838	2018
			East Hampton	Town Manager	13,000	2019
	Delaware	Newark	City Manager	33,398	2018	
	Florida	Largo	Assistant City Manager	82,244	2018	
		Gainesville	Assistant City Manager	133,997	2021	
		Lakeland	City Manager	110,000	2020	
			Palm Beach	Assistant City Manager	85,933	2021
	Georgia	Decatur	Assistant City Manager	25,000	2018	
				City Manager	25,000	2018
	Illinois	Bensenville	Village Manager	20,703	2015	
		Bloomington	City Manager	78,005	2018	
		Crest Hill	City Administrator	20,837	2015	
		Decatur	City Manager	76,178	2018	
				Deputy City Manager	76,178	2019
			DeKalb	City Manager	43,849	2018
			Dixon	City Manager	18,601	2015
			East Moline	City Administrator	21,300	2016
			East Peoria	City Administrator	23,503	2016
			Effingham	City Administrator	12,577	2018
			Fox Lake	Village Administrator	10,550	2021
			Freeport	City Manager	25,000	2017
			Glencoe	Assistant Village Manager	8,723	2015
			Homewood	Assistant Village Manager (Virtual)	19,464	2017
			Joliet	City Manager	147,500	2017
			La Grange	Assistant Village Manager (Virtual)	15,732	2017
			La Grange	Village Manager	15,732	2017
			La Grange Park	Assistant Village Manager	13,579	2020
			Lake Bluff	Assistant to the Village Manager	5,700	2016
			Lake Forest	City Manager	19,375	2018
			Lake Zurich	Village Manager	19,631	2015
			Libertyville	Village Manager	20,431	2016
			Assistant Village Manager/Community Development Director			
	Lincolnshire	Development Director	7,500	2016		
	Lindenhurst	Village Administrator	14,468	2017		
	Mokena	Village Administrator	19,042	2015		
	Moline	City Administrator	43,100	2017		
	Mt. Prospect	Village Manager	54,771	2015		
	Niles	Village Manager	30,001	2021		

City & County Management Recruitment 2015 to Present

TYPE	STATE	CLIENT	POSITION	POPULATION	YEAR
City	Illinois	Normal	City Manager	54,264	2017
		Northbrook	Village Manager	35,000	2021
			Assistant Village Manager/Human Resources		
		Oak Park	Director	52,000	2019
		Orland Park	Village Manager	60,000	2016
					2019
		Pekin	City Manager	33,223	2016
		Schiller Park	Village Manager	11,870	2015
		Shorewood	Village Administrator	17,495	2018
		Vernon Hills	Village Manager	25,911	2021
		Villa Park	Assistant Village Manager (Virtual)	22,038	2021
		Washington	City Administrator	15,700	2015
		Wauconda	Village Administrator	13,758	2017
		Winnetka	Assistant Village Manager	12,422	2019
		Woodridge	Village Administrator	32,971	2017
		Barrington	Village Manager	10,455	2018
		Willowbrook	Village Administrator	8,967	2019
		Geneseo	City Administrator (Virtual)	6,500	2019
		Princeton	City Manager	7,700	2019
		Mundelein	Village Administrator	31,385	2020
		Centralia	City Manager	13,000	2020
	Savoy	Village Administrator (Virtual)	8,607	2020	
	Pingree Grove	Village Manager	10,000	2020	
	Palos Heights	City Administrator (Virtual)	12,480	2021	
	Indiana	St. John	Town Manager (Professional Outreach)	18,047	2020
	Iowa	Bondurant	City Administrator	5,493	2017
		Newton	City Administrator	15,000	2016
		Webster City	City Manager	8,000	2016
		Windsor Heights	City Administrator	4,860	2019
		Muscatine	City Administrator	23,819	2020
	Maryland	Greenbelt	City Manager	23,753	2016
		Hagerstown	City Administrator	40,612	2015
		Sykesville	Town Manager	3,941	2019
		Westminster	City Administrator	18,522	2021
	Massachusetts	Cambridge	City Manager	110,000	2016
		Eastham	Town Administrator	4,956	2016
		Provincetown	Town Manager	2,990	2015
		Williamstown	Town Manager	8,400	2015
	Michigan	Hamtramck	City Manager	21,752	2017
		Oakland Township	Township Manager	19,132	2018
		Rochester	City Manager	13,000	2015
		Eastpointe	City Manager	32,673	2019
Troy		Assistant City Manager	83,813	2019	
		City Manager	83,813	2018	
Albion		City Manager	8,337	2018	
Adrian		City Administrator	20,676	2018	
Ferndale		City Manager	20,428	2019	
Lincoln Park		City Manager	36,665	2019	
Royal Oak		City Manager	59,112	2019	
Charlotte		City Manager	9,100	2020	
Minnesota	Woodbury	Assistant City Administrator	68,820	2017	
	Waconia	City Administrator	13,500	2021	
	St. Louis Park	City Manager	48,662	2021	
Missouri	Ferguson	City Manager	21,111	2015	

City & County Management Recruitment 2015 to Present

TYPE	STATE	CLIENT	POSITION	POPULATION	YEAR	
City	Missouri	Maryland Heights	City Administrator	27,436	2015	
		Republic	City Administrator	15,590	2016	
		University City	Assistant City Manager	35,172	2020	
			City Manager	35,172	2017	
				Assistant to the City Manager/Communications Director	35,172	2018
				Assistant to the City Manager/Director of Human Resources	35,172	2020
			Wildwood	City Manager	35,524	2019
			South Lyon	City Manager	11,327	2018
			Cape Girardeau	City Manager	38,000	2020
			Ballwin	City Administrator	30,181	2020
		Webster Groves	City Manager	22,800	2020	
	Nevada	Boulder City	City Manager	16,207	2021	
	New Hampshire	Portsmouth	City Manager	21,796	2019	
	New Jersey	Waldwick	Borough Administrator	9,800	2015	
	New York	Mamaroneck	Town Administrator	29,156	2021	
			Village Manager	19,426	2018	
		Long Beach	Deputy City Manager (Virtual)	33,275	2021	
	North Carolina	Fayetteville	Assistant City Manager	210,000	2017	
					2018	
	North Dakota	Minot	City Manager	45,700	2020	
	Ohio	Oberlin	City Manager	8,390	2016	
	Pennsylvania	Ferguson Township	Township Manager	18,300	2017	
		Mt. Lebanon	Municipal Manager	33,137	2015	
		South Fayette Township	Township Manager	14,416	2018	
	Rhode Island	North Kingston	Town Manager	26,326	2015	
	Texas	Burleson	City Manager	43,960	2018	
		Garland	Assistant City Manager	233,206	2016	
		Missouri City	Assistant City Manager	74,139	2019	
		McKinney	Assistant City Manager	191,645	2019	
	Virginia	Chesapeake	City Manager	245,000	2019	
		Portsmouth	City Manager	96,000	2020	
		Salem	City Manager	25,643	2019	
		Virginia Beach	City Manager	442,707	2019	
	West Virginia	Morgantown	City Manager	31,000	2016	
		Bridgeport	City Manager	8,582	2019	
	Wisconsin	Baraboo	City Administrator	12,048	2019	
		Bayside	Assistant Village Manager	4,400	2019	
		Bellevue	Village Administrator	15,524	2018	
		Beloit	City Manager	36,966	2015	
		Cedarburg	Town Administrator	11,475	2015	
		Franklin	Director of Administration	36,155	2019	
		Glendale	City Administrator	12,920	2016	
Hartford		City Administrator	14,251	2015		
Hobart		Village Administrator	8,500	2016		
Lake Geneva		City Administrator	7,710	2015		
Oak Creek		City Administrator	35,243	2016		
Plymouth		City Administrator/Utilities Manager	8,540	2020		
Prairie du Chien		City Administrator	5,900	2017		
Racine		City Administrator	78,200	2016		
Rome		Town Administrator	2,720	2016		
Shorewood		Village Manager	13,331	2017		

City & County Management Recruitment Services 2015 to Present

TYPE	STATE	CLIENT	POSITION	POPULATION	YEAR
City	Wisconsin	West Bend	City Administrator	31,000	2016
		Beloit (Town)	Town Administrator	7,083	2016
		Rhinelanders	City Administrator	7,800	2018
		Monroe	City Administrator	10,827	2020
		Harrison	Village Manager	13,185	2021
County Management	Arizona	Yuma County	County Administrator	203,000	2015
	Florida	Marion County	County Administrator	337,362	2015
		Pasco County	County Administrator	475,502	2016
		Pinellas County	Assistant County Administrator	970,600	2020
	Illinois	Lake County	Deputy County Administrator/Chief of Staff	970,600	2019
			Assistant County Administrator	703,462	2016
			County Administrator		2017
			County Administrator	703,462	2019
		Rock Island County	County Administrator	147,258	2017
		Winnebago County	County Administrator	290,600	2016
	Michigan	Grand Traverse County	County Administrator	90,782	2017
			County Administrator/Comptroller	636,369	2017
			County Executive	11,386	2015
	South Carolina	Beaufort County	County Administrator	192,122	2018
	Wisconsin	Dunn County	County Manager	44,122	2016
			County Administrator	101,400	2015
			County Manager/Administrative Coordinator	20,220	2021



Executive Recruitment for

KENT COUNTY, MICHIGAN

GovHR USA is pleased to announce the recruitment and selection process for a County Administrator/Controller for Kent County, Michigan. This brochure provides background information on Kent County, as well as the requirements and expected qualifications for the position. Candidates should apply by October 20, 2017 with resume, cover letter and contact information for five work-related references to GovHRUSA.com/current-positions/recruitments to the attention of Jaymes Vettrano, Vice President, GovHR USA, 650 Dundee Road, #270, Northbrook, IL 60062. Tel: 248-379-8923. Email: jvettrano@govhrusa.com.

Kent County is an Equal Opportunity Employer.

Jaymes Vettrano, Vice President

GovHRUSA, LLC
 630 Dundee Road, Suite 130
 Northbrook, Illinois 60062
 847-380-3240
 Formal Applications should be submitted to:
www.govhrusa.com/current-positions/recruitment



COUNTY ADMINISTRATOR/ CONTROLLER



PROFESSIONAL ANNOUNCEMENT

Kent County, MI (pop. 642,173) County Seat: City of Grand Rapids. Kent County is the 4th largest County in the State of Michigan, the largest with a non-elected Administrator /Controller, and home to the second largest city in Michigan, Grand Rapids. The County is the central hub of the Grand Rapids-Wyoming Metropolitan Statistical Area (MSA), which continues to be one of the fastest growing regions of the United States. Among the factors which have encouraged major growth and have attracted numerous firms from outside the area are: a strong but highly diversified base of industries, an excellent work force, educational opportunities, excellent employer/employee relations, good location and transportation facilities, utilities and possibly the most important, quality of life.

The County is governed by a 19-member Board of Commissioners. The Administrator /Controller is responsible for carrying out the policies set forth by the Board and overseeing the day-to-day operations of the County. The Board is elected on a partisan basis every two years from districts of approximately equal size. The other five elected officers of the County, which include the Sheriff, Clerk/Register of Deeds, Prosecuting Attorney, Drain Commissioner and Treasurer, are elected on a partisan basis serving four-year terms. The County has approximately 1,700 employees and a combined budget of \$342M (\$167M General Fund). The County's financial position is highly stable, with a bond rating of AAA from S&P and Moody's.

The County provides a wide and varied range of services including: law enforcement, correctional facility, three court systems, veteran's services, co-operative extension, property tax collection, vital record management, social services, public health, drain code compliance, and parks.

The Department of Public Works manages a waste-to-energy incinerator, a recycling facility and various landfills. Kent County also has close relationships with the department of health and human services, road commission, airport and zoo. The County is also a leader in participating in regional public-private collaborative projects.

The County is most interested in individuals who can think strategically and focus on the County's long-term goals, while maintaining the County's outstanding reputation and financial position. The successful candidate will have exceptional communication skills and will intentionally engage with the diverse constituencies of the County. The County values relationships and the next Administrator/Controller will need to be adept at developing positive relationships and embrace the collaborative culture of the community.

Candidates are required to have:

- Bachelor's degree; Master's Degree in Public or Business Administration or related discipline is strongly preferred.
- Ten (10) years of progressively responsible executive level experience; or an equivalent combination of education and experience.
- Prior County management experience is strongly preferred. Other public management experience is also highly valued.

Starting salary is \$150,000 to \$170,000, DOQE.

Apply with resume, cover letter, contact information and five (5) professional references by October 20, 2017; to the attention of Jaymes Vettrano, Vice President, GovHR USA, 630 Dundee Road, Suite 130, Northbrook, IL 60062 Tel: 847-380-3240.





COMMUNITY BACKGROUND

Located between Chicago (2 hours, 50 minute drive time) and Detroit (2 hour, 48 minute drive time), Kent County is the center of growing region of more than 1 million people. There is an energy pulsating from West Michigan that is felt throughout the state. Business and community leaders have set in motion an unprecedented level of growth and investment throughout the region that has made West Michigan a destination for business success. More than 130 international companies are located here as well as four of Forbes Largest Private Companies. The global headquarters for such companies as Amway, Steelcase, Herman Miller, Haworth, Wolverine Worldwide, and BISSELL, Kent County and West Michigan has become a world-class center for advanced manufacturing and life science innovation.

Kent County offers a remarkable combination of cosmopolitan atmosphere and small-town warmth. Located on the banks of the Grand River, the city of Grand Rapids offers all of the big city excitement you'd expect from a million-resident metropolis. The city features hundreds of restaurants and nightspots, theatres,

museums, sports, and concerts. The safe and clean downtown is surrounded by an eclectic mix of walkable neighborhoods. All of this is served up with small-town friendliness, safety, and affordability. Kent County is also home to 35 cities, villages and townships. The municipalities include urban, traditional downtown districts, suburban areas and rural communities. The urban/rural mix of the County really provides for an idea quality of life environment.

The Kent County region is widely recognized as a national leader in public-private partnerships and inter-organization cooperation by government, non-profits and for-profit partners. At the center of this cultural cooperation is the generous and socially impactful philanthropic community. Together these partners are dedicated to making the Kent County a cultural, health and education destination.

From preschool to Ph.D., the Kent County area offers educational opportunities for all. With public, private, parochial, technical, and charter schools in the mix, parents have many choices on how their children are educated. West Michigan as a region is home to 27 colleges and universities.

Kent County and West Michigan have some of the best entertainment in the world. It is home to three world-class symphonies; the only professional ballet in Michigan; three semi-professional sports teams (Grand Rapids Griffins hockey, West Michigan Whitecaps baseball, and the brand new Grand Rapids Cyclones basketball); and a nationally recognized arena. Whether you want to watch or play, the Kent County area is a great place to be active. Hiking, biking, golfing, fishing, and skiing are just a few of their specialties. With trails and water all over the County, it is easy to find an excuse to be outside.

The Gerald R. Ford International Airport (GRR) is ranked one of the top 5 best airports in the world (by size) by the Airports Council International. The Airport services 6 passenger airlines: Delta Air Lines, Southwest Airlines, American Airlines/American Eagle, United Airlines, Allegiant Airlines and US Airways. There are 120 daily scheduled nonstop flights with an estimated 6,400 travelers pass through GRR each day. It is the 82nd busiest commercial airport in the nation and the 2nd busiest commercial airport in Michigan.

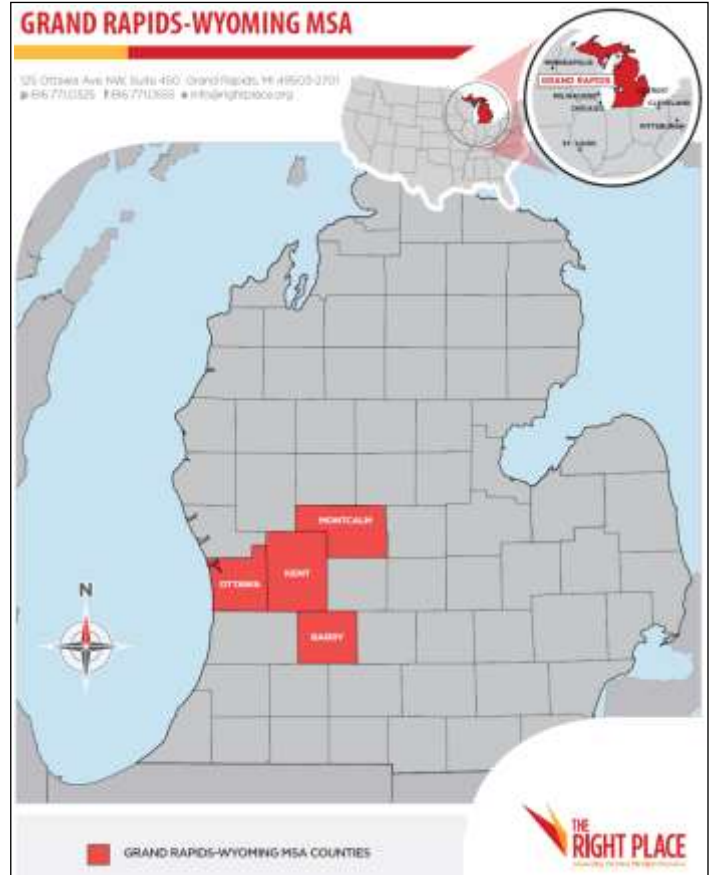
QUALITY OF LIFE AWARDS

Kent County and the West Michigan region have been recognized nationally for its quality of life. Recent recognitions include:

- #7 Best Place to Live in the U.S. for Quality of Life (2016) – *U.S. News and World Report*
- Best city in the U.S. to invest in housing (2016) – *Forbes*
- #2 Best large city to start a business (2016) – *Wallethub.com*
- Ranked #1 city to raise a family (2015) – *Forbes*
- Named 2nd best U.S. city to find a job (2015) – *Forbes*
- #1 place to visit (2015) – *Groupon*
- ArtPrize festival, named Top Five Festivals Worldwide (2013) – *Time Magazine*

KENT AT A GLANCE

Population: 642,173, (5.6% growth over the past 5 years)
Equalized Assessed Value: Nearly \$25 billion
Land Area: 847 square miles
Median Home Value: \$139,300
Median Household Income: \$53,063



Top 10 Regional Employers

Kent County is home to a large medical and life science industry, strong entrepreneurial activity, an established design community, and innovative employers. Agribusiness and advanced manufacturing round out our top industry sectors.

Company	Industry
Spectrum Health	General Medical and Surgical Hospitals
Meijer	Supermarket Retail and Distribution
Mercy Health	General Medical and Surgical Hospitals
Amway Corporation	Consumer Goods
Gentex Corporation	Glass Product Manufacturing for Auto Industry
Perrigo Company	Pharmaceutical Manufacturing
Herman Miller, Inc.	Office Furniture Manufacturing
Steelcase, Inc.	Office Furniture Manufacturing
Grand Valley State University	Higher Education
Magna International, Inc.	Glass Product Manufacturing for Auto Industry

COUNTY GOVERNMENT

The County is governed by a 19-member Board of Commissioners. The Administrator /Controller is responsible for carrying out the policies set forth by the Board and overseeing the day-to-day operations of the County. The Board is elected on a partisan basis every two years from districts of approximately equal size. The other five elected officers of the County, which include the Sheriff, Clerk/Register of Deeds, Prosecuting Attorney, Drain Commissioner and Treasurer, are elected on a partisan basis serving four-year terms. The County has approximately 1,700 employees and a combined budget of \$342M (\$167M General Fund). The County's financial position is highly stable, with a bond rating of AAA from S&P and Moody's.



The County Mission Statement

The mission of Kent County government is to be an effective and efficient steward in delivering quality services for our diverse community. Our priority is to provide mandated services, which may be enhanced and supplemented by additional services to improve the quality of life for all our citizens within the constraints of sound fiscal policy.

Individuals are strongly encouraged to go to the County website <https://www.accesskent.com/default.htm> to learn more about the services and quality of life the County offers its citizens.

CHALLENGES/OPPORTUNITIES FOR THE COUNTY ADMINISTRATOR

The Kent County Administrator/Controller position offers a unique opportunity for an individual who can provide strong stewardship over the County's successful governing and financial model; while simultaneously moving the County forward with visionary leadership.

The next County Administrator/Controller for Kent County will be expected to:

- Continue to foster a culture of trust, authenticity and openness to create a collaborative, solutions-oriented organization.
- Proactively and intentionally engage with a diverse group of County stakeholders to address challenges and capitalize on opportunities from the demographic changes that result from the County's growth.
- Maintain the high level of consistent financial performance of the County, including maintaining its AAA bond rating.
- Lead in evaluating opportunities to invest in quality of life services, while being aware of the impact of current and future State and Federal budget cuts to County funding.
- Provide balanced analysis of economic and community development opportunities based on the County's mission and leadership role.
- Intentionally promote diversity, equity and inclusion goals within County government and among the County's partners.
- Maintain and grow the positive working relationship with the cities, villages and townships in the County.

Education and Experience

- Bachelor's degree; Master's Degree in Public or Business Administration or related discipline is strongly preferred.
- Ten (10) years of progressively responsible executive level experience; or an equivalent combination of education and experience.
- Prior County management experience is strongly

- preferred. Other public management experience is also highly valued.
- Must be willing to personally become part of the collaborative culture of the region
 - Ability to form positive, effective working relationships with various stakeholders
 - Working knowledge or aptitude to gain a quick understanding, of federal, state and local policies, practices, and standards applicable to County government is required.
 - Skilled in working and collaborating with elected officials, boards and commissions, employees, community groups, the news media and other stakeholders.
 - Have successful experience in collaborating and interacting with other internal organizational units; experience with external organizations in a constructive, cooperative, and mutually supportive manner, while representing the County's interests tactfully and firmly.
 - Have the interest and desire to understand the County's demographics and unique geography; to truly become part of the community.
- Be a servant leader, while holding individuals accountable to challenging goals.
 - Experience in developing and executing policies to manage a significant fund balance.
 - Be a highly motivated, visionary, goal-oriented leader with a proven ability to cooperate and communicate clearly.
 - Empower and challenge staff to collaborate internally and externally to improve County government services.
 - Focus on staff succession planning and be skilled at attracting and retaining highly capable professional staff.

Management Style and Personal Traits

- Have complete personal and professional integrity, gaining respect and inspiring the trust and confidence of subordinates, co-workers, and elected and appointed officials, and other stakeholders.
- Have an open communication style and a calm demeanor; be one who can establish trust quickly with others.
- Have a facilitative style that can leverage resources with the private sector and the non-profit community.
- Have a high cultural IQ and fully embrace the collaborative and cooperative culture of the region.
- Lead through mutual trust and maintenance of relationships, particularly within the County's organizational structure.



CANDIDATE QUALIFICATION CRITERIA

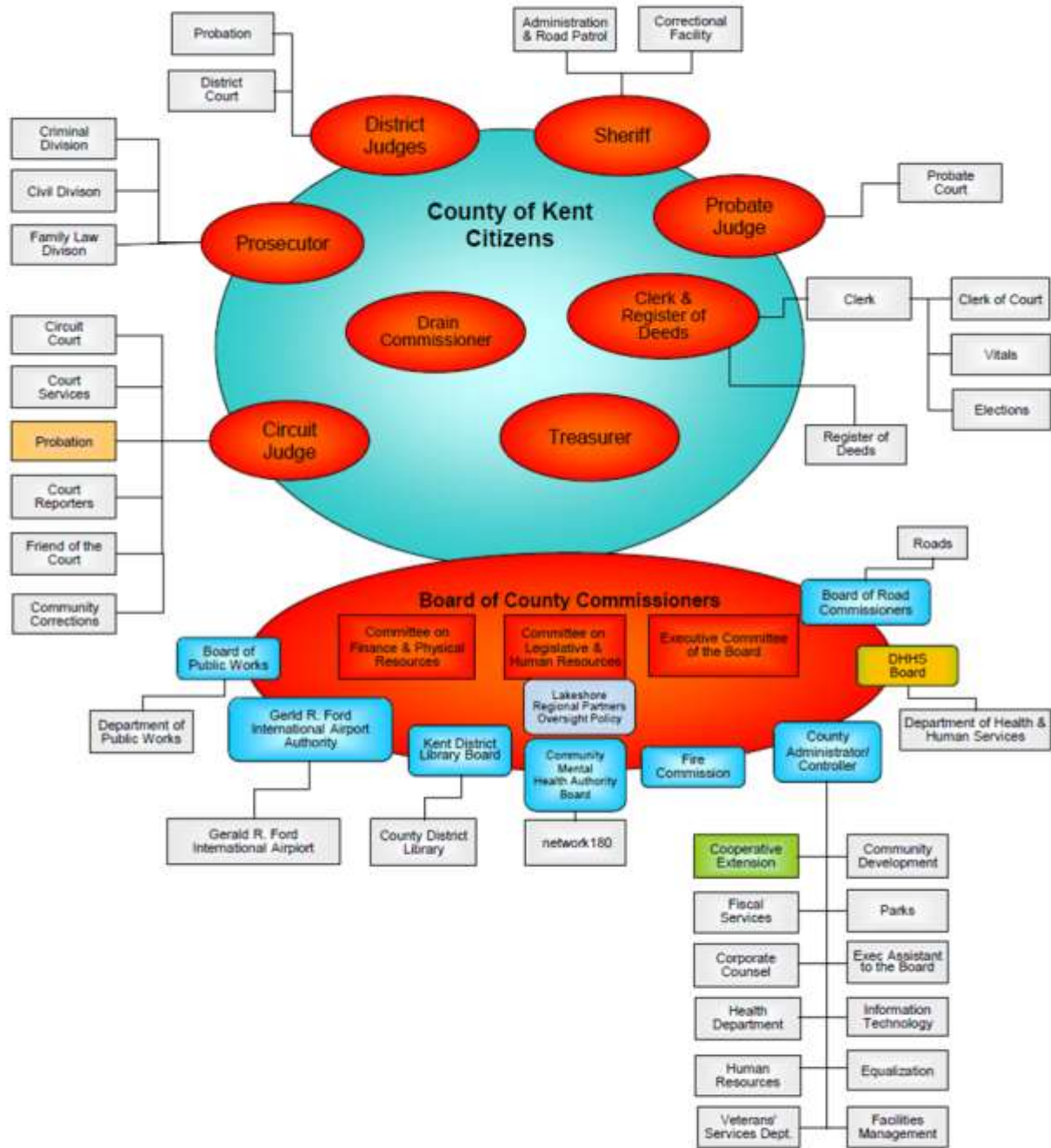
The County Administrator is a highly visible position in Kent County, requiring well-developed leadership abilities and management skills. The County is most interested in individuals who can think strategically and focus on the County's long-term goals, while maintaining the County's outstanding reputation and financial position. The successful candidate will have exceptional

communication skills and will intentionally engage with the diverse constituencies of the County. The County values relationships and the next Administrator/Controller will need to be adept at developing positive relationships and embrace the collaborative culture of the community. Starting salary is \$150,000 to \$170,000, DOQE.

Thank you to *The Right Place, Inc.* for providing data, narrative and photographs.



Welcome to Kent County A "Tapestry of Governments"



COUNTY OF KENT ORGANIZATION CHART

EXHIBIT B - COMPENSATION

Price Proposal

Summary of Costs	Price
Recruitment Fee:	\$18,500
Recruitment Expenses: (not to exceed) Expenses include candidate due diligence efforts	1,500
Advertising: Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.	2,500
Total:	\$22,500*

*We are carefully monitoring recommendations from the federal, state and local governments and working with clients on alternatives to in person meetings. We are fully operational and can work with you via video and by utilizing electronic files. If at the time of recruitment, COVID-19 restrictions are lifted and travel is possible, we are happy to attend meetings in person.

Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, we will provide the County with an estimate of expenses per trip (up to 3 trips). Only actual expenses will be billed to the client for reimbursement to GovHR.

Possible in-person meetings could include:

1. Recruitment brochure interview process
2. Presentation of recommended candidates
3. Interview Process

Any additional consultant visits requested by the County (in addition to the three visits listed above) will be billed at \$125/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

This fee does not include travel and accommodations for candidates interviewed.

Payment for Fees & Services

Professional fees and expenses will be invoiced as follows:

1st Payment: 1/3 of the Recruitment Fee (invoice sent upon acceptance of our proposal).

2nd Payment: 1/3 of the Recruitment Fee and expenses incurred to date (invoice sent following the recommendation of candidates).

Final Payment: 1/3 of the Recruitment Fee and all remaining expenses (invoice sent after recruitment is

EXHIBIT B -COMPENSATION

completed).

Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)

Guarantee

GovHR is committed to assisting our clients until a candidate is appointed to the position. Therefore, no additional professional fee will be incurred if the client does not make a selection from the initial group of recommended candidates and requests additional candidates be developed for interview consideration. If additional advertising beyond the Phase I advertising is requested, client will be billed for actual advertising charges. Reimbursable expenses may be incurred should the recruitment process require consultant travel to Ottawa County.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the County or the employee's own determination, leave the employ of the County within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only. This request must be made within six months of the employee's departure.

Why Choose GovHR?

GovHR treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the leadership position. Understanding the organizational culture is critical to a successful recruitment. We gain this insight and information through meetings (one on one and small groups), surveys and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

Our firm was founded on and rooted in a desire to increase the diversity of local government leaders. We regularly engage with and financially support the National Forum for Black Public Administrators, the Local Government Hispanic Network, the League of Women in Government and the Emerging Local Government Leaders. Involvement with these organizations assists us in developing a highly qualified, diverse candidate pool for each executive recruitment. We also heavily utilize social media including LinkedIN, Facebook, Twitter and Instagram to push out employment opportunities and connect with candidates who may not be seeking a position but who would find your opportunity appealing. We pay for databases that have the email addresses for all local government leaders in public safety, public works, public finance, planning and economic development as well as in general administration. This allows us to ensure that we are contacting all candidates who might be interested in your position. In addition, our consultants are located across the country providing us with personal contacts for potential candidates. We do not hesitate to call potential candidates who we believe are a fit for your position.

We utilize the information we have gained to evaluate candidates and we conduct a video screening interview to further understand each qualified candidate's background and experience. We also conduct reference calls and media searches to ensure there are no surprises with respect to a candidate's background. This information is shared with the client along with our objective assessment of each

EXHIBIT B - COMPENSATION

candidate. We will provide you with a matrix of all of the candidates, noting the relevant experience and background of those we recommend you consider for interview.

We are your partner throughout the process, present for the interviews and assisting in the compensation discussions. We guarantee our placements for one year, should the successful candidate leave for any reason. We believe our thorough and transparent process is unparalleled in our field and we hope to have the opportunity to work with you.

Action Request



Committee: Finance and Administration Committee

Meeting Date: 08/17/2021

Requesting Department: Administrator's Office

Submitted By: Al Vanderberg

Agenda Item: GCSI Retainer Agreement

Suggested Motion:

To approve and forward to the Board of Commissioners the Retainer Agreement between Governmental Consultant Services, Inc. and Ottawa County for a cost of \$48,000.00 per year.

Summary of Request:

Since 2005, the County has contracted with Governmental Consultant Services, Inc. (GCSI) to provide lobbying services on behalf of the County. For the last seven years, the County has paid \$3,633 per month. The proposed Retainer Agreement would increase this fee to \$4,000 per month for four years and may be renewed at the same rate for up to three additional 12-month periods.

Financial Information:

Total Cost: \$48,000.00	General Fund Cost: \$48,000.00	Included in Budget:	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
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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: Goal 1: To Maintain and Improve the Strong Financial Position of the County.

Objective: Goal 1, Objective 2: Maintain and improve the financial position of the County through legislative advocacy.

Administration: Recommended Not Recommended Without Recommendation

County Administrator:

Al Vanderberg

Committee/Governing/Advisory Board Approval Date:

RETAINER AGREEMENT

THIS AGREEMENT has been made and entered into this 1st day of January, 2022, by and between Governmental Consultant Services, Inc., a Michigan Corporation with its principal office located at 120 North Washington Square, Suite 110, Lansing, Michigan 48933, First Party, hereinafter referred to as “GCSI”, and the County of Ottawa, a Michigan unit of local government, located in West Olive, Michigan, Second Party, hereinafter sometimes called “OTTAWA COUNTY.”

GCSI'S REPRESENTATIONS AND WARRANTIES

1.1 GCSI has been duly organized and validly exists in good standing under the laws of the State of Michigan. GCSI has Corporate Power to enter into and carry out this Agreement.

1.2 This Agreement has been duly executed and delivered by its appropriate Corporate Officers and is duly authorized by its Board of Directors.

1.3 GCSI represents and warrants that it holds all registrations, regulations, licenses and/or authorities to provide lobbying services, and to maintain such during the term of this Agreement.

1.4 GCSI agrees to hold all Ottawa County information in confidence, except such information necessary for GCSI to communicate from Ottawa County to State governmental officials.

NEW CLIENT REPRESENTATIONS AND WARRANTIES

2.1 OTTAWA COUNTY has been duly organized and validly exists in good standing under the laws of the State of Michigan and its business affairs and conduct are in accord with the intent and purpose of its existence as described in Michigan law. OTTAWA COUNTY has Corporate Power to enter into and carry out this Agreement.

2.2 This Agreement has been duly executed and approved by its Board of Commissioners.

PROFESSIONAL SERVICES

3.1 OTTAWA COUNTY hereby retains GCSI and GCSI hereby agrees to provide professional services for the purpose of aiding OTTAWA COUNTY in accomplishing its legal objectives and interests within State government, and GCSI agrees to the best of its ability to assist OTTAWA COUNTY in accomplishing such objectives.

3.2 It is understood and agreed that GCSI's operations hereunder are those of an independent contractor, and that GCSI has the authority to control and direct the performance of the details of the services to be rendered and performed and it is further agreed that GCSI's officers and employees are not employees of OTTAWA COUNTY and that GCSI is not, except as herein provided, subject to control by OTTAWA COUNTY.

COMPENSATION

4.1 For and in consideration for such services OTTAWA COUNTY agrees to pay GCSI and GCSI agrees to accept during the term of this Agreement, the sum of \$4,000 on the first day of each month commencing January 1, 2022 for professional services.

COSTS AND EXPENSES

5.1 It is understood and agreed that the compensation recited in Paragraph 4.1 includes usual and ordinary costs and expenses. If it develops that GCSI shall be exposed to extraordinary costs and expenses, then in that event, OTTAWA COUNTY shall assume and pay these costs providing the nature and circumstances thereof are disclosed to and approved by the OTTAWA COUNTY Administrator prior to the time the same are incurred. In addition, OTTAWA COUNTY shall indemnify and hold GCSI harmless from any expense, liability, or loss (including without limitation, court costs and actual attorney fees arising from litigation relating to the passage of legislation), solely arising out of, or in connection with the professional services rendered by GCSI to Ottawa County hereunder and which do not involve GCSI's intentional misconduct. Notwithstanding the foregoing, this indemnification does not apply to those expenses, liabilities or losses attributable to GCSI's sole negligence or which are for personal injury or direct damage to tangible property.

TERM

6.1 The term of this Agreement shall be for 48 months and may be renewed at the same rate for 3 additional 12-month periods upon mutual agreement by the parties, unless terminated earlier by either party upon ninety (90) days written notice.

NON-ASSIGNABILITY

7.1 This Agreement shall be personal to the parties hereof and shall not be transferable or assignable by operation of law or otherwise.

7.2 This Agreement contains the complete understanding of the parties. All other understandings, oral or written, are merged herein. This Agreement may only be modified in a like document approved by both parties.

IN WITNESS WHEREOF, the parties hereto have duly executed this Agreement as of the date first written above.

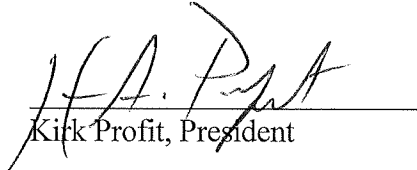
GOVERNMENTAL CONSULTANT SERVICES, INCORPORATED



Michael Hawks, CEO

8.13.21

Date



Kirk Profit, President

8.12.21

Date

COUNTY OF OTTAWA

Roger A. Bergman, Chairperson
Ottawa County Board of Commissioners

Date

Justin F. Roebuck
Ottawa County Clerk/Register of Deeds

Date

Action Request



Committee: Finance and Administration Committee

Meeting Date: 08/17/2021

Requesting Department: Human Resources

Submitted By: Marcie Ver Beek

Agenda Item: Community Mental Health Personnel Request

Suggested Motion:

To approve and forward to the Board of Commissioners the request from CMH to increase one part-time, non-benefited Mental Health Clerk to full-time benefited and upgrade one Mental Health Specialist to a Mental Health Clinician at a total cost of \$56,658.26 per year paid for with Medicaid and Lakeshore Regional Entity funding.

Summary of Request:

1. Increase the hours of the Mental Health Clerk on the Grand Haven Multidisciplinary team from a 19.5 hours per week, non-benefitted position to a 40 hours, benefited position at an increased cost of \$48,241.86 per year. The reason for this request is because there is an increase in job duties caused by an increase in use of telehealth. The funding for this increase would be covered by Medicaid and LRE funds.

2. Upgrade the full time Mental Health Specialist position to a full time Mental Health Clinician on the Assertive Community Treatment (ACT) team at an increased cost of \$8,416.40 per year. The funding for this increase would be covered by Medicaid and LRE funds. The reason for this request is because there is an increased need for clinician level program activities including specific ACT groups and individual therapy. Furthermore, the addition of a Mental Health Clinician would free up the Program Coordinator to focus on more administrative tasks for the team such as supervision, reporting, and policy tasks.

Financial Information:

Total Cost: \$56,658.26	General Fund Cost: \$0.00	Included in Budget:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	<input type="checkbox"/> N/A
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If not included in budget, recommended funding source:

Medicaid and LRE funds.

Action is Related to an Activity Which Is: Mandated Non-Mandated New Activity

Action is Related to Strategic Plan:

Goal: Goal 2: To Contribute to the Long-Term Economic, Social and Environmental Health of the County.

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

Objective: Goal 2, Objective 2: Consider initiatives that contribute to the social health and sustainability of the County and its' residents.

Goal 4, Objective 3: Maintain and expand investments in the human resources and talent of the organization.

Administration: Recommended Not Recommended Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date:

Summary of Request Continued:



COUNTY OF OTTAWA

New Position Request Form

Please print form and return to the Human Resources Department

DEPARTMENT: CMH DATE REQUESTED: 7/28/21

POSITION TITLE: Mental Health Clerk ORG CODE: 6493 3244

DATE NEEDED 09/01/21

CHECK ONE: Full-Time Benefitted

Part-Time Benefitted

New Position → Number of hours per week requested: _____

Expansion of Existing Hours → From: _____ To: _____ hrs/week

Non-Benefitted, Temporary → Duration of Temporary Position: _____

New Position → Number of hours per week requested: _____

Expansion of Existing Hours - please refer to the attached schedule to make this request

GENERAL INFORMATION:

1. Bargaining Unit/Benefit Group: Group T

2. Pay Grade: 6

3. Does a current job description exist? Yes No

If no, please attach a one-page, proposed job description and a description of anticipated duties to this form.

4. Justification for establishing this additional position. Please explain rationale for requesting this position including background for this position, additional workload in department that needs to be covered, where is the additional funding for this position coming from, as well as the impact to the department. Please limit your response to a maximum of one page, double spaced.

See attached

This is a request to move a temp, non-benefitted position to a FT position.

COST INFORMATION:

Additional source of revenue (in percentage) to support this position. 100%

Provide the revenue line to be amended if this position is approved: Medicaid/LRE

Estimated salary cost (including for the budget year: \$31,014.07) (department to request amount from H/R)

Estimated fringe benefit cost for the budget year: \$32,499 (department to request amount from H/R)



COUNTY OF OTTAWA

New Position Request Form

Please print form and return to the Human Resources Department

List all additional items associated with this position, including equipment, office modifications, vehicle costs, etc. List as follows: Item description, cost estimate, and justification for additional equipment.

Additional information:

- **For all approved positions:** the costs associated with this position (revenue, salary, fringe benefits, & equipment) will be entered by Fiscal Services into your budget if the position is approved. The department will not be responsible for this portion of the budget entry.
- Please include all position information on this form and attachments (as noted above). The justification that you submit for this position request should be well thought out and articulated in a way that the committee members who may not be familiar with day to day activities of your area can understand the information you provide. **Please remember to keep the justification to a maximum of one page.**

SIGNED: _____

DATE: _____

7.28.21

BUDGET DATA: _____

Fiscal Services Department Use Only

CONTROL #: _____

Fiscal Services Department Use Only

Rational to bump up current support staff position in Grand Haven to full time

At this time, The Grand Haven Multidisciplinary team has one full time clerk position and a 19.5 hour temporary non- benefitted position to work the front desk. We are asking to bump up that temporary position to a full time front desk staff.

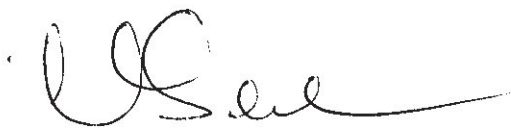
The rational for this request is two fold. Support staff have seen an increase in their overall job duties with the increase in telehealth. They are instrumental in assisting clients to connect to telehealth technology, provide more support behind the scenes to the prescribers providing telehealth and more support for staff that are working hybrid work schedules – working from home and in the office. The one full time clerk in Grand Haven provides the bulk of this support but also staffs the front desk for 20 hours per week. Having a full time front desk staff would allow the full time clerk the ability to focus solely on the support staff needs for the team.

In addition, Grand Haven team is unique in the sense that it is smaller and works alone at that location without the consistency of staff from other teams present. Given that they are smaller and staff are in and out of the building providing community services, in office appointments are limited to Tuesday, Wednesday and Thursday due to safety considerations. Having a staff member present for another 20 hours would allow for increased in office appointments.

Lastly, for quite some time now, there has been an issue of clinical staff having to man the front desk due to vacations and sick calls of support staff. For instance, if the full time clerk goes on vacation, clinical staff often have to cover the front desk hours that the part time staff can't. This decreases available time to provide clinical services in this office.

The cost is \$63,513.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'M. VanderSchel', with a long horizontal flourish extending to the right.

Michele VanderSchel MA LLP CADC CCS ADS

MI Adult Program Supervisor

2021 Estimated Costs per Deductions
Employee Costs

Current

Clerk Temp

Non-Benefitted

FTE	Wages	Benefits	TOTAL COST
0.4875	13,719.83	1,181.70	14,901.53

Proposed

Mental Health Clerk

CMHT-6

FTE	Wages	Benefits	TOTAL COST
1.0000	31,049.19	32,094.20	63,143.39

Difference	17,329.36	30,912.49	48,241.86
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Ottawa County
Where You Belong.

OTTAWA COUNTY
Revision Date: May 31, 2018

Mental Health Clerk

Class Code:
6701

Bargaining Unit: Group T

SALARY RANGE

\$14.63 - \$18.54 Hourly

JOB DESCRIPTION:

Under the supervision of a Team Supervisor, performs a variety of clerical tasks to support clinical treatment teams serving consumers of CMHOC. Provides assistance to consumers and the public, answering questions and providing information. Assists in enrolling clients in treatment programs. Types a variety of forms and documents. Completes various documents with information from the consumer, team members, supervisor, or from file documentation. Assists in maintaining recordkeeping systems.

ESSENTIAL JOB FUNCTIONS:

ESSENTIAL JOB FUNCTIONS: The essential functions of this position may include, but are not limited to, the following:

1. Assists consumers and members of the public in processing records and documents such as clinical documentation, insurance verification forms, enrollment documents, etc.
2. Takes and transcribes minutes from team meetings and other meetings, as assigned, and provides general clerical support for team supervisor.
3. Answers questions in person and by telephone regarding departmental procedures and requirements, program requirements, scheduling information, and other activities. Takes messages and schedules appointments for staff. Assists citizens in filling out forms and reviews documents for proper completion.
4. Types various correspondence, forms, reports, contracts and other documents, using word processing software, following established procedures or specific instructions. Information for such assignments is generally readily available. May type documents requiring knowledge of medical terminology and medical transcription. Utilizes word processing and other software programs to format documents, spreadsheets, brochures, training materials and other documents. May assist with writing, editing, and laying out brochures and pamphlets using desktop publishing software.
5. Types physicians' case notes, correspondence, and other materials from dictation equipment which requires a working knowledge of medical terminology and abbreviations. Responds to requests for clarification regarding medications and

- dosages from pharmacies and department staff by referring to written materials prepared by a physician.
6. Prepares and processes forms such as purchase orders, requisitions, or other documents.
 7. Assists in the maintenance of departmental filing systems by ensuring proper filing of documents and folders. Retrieves materials from system and conducts searches for necessary documentation.
 8. Utilizes a computer for entry of data such as case notes, payments, vouchers, client information, and other information. Uses a computer to schedule appointments for clients.
 9. Processes and distributes mail of the office, prepares correspondence, and routes other documents to appropriate party.
 10. Places orders with vendors for equipment, supplies and materials based on suitable quality, availability and price. Receives and stocks materials and supplies. Maintains related records.
 11. May interpret for Spanish or other foreign language speaking clients.
 12. Processes petty cash requests, reconciles expenses and receipts, submits information to appropriate department.

REQUIRED EDUCATION, TRAINING AND EXPERIENCE:

High school diploma or equivalent. One year of general clerical experience is required. May require experience and training in various computer software and equipment. Lived experiences with mental illness, developmental disabilities, or substance use disorders are valued.

ADDITIONAL REQUIREMENTS AND INFORMATION:

REQUIRED KNOWLEDGE AND SKILLS:

1. Good working knowledge of office practices and procedures.
2. Overall knowledge of departmental organization, procedures and regulations particular to a Community Mental Health Agency.
3. Ability to maintain multiple records and filing systems.
4. Ability to understand and follow detailed written and verbal instructions.
5. Proficiency in recording and transcribing minutes and the proceedings of administrative meetings.
6. Ability and willingness to undertake and complete new assignments requiring initiative, adaptability and deadlines.
7. Knowledge of medical records management principles and practices and confidentiality requirements, including the provision of HIPAA.
8. Willing to learn and use new skills and attend internal and external trainings and staff development opportunities and resources.
9. Working knowledge of local, state and federal health codes, statutes, rules and regulations as they relate to the Community Mental Health System, including but not limited to the Medicaid Provider Manual, Michigan Mental Health Code, HIPAA, CARF, and Recipient Rights.
10. Understanding of professional standards of practice and ethics.
11. Ability to apply the agency's mission, vision and value statements.
12. Understanding of contractual requirements, practices and principles.

13. Understanding of quality assurance and quality control protocols and practices.
14. Computer literacy including a thorough working knowledge of word processing, spreadsheets, electronic medical record systems, and database management.
15. Excellent verbal and written communication skills.
16. Excellent English language skills, including spelling, punctuation, grammar, and usage.
17. Excellent interpersonal communication skills.

PHYSICAL REQUIREMENTS:

Must be able to perform essential job functions with or without reasonable accommodations, including, but not limited to, visual and/or audio logical appliances, and devices to increase mobility.

WORKING CONDITIONS:

Work is performed in an office environment



COUNTY OF OTTAWA

New Position Request Form

Please print form and return to the Human Resources Department

DEPARTMENT: CMH DATE REQUESTED: 7/28/21

POSITION TITLE: Mental Health Clinician - ACT ORG CODE: 6493 3249

DATE NEEDED 9/10/21

CHECK ONE: Full-Time Benefitted

Part-Time Benefitted

New Position → Number of hours per week requested: _____

Expansion of Existing Hours → From: _____ To: _____ hrs/week

Non-Benefitted, Temporary → Duration of Temporary Position: _____

New Position → Number of hours per week requested: _____

Expansion of Existing Hours - please refer to the attached schedule to make this request

GENERAL INFORMATION:

1. Bargaining Unit/Benefit Group: Group T - CMH

2. Pay Grade: 15

3. Does a current job description exist? Yes No

If no, please attach a one-page, proposed job description and a description of anticipated duties to this form.

4. Justification for establishing this additional position. Please explain rationale for requesting this position including background for this position, additional workload in department that needs to be covered, where is the additional funding for this position coming from, as well as the impact to the department. Please limit your response to a maximum of one page, double spaced.

See attached

This is a request for a bump up from a MH Specialist to a MH Clinician

COST INFORMATION:

Additional source of revenue (in percentage) to support this position. 100%

Provide the revenue line to be amended if this position is approved: Medicaid/LRE

Estimated salary cost (including for the budget year: \$5008.046 (department to request amount from H/R)

Estimated fringe benefit cost for the budget year: \$7928.40 (department to request amount from H/R)



COUNTY OF OTTAWA

New Position Request Form

Please print form and return to the Human Resources Department

List all additional items associated with this position, including equipment, office modifications, vehicle costs, etc. List as follows: Item description, cost estimate, and justification for additional equipment.

Additional information:

- **For all approved positions:** the costs associated with this position (revenue, salary, fringe benefits, & equipment) will be entered by Fiscal Services into your budget if the position is approved. The department will not be responsible for this portion of the budget entry.
- Please include all position information on this form and attachments (as noted above). The justification that you submit for this position request should be well thought out and articulated in a way that the committee members who may not be familiar with day to day activities of your area can understand the information you provide. **Please remember to keep the justification to a maximum of one page.**

SIGNED: W. J. [Signature]

DATE: 7-28-21

BUDGET DATA: _____
Fiscal Services Department Use Only

CONTROL #: _____
Fiscal Services Department Use Only

Rational to bump up ACT Mental Health Specialist to Mental health Clinician position

In the past, this team has carried two mental health clinician positions. During the period of time in which CMH laid off numerous staff, the second master level position was laid off and the position was never replaced.

At this time, there is a renewed need to have a second clinician on the team. This would allow for the following activities:

1. **The restarting of ACT specific groups.** This includes staged matched SUD groups, Symptoms management groups, Family Psychoeducational groups and the like. These have not been running consistently since that position had been eliminated.
2. **More capacity for individual therapy.** At this time, therapy can only be provided by the Program Coordinator (supervisor) of the team and therefore there is limited capacity given all the other duties that the supervisor has.
3. **Allow the Program Coordinator of the team to focus more on the administrative tasks for the team.** As the only clinician level position on the team, the supervisor is responsible for providing all therapy for the team clients as well diagnostics and determining need for higher level of care. This leaves very little time to provide consistent one to one supervision, attend to the various reporting and policy tasks or take part in more agency wide supervisor activities.

In essence, making this current case manager position into a clinician position will allow ACT to focus more on the clinical needs of the clients. Given the number of new younger referrals just diagnosed with a thought disorder and/or SUD disorder, this would allow a return to a more treatment heavy focus for the team.

Cost to increase to Clinician at CMHT-15 step A would be \$12,929 per year.

Respectfully submitted



Michele VanderSchel MA LLP CADC CCS ADS

MI Adult Program Supervisor

2021 Estimated Costs per Deductions
Employee Costs

Current

Mental Health Specialist
CMHT-13

FTE	Wages	Benefits	TOTAL COST
1.0000	48,174.11	37,608.61	85,782.72

Proposed

Mental Health Clinician
CMHT-15

FTE	Wages	Benefits	TOTAL COST
1.0000	54,540.40	39,658.62	94,199.02

Difference	6,366.29	2,050.01	8,416.30
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OTTAWA COUNTY

TITLE: MENTAL HEALTH CLINICIAN
(MI - MDT, ACT/IDDT)

EMPLOYEE GROUP: GROUP T

DEPARTMENT: COMMUNITY MENTAL HEALTH

GRADE: T15

JOB SUMMARY: This is a professional position responsible for providing clinical assessment, diagnostic, and treatment services to consumers and families. Participates with other behavioral health care professionals in the development, implementation, and evaluation of person-centered treatment plans. Provides training and work direction to other behavioral health care providers in the psychosocial aspects of consumer mental health care. This position shares on-call duties with the rest of the team members.

ESSENTIAL JOB FUNCTIONS: The essential functions of this position include, but are not limited to, the following:

1. Delivers services to consumers as a member of the treatment team.
2. Conducts psychosocial assessment of consumers, conducting interviews and conferring with other team members in order to establish on-going eligibility for CMHOC services, make clinical diagnoses, determine appropriate level of care and develop person-centered treatment plans.
3. Provides direct individual, group, conjoint, and family psychotherapy in order to provide the most appropriate and effective treatment response for consumers, based on diagnoses and individual treatment plans.
4. Employs evidence-based and best practices to treat target population, adhering to principles of recovery, community integration, and independence.
5. Identifies and establishes working relationships with community resources for consumers, establishes referral protocols and acts as liaison between consumers and resources participating in treatment plans as needed.
6. Provides crisis intervention, assessing the immediate danger of the individual to self and/or others, and coordinate with the Crisis Team for placement of individual into crisis facility or psychiatric inpatient unit. May coordinate with police and other community service providers.
7. Participates in the development of person-centered treatment plans for individual consumers and ensures that consumers receive services in compliance with their respective plans. Monitors progress of consumers against their respective person-centered treatment plan benchmarks.
8. May provide clinical supervision for less-experienced clinical, para-professional and technical members of the treatment team.
9. Collaborates with psychiatrists and psychiatric nurse practitioners in medication reviews and presents case data with respect to consumer behavior and affect in order to properly manage consumer psychotropic medication regimens.
10. Provides case management services for consumers, developing treatment options, determining appropriate service delivery agencies, monitoring client progress, and evaluating and modifying treatment plan as needed.
11. Maintains case documentation and case notes, and ensures the security and integrity of private health information in compliance with the provisions of HIPAA, Ottawa County, and

- CMH policies and procedures.
12. Provides information about behavioral health services and makes presentations to members of the community and the general public.
 13. Serves as an advocate for greater access to affordable, quality behavioral health care for the target population.

REQUIRED KNOWLEDGE AND SKILLS

1. Thorough working knowledge of the principles and practices of social work and psychology.
2. Thorough working knowledge of evidence-based and best practices appropriate to target population, including the principles of recovery, community integration, and independence.
3. Thorough working knowledge of the principles of treatment for individuals with co-occurring mental illness and substance use disorders.
4. Thorough working knowledge of the principles and practices of clinical assessment and diagnosis, and the DSM-5 criteria.
5. Good working knowledge of the Medicaid Manual for Service Providers.
6. Thorough working knowledge of professional standards of practice and ethics.
7. Thorough working knowledge of the principles and practices of medical record documentation and medical records management.
8. Good working knowledge of program assessment and quality assurance principles, practices, protocols and instruments.
9. Excellent interpersonal communication skills.
10. Excellent verbal and written communication skills.
11. Computer literacy and working knowledge of word-processing, spreadsheet, database and other necessary software programs.

REQUIRED EDUCATION, TRAINING AND EXPERIENCE:

Master's degree in social work, psychology, or a related mental health field is required. Two years of relevant professional experience in a mental health agency preferred.

Lived experiences with mental illness, or substance use disorders are valued.

LICENSES AND CERTIFICATIONS:

Must possess State of Michigan licensure as a Licensed Master's Social Worker, Limited Licensed Master's Social Worker, Licensed Psychologist, or Limited Licensed Psychologist.

Certified Advanced Alcohol and Drug Counselor (CAADC) or Certified Clinical Supervisor (CCS) credential strongly preferred.


PHYSICAL REQUIREMENTS:

Must be able to perform essential job functions with or without reasonable accommodations, including, but not limited to, visual and/or audiological appliances and devices to increase mobility.

WORKING CONDITIONS:

Work is performed in a normal office environment and also in community settings such as hospitals, schools, and consumer homes.

Action Request

 Ottawa County <i>Where You Belong</i>	Committee: Finance and Administration Committee
	Meeting Date: 08/17/2021
	Requesting Department: Human Resources
	Submitted By: Marcie Ver Beek
	Agenda Item: Community Mental Health Personnel Request

Suggested Motion:

To approve and forward to the Board of Commissioners the request from CMH to add 14 full-time, benefited positions at a total cost of \$985,729.13 to be paid for with SAMSHA and CCBHC Grant funding.

Summary of Request:

Community Mental Health of Ottawa County (CHMOC) has been awarded a grant in the amount of \$1,974,304.00 per year for two years for a total of \$3,790,904.00 to become a Certified Community Behavioral Health Clinic (CCBHC).

Certified Community Behavioral Health Clinics (CCBHC) provide a comprehensive range of mental health and substance use disorder services to vulnerable individuals within the community. These services focus on 24-hour crisis care, care coordination with local primary care facilities and integration with physical health care. By providing these services it creates access for those in need, stabilizes individuals in crisis and provides the necessary care and treatment for our consumers. Becoming a CCBHC will allow CMHOC to improve existing relationships with partnering health care facilities, treat community members as a whole and provide accessible and affordable services.

To fulfill the program needs of this grant, CMHOC is requesting the following additional positions funded 100% by the CCBHC grant:

1. Add 1 QI Data Technician- Evaluator at a 1.0 FTE at a cost of \$83,373.
2. Add 4 Medical Assistants at 1.0 FTE's at a cost of \$294,816.
3. Add 1 Community Health Worker at a 1.0 FTE at a cost of \$65,571.
4. Add 1 Community Health Worker- Bilingual at a 1.0 FTE at a cost of \$65,571.
5. Add 1 Claims and Billing Specialist at a 1.0 FTE at a cost of \$70,045.
6. Add 2 Mental Health Clerks a 1.0 FTE's at a cost of \$126,286.
7. Add 1 Quality Improvement Clerk at a 1.0 FTE at a cost of \$63,143.
8. Add 1 Health Educator at a 1.0 FTE at a cost of \$85,782.
9. Add 2 Peer Support positions at 1.0 FTE's at a cost of \$131,142.

Financial Information:

Total Cost: \$985,729.13	General Fund Cost: \$0.00	Included in Budget:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	<input type="checkbox"/> N/A
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If not included in budget, recommended funding source:

SAMSHA Grant and CCBHC Grant

Action is Related to an Activity Which Is: Mandated Non-Mandated New Activity

Action is Related to Strategic Plan:

Goal: Goal 2: To Contribute to the Long-Term Economic, Social and Environmental Health of the County.

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

Objective: Goal 2, Objective 2: Consider initiatives that contribute to the social health and sustainability of the County and its' residents.

Goal 4, Objective 3: Maintain and expand investments in the human resources and talent of the organization.

Administration: Recommended Not Recommended Without Recommendation

County Administrator:



Committee/Governing/Advisory Board Approval Date:

Summary of Request Continued:



7/31/21

Request for Positions for CCBHC Grant Summary

Certified Community Behavioral Health Clinics (CCBHC) provide a comprehensive range of mental health and substance use disorder services to vulnerable individuals within the community. These services focus on 24-hour crisis care, care coordination with local primary care facilities and integration with physical health care. By providing these services it creates access for those in need, stabilizes individuals in crisis and provides the necessary care and treatment for our consumers. Becoming a CCBHC will allow CMHOC to improve existing relationships with partnering health care facilities, treat community members as a whole and provide accessible and affordable services.

CMHOC will receive \$1,974,304.00 per year for 2 years with a total grant amount of \$3,790,904.00. This grant has a high likelihood of being renewed. The following are positions we will need to fulfil the requirements of this grant:

QI Data Technician- Evaluator (CMH U03A, Wage: \$46,121, Fringe: \$35,452 Total: \$81,575)

Number of positions: 1

Under the direction of the CMH Business Analyst, coordinates and performs quality improvement and information technology functions related to the internal or external data reporting requirements to the state or other external regulatory groups. Assures and coordinate tasks to ensure data accuracy and works with CMHOC staff to effectively report and analyze data. QI Data Technician will provide oversight and measurement of program efficacy through the collection of data by using NOMS and SPARS. Assures that information systems are in place to assists in documenting and improving data processes and reporting. Assists in meeting reporting requirements of external regulatory and accreditation bodies.

Medical Assistant (CMH T10, Wage: \$38,843, Fringe: \$34,055, Total: \$72,898) Number of positions: 4

Under the supervision of Mental Health Team Supervisor or Program Coordinator, provides paraprofessional clinic services to children and adults with mental illness, developmental disabilities or co-occurring mental illness and substance use disorders. Perform clinical health assessments, screenings and care coordination as a part of multidisciplinary team and will refer consumers to appropriate care pathways following their screening. Enrolls eligible clients in free or reduced-price prescription drug programs available through pharmaceutical companies. Assists team nurse(s) with medication set-up, completes insurance pre-authorizations for

medications, and responds to consumer phone calls. Provides administrative/clerical support to assigned department/team.

Community Health Worker (CMH T7, Wage: \$32,723, Fringe: \$32,185, Total: \$64,908) Number of Positions: 1

Under the direction of the Pathways to Better Health Nurse Supervisor and CMH Program Coordinator, serves as a link between underserved communities and existing community resources. Focuses on clients with mental illness, developmental disabilities, or substance use disorders, by using the Pathways to Better Health model. Assists clients in overcoming barriers to health, social services, education and employment through home visits. Acts as a liaison to primary care and hospital care, collecting client clinical data and providing client information necessary for client care. Uses evaluations performed by clinical professionals to assist clients and connect them with services.

Community Health Worker- BILINGUAL (CMH T7, Wage: \$32,723, Fringe: \$32,185, Total: \$64,908) Number of Positions: 1

Under the direction of the Pathways to Better Health Nurse Supervisor and CMH Program Coordinator, serves as a link between underserved communities and existing community resources. Focuses on clients with mental illness, developmental disabilities, or substance use disorders, by using the Pathways to Better Health model. Assists clients in overcoming barriers to health, social services, education and employment through home visits. Acts as a liaison to primary care and hospital care, collecting client clinical data and providing client information necessary for client care. Uses evaluations performed by clinical professionals to assist clients and connect them with services. Candidate must be bilingual in Spanish, Cambodian and/or Laotian.

Claims/Billing Specialist (Fiscal T8, Wage: \$36,089, Fringe: \$33,214, Total: \$69,303) Number of positions:1

Under the direction of the Mental Health Financial Supervisor, gathers and applies information needed to process mental health service claims and resolve billing issues. Reviews source documents for accuracy and completeness and ensures that all claims are billed and posted accurately. Will track and monitor CCBHC grant expenditures, ensure compliance with grant terms and conditions, cost services including appropriate allocation of activities and cost effectiveness evaluations, complete grant financial reporting.

Mental Health Clerk-CCBHC (CMH T6, Wage: \$30,894, Fringe: \$31,627, Total: \$62,521) Number of Positions: 2

Under the supervision of Program Coordinator – Integrated Health, performs a variety of clerical tasks to support the CMHOC CCBHC. Will assist in data collection and data entry into SPARS with data collected from consumers. Provides assistance to consumers and the public by answering questions and providing information at the front desk. Types a variety of forms and documents.

Quality Improvement Clerk (CMH T6, Wage: \$30,894, Fringe: \$31,627, Total: \$62,521) Number of Positions: 1

Under the supervision of the Compliance Manager, this position provides support to the activities and quality improvement functions by performing moderate to complex organizational and clerical duties for the QI/IT Unit. Will assist with administration and support of the CCBHC expansion grant in the areas of compliance, audits and contracts.

Health Educator (CMH T13, Wage: \$47,934, Fringe: \$36,833, Total: \$84,767) Number of Positions: 1

Under the supervision of Program Coordinator-Integrated Health, will design, develop and implement health and wellness programming for the target population and the community at large as part of the CMHOC CCBHC. Collaborates with community stakeholders to design, develop, implement and measure research-based programs and strategies to address identified health needs in the community.

Peer Support (CMH T7, Wage: \$32,723, Fringe: \$32,685, Total:\$65,408) Number of Positions: 2

Under the supervision of the Program Coordinator, provides peer support services to mentally ill consumers and consumers with co-occurring mental illness and substance use disorders as a part of a multidisciplinary team. Implements treatment plans to assist consumers in attaining recovery goals and maximizing independence and community inclusion.



COUNTY OF OTTAWA

New Position Request Form

Please print form and return to the Human Resources Department

DEPARTMENT: CMH DATE REQUESTED: 7/29/21

POSITION TITLE: QI Data Technician ORG CODE: 64964456

DATE NEEDED 9/1/21

CHECK ONE: Full-Time Benefitted

Part-Time Benefitted

New Position → Number of hours per week requested: _____

Expansion of Existing Hours → From: _____ To: _____ hrs/week

Non-Benefitted, Temporary → Duration of Temporary Position: _____

New Position → Number of hours per week requested: _____

Expansion of Existing Hours - please refer to the attached schedule to make this request

GENERAL INFORMATION:

1. Bargaining Unit/Benefit Group: CMHU

2. Pay Grade: U03A

3. Does a current job description exist? Yes No

If no, please attach a one-page, proposed job description and a description of anticipated duties to this form.

4. Justification for establishing this additional position. Please explain rationale for requesting this position including background for this position, additional workload in department that needs to be covered, where is the additional funding for this position coming from, as well as the impact to the department. Please limit your response to a maximum of one page, double spaced.

Please See Attached

COST INFORMATION:

Additional source of revenue (in percentage) to support this position. 100%

Provide the revenue line to be amended if this position is approved: SAMHSA-CCBHC

Estimated salary cost (including for the budget year: \$46,121) (department to request amount from H/R)

Estimated fringe benefit cost for the budget year: \$35,452 (department to request amount from H/R)



COUNTY OF OTTAWA

New Position Request Form

Please print form and return to the Human Resources Department

List all additional items associated with this position, including equipment, office modifications, vehicle costs, etc. List as follows: Item description, cost estimate, and justification for additional equipment.

Additional information:

- **For all approved positions:** the costs associated with this position (revenue, salary, fringe benefits, & equipment) will be entered by Fiscal Services into your budget if the position is approved. The department will not be responsible for this portion of the budget entry.
- Please include all position information on this form and attachments (as noted above). The justification that you submit for this position request should be well thought out and articulated in a way that the committee members who may not be familiar with day to day activities of your area can understand the information you provide. **Please remember to keep the justification to a maximum of one page.**

SIGNED: _____

DATE: 7/29/21

BUDGET DATA: _____

Fiscal Services Department Use Only

CONTROL #: _____

Fiscal Services Department Use Only

OTTAWA COUNTY

TITLE: QI Data Technician – Evaluator
DEPARTMENT: Community Mental Health
DATE: 8/3/21

EMPLOYEE GROUP: Unclassified
GRADE: CMHU-3A

Job Summary: Under the direction of the CMH Business Analyst, coordinates and performs quality improvement and information technology functions related to the internal or external data reporting requirements to the state or other external regulatory groups. Assures and coordinate tasks to ensure data accuracy and works with CMHOC staff to effectively report and analyze data. Assures that information systems are in place to assists in documenting and improving data processes and reporting. Assists in meeting reporting requirements of external regulatory and accreditation bodies.

Essential Job Functions

1. Create reports, review, and analyze data reported for CCBHC and other KPI reports needed by CMH.
2. Coordinates and assures that preparation and processes are in place to produce data reports. Including monitoring for accuracy and compliance of data to requirements. Communicates areas of noncompliance to appropriate team.
3. Develops management reports from the EHR (Electronic Health Record) system as well as other sources of information such as finance (ERP) System. Works with various programs and committee to design and develop reports.
4. Integrates data points from various sources and information systems for report generation and data visualization.
5. Provides help desk function for EHR users and work with vendors to assure support is provided. Provide support for patient portal, EHR help desk tickets and other EHR modules implemented.
6. Trains users on various reporting tools used in CMH and on any new EHR functionality as it is implemented.
7. Develops forms and other interfaces to capture and collect data in the EHR as needed for internal/external reporting.
8. Makes recommendations and provides input in operationalizing initiatives to improve the EHR system such as Meaningful Use and Electronic Exchange of Information.
9. Act as the lead and point of contact in generating and preparing reports for external standards reviews, audits and data submission to agency partners and Lakeshore Regional entity.
10. Provide EHR support and create user manuals for staff and other users in the use of the EHR and reporting systems.
11. Provides support to various QI Committees as assigned, assist in the compliance monitoring efforts with as assigned.
12. Implement software solutions and create processes to capture data for the report creation provided to various stakeholders in the agency.
13. Perform analysis in determining systemic data entry and accuracy issues and work with teams and programs to find resolutions.

14. Participates in workgroups that address data accuracy.
15. Seeks out and requests approval in attending career growth opportunities and professional development.
16. Perform other tasks as required.

Required Education, Training and Experience

Bachelor's degree in a relevant field, with one to two years' experience in mental health management or administration, or an equivalent combination of education and experience. Knowledge in Information Technology, Information Systems and Data Analytic systems preferred. Possession of a valid Michigan driver's license is required. Lived experiences with mental illness, developmental disabilities, or substance use disorders are valued.

Additional Requirements and Information

1. Thorough working knowledge of relational database design and functions.
2. Excellent analytical skills and ability to analyze data and processes.
3. Excellent working knowledge of current data analysis and reporting technologies such as Crystal Reports and SQL Server Reporting Services.
4. Demonstrated knowledge and ability to extract data from various database systems and display relevant information.
5. Ability to utilize problem solving methods to solve complex issues.
6. Demonstrated ability to work effectively with groups and colleagues.
7. Ability to take initiative and work well without supervision.
8. Willingness to develop new skills and take regular advantage of internal and external training and staff development opportunities.
9. Good communication skills, especially excellent writing skills required.
10. Good organizational and time management skills.

Physical Requirements:

Must be able to perform essential job functions with or without reasonable accommodations, including, but not limited to, visual and/or audiological appliances and devices to increase mobility.

Working Conditions:

Work is performed in a normal office environment.

2021 Estimated Costs per Deductions
Employee Costs

QI Data Tech - Evaluator
CMHU3A-1

FTE	Wages	Benefits	TOTAL COST
1.0000	46,351.44	37,021.69	83,373.13



COUNTY OF OTTAWA

New Position Request Form

Please print form and return to the Human Resources Department

DEPARTMENT: CMH DATE REQUESTED: 7/29/21

POSITION TITLE: Medical Assistant ORG CODE: 64964456

DATE NEEDED 9/1/21

CHECK ONE: Full-Time Benefitted

Part-Time Benefitted

New Position → Number of hours per week requested: _____

Expansion of Existing Hours → From: _____ To: _____ hrs/week

Non-Benefitted, Temporary → Duration of Temporary Position: _____

New Position → Number of hours per week requested: _____

Expansion of Existing Hours - please refer to the attached schedule to make this request

GENERAL INFORMATION:

1. Bargaining Unit/Benefit Group: CMH T

2. Pay Grade: T10

3. Does a current job description exist? Yes No

If no, please attach a one-page, proposed job description and a description of anticipated duties to this form.

4. Justification for establishing this additional position. Please explain rationale for requesting this position including background for this position, additional workload in department that needs to be covered, where is the additional funding for this position coming from, as well as the impact to the department. Please limit your response to a maximum of one page, double spaced.

See Attached

COST INFORMATION:

Additional source of revenue (in percentage) to support this position. 100%

Provide the revenue line to be amended if this position is approved: SAMHSA-CCBHC

Estimated salary cost (including for the budget year: \$38,843) (department to request amount from H/R)

Estimated fringe benefit cost for the budget year: \$34,055 (department to request amount from H/R)



COUNTY OF OTTAWA

New Position Request Form

Please print form and return to the Human Resources Department

List all additional items associated with this position, including equipment, office modifications, vehicle costs, etc. List as follows: Item description, cost estimate, and justification for additional equipment.

Additional information:

- **For all approved positions:** the costs associated with this position (revenue, salary, fringe benefits, & equipment) will be entered by Fiscal Services into your budget if the position is approved. The department will not be responsible for this portion of the budget entry.
- Please include all position information on this form and attachments (as noted above). The justification that you submit for this position request should be well thought out and articulated in a way that the committee members who may not be familiar with day to day activities of your area can understand the information you provide. **Please remember to keep the justification to a maximum of one page.**

SIGNED: _____

DATE: 7/29/21

BUDGET DATA: _____

Fiscal Services Department Use Only

CONTROL #: _____

Fiscal Services Department Use Only

OTTAWA COUNTY

TITLE: MEDICAL ASSISTANT
DEPARTMENT: COMMUNITY MENTAL HEALTH
DATE: 8/5/21

EMPLOYEE GROUP: GROUP T
GRADE: CMHT-10

JOB SUMMARY: Under the supervision of Mental Health Team Supervisor or Program Coordinator, provides paraprofessional clinic services to children and adults with mental illness, developmental disabilities or co-occurring mental illness and substance use disorders. Perform clinical health assessments, screenings and care coordination as a part of multidisciplinary team and will refer consumers to appropriate care pathways following their screening. Enrolls eligible clients in free or reduced-price prescription drug programs available through pharmaceutical companies. Assists team nurse(s) with medication set-up, completes insurance pre-authorizations for medications, and responds to consumer phone calls. Provides administrative/clerical support to assigned department/team.

ESSENTIAL JOB FUNCTIONS:

1. Assists eligible clients in the application process for patient assistance programs for medication.
2. Provides injections ordered by the prescribing CMH provider either in office or in the community.
3. Manages consumer requests for refills, side effect reports or questions for the prescriber.
4. Assists with scheduling and coordinating medication appointments.
5. Prepares appeal letters for qualified consumers who are denied patient assistance program eligibility when special circumstances apply.
6. Assists registered nurse with medication set-ups and dispenses samples or prescribed medications to consumers as ordered by physicians to maintain or avoid interruption of medication regimens.
7. Obtains prior authorizations for services from Medicare and Medicaid when required.
8. Codes and enters clinic service data to the case information management system.
9. Meets with representatives of pharmaceutical companies to obtain information regarding availability of reduced price and free prescription medication programs, new and reformulated existing medications, samples, and manufacturers' discount coupons.
10. Manages and maintains the inventory control system for sample medications.
11. Takes vital signs, including accurate measurement of blood pressure, pulse, height, and weight.
12. Maintains and updates consumers' medical records per agency standards.
13. Orders supplies and equipment as needed.
14. Assists assigned program/team with scheduling, meeting minutes, patient reminder calls, and other duties as assigned.

REQUIRED KNOWLEDGE AND SKILLS:

1. Working knowledge of Medicaid, Medicare, Title X, Michigan Department of Community Health and CMH rules, regulations, and standards.
2. Working knowledge of human anatomy and physiology.
3. Working knowledge of health/prescription insurance industry business practices.
4. Knowledge and interest in mental illness, developmental disabilities, and substance use disorders.
5. Working knowledge of Medicaid manual.
6. Good working knowledge of medical terminology and clinical procedures.
7. Good working knowledge of quality assurance and quality control practices and protocols.
8. Knowledge of customer service principles and practices.
9. Good interpersonal, verbal, and written communication skills.
10. Thorough knowledge of statutory and regulatory requirements governing the confidentiality of patient health information, including the provisions of HIPAA.
11. Knowledge of cultural and ethnic groups represented in Ottawa County and cultural norms affecting health maintenance and health care.
12. Thorough working knowledge of professional and ethical practice standards. Basic computer literacy, including knowledge of word processing, spread sheets and database management applications software.
13. Knowledge of health care and other community resources available to client populations.
14. Good working knowledge of case documentation standard and requirements.
15. Shows willingness to learn and use new skills and takes regular advantage of internal and external training, staff development, and resources.

NOTE: Ability to communicate in Spanish, Lao, Cambodian or other language spoken by one or more ethnic groups residing in the county is preferred.

REQUIRED EDUCATION, TRAINING AND EXPERIENCE:

Graduation and certification from an accredited medical assistant program. Lived experiences with mental illness, or substance use disorders are valued.

LICENSES AND CERTIFICATIONS:

1. Medical Assistant Certification.
2. CPR and First Aid Certifications.

PHYSICAL REQUIREMENTS:

Must be able to perform essential job functions, with or without reasonable accommodations, including, but not limited to, visual and/or audiological appliances, and devices to increase mobility.

WORKING CONDITONS:

Work is generally performed in a normal office environment or in community

2021 Estimated Costs per Deductions
Employee Costs

Medical Assistant
CMHT-10 Step 1

FTE	Wages	Benefits	TOTAL COST
1.0000	39,038.08	34,666.70	73,704.78

Total cost for 4 positions: 156,152.31 138,666.82 294,819.12



COUNTY OF OTTAWA

New Position Request Form

Please print form and return to the Human Resources Department

DEPARTMENT: CMH DATE REQUESTED: 7/29/21

POSITION TITLE: Community Health Worker ORG CODE: 64964456

DATE NEEDED 9/1/21

CHECK ONE: Full-Time Benefitted

Part-Time Benefitted

New Position → Number of hours per week requested: _____

Expansion of Existing Hours → From: _____ To: _____ hrs/week

Non-Benefitted, Temporary → Duration of Temporary Position: _____

New Position → Number of hours per week requested: _____

Expansion of Existing Hours - please refer to the attached schedule to make this request

GENERAL INFORMATION:

1. Bargaining Unit/Benefit Group: CMH T

2. Pay Grade: T7

3. Does a current job description exist? Yes No

If no, please attach a one-page, proposed job description and a description of anticipated duties to this form.

4. Justification for establishing this additional position. Please explain rationale for requesting this position including background for this position, additional workload in department that needs to be covered, where is the additional funding for this position coming from, as well as the impact to the department. Please limit you response to a maximum of one page, double spaced.

See Attached

COST INFORMATION:

Additional source of revenue (in percentage) to support this position. 100%

Provide the revenue line to be amended if this position is approved: SAMHSA-CCBHC

Estimated salary cost (including for the budget year: \$32,723) (department to request amount from H/R)

Estimated fringe benefit cost for the budget year: \$32,185 (department to request amount from H/R)



COUNTY OF OTTAWA

New Position Request Form

Please print form and return to the Human Resources Department

List all additional items associated with this position, including equipment, office modifications, vehicle costs, etc. List as follows: Item description, cost estimate, and justification for additional equipment.

Additional information:

- **For all approved positions:** the costs associated with this position (revenue, salary, fringe benefits, & equipment) will be entered by Fiscal Services into your budget if the position is approved. The department will not be responsible for this portion of the budget entry.
- Please include all position information on this form and attachments (as noted above). The justification that you submit for this position request should be well thought out and articulated in a way that the committee members who may not be familiar with day to day activities of your area can understand the information you provide. **Please remember to keep the justification to a maximum of one page.**

SIGNED: _____

DATE: 7/29/21

BUDGET DATA: _____

Fiscal Services Department Use Only

CONTROL #: _____

Fiscal Services Department Use Only

OTTAWA COUNTY

TITLE: COMMUNITY HEALTH WORKER –
PATHWAYS TO BETTER HEALTH PROGRAM
AND COMMUNITY MENTAL HEALTH

EMPLOYEE GROUP: GROUP T

DEPARTMENT: PUBLIC HEALTH

GRADE: T7

JOB SUMMARY:

Under the direction of the Pathways to Better Health Nurse Supervisor and CMH Program Coordinator, serves as a link between underserved communities and existing community resources. Focuses on clients with mental illness, developmental disabilities, or substance use disorders, by using the Pathways to Better Health model. Assists clients in overcoming barriers to health, social services, education and employment through home visits. Acts as a liaison to primary care and hospital care, collecting client clinical data and providing client information necessary for client care. Uses evaluations performed by clinical professionals to assist clients and connect them with services.

ESSENTIAL JOB FUNCTIONS: The essential functions of this position include, but are not limited to, the following:

1. Interviews clients with problems such as personal and family adjustments, health, finances, employment, food, clothing, housing, utilities, and physical and mental impairments; completes appropriate checklist; and brings information gathered back to clinical professionals to determine nature and degree of problem.
2. Acquires information such as medical, psychological and social factors contributing to client's situation and forwards information to clinical professionals for evaluation.
3. Determines client's eligibility for services, such as financial assistance, insurances and other programs in place to assist individuals and refers clients to community resources and other agencies to meet identified needs.
4. Researches and records client's and community's resource information.
5. Performs data entry of information from home visits into a database.
6. Advocates for client and acts as a liaison between client and other service providers.
7. Conducts individual and group conferences to help clients and families to understand, accept and follow medical recommendations.
8. Reviews care plan developed by clinical professionals and performs appropriate follow-up activities as directed.
9. Follows departmental and Pathways protocols for care coordination activities.
10. Secures supplementary information such as employment or medical records or school reports as directed.
11. Successfully completes required trainings and curriculum required for position, including the Community Health Workers Training curriculum.
12. Transports clients as required to community appointments, using a county vehicle.
13. Performs other functions as assigned.

REQUIRED KNOWLEDGE AND SKILLS:

1. Computer literacy and working knowledge of word-processing, spreadsheet, and database management software.
2. Knowledge of health care and other public and private human service resources available to client populations.

3. Ability to interact positively with patients, co-workers, health care and human service practitioners and community representatives from widely diverse cultural and socio-economic backgrounds and with varying levels of interpersonal and communications skills.
4. Must adhere to departmental, statutory and regulatory requirements governing the confidentiality of patient health information, including the provisions of HIPPA and 42 CFR PART 2.
5. Knowledge of the cultural and ethnic groups represented in Ottawa County and cultural norms affecting health maintenance and health care.
6. Excellent interpersonal, verbal, and written communications skills.

REQUIRED EDUCATION, TRAINING AND EXPERIENCE:

High school diploma or GED. Experience with social services, public health system, or mental health system is preferred. Knowledge of and experience with different cultural and ethnic groups within Ottawa County is strongly preferred.

Bilingual (Cambodian, Spanish, and/or Laotian preferred) written and verbal medical translation skills preferred.

Lived experiences with mental illness, developmental disabilities, or substance use disorders are valued.

LICENSES AND CERTIFICATIONS

Must possess or have the ability to obtain Community Health Worker Certification.

Must possess a valid driver's license, with ability to travel throughout the county using own vehicle. Mileage will be reimbursed according to County and IRS guidelines.

Must be insurable to operate a vehicle under the county's current automobile insurance policy.

PHYSICAL REQUIREMENTS:

1. Ability to sit, stand, walk and access client's homes in various environments, bending over and lifting/holding/carrying objects found in an office environment.
2. Ability to communicate and respond to co-worker and customer inquiries both in person and over the phone.
3. Ability to handle varying and often high levels of stress.
4. Must be able to drive.

WORKING CONDITIONS:

The work environment varies. The office setting is within Community Mental Health of Ottawa County. When in the office, safe work practices in regard to office equipment, avoiding trips/falls and fire regulations are required. When traveling to or spending time at client homes, exposure to unusual, unpleasant or hazardous environments increase.

2021 Estimated Costs per Deductions
Employee Costs

Community Health Worker
CMHT-7, Step 1

FTE	Wages	Benefits	TOTAL COST
1.0000	32,886.29	32,685.76	65,572.04



COUNTY OF OTTAWA

New Position Request Form

Please print form and return to the Human Resources Department

DEPARTMENT: CMH DATE REQUESTED: 7/29/21

POSITION TITLE: Community Health Worker- Bilingual ORG CODE: 64964456

DATE NEEDED 9/1/21

CHECK ONE: Full-Time Benefitted

Part-Time Benefitted

New Position → Number of hours per week requested: _____

Expansion of Existing Hours → From: _____ To: _____ hrs/week

Non-Benefitted, Temporary → Duration of Temporary Position: _____

New Position → Number of hours per week requested: _____

Expansion of Existing Hours - please refer to the attached schedule to make this request

GENERAL INFORMATION:

1. Bargaining Unit/Benefit Group: CMH T

2. Pay Grade: T7

3. Does a current job description exist? Yes No

If no, please attach a one-page, proposed job description and a description of anticipated duties to this form.

4. Justification for establishing this additional position. Please explain rationale for requesting this position including background for this position, additional workload in department that needs to be covered, where is the additional funding for this position coming from, as well as the impact to the department. Please limit you response to a maximum of one page, double spaced.

See Attached

COST INFORMATION:

Additional source of revenue (in percentage) to support this position. 100%

Provide the revenue line to be amended if this position is approved: SAMHSA-CCBHC

Estimated salary cost (including for the budget year: \$32,723) (department to request amount from H/R)

Estimated fringe benefit cost for the budget year: \$32,185 (department to request amount from H/R)



COUNTY OF OTTAWA

New Position Request Form

Please print form and return to the Human Resources Department

List all additional items associated with this position, including equipment, office modifications, vehicle costs, etc. List as follows: Item description, cost estimate, and justification for additional equipment.

Additional information:

- **For all approved positions:** the costs associated with this position (revenue, salary, fringe benefits, & equipment) will be entered by Fiscal Services into your budget if the position is approved. The department will not be responsible for this portion of the budget entry.
- Please include all position information on this form and attachments (as noted above). The justification that you submit for this position request should be well thought out and articulated in a way that the committee members who may not be familiar with day to day activities of your area can understand the information you provide. **Please remember to keep the justification to a maximum of one page.**

SIGNED: _____

DATE: 7/29/21

BUDGET DATA: _____

Fiscal Services Department Use Only

CONTROL #: _____

Fiscal Services Department Use Only

OTTAWA COUNTY

TITLE: COMMUNITY HEALTH WORKER – **EMPLOYEE GROUP:** GROUP T
PATHWAYS TO BETTER HEALTH PROGRAM
AND COMMUNITY MENTAL HEALTH- BILINGUAL
DEPARTMENT: PUBLIC HEALTH **GRADE:** T7

JOB SUMMARY:

Under the direction of the Pathways to Better Health Nurse Supervisor and CMH Program Coordinator, serves as a link between underserved communities and existing community resources. Focuses on clients with mental illness, developmental disabilities, or substance use disorders, by using the Pathways to Better Health model. Assists clients in overcoming barriers to health, social services, education and employment through home visits. Acts as a liaison to primary care and hospital care, collecting client clinical data and providing client information necessary for client care. Uses evaluations performed by clinical professionals to assist clients and connect them with services. Candidate must be bilingual in Spanish, Cambodian and/or Laotian.

ESSENTIAL JOB FUNCTIONS: The essential functions of this position include, but are not limited to, the following:

1. Interviews clients with problems such as personal and family adjustments, health, finances, employment, food, clothing, housing, utilities, and physical and mental impairments; completes appropriate checklist; and brings information gathered back to clinical professionals to determine nature and degree of problem.
2. Acquires information such as medical, psychological and social factors contributing to client's situation and forwards information to clinical professionals for evaluation.
3. Determines client's eligibility for services, such as financial assistance, insurances and other programs in place to assist individuals and refers clients to community resources and other agencies to meet identified needs.
4. Researches and records client's and community's resource information.
5. Performs data entry of information from home visits into a database.
6. Advocates for client and acts as a liaison between client and other service providers.
7. Conducts individual and group conferences to help clients and families to understand, accept and follow medical recommendations.
8. Reviews care plan developed by clinical professionals and performs appropriate follow-up activities as directed.
9. Follows departmental and Pathways protocols for care coordination activities.
10. Secures supplementary information such as employment or medical records or school reports as directed.
11. Successfully completes required trainings and curriculum required for position, including the Community Health Workers Training curriculum.
12. Transports clients as required to community appointments, using a county vehicle.
13. Performs other functions as assigned.

REQUIRED KNOWLEDGE AND SKILLS:

1. Computer literacy and working knowledge of word-processing, spreadsheet, and database management software.
2. Knowledge of health care and other public and private human service resources available to client

- populations.
3. Ability to interact positively with patients, co-workers, health care and human service practitioners and community representatives from widely diverse cultural and socio-economic backgrounds and with varying levels of interpersonal and communications skills.
 4. Must adhere to departmental, statutory and regulatory requirements governing the confidentiality of patient health information, including the provisions of HIPPA and 42 CFR PART 2.
 5. Knowledge of the cultural and ethnic groups represented in Ottawa County and cultural norms affecting health maintenance and health care.
 6. Excellent interpersonal, verbal, and written communications skills.

REQUIRED EDUCATION, TRAINING AND EXPERIENCE:

High school diploma or GED. Experience with social services, public health system, or mental health system is preferred. Knowledge of and experience with different cultural and ethnic groups within Ottawa County is strongly preferred.

Bilingual (Cambodian, Spanish, and/or Laotian preferred) written and verbal medical translation skills is required.

Lived experiences with mental illness, developmental disabilities, or substance use disorders are valued.

LICENSES AND CERTIFICATIONS

Must possess or have the ability to obtain Community Health Worker Certification.

Must possess a valid driver's license, with ability to travel throughout the county using own vehicle. Mileage will be reimbursed according to County and IRS guidelines.

Must be insurable to operate a vehicle under the county's current automobile insurance policy.

PHYSICAL REQUIREMENTS:

1. Ability to sit, stand, walk and access client's homes in various environments, bending over and lifting/holding/carrying objects found in an office environment.
2. Ability to communicate and respond to co-worker and customer inquiries both in person and over the phone.
3. Ability to handle varying and often high levels of stress.
4. Must be able to drive.

WORKING CONDITIONS:

The work environment varies. The office setting is within Community Mental Health of Ottawa County. When in the office, safe work practices in regard to office equipment, avoiding trips/falls and fire regulations are required. When traveling to or spending time at client homes, exposure to unusual, unpleasant or hazardous environments increase.

2021 Estimated Costs per Deductions
Employee Costs

Community Health Worker
CMHT-7, Step 1

FTE	Wages	Benefits	TOTAL COST
1.0000	32,886.29	32,685.76	65,572.04



COUNTY OF OTTAWA

New Position Request Form

Please print form and return to the Human Resources Department

DEPARTMENT: CMH DATE REQUESTED: 7/29/21

POSITION TITLE: Claims/Billing Specialist ORG CODE: 64964456

DATE NEEDED 9/1/21

CHECK ONE: Full-Time Benefitted

Part-Time Benefitted

New Position → Number of hours per week requested: _____

Expansion of Existing Hours → From: _____ To: _____ hrs/week

Non-Benefitted, Temporary → Duration of Temporary Position: _____

New Position → Number of hours per week requested: _____

Expansion of Existing Hours - please refer to the attached schedule to make this request

GENERAL INFORMATION:

1. Bargaining Unit/Benefit Group: Fiscal T

2. Pay Grade: T8

3. Does a current job description exist? Yes No

If no, please attach a one-page, proposed job description and a description of anticipated duties to this form.

4. Justification for establishing this additional position. Please explain rationale for requesting this position including background for this position, additional workload in department that needs to be covered, where is the additional funding for this position coming from, as well as the impact to the department. Please limit your response to a maximum of one page, double spaced.

See Attached

COST INFORMATION:

Additional source of revenue (in percentage) to support this position. 100%

Provide the revenue line to be amended if this position is approved: SAMHSA-CCBHC

Estimated salary cost (including for the budget year: \$36,089) (department to request amount from H/R)

Estimated fringe benefit cost for the budget year: \$33,214 (department to request amount from H/R)



COUNTY OF OTTAWA

New Position Request Form

Please print form and return to the Human Resources Department

List all additional items associated with this position, including equipment, office modifications, vehicle costs, etc. List as follows: Item description, cost estimate, and justification for additional equipment.

Additional information:

- **For all approved positions:** the costs associated with this position (revenue, salary, fringe benefits, & equipment) will be entered by Fiscal Services into your budget if the position is approved. The department will not be responsible for this portion of the budget entry.
- Please include all position information on this form and attachments (as noted above). The justification that you submit for this position request should be well thought out and articulated in a way that the committee members who may not be familiar with day to day activities of your area can understand the information you provide. **Please remember to keep the justification to a maximum of one page.**

SIGNED: _____

DATE: 7/29/21

BUDGET DATA: _____

Fiscal Services Department Use Only

CONTROL #: _____

Fiscal Services Department Use Only

OTTAWA COUNTY

TITLE: Claims and Billing Specialist

Employee Group: Group T

Department: Fiscal Services

Grade: T8

Date: 8/5/21

JOB DESCRIPTION:

Under the direction of the Mental Health Financial Supervisor, gathers and applies information needed to process mental health service claims and resolve billing issues. Reviews source documents for accuracy and completeness and ensures that all claims are billed and posted accurately.

ESSENTIAL JOB FUNCTIONS:

The essential functions of this position include, but are not limited to, any and/or all of the following:

1. Verifies patient insurance eligibility.
2. Prepares, reviews, and transmits claims using billing software, including EDI and paper claim processing.
3. Processes contract agency claims with efficiency and accuracy according to approved rates.
4. Reviews insurance aging as assigned, including claims follow-up and re-submission.
5. Receives and credits payments to appropriate patient accounts and to appropriate funds and cost centers.
6. Audits and verifies requests for disbursement of County funds, including vendor invoices, recurring bills, employee reimbursement requests, and transfers of funds to the state, ensuring that expenses are allowable, properly authorized, and charged to proper accounts.
7. Prepares and transmits a variety of bills and invoices for services rendered by contract agencies.
8. Prepares and reconciles daily deposit of payments received by mail, in person, on the WEB, and through EFT and ACH transactions.
9. Prepares deposits for the Treasurer's Office.
10. Responds to questions from patients billed for services rendered by Community Mental Health, explaining services provided and the county's billing policies.
11. Sets up ability to pay plans for individuals owing outstanding balances to Community Mental Health.
12. Performs other functions as assigned.

REQUIRED EDUCATION, TRAINING AND EXPERIENCE:

High school diploma or GED combined with post-secondary training in billing and coding, business information systems, data processing or closely related field and three (3) years of progressively responsible experience in the appropriate area of bookkeeping, general office

functions, or insurance billing. This position requires a strong knowledge of billing compliance, CPT, ICD-10 and use of modifiers in addition to an acute attention to detail.

REQUIRED KNOWLEDGE AND SKILLS:

1. Good working knowledge of standard accounting principles and practices.
2. Proficient working knowledge of Medicaid, Medicare, health insurance regulations, insurance billing, primary payor rules, and general ledger processes and practices.
3. Good working knowledge of County policies and procedures.
4. Computer literacy, including thorough working knowledge of spreadsheet, database, and electronic health record software.
5. Profound organizational skills and ability to prioritize the workload.
6. Outstanding customer service skills.
7. Exemplary verbal and written communications skills.
8. Exceptional interpersonal and human relations skills.
9. Ability to interact positively and objectively with managers, supervisors, employees, vendors, contractors, consultants, and members of the general public from a wide range of cultural and socio-economic backgrounds and with varying levels of communications skills.

PHYSICAL REQUIREMENTS:

Must be able to perform essential job functions with or without reasonable accommodations, including, but not limited to, visual and/or audiological appliances and devices to increase mobility.

WORKING CONDITIONS:

Work is performed in a normal office environment.

2021 Estimated Costs per Deductions
Employee Costs

Claims Billing Specialist
T8-1

FTE	Wages	Benefits	TOTAL COST
1.0000	36,270.24	33,775.43	70,045.67



COUNTY OF OTTAWA

New Position Request Form

Please print form and return to the Human Resources Department

DEPARTMENT: CMH DATE REQUESTED: 7/29/21

POSITION TITLE: Mental Health Clerk ORG CODE: 64964456

DATE NEEDED 9/1/21

CHECK ONE: Full-Time Benefitted

Part-Time Benefitted

New Position → Number of hours per week requested: _____

Expansion of Existing Hours → From: _____ To: _____ hrs/week

Non-Benefitted, Temporary → Duration of Temporary Position: _____

New Position → Number of hours per week requested: _____

Expansion of Existing Hours - please refer to the attached schedule to make this request

GENERAL INFORMATION:

1. Bargaining Unit/Benefit Group: CMH T

2. Pay Grade: T6

3. Does a current job description exist? Yes No

If no, please attach a one-page, proposed job description and a description of anticipated duties to this form.

4. Justification for establishing this additional position. Please explain rationale for requesting this position including background for this position, additional workload in department that needs to be covered, where is the additional funding for this position coming from, as well as the impact to the department. Please limit your response to a maximum of one page, double spaced.

COST INFORMATION:

Additional source of revenue (in percentage) to support this position. 100%

Provide the revenue line to be amended if this position is approved: SAMSHA-CCBHC

Estimated salary cost (including for the budget year: \$30,894) (department to request amount from H/R)

Estimated fringe benefit cost for the budget year: \$31,627 (department to request amount from H/R)



COUNTY OF OTTAWA

New Position Request Form

Please print form and return to the Human Resources Department

List all additional items associated with this position, including equipment, office modifications, vehicle costs, etc. List as follows: Item description, cost estimate, and justification for additional equipment.

Additional information:

- **For all approved positions:** the costs associated with this position (revenue, salary, fringe benefits, & equipment) will be entered by Fiscal Services into your budget if the position is approved. The department will not be responsible for this portion of the budget entry.
- Please include all position information on this form and attachments (as noted above). The justification that you submit for this position request should be well thought out and articulated in a way that the committee members who may not be familiar with day to day activities of your area can understand the information you provide. **Please remember to keep the justification to a maximum of one page.**

SIGNED: _____

DATE: 7/29/21

BUDGET DATA: _____

Fiscal Services Department Use Only

CONTROL #: _____

Fiscal Services Department Use Only

OTTAWA COUNTY

TITLE: Mental Health Clerk- CCBHC
DEPARTMENT: COMMUNITY MENTAL HEALTH

EMPLOYEE GROUP: GROUP T
GRADE: CMHT-06

JOB SUMMARY: Under the supervision of Program Coordinator – Integrated Health, performs a variety of clerical tasks to support the CMHOC CCBHC. Will assist in data collection and data entry into SPARS with data collected from consumers. Provides assistance to consumers and the public by answering questions and providing information at the front desk. Types a variety of forms and documents.

ESSENTIAL JOB FUNCTIONS: The essential functions of this position may include, but are not limited to, the following:

1. Gathers and enters NOMS data into SPARS database and will be responsible for tracking and scheduling follow ups on NOMS according to SAMHSA guidelines. Responsible for meeting with consumers to register and use patient portal for data collection from consumers directly.
2. Assists consumers and members of the public in processing records and documents such as clinical documentation, insurance verification forms, enrollment documents, etc.
3. Operates a multi-line telephone, including answering all incoming calls and transferring to appropriate department or individual. Answer's routine inquiries requiring general familiarity with CMH departmental operations and functions.
4. Provides assistance at the front desk by answering routine questions of the public and greeting consumers, stakeholders and members of the community.
5. Performs routine data entry functions and record basic information to paper or electronic files. Scans documents into and retrieves information from electronic health records.
6. Utilizes the electronic health record for entry of data such as progress notes, client information, medical record documentation and other information as required. Uses a computer to schedule appointments for clients.
7. Processes and distributes mail of the office, prepares correspondence, and routes other documents to appropriate party.
8. Performs other duties as assigned.

REQUIRED KNOWLEDGE AND SKILLS:

1. Good working knowledge of office practices and procedures.
2. Overall knowledge of departmental organization, procedures and regulations particular to a Community Mental Health Agency.
3. Ability to maintain multiple records and filing systems
4. Ability to understand and follow detailed written and verbal instructions.
5. Ability and willingness to undertake and complete new assignments requiring initiative, adaptability and deadlines.
6. Knowledge of medical records management principles and practices and confidentiality requirements, including the provision of HIPAA.
7. Willing to learn and use new skills and attend internal and external trainings and staff development opportunities and resources.
8. Working knowledge of local, state and federal health codes, statutes, rules and regulations as they relate to the Community Mental Health System, including but not limited to the Medicaid Provider Manual, Michigan Mental Health Code, HIPAA, CARF, and Recipient Rights.
9. Understanding of professional standards of practice and ethics.

10. Ability to apply the agency's mission, vision and value statements
11. Understanding of contractual requirements, practices and principles
12. Understanding of quality assurance and quality control protocols and practices
13. Computer literacy including a thorough working knowledge of word processing, spreadsheets, electronic medical record systems, and database management.
14. Excellent verbal and written communication skills
15. Excellent English language skills, including spelling, punctuation, grammar, and usage.
16. Excellent interpersonal communication skills

REQUIRED EDUCATION, TRAINING, AND EXPERIENCE:

High school diploma or equivalent. One year of general clerical experience is required. May require experience and training in various computer software and equipment.

Lived experiences with mental illness, developmental disabilities, or substance use disorders are valued.

PHYSICAL REQUIREMENTS:

Must be able to perform essential job functions with or without reasonable accommodations, including, but not limited to, visual and/or audio logical appliances, and devices to increase mobility.

WORKING CONDITIONS:

Work is performed in an office environment

2021 Estimated Costs per Deductions
Employee Costs

Support Staff
CMHT-6 Step 1

FTE	Wages	Benefits	TOTAL COST
1.0000	31,049.19	32,094.20	63,143.39

Total cost for 2 positions: 62,098.38 64,188.39 126,286.77



COUNTY OF OTTAWA

New Position Request Form

Please print form and return to the Human Resources Department

DEPARTMENT: CMH DATE REQUESTED: 7/29/21

POSITION TITLE: Quality Improvement Clerk ORG CODE: 64964456

DATE NEEDED 9/1/21

CHECK ONE: Full-Time Benefitted

Part-Time Benefitted

New Position → Number of hours per week requested: _____

Expansion of Existing Hours → From: _____ To: _____ hrs/week

Non-Benefitted, Temporary → Duration of Temporary Position: _____

New Position → Number of hours per week requested: _____

Expansion of Existing Hours - please refer to the attached schedule to make this request

GENERAL INFORMATION:

1. Bargaining Unit/Benefit Group: CMH T

2. Pay Grade: T6

3. Does a current job description exist? Yes No

If no, please attach a one-page, proposed job description and a description of anticipated duties to this form.

4. Justification for establishing this additional position. Please explain rationale for requesting this position including background for this position, additional workload in department that needs to be covered, where is the additional funding for this position coming from, as well as the impact to the department. Please limit your response to a maximum of one page, double spaced.

See Attached

COST INFORMATION:

Additional source of revenue (in percentage) to support this position. 100%

Provide the revenue line to be amended if this position is approved: SAMHSA-CCBHC

Estimated salary cost (including for the budget year: \$30,894) (department to request amount from H/R)

Estimated fringe benefit cost for the budget year: \$31,627 (department to request amount from H/R)



COUNTY OF OTTAWA

New Position Request Form

Please print form and return to the Human Resources Department

List all additional items associated with this position, including equipment, office modifications, vehicle costs, etc. List as follows: Item description, cost estimate, and justification for additional equipment.

Additional information:

- **For all approved positions:** the costs associated with this position (revenue, salary, fringe benefits, & equipment) will be entered by Fiscal Services into your budget if the position is approved. The department will not be responsible for this portion of the budget entry.
- Please include all position information on this form and attachments (as noted above). The justification that you submit for this position request should be well thought out and articulated in a way that the committee members who may not be familiar with day to day activities of your area can understand the information you provide. **Please remember to keep the justification to a maximum of one page.**

SIGNED: _____

DATE: 7/29/21

BUDGET DATA: _____

Fiscal Services Department Use Only

CONTROL #: _____

Fiscal Services Department Use Only

OTTAWA COUNTY

TITLE: QUALITY IMPROVEMENT CLERK
DEPARTMENT: COMMUNITY MENTAL HEALTH

EMPLOYEE GROUP: GROUP T
GRADE: CMHT-06

JOB SUMMARY: Under the supervision of the Compliance Manager, this position provides support to the activities and quality improvement functions by performing moderate to complex organizational and clerical duties for the QI/IT Unit. Will assist with administration and support of the CCBHC expansion grant in the areas of compliance, audits and contracts.

ESSENTIAL JOB FUNCTIONS: The essential functions of this position include, but are not limited to, the following:

1. Supports the contract management function by assuring contracts are prepared and routed as necessary.
2. Creates attachments for residential contracts.
3. Prepares correspondence to subcontractors as directed.
4. Assist in the development of contract reports that go to the CMH Board and leadership.
5. Provides backup to other functions of the QI Unit, such as medical records.
6. Provides support to committees in the areas of organization, recording and agenda development
7. Develops reports for committees as assigned.
8. Assists in the management and reporting of data.
9. Assists as directed with compliance, accreditation, and other unit responsibilities.
10. Creates and updates monthly service tracking forms for residential providers, and assures tracking forms have been calculated correctly. Maintains contract list as changes occur.
11. Coordinates site reviews monthly.
12. Compiles site review tool, ensuring each tool is specific to the current residents.
13. Maintains site review database as well as requesting plan of correction, if needed. Reviews corrections to assure compliance.
14. Performs training verifications for contractual providers
15. Audits all contractual and internal Medicaid billed services annually. Requests plan of correction if needed.
16. Coordinates the satisfaction survey process, and prepares the data reports. Maintains DCH service profile annually and as changes occur.
17. Maintains contractual information for efficient retrieval.

REQUIRED KNOWLEDGE AND SKILLS:

1. Computer literacy and good working knowledge of word-processing, spreadsheet, database and project management software.
2. Ability to effectively prepare/distribute agendas and take minutes for committees supported.
3. Ability to develop and understand databases, input and manage data, and develop reports.
4. Ability to take initiative and work well without supervision.
5. Strong organizational and time management skills.
6. Strong interpersonal skills to address situations with contractual agencies.
7. Good working knowledge of QI Unit.
8. Working knowledge of agency policy and procedures.
9. Knowledge of medical records.
10. Knowledge of training requirements for the contractual providers.

11. Knowledge of the internet, licenses, and criminal background checks.
12. Flexibility and ability to multi-task due to continuous changes.
13. Background with disabled individuals is advantageous as the QI Unit is a supported work site.

REQUIRED EDUCATION, TRAINING, AND EXPERIENCE:

High school diploma or equivalent and two years general clerical experience is required. May require experience and training in various computer software, office equipment, and mental health service delivery system.

Possession of a valid Michigan driver's license.

Lived experiences with mental illness, developmental disabilities, or substance use disorders are valued.

PHYSICAL REQUIREMENTS:

Must be able to perform essential job functions with or without reasonable accommodations, including, but not limited to, visual and/or audio logical appliances, and devices to increase mobility.

WORKING CONDITIONS:

Work is generally performed in an office environment

2021 Estimated Costs per Deductions
Employee Costs

Quality Improvement Clerk
CMHT-6

FTE	Wages	Benefits	TOTAL COST
1.0000	31,049.19	32,094.20	63,143.39



COUNTY OF OTTAWA

New Position Request Form

Please print form and return to the Human Resources Department

DEPARTMENT: CMH DATE REQUESTED: 7/29/21

POSITION TITLE: Health Educator ORG CODE: 64964456

DATE NEEDED 9/1/21

CHECK ONE: Full-Time Benefitted

Part-Time Benefitted

New Position → Number of hours per week requested: _____

Expansion of Existing Hours → From: _____ To: _____ hrs/week

Non-Benefitted, Temporary → Duration of Temporary Position: _____

New Position → Number of hours per week requested: _____

Expansion of Existing Hours - please refer to the attached schedule to make this request

GENERAL INFORMATION:

1. Bargaining Unit/Benefit Group: CMH T

2. Pay Grade: T13

3. Does a current job description exist? Yes No

If no, please attach a one-page, proposed job description and a description of anticipated duties to this form.

4. Justification for establishing this additional position. Please explain rationale for requesting this position including background for this position, additional workload in department that needs to be covered, where is the additional funding for this position coming from, as well as the impact to the department. Please limit your response to a maximum of one page, double spaced.

See Attached

COST INFORMATION:

Additional source of revenue (in percentage) to support this position. 100%

Provide the revenue line to be amended if this position is approved: SAMHSA-CCBHC

Estimated salary cost (including for the budget year: \$47,934) (department to request amount from H/R)

Estimated fringe benefit cost for the budget year: \$36,833 (department to request amount from H/R)



COUNTY OF OTTAWA

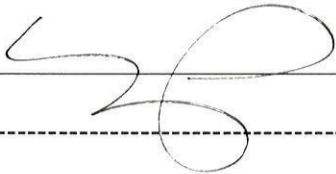
New Position Request Form

Please print form and return to the Human Resources Department

List all additional items associated with this position, including equipment, office modifications, vehicle costs, etc. List as follows: Item description, cost estimate, and justification for additional equipment.

Additional information:

- **For all approved positions:** the costs associated with this position (revenue, salary, fringe benefits, & equipment) will be entered by Fiscal Services into your budget if the position is approved. The department will not be responsible for this portion of the budget entry.
- Please include all position information on this form and attachments (as noted above). The justification that you submit for this position request should be well thought out and articulated in a way that the committee members who may not be familiar with day to day activities of your area can understand the information you provide. **Please remember to keep the justification to a maximum of one page.**

SIGNED:  _____

DATE: 7/29/21 _____

BUDGET DATA: _____
Fiscal Services Department Use Only

CONTROL #: _____
Fiscal Services Department Use Only

OTTAWA COUNTY

TITLE: HEALTH EDUCATOR
DEPARTMENT: COMMUNITY MENTAL HEALTH

EMPLOYEE GROUP: GROUP T
GRADE: CMHT-13

JOB SUMMARY:

Under the supervision of Program Coordinator-Integrated Health, will design, develop and implement health and wellness programming for the target population and the community at large as part of the CMHOC CCBHC. Collaborates with community stakeholders to design, develop, implement and measure research-based programs and strategies to address identified health needs in the community.

ESSENTIAL JOB FUNCTIONS: The essential functions of this position include, but are not limited to, the following:

1. Serves as facilitator for community health promotion coalitions.
2. Develops short- and long-range plans to increase coalition membership and facilitate active involvement of members in supporting initiatives to improve the lifestyle choices and health behaviors of all populations in the county.
3. Assesses community health needs for resources and programs to inform health behavior choices and provide opportunities to engage in healthy behaviors.
4. Develops initiatives and programs to promote healthy lifestyle choices and behaviors targeted to k-12 students, pregnant women, young adults, ethnic and cultural minorities, seniors and other demographic groups in the community.
5. Plan, design and implement evidence-based strategies, programs and services.
6. Designs, develops and, in collaboration with community partners, delivers a variety of educational and informational programs to improve health and wellness.
7. In collaboration with community partners, develops plans and strategies to meet the health needs of the community.
8. Develops plans and strategies to increase the efficiency and cost-effectiveness of health promotion programs.
9. Administers quality assurance and quality control instruments to ensure continuous improvement in the delivery of health promotion programs to the community.
10. Designs, develops, and administers evaluation instruments to assess the effectiveness of health promotion programs in the community.
11. Performs other related duties as assigned.

REQUIRED KNOWLEDGE AND SKILLS:

1. Thorough working knowledge of the principles and practices of public health programs and services.
2. Thorough working knowledge of practices and principles of health promotion and disease prevention.
3. Thorough working knowledge of the theory and application of health needs assessment instruments.
4. Thorough working knowledge of local, state and federal health codes, statutes, rules and regulations, including Michigan Public Health Code (PA 368 of 1978, as amended), HIPAA and other federal, state and local public health rules and regulations.

5. Good working knowledge of the practices and principles of health education and techniques of adult education.
6. Thorough working knowledge of the design and implementation of health promotion programs.
7. Good working knowledge of planning and coordinating principles and practices.
8. Good working knowledge of marketing principles and practices.
9. Good working knowledge of accreditation requirements.
10. Thorough working knowledge of professional standards of practice and ethics.
11. Thorough working knowledge of the principles and practices of budget preparation and control.
12. Thorough working knowledge of program assessment and quality assurance principles, practices, protocols and instruments.
13. Excellent interpersonal and human relations skills.
14. Excellent oral and written communications skills.
15. Good negotiating and conflict resolution skills.
16. Computer literacy and working knowledge of word-processing, spreadsheet, database and project management software.
17. Ability to interact positively and professionally with business and community groups.

NOTE: Individuals in this classification provide services to clients and community health partners throughout the County and are responsible for providing their own transportation.

REQUIRED EDUCATION, TRAINING AND EXPERIENCE:

Bachelor's degree in public health, health education or closely related field and two (2) years of progressively responsible experience in health promotion and disease prevention, or an equivalent combination of education and experience. Master's degree preferred.

PHYSICAL REQUIREMENTS:

Must be able to perform essential job functions with or without reasonable accommodations, including, but not limited to, visual and/or audiological appliances and devices to increase mobility.

WORKING CONDITIONS:

Work is generally performed in a normal office conditions, but is frequently performed at offsite locations.

2021 Estimated Costs per Deductions
Employee Costs

Health Educator
CMHT-13, Step 1

FTE	Wages	Benefits	TOTAL COST
1.0000	48,174.11	37,608.61	85,782.72



COUNTY OF OTTAWA

New Position Request Form

Please print form and return to the Human Resources Department

DEPARTMENT: CMH DATE REQUESTED: 7/29/21

POSITION TITLE: Peer Support ORG CODE: 64964456

DATE NEEDED 9/1/21

CHECK ONE: Full-Time Benefitted

Part-Time Benefitted

New Position → Number of hours per week requested: _____

Expansion of Existing Hours → From: _____ To: _____ hrs/week

Non-Benefitted, Temporary → Duration of Temporary Position: _____

New Position → Number of hours per week requested: _____

Expansion of Existing Hours - please refer to the attached schedule to make this request

GENERAL INFORMATION:

1. Bargaining Unit/Benefit Group: CMH T

2. Pay Grade: T7

3. Does a current job description exist? Yes No

If no, please attach a one-page, proposed job description and a description of anticipated duties to this form.

4. Justification for establishing this additional position. Please explain rationale for requesting this position including background for this position, additional workload in department that needs to be covered, where is the additional funding for this position coming from, as well as the impact to the department. Please limit your response to a maximum of one page, double spaced.

COST INFORMATION:

Additional source of revenue (in percentage) to support this position. 100%

Provide the revenue line to be amended if this position is approved: SAMSHA-CCBHC

Estimated salary cost (including for the budget year: \$32,723) (department to request amount from H/R)

Estimated fringe benefit cost for the budget year: \$32,685 (department to request amount from H/R)



COUNTY OF OTTAWA

New Position Request Form

Please print form and return to the Human Resources Department

List all additional items associated with this position, including equipment, office modifications, vehicle costs, etc. List as follows: Item description, cost estimate, and justification for additional equipment.

Additional information:

- **For all approved positions:** the costs associated with this position (revenue, salary, fringe benefits, & equipment) will be entered by Fiscal Services into your budget if the position is approved. The department will not be responsible for this portion of the budget entry.
- Please include all position information on this form and attachments (as noted above). The justification that you submit for this position request should be well thought out and articulated in a way that the committee members who may not be familiar with day to day activities of your area can understand the information you provide. **Please remember to keep the justification to a maximum of one page.**

SIGNED: _____

DATE: 7/29/21

BUDGET DATA: _____

Fiscal Services Department Use Only

CONTROL #: _____

Fiscal Services Department Use Only

OTTAWA COUNTY

TITLE: PEER SUPPORT
DEPARTMENT: COMMUNITY MENTAL HEALTH

EMPLOYEE GROUP: T
GRADE: T7

JOB SUMMARY: Under the supervision of the Program Coordinator, provides peer support services to mentally ill consumers and consumers with co-occurring mental illness and substance use disorders as a part of a multidisciplinary team. Implements treatment plans to assist consumers in attaining recovery goals and maximizing independence and community inclusion.

ESSENTIAL JOB FUNCTIONS: The essential functions of this position include, but are not limited to, the following:

1. Provides direct services to consumers consistent with established treatment plans.
2. Orients consumers to CMHOC programs and services.
3. Provides encouragement and acts as a role model of competency in recovery and continually expanding coping skills.
4. Shares personal story of recovery with consumers and models principles of recovery individually or in a group setting.
5. Participates in person-centered planning activities and may serve as facilitator.
6. Encourages consumers in healthy decision-making relative to their psychosocial rehabilitation and recovery goals.
7. Transports consumers to and from various planned activities and encourages full participation in treatment plan.
8. Ensures the safety of consumers who have a variety of disabilities.
9. Participates in team meetings.
10. Reviews and discusses consumers' treatment plans with professional staff.
11. Recommends changes in consumers' goals, objectives, or placement plans.
12. Maintains the security and confidentiality of clinical documentation in accordance with statutory requirements and Department of Community Health and Community Mental Health policies and procedures.
13. Monitors recipient rights and complies with reporting requirements established by the Mental Health Code and procedures of the Community Mental Health Services Board.

REQUIRED KNOWLEDGE AND SKILLS:

1. Good working knowledge of recovery principles and willingness to share personal journey of recovery with others.
2. Ability to interact positively and professionally with severely mentally ill consumers, their families, and other stakeholders.
3. Ability to work effectively in a team environment.
4. Ability to work independently.
5. Good powers of observation in order to identify changes in consumer behavior.
6. Working knowledge of de-escalation and crisis response techniques.
7. Knowledge of hygiene and sanitation practices and protocols to prevent cross contamination of consumers and transmission of contagious and infectious diseases.
8. Ability to operate related equipment including vans.
9. Basic computer literacy in order to maintain electronic case documentation and case notes.

NOTES: Oral and written fluency in Spanish, Cambodian, Lao or other language commonly spoken by one or more demographic groups represented in the population strongly preferred.

REQUIRED EDUCATION, TRAINING, AND EXPERIENCE:

High school diploma or GED.

Lived experiences with mental illness, developmental disabilities, or substance use disorders are valued.

LICENSES AND CERTIFICATIONS:

Must be able to achieve Michigan Certified Peer Support Specialist designation within 6 months of hire (which includes having received mental health services through the public mental health system). Possession of a valid Michigan driver's license is required.

PHYSICAL REQUIREMENTS:

1. Must have sufficient visual acuity with or without corrective lenses to visually observe clients and detect signs of changes in consumer behavior, adverse medication reactions, or other activity or event requiring intervention.
2. Must be able to bend, reach, and lift up to 25 pounds.

WORKING CONDITIONS:

Services may be provided in an office setting, at a Clubhouse program, and/or in community settings such as the consumer's home.

2021 Estimated Costs per Deductions
Employee Costs

Peer Support
CMHT-7, Step 1

FTE	Wages	Benefits	TOTAL COST
1.0000	32,886.29	32,685.76	65,572.04

Total cost for 2 positions 65,772.57 65,371.52 131,144.09

Action Request



Committee: Finance and Administration Committee

Meeting Date: 08/17/2021

Requesting Department: Human Resources

Submitted By: Marcie Ver Beek

Agenda Item: Public Health Personnel Request

Suggested Motion:

To approve and forward to the Board of Commissioners the request from Public Health to add 17 full-time, benefited positions and 25 part-time, non-benefited positions at a total cost of \$2,179,153.00 to be paid for with federal and state grant funding.

Summary of Request:

The COVID-19 pandemic has created an immense demand for extra services from the Ottawa County Department of Public Health. This demand necessitates an increase in staffing to respond effectively to the ongoing COVID-19 pandemic. The Ottawa County Department of Public Health has recently received over \$2,600,000 in state and federal grant funding through the Stage of Michigan Department of Health and Human Services (MDHHS). This grant funding will cover the cost of the requested positions in their entirety. The positions will end when the grant funding is eliminated.

Please see the attached page for additional justification regarding the staffing need.

Full time, benefited positions:

1. Add 1 Public Health Team Supervisor (Unclassified, pay grade U-6) at a 1.0 FTE at a cost of \$102,226.
2. Add 7 Health Educators (Group T, pay grade T-13) at 1.0 FTE's at a cost of \$618,488.
3. Add 1 EH Specialist (Group T, pay grade T-11) at a 1.0 FTE at a cost of \$87,813.
4. Add 3 Clinic Support positions (Group T, pay grade T-6) at 1.0 FTE's at a cost of \$194,405.
5. Add 1 Clinic Support/Health Technician (Group T, paygrade T-8) at a 1.0 FTE at a cost of \$76,895.
6. Add 1 Communication Specialist (Unclassified, pay grade U-5A) at a 1.0 FTE at a cost of \$98,481.
7. Add 2 Nurses at (Group N, Nurse pay grade) at 1.0 FTE's at a cost of \$190,549.
8. Add 1 Epidemiologist (Unclassified, pay grade U-7) at a 1.0 FTE at a cost of \$109,939.

Part-time, non-benefited positions:

9. Add 6 Technical Support positions (Non-benefited) at 1000 hours per year at a cost of \$118,651.
10. Add 12 Health Educators (Non-benefited) at 1000 hours per year at a cost of \$344,985.
11. Add 7 Nurses (Non-benefited) at 1000 hours per year at a cost of \$236,715.

Financial Information:

Total Cost: \$2,179,153.00	General Fund Cost: \$0.00	Included in Budget:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	<input type="checkbox"/> N/A
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If not included in budget, recommended funding source:

State and federal COVID-19 Response Grant Funds

Action is Related to an Activity Which Is: Mandated Non-Mandated New Activity

Action is Related to Strategic Plan:

Goal: Goal 2: To Contribute to the Long-Term Economic, Social and Environmental Health of the County.

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

Objective: Goal 2, Objective 2: Consider initiatives that contribute to the social health and sustainability of the County and its' residents.

Goal 4, Objective 3: Maintain and expand investments in the human resources and talent of the organization.

Administration: Recommended Not Recommended Without Recommendation

County Administrator:
 Committee/Governing/Advisory Board Approval Date:

Justification for Ottawa County Department of Public Health Personnel Request for Fiscal Year 2022 COVID-19 Pandemic Response

The COVID-19 pandemic has created an immense demand for extra services from the Ottawa County Department of Public Health. This demand necessitates an increase in staffing to respond effectively to the ongoing COVID-19 pandemic. The Ottawa County Department of Public Health has recently received over \$2,600,000 in state and federal grant funding through the Stage of Michigan Department of Health and Human Services (MDHHS). This grant funding will cover the cost of the requested positions in their entirety. The positions will end when the grant funding is eliminated.

The need for the requested positions is due to:

1. Concern that new mutations of the virus may be even stronger. The Delta variant is now the predominant strain in the US and recent lab results have shown that there are cases in Kent and Ottawa counties. Below is an excerpt from a recent correspondence received from Darryl Elmouchi, Spectrum – West Michigan President:

“This variant is over 200% more transmissible than the original variant and has been identified in our service area by the state lab. The good news about this variant is that the data (both nationally and locally) demonstrate that the vaccines are very protective against severe illness, hospitalization and death. The concern, which you are now hearing from the CDC, is that viral loads (the amount of virus seen in a person’s system during infection) with the delta variant are approximately 1,000X higher than with prior variants. This, coupled with its transmissibility, has been linked to vaccinated people not only contracting COVID-19, but also more of a possibility of transmitting COVID. The biggest concern is that the vaccinated can potentially transmit infection to the unvaccinated (who in turn are at much more risk for severe illness).”

This is a smaller concern for vaccinated people and the current vaccination rate in Ottawa County is close to 60%. However, 40% of the population is still without protection. Ottawa County is currently seeing case rates increase which has recently pushed our county into the CDC category of ‘substantial transmission’. Ottawa County’s rate has increased from 6.2% positivity the week of July 31 to 10.2% the week of August 7. While it is not possible to predict how high this rate of transmission will go, it is important to be prepared for another significant surge.

2. Much research is going into the immunity provided by the vaccine (strength of immunity and length of time). So far, the small percentage of people with breakthrough cases (vaccinated cases) are not significantly contributing to the rate of hospitalizations or deaths. Hospitalizations and deaths continue to occur largely among the unvaccinated population. However, there is information emerging which indicates waning immunity (among immune compromised and older adults) at 6 months or following full vaccination (Pfizer). More research is needed, yet if this proves to be true, booster doses may be recommended which could again require mass vaccination clinics.

3. Schools are soon to start which brings extra challenges to the Health Department. The department has maintained a school team to work with each district on case and contact investigation, isolation/quarantine, education, and communications with school staff, parents and community members. The department has also maintained weekly superintendent meetings to guide school prevention and response activities. Additionally, the department continues with the critical

responsibility of data collection and disease surveillance to identify outbreaks, provide transparency and quick response to ensure children are safe.

4. The Health Department continues to provide support to area businesses who have cases and/or outbreaks, communications and media relations related to COVID-19, along with weekly onsite vaccine clinics and community-based vaccine pop-up clinics. The department gives our best effort to provide timely response to complaints, questions, and general COVID-19 calls. We are committed to continuing excellent customer service to the greatest extent possible.

5. The Health Department has recently lost key staff including our Communications Specialist, Medical Director, a Community Health Supervisor and a long term Communicable Disease Nurse. The department also has an open manger position that has only remained vacant due to the lack of administrative time needed to hire, on-board and train. Staff have worked extra hours and are experiencing stress and burnout. Many of our salaried key leadership staff have also put in significant overtime hours without additional compensation.

These things will certainly continue to challenge our organization and our staff. The valued team members at the Ottawa County Department of Public Health cannot continue at the same pace as we have over the past year. Hiring and retaining additional staff to assist with COVID-19 response is critically needed to sustain our COVID operations and continue the other important work required of our department and needed by our residents, businesses, schools and other community sectors.

All positions included in this request are funded by state and federal grants. It is our understanding that additional funds are forthcoming, therefore it is highly likely that our department will have additional requests at a later date.

Salary Estimates- Benefited Positions

Public Health Team Supervisor

U-6, Step 1

FTE	Wages	Benefits	TOTAL COST
1.0000	60,612.84	41,614.01	102,226.85
Total for 1 employee	60,612.84	41,614.01	102,226.85

Health Educator

T-13, Step 1

FTE	Wages	Benefits	TOTAL COST
1.0000	50,120.25	38,235.29	88,355.54
Total for 7 employees	350,841.78	267,647.01	618,488.79

EH Specialist

T-11, Step 5

FTE	Wages	Benefits	TOTAL COST
1.0000	49,710.57	38,103.37	87,813.94
Total for 1 employee	49,710.57	38,103.37	87,813.94

Clinic Support

T-6, Step 1

FTE	Wages	Benefits	TOTAL COST
1.0000	32,303.69	32,498.16	64,801.85
Total for 3 employees	96,911.08	97,494.48	194,405.56

Clinic Support/Health Technician

T-8, Step 5

FTE	Wages	Benefits	TOTAL COST
1.0000	41,451.82	35,443.96	76,895.78
Total for 1 employee	41,451.82	35,443.96	76,895.78

PH Communication Specialist

U-5A, Step 1

FTE	Wages	Benefits	TOTAL COST
1.0000	57,779.87	40,701.77	98,481.63
Total for 1 employee	57,779.87	40,701.77	98,481.63

Community Health Nurse

Group N, Step 1

FTE	Wages	Benefits	TOTAL COST
1.0000	55,354.03	39,920.62	95,274.65
Total for 2 employees	110,708.06	79,841.24	190,549.30

Epidemiologist

U-7, Step 1

FTE	Wages	Benefits	TOTAL COST
1.0000	66,446.81	43,492.62	109,939.43
Total for 1 employee	66,446.81	43,492.62	109,939.43

Total for Benefited Positions	1,478,801.28		
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Salary Estimates- Non-Benefited Positions

Technical Support

\$17.85/hr

Hours	Wages	Benefits	TOTAL COST
1000	18,207.00	1,568.19	19,775.19
Total for 6 Employees	109,242.00	9,409.12	118,651.12

Health Educator

\$25.95/hr

Hours	Wages	Benefits	TOTAL COST
1000	26,469.00	2,279.80	28,748.80
Total for 12 Employees	317,628.00	27,357.62	344,985.62

Nurse

\$30.52/hr

Hours	Wages	Benefits	TOTAL COST
1000	31,134.79	2,681.67	33,816.46
Total for 7 Employees	217,943.50	18,771.69	236,715.19

Total for Non-Benefited Positions **\$700,351.93**

Action Request



Committee: Finance and Administration Committee

Meeting Date: 08/17/2021

Requesting Department: Administration and Human Resources

Submitted By: Al Vanderberg and Marcie VerBeek

Agenda Item: Interim County Administrator Pay and Temporary Appointments

Suggested Motion:

To approve and forward to the Board of Commissioners to pay Interim County Administrator John Shay at the Unclassified U15 level, \$158,572 from August 30, 2021 to the conclusion of his duties as Interim Administrator and to appoint Mr. Shay to the following boards and commissions for the interim period:
Grand Valley Metropolitan Council Board of Directors and Executive Committee
Kent-Ottawa-Muskegon Foreign Trade Zone Board of Directors
Ottawa County Central Dispatch Authority Board of Directors
West Michigan Enforcement Team Board of Directors
Ottawa County Land Bank Authority
Ottawa County Brownfield Authority
Ottawa County Economic Development Corporation Board of Directors
Ottawa County Insurance Authority Board of Directors and Work Group
Lakeshore Advantage Board of Directors

Summary of Request:

The Board of Commissioners appointed Deputy County Administrator John Shay to the Interim County Administrator position beginning August 30, 2021, at its last regular meeting. Human Resources Director Marcie VerBeek and Chair Bergman have met and reviewed appropriate pay for Mr. Shay during the interim period and recommend that his compensation be increased by approximately 20 percent to a total of \$158,572. Chair Bergman and Ms. VerBeek thought the increased level of work and expectations well justify the increased amount. There will no cost to this action due to the savings of paying one position instead of two.

Mr. Shay's appointment to the above list of boards and commissions will expire at the end of the interim period and most will be assumed by the next County Administrator.

Financial Information:

Total Cost: \$0.00	General Fund Cost: \$0.00	Included in Budget:	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
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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: Goal 4: To Continually Improve the County's Organization and Services.

Objective: Goal 4, Objective 1: Conduct activities and maintain systems to continuously improve to gain efficiencies and improve effectiveness.

Administration: Recommended Not Recommended Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date: 08/17/2021

Planning and Policy Committee

Action Request



Committee: Finance and Administration Committee

Meeting Date: 08/17/2021

Requesting Department: 20th Circuit Court

Submitted By: Al Vanderberg

Agenda Item: Resolution in Support of Additional Circuit Court Judgeship

Suggested Motion:

To approve and forward to the Board of Commissions the Resolution in Support of Additional Circuit Court Judgeship.

Summary of Request:

The Revised Judicature Act of 1961 (MCL 600.521; 600.550) was amended in 2004 allowing the 20th Circuit Court to elect a fourth judge for an eight-year term commencing January 1, 2005. This amendment was based on a statistical analysis conducted by the State Court Administrative Office (SCAO) and a secondary analysis allowing input from the 20th Circuit Court judges and Ottawa County. During the next 15 years, Ottawa County grew to become the 8th largest county in Michigan with a 13.4% population increase from 253,061 to 286,922 (current estimates show Ottawa County population increasing to 290,494). During the same time period, the Courts experienced a dramatic growth in caseload complexity as issues of substance abuse and mental health disorders continued to be exhibited by court users. Based on this growth and the results of an updated 2019 SCAO Weighted Caseload Docket Analysis indicating the 20th Circuit Court is in need of a fifth judgeship, the Court respectfully requests the Ottawa County Board of Commissioners adopt a Resolution in support of a 5th circuit judgeship for the 20th Circuit Court, Ottawa County and transmit the Resolution to the Michigan Legislature.

In recent years, the Michigan Supreme Court and SCAO have relied on the weighted caseload method to evaluate the need for judges and produce the biennial Judicial Resources Recommendations Report. Periodic updates to the weighted caseload model are necessary to ensure that workload standards continue to represent judicial workload accurately; the last such update was based on a time study conducted in 2018. Over time, the integrity of any set of workload standards is affected by changes in legislation, court rules, legal practice, technology, and administrative factors. Notable changes potentially impacting the current time study include the rise of problem-solving courts and business courts, the In re Sanders decision regarding due process in child protective cases, and an expanded focus on assessing the defendants' ability to pay in criminal and traffic cases. The updated 2019 model provides an empirical assessment of the impact of these and other relevant changes on judicial workload.

Historically, the 2011, 2013, and 2019 Judicial Resources Reports demonstrated Ottawa County to be in need of additional judicial resources. When these needed resources were not forthcoming by 2013, the Ottawa County Judiciary developed a Concurrent Jurisdiction Plan, approved by SCAO on November 13, 2013, to further balance judicial workloads and maximize use of existing staff and facilities.

Financial Information:

Total Cost: \$0.00	General Fund Cost: \$0.00	Included in Budget:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	<input type="checkbox"/> N/A
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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: Goal 4: To Continually Improve the County's Organization and Services. ▼

Objective: Goal 4, Objective 1: Conduct activities and maintain systems to continuously improve to gain efficiencies and improve effectiveness.

Administration: Recommended Not Recommended Without Recommendation

County Administrator:

Al Vanderberg

Committee/Governing/Advisory Board Approval Date:

Summary of Request Continued:

In July 2019, following discussions with SCAO Region V Administrator, Jill Booth, the 20th Circuit Court received a Weighted Caseload Docket Analysis, indicating an overall need for 10.0-10.3 judgeships in Ottawa County and 5.8-5.9 judgeships shared between the 20th Circuit and Ottawa County Probate Courts. In addition, Administrator Booth explained the criteria used by SCAO to select courts for a Secondary Analysis and reviewed the 2019 JRR Secondary Analysis Factors to be completed by all three trial courts in Ottawa County (D58, C20, P70). This Secondary Analysis was completed by the Ottawa County Courts and submitted to the SCAO Region V Office on September 10, 2019. Responses to the Secondary Analysis Factors were reviewed by all Ottawa County Judges and based on the Weighted Caseload Docket Analysis, the Secondary Analysis, and a local review of case complexity and staffing patterns, it was agreed the Probate and District Courts had an appropriate number of judgeships, while the 20th Circuit Court was in need of the proposed fifth judgeship.

One additional level of analysis was completed locally and the results are available in annual Judicial Workload Distribution summaries compiled by Court Administration (available upon request). These workload distribution summaries use annual caseload statistics, as reported to SCAO, and applies the revised 2019 Case Weights to determine the amount of time necessary to handle each of the five dockets shared by the current Circuit and Probate judges. If five circuit and probate court judges were working full-time (40 hours/week or 2080 hours/year), there would be 10,400 hours of judicial time expended on the circuit and probate court dockets in Ottawa County. Without adjusting for vacation, sick leave, or educational time, the 20th Circuit and Ottawa Probate judges significantly exceeded this work level by spending 15,486.2 hours on 2018 case filings (average per judge of 3,097.24 hours/year or 59.6 hours/week) and 14,459.6 hours on 2019 YTD case filings (average per judge of 2,891.92 hours/year or 55.6 hours/week). Even with some case reductions due to the pandemic, 2020 workload calculations showed an average of 2602 hours/year/judge or 50+ hours/week). While this may be a reasonable expectation in limited circumstances, it is not a sustainable practice over time.

To ensure procedural fairness and to provide adequate courtroom time to give all litigants their "day in court," it is essential for judges and judicial officers to have sufficient time to conduct hearings, as well as the time needed for preparation before hearings and to deliberate on decisions following hearings. In Ottawa County, the Circuit and Probate judges do not currently have adequate time to provide all litigants with the time they desire to be fully heard in court and still maintain case dispositions within the time guidelines established by the Michigan Supreme Court . Adding judicial resources through a fifth circuit judgeship will help maintain the high level of public service and procedural fairness for which the Ottawa County Courts are well known.

County of Ottawa
State of Michigan

Resolution in Support of Additional Circuit Court Judgeship

At a regular meeting of the Board of Commissioners of the County of Ottawa, Michigan, held at the Fillmore Street Complex in the Township of Olive, Michigan on the 24th day of August, 2021 at 1:30 o'clock local time.

PRESENT: Commissioners

ABSENT: Commissioners

It was moved by Commissioner _____ and supported by Commissioner _____ that the following Resolution be adopted:

WHEREAS, the 20th Judicial Circuit Court of Ottawa County is currently authorized by law to have four (4) circuit judges (MCL 600.521); and

WHEREAS, the Michigan State Court Administrative Office recommended the addition of one (1) circuit judge in the Judicial Resources Recommendations issued to the Legislature in December 2019; and

WHEREAS, the Michigan Legislature has been requested to authorize the addition of one (1) circuit judge, effective January 1, 2023, subject to the provisions of MCL 600.550; and

WHEREAS, the provisions of MCL 600.550 require a resolution to be adopted by the county board of commissioners approving the creation of any additional judgeship prior to its effective date; and

WHEREAS, the provisions of MCL 600.550 require the county clerk to file the resolution with the state court administrator not later than 4:00 p.m. of the sixteenth Tuesday preceding the August primary for the election to fill the additional circuit judgeship; and

WHEREAS, the addition of one (1) circuit judgeship is necessary and reasonable to handle the judicial workload of Ottawa County thereby ensuring the prompt resolution of civil, family, and criminal cases;

NOW, THEREFORE, BE IT RESOLVED that the Ottawa County Board of Commissioners has reviewed this matter and approves the addition of one (1) circuit court judgeship, effective January 1, 2023; and

BE IT FURTHER RESOLVED that the Board of Commissioners approves the necessary and reasonable allocation of general fund resources to the Circuit Court budget for staff support, as well as an appropriation for one-time costs associated with technology, equipment, and establishment of the new office; and

BE IT FURTHER RESOLVED that the Board of Commissioners directs the County Administrator to work with the Circuit Court Administrator to take all necessary steps to implement the additional judgeship and support staff by January 1, 2023.

YEAS: Commissioners

NAYS: Commissioners

ABSTENTIONS: Commissioners

RESOLUTION ADOPTED:

Roger A. Bergman, Chairperson
Ottawa County Board of Commissioners

Justin F. Roebuck
County Clerk/Register of Deeds

Action Request



Committee: Finance and Administration Committee

Meeting Date: 08/17/2021

Requesting Department: Fiscal Services

Submitted By: Karen Karasinski

Agenda Item: Setting of Public Hearing on the FY 2022 Ottawa County Budget

Suggested Motion:

To recommend to the Board of Commissioners to set a public hearing on the FY 2022 Ottawa County budget

for Tuesday, September 14, 2021 to be held in the Ottawa County Board Room, 12220 Fillmore Street, West Olive, at 1:30 pm.

Summary of Request:

The Uniform Budgeting and Accounting Act requires a public hearing before the adoption of the budget.

Financial Information:

Total Cost: \$0.00	General Fund Cost: \$0.00	Included in Budget:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> N/A
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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: Goal 1: To Maintain and Improve the Strong Financial Position of the County.

Objective:

Goal 1, Objective 1: Maintain and improve current processes and implement new strategies to retain a balanced budget.

Goal 1, Objective 2: Maintain and improve the financial position of the County through legislative advocacy.

Goal 1, Objective 3: Maintain or improve bond credit ratings.

Administration: Recommended Not Recommended Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date:

Action Request



Committee: Finance and Administration Committee

Meeting Date: 08/17/2021

Requesting Department: Fiscal Services

Submitted By: Karen Karasinski

Agenda Item: Setting of Public Hearing to Closeout the CARES Community Development Block Grant

Suggested Motion:

To recommend to the Board of Commissioners to set a public hearing on the closeout of the CARES Community Development Block Grant for Tuesday, September 14, 2021 to be held in the Ottawa County Board Room, 12220 Fillmore Street, West Olive, at 1:30 pm.

Summary of Request:

CARES funds were provided through Michigan Community Development Block Grant (CDBG) to assist in increasing community access to COVID-19 testing, purchase supplies necessary to carry out COVID-19 response, assist vulnerable populations in ensuring access to basic needs and setup and maintain quarantine homeless shelter sites for Ottawa County residents to prevent the spread of COVID-19.

To closeout the grant a public hearing is required for the purpose of affording citizens an opportunity to submit comments and receive a final report on the completion of the grant.

Funds were spent on the following:

- Staffing of COVID-19 testing sites
- PPE supplies provided to the community
- An ultra cold freezer for the COVID vaccine
- Collaborated with community organizations to provide basic needs and food supplies to vulnerable populations

Financial Information:

Total Cost: \$0.00	General Fund Cost: \$0.00	Included in Budget:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> N/A
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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: Goal 3: To Maintain and Enhance Communication with Citizens, Employees, and Other Stakeholders.

Objective: Goal 3, Objective 2: Maximize communication with citizens.

Administration: Recommended Not Recommended Without Recommendation

County Administrator:

Committee/Governing/Advisory Board Approval Date:

Action Request



Committee: Finance and Administration Committee

Meeting Date: 08/17/2021

Requesting Department: Planning & Performance Improvement

Submitted By: Paul Sachs

Agenda Item: Ottawa Conservation District Agreement Renewal

Suggested Motion:

To approve and forward to the Board of Commissioners the agreement between the County and the Ottawa Conservation District (OCD) in the amount of \$100,000 per year for a two-year term.

Summary of Request:

The OCD is mandated by and must perform mandates contained in State law. The law requires the State to pay for the OCD and does not allow assimilation of the OCD into Ottawa County. We have been working on those items with GCSI for years. The County funded OCD at \$20,000 and then doubled this amount to \$40,000 when the State cut back funding for this important function. The Board later increased the funding to \$80,000 with \$20,000 of this amount targeted for assistance with the groundwater issue. The requested amount in this contract renewal is \$100,000. The OCD has successfully obtained over \$7 million in grant funding, much of which will directly assist with the groundwater issue. We will continue to advocate the State to either appropriately fund the OCD or to allow the County to welcome it into our organization.

Financial Information:

Total Cost: \$200,000.00	General Fund Cost: \$200,000.00	Included in Budget:	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
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If not included in budget, recommended funding source:

\$80,000 per year (10102800.803240) and \$20,000 per year (10107212.801000)

Action is Related to an Activity Which Is: Mandated Non-Mandated New Activity

Action is Related to Strategic Plan:

Goal: Goal 2: To Contribute to the Long-Term Economic, Social and Environmental Health of the County.

Objective: Goal 2, Objective 3: Consider initiatives that contribute to the environmental health and sustainability of the County and its' residents.

Administration: Recommended Not Recommended Without Recommendation
County Administrator: *Alan G. Vandenbergh*

Committee/Governing/Advisory Board Approval Date:

**OTTAWA
CONSERVATION
DISTRICT**

**REQUEST FOR FINANCIAL
SUPPORT TO THE
OTTAWA COUNTY BOARD OF
COMMISSIONERS**



FY2022 & 2023

Dear Respected Commissioners,

Since 1938, the Ottawa Conservation District has been serving the needs of Ottawa County, working together with landowners to protect and conserve soil and water resources. This District was the first of its kind established in the state, and today we continue to strive to be exemplary in the natural resource services we provide the community.

Our Mission and History

The Ottawa Conservation District was established by a group of concerned landowners and is administered by a publicly elected Board of Directors. It is organized as a local unit of government, according to Michigan Law. Conservation Districts remain required under state law, however, state funding to support this mandate has been eliminated. Thanks to the generosity and financial support of the Ottawa County Board of Commissioners, Ottawa Conservation District continues to assist Ottawa County landowners, cooperate with local governments, and to positively influence land and water management decisions in the county. Our mission is to help people maintain and improve our natural resources and environment for future generations in Ottawa County.

Our Goal

In this request, it is our goal to show the Board the need for this financial support for our operational structure as well as the notable success in how previous funding has been utilized. At this point in time, growth at the district has been successful and we feel we can provide well rounded natural resource management services to Ottawa County. The programs we have created are well established, gaining visibility, and have funding for the next 3-5 years. We have solid relationships with local partners, grantors, and other critical agencies. Our need is to secure stable operational funding. The district currently employs 15 full time individuals and program planning is hard when cash flow is unsure from year to year. We are currently looking to move from a phase of intense growth to a chapter where we are implementing all our services and programs to their fullest potential. Due to the transition of administration in Ottawa County this proposed financial support would give the district security to create a relationship with the new administrator and adjust to the strategic goals of the county.

The remainder of this report will give an overview of the work of the district and highlight the advancements in programs we have had since the County began supporting our operations with funding, as well as our achievements in bringing new programs to county landowners. While many of these programs are funded by grants, there is much of our operational structure that is not covered, including training, office space, maintenance and repairs to equipment, increased insurance costs, IT support needs, etc. This operational funding allows us to address those expenses as well as leverage our ability to research and acquire grants, utilize our strong partnerships with state and local funders and projects partners, and solidify our implementation of programming that would directly align with Ottawa County's Strategic Plan. On the following page is a table showing the County's Return on Investment for past financial support provided to the district.

Ottawa Conservation District	FY16	FY17	FY18	FY19	FY20	FY 21
County Investment	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 60,000.00	\$ 60,000.00
Groundwater					\$ 20,000.00	\$ 20,000.00
					\$ 80,000.00	\$ 80,000.00
Employees	7.00	10.00	10.00	12.00	14.00	15.00
Agriculture	\$ 67,750.00	\$ 69,000.00	\$ 59,278.68	\$ 87,600.00	\$ 91,002.69	\$ 41,808.11
Watershed:Quality & Quantity	\$ 84,464.49	\$ 127,862.83	\$ 171,762.96	\$ 282,614.55	\$ 157,097.58	\$ 378,104.32
Invasive Species Management	\$ 322,425.05	\$ 184,545.00	\$ 375,239.18	\$ 391,756.82	\$ 423,165.94	\$ 503,761.62
Reforestation	\$ 12,466.11	\$ 14,568.68	\$ 23,223.10	\$ 33,274.80	\$ 32,339.03	\$ 28,915.95
Total	\$ 487,105.65	\$ 395,976.51	\$ 629,503.92	\$ 795,246.17	\$ 703,605.24	\$ 952,590.00
Return on Investment	1118%	890%	1474%	1888%	780%	1091%

* FY21 only shows the first three quarters

Our Current Work

The district is committed to the delivery of efficient, effective programs and services to assist the county's landowners as they manage valuable natural resources. When first established, the District's focus was solely soil erosion. Today, there is a broad spectrum of technical assistance, cost share, and educational programs to address local conservation needs. In addition, over the years we have worked to cultivate numerous partnerships. We currently work to address the unique natural resource concerns of Ottawa County with partners such as other local government entities, private industry supporters, local educators, Ottawa County townships and cities, neighboring Conservation Districts, and grantors. Specifically, this list includes Ottawa County Parks and Recreation, Ottawa County Department of Planning and Performance, the Macatawa Area Coordinating Council, Lower Grand River Organization of Watersheds, Groundswell, West Michigan Conservation Network, Natural Resources Conservation Service, Ottawa County Farm Bureau, the Outdoor Discovery Center, and Hope College. Without this network of partners (and many more) many of our programs (and theirs) would not have as far of a reach into the community. We offer many programs and services unique to our organization. Our current District programs include:

- Michigan Agriculture Environmental Assurance Program (MAEAP)
 - MAEAP aims to help farms of all sizes and all commodities voluntarily prevent or minimize agricultural pollution risks. This is a confidential, non-regulatory program designed to allow farmers to inquire about conservation practices without pressure. In 2020 an additional 1647 acres were brought into MAEAP verified status.
- Farmland and Water Quality Conservation Initiative
 - This program will be implemented in the fall of 2021. This funding is provided by the NRCS Regional Conservation Partnership Program (RCPP). Between grant funding and partner match, this project will leverage nearly 7 million federal, state, and local dollars

over the next 5 years to aid farmers, ranchers, and forest landowners in implementing practices that will protect surface and groundwater quality, improve aquatic and wildlife habitat, and preserve manageable farmland in multiple watersheds. This grant was sought by the district to address the objectives of the Groundwater Sustainability Initiative implemented by the county.

- Bass River/Deer Creek Restoration Project
 - This program is in place to reduce nutrients, sediment, and E. coli levels in the Bass River and Deer Creek watershed. In 2020 this grant allowed for cost-share assistance to 6 landowners for septic system repair or replacement. Cost-share also funded over 4000 acres of cover crops and reduced tillage.
- Sand Creek/Crockery Creek Restoration Project
 - This is a new program to be implemented in fall 2021 and will operate similarly to the Bass River/Deer Creek Restoration Project.
- Pigeon River Watershed Management Plan
 - A watershed management plan (WMP) was published in 1997 but is now greatly outdated. The district is working on a new WMP. Once this plan is submitted with the proper entities, natural resource agencies will be able to apply for funding to improve natural resource concerns in the area.
- Invasive Species Strike Team
 - This program operates under the West Michigan Cooperative Invasive Species Management Area (CISMA) that has strike teams in 3 counties: Ottawa, Kent, and Muskegon. They provide invasive species treatment to public and private property owners and in 2020 they completed nearly 600 treatments. This is impressive because this team operates seasonally and had a shortened treatment season due to the pandemic.
- Hemlock Woolly Adelgid Project
 - This program operates under the West Michigan Cooperative Invasive Species Management Area (CISMA). In the winter the HWA crew surveys for this invasive insect's populations, and in the summer, they treat to protect Hemlocks from HWA. In 2020 the HWA crew treated over 20,500 trees across 1,227 acres.
- Forestry Assistance Program
 - Our District Forester provides no-cost services year-round in Ottawa, Barry, and Allegan counties. In 2020 he enrolled 818 acres in the Qualified Service program.
- Deer Creek Growing Environmental Education and Kampus Stewardship
 - This project allowed the district to work with multiple partners to implement stewardship and watershed curriculum in local schools and allow students the opportunity for outdoor exploration.
- Critical Dunes Education & Outreach
 - The district completes no-cost site visits to discuss dune erosion concerns with homeowners along Lake Michigan, as well as providing ongoing outreach and education to the general public on Michigan's Critical Dunes.
- Vegetative Removal Assurance (VRA) Assistance
 - When a landowner is building in a Critical Dune Area, they must get a VRA during the required permit process for EGLE. While residents are allowed to fill out these forms on their own, the district provides a service to complete a site visit and the required VRA.

- Native Tree & Plant Fundraisers
 - In 2021, our Tree Seedling Sale sold out for the first time in recent memory and almost 12,000 native tree seedlings were purchased. Our Spring Native Plant Sale also saw growth with the purchase of almost 2,000 plants.
- Native Plant Site Visits
 - A new, no-cost program offered by the district. When a homeowner requests assistance with erosion or plant recommendations, we will complete a site visit to see conditions and provide the homeowner with a write-up giving an overview of the options available to them to meet their goals. This has been utilized by residential homeowners with smaller plots of land. The district has provided 7 reports in the last 12 months.
- Volunteer Cleanup Events
 - We provide numerous opportunities for residents to care for Ottawa County through volunteer cleanups. We have an Adopt-a-Highway segment near Coopersville, and so far in 2021 we have cleaned up 117 bags of trash. As part of our role in the Lakeshore Cleanup Coalition, we also hold beach cleanups. At our first beach cleanup in 2021 we removed almost 81 pounds of trash.

Below is a table outlining the current funding streams provided by grants managed at the district:

Current Funding Streams

Current Grants & Streams of Income	Grant Amount	Amount Spent	Amount Left	% Spent
MISGP-C-18	\$ 199,900.00	\$ 131,343.57	\$ 68,556.43	66%
MISGP-EFB	\$ 60,000.00	\$ 24,443.23	\$ 35,556.77	41%
MISGP-D-19 Core	\$ 60,000.00	\$ 60,000.00	\$ -	100%
MISGP-D-21 Core	\$ 60,000.00	\$ 6,821.56	\$ 53,178.44	11%
MISGP HWA	\$ 299,000.00		\$ 299,000.00	0%
MISGP- TNC HWA	\$ 120,000.00	\$ 112,023.56	\$ 7,976.44	93%
USFS GLRI HWA	\$ 200,000.00	\$ 151,652.57	\$ 48,347.43	76%
USFS GLRI HWA Phase 2	\$ 200,000.00		\$ 200,000.00	0%
USFS-Continuous (non-competitive) FY 21	\$ 45,853.00	\$ 40,165.01	\$ 5,687.99	88%
USFS Education	\$ 6,900.00	\$ 2,754.23	\$ 4,145.77	40%
USFS FY 22	\$ 50,000.00		\$ 50,000.00	0%
USFS Phrag	\$ 50,000.00		\$ 50,000.00	0%
Good neighbor authority	\$ 25,000.00	\$ 12,579.10	\$ 12,420.90	50%
MISGP-17-Survey HWA	\$ 200,000.00	\$ 200,000.00	\$ -	100%
MISGP-17-Treatment HWA	\$ 299,400.00	\$ 266,193.71	\$ 33,206.29	89%
Service Fees	\$ 23,462.87	\$ 1,496.89	\$ 21,965.98	6%
Invasive Species Management Fee	\$ 25,785.00	\$ 13,013.51	\$ 12,771.49	50%
	\$ -	\$ -	\$ -	0%
2019 BRDC Phase 3	\$ 923,923.00	\$ 501,418.00	\$ 422,505.00	54%
2019 Crockery/Sand	\$929,061.00		\$ 929,061.00	0%
2019 Pigeon management plan	\$ 134,320.00	\$ 92,375.00	\$ 41,945.00	69%
EMACC-Ag	\$23,322.00	\$ 4,051.27	\$41,945.00	17%
EMACC- Stormwater	\$7,794.11	\$ 2,547.12	\$ 5,246.99	33%
EMACC-Trash Free Waters	\$9,569.78	\$ 4,827.15	\$ 4,742.63	50%
RCP	\$3,400,000.00		\$3,400,000.00	0%
NOAA B-Wet	\$ 20,000.00	\$ 20,000.00	\$ -	100%
Vegetation Removal Assurance permits	\$ 3,250.00	\$ 200.09	\$ 3,049.91	6%
Groundwater	\$ 20,000.00	\$ 20,000.00	\$ -	100%
Scrap tire drop off grant	\$ 8,000.00	\$ 4,000.00	\$ 4,000.00	50%
MAEAP FY21	\$ 76,500.00	\$ 46,846.00	\$ 29,654.00	61%
Totals	\$7,481,040.76	\$1,718,751.57	\$5,784,963.46	45%

To sustain our current work and continue to develop programs that serve Ottawa County taxpayers, the Ottawa Conservation District respectfully requests:

- \$80,000 respectively for financial support for the district FY22 and FY23
- \$20,000 respectively for financial support for the “Farmland and Water Quality Conservation Initiative” for the next 5 fiscal years

*See the attached performance-based measures document to see a break down of our goals moving forward and the outcomes we anticipate.

With great appreciation of your support,



Megan Boos
Executive Director

Ottawa Conservation District
16731 Ferris St. Grand Haven, MI 49417
616-842-5852x5
www.ottawacd.org
megan.boos@macd.org



OTTAWA CONSERVATION DISTRICT

REQUEST FOR FINANCIAL SUPPORT TO THE OTTAWA COUNTY BOARD OF COMMISSIONERS



OTTAWA CONSERVATION DISTRICT
OUTCOME-BASED PERFORMANCE
DISTRICT PROGRAMS and ADMINISTRATIVE FUNCTIONS

GOALS – OBJECTIVES – ACTION PLAN – MEASURES

Goal 1 - Expand the effectiveness of the district

Objective:

- Increase district funding opportunities
- Increase public awareness of District services available to Ottawa County landowners

Actions:

- Pursue and write mission appropriate grant proposals
- Maximize contribution agreement work with NRCS
- Conduct annual tree and native plants sales
- Collaborate with legislators and county commissioners to increase program funding
- Maintain partnerships with land use groups, local governments, educational institutions, and community organizations
- Seek opportunities to provide information about district programs and services to Ottawa County taxpayers

Measures:

- Amount of grant funds awarded
- Number of landowners served through NRCS Partnership agreement
- Amount of revenue generated by tree and native plant sales
- Amount of program funding and percent increase
- Number of partnerships and strategic alliances formed

Goal 2 - Promote the use of positive land use management practices

Objective:

- Conduct land use management and environmental education programs

Actions:

- Conduct educational seminars for landowners, homeowners, and local officials on state legislation, sustainable agriculture and water quality topics
- Partner with local land use groups and governmental agencies to expand public outreach
- Establish partnerships with local land use groups and governmental agencies to further the promotion of interest in Farmland preservation

Measures:

- Number of seminars conducted and number of participants
- Number of participants attending seminars that gained knowledge of conservation practices
- Number of local partnerships to promote positive land use management practices

- **Goal 3 - Facilitate the protection of ground and surface water quality through the Regional Conservation Partnership Program (RCPP) called the “Farmland and Water Quality Conservation Initiative”**

Objective:

- Provide technical assistance to landowners
- Manage grant funding and cost share with in the “Farmland and Water Quality Conservation Initiative”
- to perform implementation projects to address resource concerns
- Strengthen partnerships that protect Ottawa County watersheds

Actions:

- To effectively administer the grant funded water quality programs
- Participate in watershed steering committees and grant projects

Measures:

- Number of grant projects awarded
- Number of meeting attended for watershed management and related activities
- Grant deliverables achieved
- Cost share implemented

FY 2022-2024 BUDGET REQUEST

Ottawa Conservation District
Department Name

1010-2800
Dept. Number

District Programs and Administrative Functions Budget Request

\$100,000

Objective:

To provide monetary support for a portion of Ottawa Conservation District's operational funding.

5-Year Long-Range Implementation Plan Reference

See Outcome Based Performance Measures for District Programs and Administrative Functions

Program Details

The financial support Ottawa County Commissioners provides for district operations results in securing and renewing state grants to operate programs and services to assist Ottawa County's private landowners. Because of this operational support, the District can offer critical dune management information, provide a septic system replacement program for residents in the Bass River, Deer Creek, Crockery Creek, Sand Creek, and Crockery Creek watersheds, treat emerging environmental threats from early detection invasive plant species, install best management practices on area farms to prevent erosion and protect water quality and quantity, and answer countless questions from landowners on many topics, including plants, forests, wildlife, soil and water testing.

Financial support of Ottawa Conservation District assures that current and new grants continue to be secured, and Ottawa County landowners continue to have access to information, programs and services provided by the district.

The Ottawa Conservation District also develops, coordinates, and delivers numerous activities and events that county residents participate in to enhance the environment and aesthetics in their communities. The Annual Report of the Ottawa Conservation District provides a full review of FY21 accomplishments. The FY22 Annual Report will be produced in early 2022. We respectfully request that the Board of Commissioner's continue and increase their financial support and investment of the Ottawa Conservation District.

PROPOSED FY 2022-2024 BUDGET REQUEST

Operational support for Funding and Program Development \$ 53,500

Administrative support for the Reginal Conservation Partnership Program (RCP) also known as Farmland and Water Quality Conservation Initiative \$20,000

Support for overhead expenses
(Office space, software upgrades, technology improvements etc.) \$ 26,500

County Funding Requested

\$100,000

AGREEMENT FOR FUNDING ASSISTANCE

This Agreement is made this _____ day of August, 2021, by and between the Ottawa Conservation District, 16731 Ferris Street, Grand Haven, Michigan 49417 (“the District”) and the County of Ottawa, 12220 Fillmore Street, West Olive, Michigan 49460 (“Ottawa County”) with reference to the following facts and circumstances:

- A. The District is an entity organized and existing within the County of Ottawa and State of Michigan pursuant to the provisions of Section 9301 et seq., of the Natural Resources and Environmental Protection Act, MCL Sec. 324.9301 et seq., and provides conservation activities and services within the County of Ottawa as provided for under that Act and Michigan law.
- B. The parties agree that the activities and services to be provided by the District within the County of Ottawa are, pursuant to the express terms of Section 9313 of the Natural Resources and Environmental Protection Act, MCL 324.9313, to be funded by annual appropriation of the legislature of the State of Michigan.
- C. The legislature of the State of Michigan has not appropriated or otherwise provided sufficient funding to pay for the activities and services of the District, and Ottawa County has determined that it is in the interests of Ottawa County to temporarily assist in funding the annual operations of the District, in accordance with the terms of this Agreement.
 - 1. **General Agreement:** For Fiscal Year 2022-2023 (October 1, 2021 through September 30, 2023), Ottawa County will pay \$80,000 to assist in funding the activities and services of the District and \$20,000 to assist in funding the activities and services of the District in administering the Farmland And Water Quality Conservation Initiative, all of which are and

remain the continuing funding obligation of the legislature of the State of Michigan, pursuant to the provisions of Section 9313 of the Natural Resources and Environmental Protection Act, MCL 324.9313, and other provisions of Michigan law. Should the State of Michigan reinstate or otherwise advance base operational funding for the District for FY 2022-2023, the District shall be required to repay Ottawa County an amount equal to the amount of the base operational funding reinstated or advanced by the State of Michigan, up to but not exceeding \$200,000. Any funds to be repaid to Ottawa County by the District shall be repaid to Ottawa County within thirty (30) days of the receipt of those funds by the District from the State of Michigan. In return for this funding assistance, the District shall provide the Ottawa County Board of Commissioners with a written annual report summarizing its annual activities and services on behalf of the District and the residents of Ottawa County, and reporting upon the outcome of these activities and services. This report shall be presented to the Ottawa County Board of Commissioners not later than June 30, 2022 and June 30, 2023, at a regularly scheduled meeting of the Ottawa County Board of Commissioners, as may be specifically designated by the Chairperson of the Ottawa County Board of Commissioners and/or by the Ottawa County Administrator.

2. Payment for Services Rendered: Payment by Ottawa County to the District for services rendered under this Agreement shall be advanced by Ottawa County in two payments per year, \$60,000 being paid in October each year and \$40,000 being paid in April each year. Funding may be adjusted by Ottawa County, at its sole discretion, at any point in the term of this Agreement to account for actual funding received by the District from the State of Michigan.

3. Term of Agreement: The term of this Agreement shall be from October 1, 2021 through September 30, 2023. This Agreement may be renewed upon mutual Agreement of the parties, by separate annual agreements for succeeding years.

4. **Termination of Agreement During Term:** This Agreement may be terminated at any time by mutual written agreement of the parties. This Agreement also may be terminated at any time during its term by Ottawa County, without cause. Notice of termination by Ottawa County shall be given in writing, not less than thirty (30) days prior to the date of termination.

5. **Indemnification and Hold Harmless:** Each party shall indemnify and hold the other party harmless from claims which are the result of any alleged error, mistake, negligence or intentional act or omission of the other party, its employees, officers, agents and assigns.

6. **Notices:** All notices required by either party under this Agreement shall be given either by personal delivery, or by first class mail, postage fully prepaid thereon to:

Ottawa County Administrator
12220 Fillmore St.
West Olive, MI 49460

Ottawa Conservation District Director
16731 Ferris St.
Grand Haven, MI 49417

7. **Miscellaneous:**

a. **Section Headings.** The headings of the several sections shall be solely for convenience of reference and shall not affect the meaning, construction or effect hereof.

b. **Severability.** If any one or more of the provision contained in this Agreement shall for any reason be held to be invalid, illegal or unenforceable in any respect, then such provision or provisions shall be deemed severable from the remaining provisions hereof, and such invalidity, illegality or unenforceability shall not affect any other provision hereof, and this Agreement shall be construed as if such invalid, illegal or unenforceable provision had never been contained herein.

c. **Entire Agreement and Amendment.** In conjunction with matters considered herein this Agreement contains the entire understanding and agreement of the parties and there have been no promises, representations, agreements, warranties or undertaking by any

of the parties, either oral or written, of any character or nature hereafter binding except as set forth herein. This Agreement may be altered, amended, modified only by an instrument in writing, executed by the parties to this Agreement and by no other means. Each party waives their future right to claim, contest or assert that this Agreement was modified, canceled, superseded or changed by any oral agreement, course of conduct, waiver or estoppel.

d. Successors and Assigns. All representatives, covenants and warranties set forth in the Agreement by or on behalf of, or for the benefit of any or all of the parties hereto, shall be binding upon and inure to the benefit of such party, its successors and assigns.

e. Terms and Conditions. The terms and conditions used in this Agreement shall be given their common and ordinary definition and will not be construed against either party.

f. Execution of Counterparts. This Agreement may be executed in any number of counterparts and each such counterpart shall for all purposes be deemed to be an original; and all such counterparts, or as many of them as the parties shall preserve undestroyed, shall together constitute one and the same instrument.

In witness whereof the parties have executed this Agreement as of the effective date set forth herein.

OTTAWA CONSERVATION DISTRICT

By: _____

Its: _____

By: _____

Its: _____

COUNTY OF OTTAWA

By: _____

Roger A. Bergman

Its: Chairperson, Board of Commissioners

By: _____

Justin F. Roebuck

Its: County Clerk/Register of Deeds

Action Request



Committee: Finance and Administration Committee

Meeting Date: 08/17/2021

Requesting Department: Corporation Counsel

Submitted By: Doug Van Essen

Agenda Item: Mary Free Bed Rehabilitation Hospital Refunding Bonds

Suggested Motion:

To approve and forward to the Board of Commissioners the bonding activity of the Kent County Hospital Finance Authority under the IRS Code Section 147(f) for funding that affects one Mary Free Bed Hospital facility in Ottawa County as well as acceptance of Mary Free Bed's indemnification of Ottawa County for this action.

Summary of Request:

The IRS Code permits a county in one location to issue tax-exempt bonds for projects in another county, as long as the host county of the project approves. Mary Free Bed Hospital in Grand Rapids is proposing a \$70 million bond financing from the Kent County Finance Authority to finance projects throughout Michigan, including one in Holland, and, therefore, is asking for the Board of Commissioners' approval. Typical resolutions under this IRS Code provision expressly provide that the host county will not be liable. I added language whereby the resolution also states that Ottawa County is offering no opinion on the credit worthiness of the bonds and also required that MFB agree to defend and indemnify Ottawa County if there is any claim made against it as a result of its approval. MFB has agreed to these provisions. Accordingly, since the project involves a substantial improvement to nonprofit health facilities in the County with no cost to the County and little risk of liability, I recommend that the Board adopt the resolution and accept the indemnification from Capital Partners as consideration for doing so.

Financial Information:

Total Cost: \$0.00	General Fund Cost: \$0.00	Included in Budget:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> N/A
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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: Goal 2: To Contribute to the Long-Term Economic, Social and Environmental Health of the County.

Objective: Goal 2, Objective 1: Consider initiatives that contribute to the economic health and sustainability of the County and its' residents.

Administration: Recommended Not Recommended Without Recommendation

County Administrator:

Alan G. Vansuberg

Committee/Governing/Advisory Board Approval Date:

**NOTICE OF PUBLIC HEARING BEFORE THE
COUNTY OF OTTAWA
REGARDING THE ISSUANCE OF HOSPITAL REVENUE AND
REVENUE REFUNDING BONDS
FOR THE BENEFIT OF MARY FREE BED REHABILITATION HOSPITAL**

The Board of Commissioners of the County of Ottawa (the “Board”) will hold a public hearing at 1:30 p.m. on August 24, 2021 in the Ottawa County Fillmore Street Complex, West Olive, Michigan 49460 on the proposed issuance by the Kent Hospital Finance Authority (the “Authority”) of hospital revenue and revenue refunding bonds (the “Bonds”) for the benefit of Mary Free Bed Rehabilitation Hospital (the “Borrower”) and certain affiliates of the Borrower. The Bonds are proposed to be issued in one or more series, pursuant to a plan of financing, in the aggregate principal amount of not to exceed Seventy Million Dollars (\$70,000,000).

The proceeds of the Bonds will be used by the Authority to make one or more loans to the Borrower. The Borrower will use a portion of the proceeds of the loan from the Authority, in an amount not to exceed \$10,000,000, to pay the costs of acquisition and installation of a computer hardware and software system and associated equipment known as the EPIC project (the “EPIC Project”). The EPIC Project involves a complete installation of a charge capture, electronic medical record, and revenue cycle system for use by the Borrower. The EPIC Project will be used throughout the State of Michigan (the “State”), including the following location located in the County of Ottawa (“Ottawa”): 3290 North Wellness Dr., Holland Michigan 49424.

The EPIC Project will be owned and operated by the Borrower or its affiliates for use as healthcare facilities. Additional detail with respect to the EPIC Project is available upon request.

The Bonds will be limited obligations of the Authority payable only from loan repayments to be made by the Borrower to the Authority and other security to be provided by the Borrower. The Bonds will not be a general obligation of the Authority and will not be a debt of the State, the County of Kent, Ottawa, or any other political subdivision of the State. The Authority has no taxing power and the issuance of the Bonds will not obligate the State, the County of Kent, Ottawa or any other political subdivision of the State to levy or pledge any form of taxation for the Bonds or to make any appropriation for the payment of the Bonds. Neither the Board nor Ottawa makes any representations regarding the creditworthiness of the Bonds.

The hearing will provide a reasonable opportunity for expression of opinion, argument on the merits and introduction of documentary evidence pertaining to the proposed issuance of the Bonds. Written comments will be accepted by the Board, but must be received on or before the time and date of the hearing.

Dated: _____, 2021

RESOLUTION
County of Ottawa, Michigan

At a regular meeting of the Board of Commissioners of the County of Ottawa, Michigan, held at 1:30 p.m., Eastern Standard Time, on Tuesday, August 24, 2021.

PRESENT: _____

ABSENT: _____

The following preamble and resolution were offered by _____ and supported by _____;

WHEREAS, the Kent Hospital Finance Authority (the “Authority”) proposes to make a loan to Mary Free Bed Rehabilitation Hospital (the “Borrower”) to be used by the Borrowers to finance or refinance the construction, renovation and equipping of certain capital improvements, including the acquisition and installation of computer hardware and software for use at certain rehabilitation facilities of the Borrower; and

WHEREAS, the Authority intends to issue Kent Hospital Finance Authority Hospital Revenue and Revenue Refunding Bonds in one or more series (the “Bonds”) on behalf of the Borrower in the principal amount of not to exceed \$70,000,000 to provide funds with which to make the loan to the Borrower; and

WHEREAS, the Bonds will be limited obligations of the Authority and will not constitute general obligations or debt of the County of Kent, the County of Ottawa, the State of Michigan or any political subdivision thereof; and

WHEREAS, this Board of Commissioners has held a public hearing after a notice was published as provided in, and in satisfaction of the applicable public hearing requirements of, the Code; and

WHEREAS, the Authority has requested that this Board of Commissioners approve the issuance of the Bonds; and

WHEREAS, the County of Ottawa is not liable for debt service with respect to the Bonds, and has made no financial investigation as to the creditworthiness of the Borrower and makes no representation regarding the repayment of the Bonds or the creditworthiness of the Borrower.

WHEREAS, this Board of Commissioners desires to express its approval of the issuance of the Bonds by the Authority solely for federal tax purposes;

WHEREAS, the Borrower has agreed to defend and indemnify Ottawa County and its Board of Commissioners from any liability or claim of liability as a result of the approval below:

IT IS HEREBY RESOLVED BY THE BOARD OF COMMISSIONERS OF THE COUNTY OF OTTAWA, AS FOLLOWS:

1. Solely for the purpose of fulfilling the public approval requirements of the Code, the Board of Commissioners of the County of Ottawa, Michigan, hereby approves the issuance, sale and delivery, in one or more series, of not to exceed \$70,000,000 in aggregate principal amount of the Bonds.

2. The County Clerk is hereby directed to provide three (3) certified copies of this resolution to the Secretary of the Authority.

YEAS _____

NAYS _____

ABSTENTIONS _____

RESOLUTION DECLARED ADOPTED.

STATE OF MICHIGAN)
) ss.
COUNTY OF OTTAWA)

I hereby certify that the foregoing is a true and complete copy of a resolution adopted at a regular meeting of the Board of Commissioners of the County of Ottawa, Michigan, held on the 24th day of August 2021, and that the minutes of the meeting are on file in the office of the County Clerk and are available to the public. Public notice of the meeting was given pursuant to and in compliance with Act 267, Public Acts of Michigan, 1976.

County Clerk

37977059.1/160421.00001



County of Ottawa

Office of the Treasurer

Amanda Price
County Treasurer

Cheryl A. Clark
Chief Deputy Treasurer

Mollie L. Bonter
Deputy Treasurer

12220 Fillmore Street • Room 155 • West Olive, MI 49460
Tel. (616) 994-4501 • 1-888-731-1001 ext 4501 • Fax (616) 994-4509 • www.miOttawa.org

Report to: Ottawa County Finance and Administration Committee

From: Amanda Price, Treasurer

Date: August 10, 2021

Re: Financial update for month end July 31, 2021

General Fund

Attached is a one-page document with graphs which represents the status of the General Fund portfolio for Ottawa County as of July 31, 2021. As depicted in the graphs and verified by the report, the asset distribution of the General Pooled Funds by types and percentages meet the requirements of the County's Investment Policy.

Other Post Employee Benefits (OPEB)

The July 31, 2021 Statement from Greenleaf Trust along with a Cash Flow sheet and Asset Allocation sheet on the investments in our OPEB account are attached.

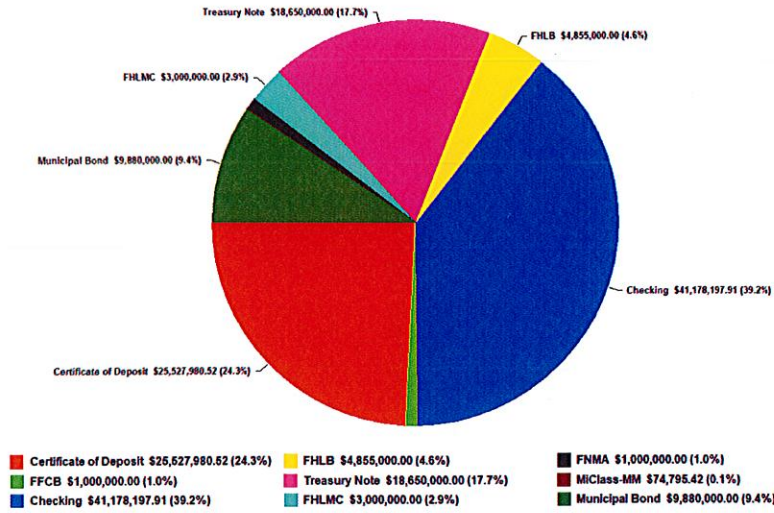
I plan to be at the August Finance Committee meeting.

Please contact me at aprice@miottawa.org or 616-994-4505 if you have any questions related to these reports or the Treasurer's office.

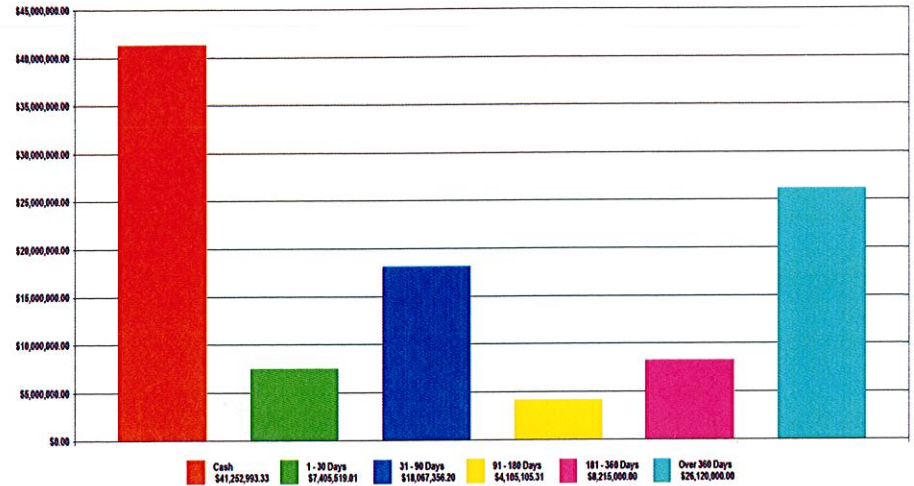
Ottawa County General Pooled Funds

July 31, 2021

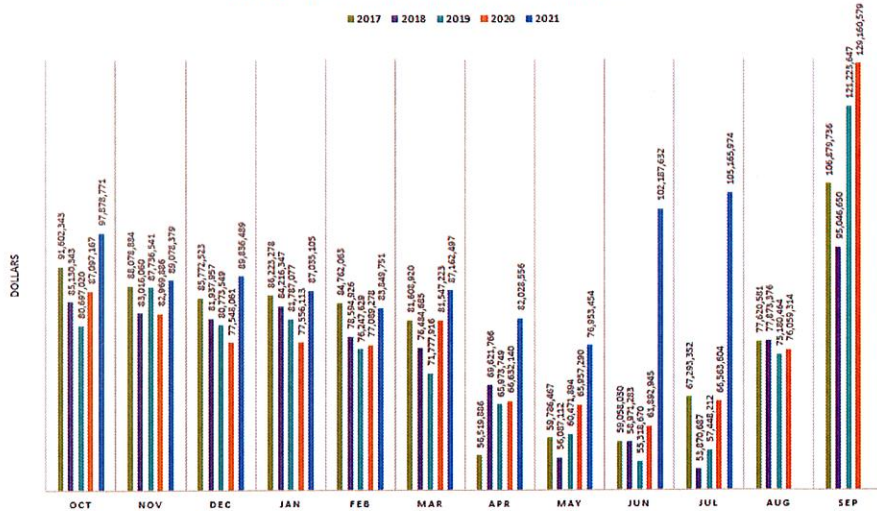
Open Investments (Ending Par Val/Shares): \$105,165,973.85
07/31/2021



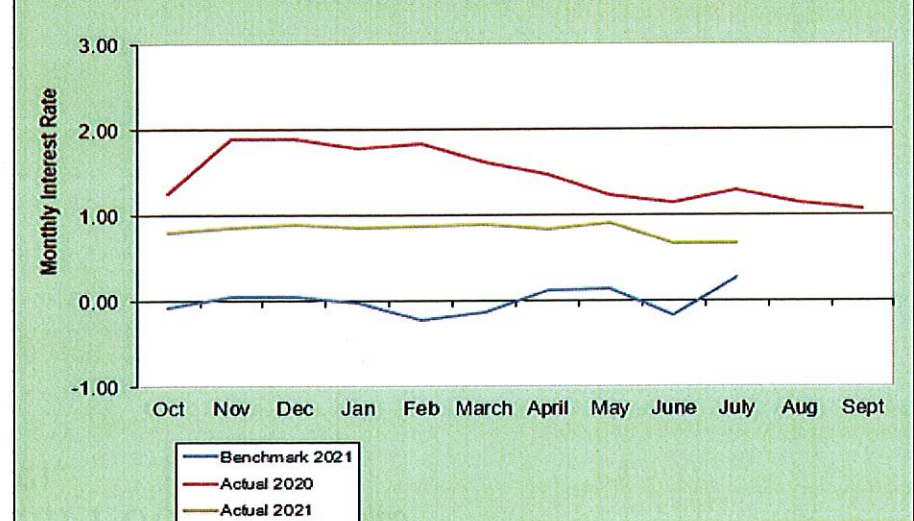
Inv. Distribution by Maturity (Ending Par Val/Shares): \$105,165,973.85
07/31/2021



HISTORICAL COMPARISON BY MONTH



General Fund Monthly Interest Yield (before Unrealized Capital Gain/Loss)



Ottawa County, Michigan - OPEB Section 115 Trust

Greenleaf Trust
 Portfolio Asset Allocation
 From Monthly Statement

July 31, 2021

Asset	<u>Market Values at 10/1/2020</u>		<u>Market Values at 7/31/2021</u>		Transactions Impacting Market Value	Month to Date Impact
	Dollar Amount	Percentage	Dollar Amount	Percentage		
		0.00%		0.00%		
		0.00%		0.00%		
Exchange Traded Fds- Equity	\$2,898,310.78	44.33%	\$3,497,833.24	43.97%	Contributions	\$0.00
		0.00%		0.00%	Payments	
Mutual Fund - Equity	\$1,352,104.88	20.68%	\$1,793,033.54	22.54%	Disbursements	\$0.00
		0.00%		0.00%	Withdrawals & Distributions	\$0.00
Mutual Fund Equity - International	\$160,045.30	2.45%	\$142,453.37	1.79%	Administrative Expenses	(\$5,265.28)
		0.00%		0.00%	Investment Income	\$3,571.00
		0.00%		0.00%		
		0.00%		0.00%	Investment Change (+/-)	\$92,410.83
Corporate Bonds	\$897,680.22	13.73%	\$836,701.12	10.52%	MTD fee or income increase/decrease	\$90,716.55
		0.00%		0.00%		
		0.00%		0.00%		
		0.00%		0.00%		
		0.00%		0.00%		
Mutual Fund - Fixed Income	\$135,263.92	2.07%	\$165,619.22	2.08%		
		0.00%		0.00%		
US Government Notes & Bonds	\$854,999.59	13.08%	\$1,046,833.36	13.16%		
		0.00%		0.00%		
		0.00%		0.00%		
		0.00%		0.00%		
		0.00%		0.00%		
Money Market Funds - Taxable	238998.79	3.66%	\$472,130.43	5.94%		
		0.00%		0.00%		
		0.00%		0.00%		
TOTAL PORTFOLIO	\$6,537,403.48	100.00%	\$7,954,604.28	100.00%		

PORTFOLIO ASSET ALLOCATION PARAMETERS

	Current	Target
Equities	68.30%	65%
Total Fixed Income	25.76%	30%
Cash & Equivalents	5.94%	5%
	100%	100%

Co of Ottawa Retiree Hlth Ins Sec 115 Tr

Account Number : 62380025

July 1, 2021 Through July 31, 2021

County of Ottawa Section 115 Trust

Attn: Amanda Price, Trustee

12220 Filmore St Room 155

West Olive, MI 49460

Trust Relationship Officer Melinda P Shull

Wealth Management Advisor Mark A Jackson

July 01, 2021 through July 31, 2021

Account Name : Co of Ottawa Retiree Hlth Ins Sec 115 Tr

Account No : 62380025

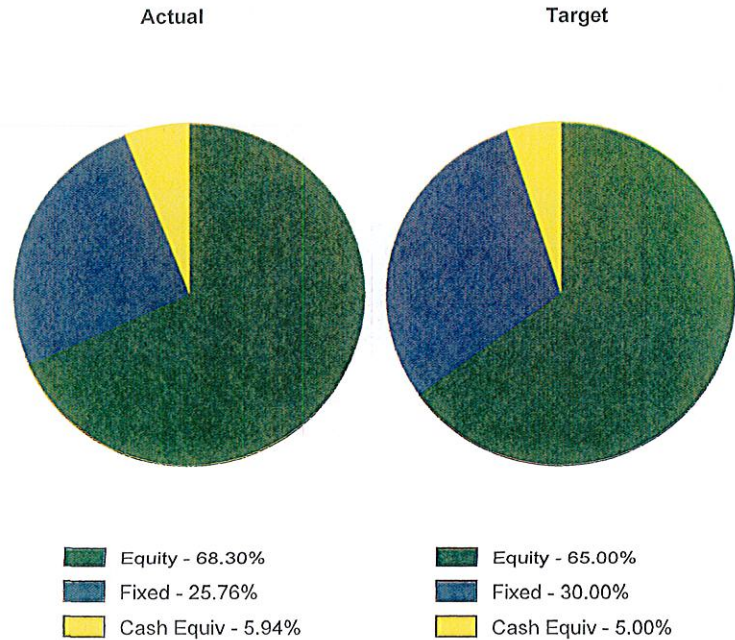
July 01, 2021 through July 31, 2021

Account Name : Co of Ottawa Retiree Hlth Ins Sec 115 Tr

Account No : 62380025

Account Summary

Portfolio Summary



	Market Value	Percent	Estimated	Current
	Current Date	Of Total	Ann Income	Yield
Total Account	7,954,604.28	100.00	112,485.90	1.41
Equity	5,433,320.15	68.30	68,900.19	1.27
Fixed	2,049,153.70	25.76	43,538.50	2.12
Cash Equiv	472,130.43	5.94	47.21	0.01
Net Cash	0.00			

Activity Summary

	Current Period	Year To Date
	07/01/2021-07/31/2021	01/01/2021-07/31/2021
Beginning Market Value	\$ 7,863,887.73	\$ 7,198,238.98
Contributions		
Cash Deposits	0.00	0.00
Asset Deposits	0.00	0.00
Total Contributions	0.00	0.00
Withdrawals		
Cash Disbursements	0.00	-3,599.12
Asset Withdrawals	0.00	0.00
Management Fees	-5,265.28	-35,604.46
Total Withdrawals	-5,265.28	-39,203.58
Investment Income		
Tax Free Interest	0.00	0.00
Taxable Interest	2,056.26	22,338.18
Dividends	1,514.74	36,859.99
Return of Capital	0.00	0.00
Other	0.00	0.00
Total Investment Income	3,571.00	59,198.17
Investment Change	92,410.83	736,370.71
Ending Market Value	\$ 7,954,604.28	\$ 7,954,604.28

July 01, 2021 through July 31, 2021

Account Name : Co of Ottawa Retiree Hlth Ins Sec 115 Tr

Account No : 62380025

Portfolio Holdings

Description				Market Value/ Estimated Inc	Cost Basis	Unrealized Gain/Loss	Current Yield	Percent Of Acct
Cusip	Ticker	Price	Quantity					
<u>Equities</u>								
<u>Exchange Traded Fds-Equity</u>								
iShares Core MSCI EAFE ETF 46432F842	IEFA	75.55	1,525.000	115,213.75 2,593.45	84,691.47	30,522.28	2.25	1.45
iShares Core S&P 500 Index 464287200	IVV	440.40	2,355.000	1,037,142.00 13,310.46	645,846.56	391,295.44	1.28	13.04
iShares Core S&P Midcap 400 Index 464287507	IJH	269.71	1,149.000	309,896.79 3,330.12	191,627.49	118,269.30	1.07	3.90
iShares Core S&P Smallcap 600 Index 464287804	IJR	110.26	1,468.000	161,861.68 1,549.28	93,345.56	68,516.12	0.96	2.03
iShares MSCI EAFE ETF 464287465	EFA	79.49	4,285.000	340,614.65 7,697.17	277,903.81	62,710.84	2.26	4.28
iShares MSCI EAFE Value ETF 464288877	EFV	51.62	3,430.000	177,056.60 5,198.96	160,819.21	16,237.39	2.94	2.23
Vanguard Growth MFC 922908736	VUG	295.94	2,263.000	669,712.22 3,669.00	90,078.94	579,633.28	0.55	8.42
Vanguard Index Trust Value MFC 922908744	VTV	138.85	4,943.000	686,335.55 14,596.68	192,563.72	493,771.83	2.13	8.63

July 01, 2021 through July 31, 2021

Account Name : Co of Ottawa Retiree Hlth Ins Sec 115 Tr

Account No : 62380025

Portfolio Holdings

Description				Market Value/ Estimated Inc	Cost Basis	Unrealized Gain/Loss	Current Yield	Percent Of Acct
Cusip	Ticker	Price	Quantity					
Exchange Traded Fds-Equity Subtotal				3,497,833.24	1,736,876.76	1,760,956.48	1.49	43.98
				51,945.12				
<u>Mutual Fund-Equity</u>								
Hartford Dividend and Growth Fund F 41664T669	HDGFX	32.50	7,849.018	255,093.09 2,803.67	214,345.52	40,747.57	1.10	3.21
Sterling Capital Equity Income Fund Cl I 85917L684	BEGIX	27.10	8,955.352	242,690.04 3,050.82	134,226.66	108,463.38	1.26	3.05
Touchstone Sands Capital Select Gr Instl 89155T524	CISGX	22.43	11,508.014	258,124.75 0.00	118,601.95	139,522.80	0.00	3.24
Vanguard 500 Index Admiral Share 922908710	VFIAX	406.07	1,907.499	774,578.12 10,092.20	380,000.00	394,578.12	1.30	9.74
William Blair Large Cap Gr-R6 969251636	LCGJX	25.22	10,410.291	262,547.54 566.11	197,742.90	64,804.64	0.22	3.30
Mutual Fund-Equity Subtotal				1,793,033.54	1,044,917.03	748,116.51	0.92	22.54
				16,512.80				
<u>Mutual Fund-Equity-Intl</u>								
Delaware Emerging Markets R6 245914510	DEMZX	25.06	2,816.972	70,593.32 183.10	36,922.71	33,670.61	0.26	0.89

July 01, 2021 through July 31, 2021

Account Name : Co of Ottawa Retiree Hlth Ins Sec 115 Tr

Account No : 62380025

Portfolio Holdings

Description										
Cusip	Ticker		Price	Quantity	Market Value/ Estimated Inc	Cost Basis	Unrealized Gain/Loss	Current Yield	Percent Of Acct	
Matthews Pacific Tiger Fund Cl I 577130834	MIPTX		34.72	2,069.702	71,860.05 259.17	42,929.39	28,930.66	0.36	0.90	
Mutual Fund-Equity-Intl Subtotal					142,453.37 442.27	79,852.10	62,601.27	0.31	1.79	
Equities Subtotal					5,433,320.15 68,900.19	2,861,645.89	2,571,674.26	1.27	68.31	
<u>Fixed Income</u>										
<u>Corporate Bonds</u>										
Ebay Inc 278642AE3	EBAY2622	2.600%	07/15/2022	101.59	25,000.000	25,397.05 650.00	24,521.75	875.30	2.56	0.32
Duke Energy Corp New 26441CAJ4	DUK22	3.050%	08/15/2022	102.11	25,000.000	25,528.35 762.50	25,039.03	489.32	2.99	0.32
JPMorgan Chase & Co 46625HJE1	JPM22A	3.250%	09/23/2022	103.39	25,000.000	25,847.84 812.50	25,003.48	844.36	3.14	0.32
Disney Walt Co Mtns Be 25468PCW4	DIS22	2.350%	12/01/2022	102.70	25,000.000	25,674.44 587.50	25,228.49	445.95	2.29	0.32
Bank of America Corp 3.3 01 06051GEU9	BAC23	3.300%	01/11/2023	104.37	25,000.000	26,092.79 825.00	26,055.69	37.10	3.16	0.33

July 01, 2021 through July 31, 2021

Account Name : Co of Ottawa Retiree Hlth Ins Sec 115 Tr

Account No : 62380025

Portfolio Holdings

Description						Market Value/ Estimated Inc	Cost Basis	Unrealized Gain/Loss	Current Yield	Percent Of Acct
Cusip	Ticker			Price	Quantity					
Morgan Stanley 61744YAN8	MS23H	3.125%	01/23/2023	104.02	25,000.000	26,004.55 781.25	25,959.79	44.76	3.00	0.33
McDonalds Corp 58013MFE9	MCD33523	3.350%	04/01/2023	104.71	25,000.000	26,176.77 837.50	25,148.24	1,028.53	3.20	0.33
Apple Inc 037833AK6	AAP2423	2.400%	05/03/2023	103.70	25,000.000	25,924.25 600.00	24,580.25	1,344.00	2.31	0.33
Intercontinental Exchange I 45866FAM6	ICE23B	0.700%	06/15/2023	100.56	25,000.000	25,139.25 175.00	25,176.20	(36.95)	0.70	0.32
Chevron Corp 166764AH3	CC3123	3.191%	06/24/2023	104.75	25,000.000	26,186.64 797.75	25,264.94	921.70	3.05	0.33
Oracle Corp 68389XAS4	ORCL23	3.625%	07/15/2023	106.01	25,000.000	26,503.37 906.25	25,161.64	1,341.73	3.42	0.33
Bristol Myers Squibb Co 110122AW8	BMY3223	3.250%	11/01/2023	106.65	25,000.000	26,662.46 812.50	25,251.86	1,410.60	3.05	0.34
Union Pac Corp 907818DV7	UNP24	3.750%	03/15/2024	107.57	25,000.000	26,892.64 937.50	25,066.43	1,826.21	3.49	0.34
Parker-Hannifin Corp 701094AM6	PH24A	2.700%	06/14/2024	105.46	25,000.000	26,364.55 675.00	26,477.08	(112.53)	2.56	0.33

July 01, 2021 through July 31, 2021

Account Name : Co of Ottawa Retiree Hlth Ins Sec 115 Tr

Account No : 62380025

Portfolio Holdings

Description						Market Value/ Estimated Inc	Cost Basis	Unrealized Gain/Loss	Current Yield	Percent Of Acct
Cusip	Ticker			Price	Quantity					
PPG Inds Inc 693506BQ9	PPG24	2.400%	08/15/2024	104.91	25,000.000	26,227.01 600.00	25,368.16	858.85	2.29	0.33
Paypal Holdings Inc 70450YAC7	2 PYPL24	2.400%	10/01/2024	105.22	25,000.000	26,306.08 600.00	25,320.53	985.55	2.28	0.33
D R Horton Inc 23331ABM0	DHI24	2.500%	10/15/2024	104.80	25,000.000	26,200.55 625.00	26,331.62	(131.07)	2.39	0.33
Abbvie Inc 00287YBZ1	ABBV24A	2.600%	11/21/2024	105.79	25,000.000	26,448.72 650.00	26,491.75	(43.03)	2.46	0.33
Republic Serv Inc 760759AQ3	RSG25	3.200%	03/15/2025	107.25	25,000.000	26,813.70 800.00	24,824.75	1,988.95	2.98	0.34
DTE Energy Co 233331BG1	DTE25A	1.050%	06/01/2025	100.30	25,000.000	25,073.99 262.50	25,108.78	(34.79)	1.05	0.32
Netapp Inc 64110DAL8	NTAP18752	1.875%	06/22/2025	103.24	25,000.000	25,809.29 468.75	25,849.65	(40.36)	1.82	0.32
Walmart Inc 931142ED1	WMT25	3.550%	06/26/2025	110.41	25,000.000	27,603.04 887.50	25,168.08	2,434.96	3.22	0.35
Intuit 46124HAB2	INTU9525	0.950%	07/15/2025	100.54	25,000.000	25,135.53 237.50	25,238.88	(103.35)	0.94	0.32

July 01, 2021 through July 31, 2021

Account Name : Co of Ottawa Retiree Hlth Ins Sec 115 Tr

Account No : 62380025

Portfolio Holdings

Description						Market Value/ Estimated Inc	Cost Basis	Unrealized Gain/Loss	Current Yield	Percent Of Acct
Cusip	Ticker			Price	Quantity					
Bank New York Mellon Corp 06406RAQ0	BK7526	0.750%	01/28/2026	99.39	25,000.000	24,847.35 187.50	24,992.75	(145.40)	0.75	0.31
Unitedhealth Group Inc 91324PCV2	UNH26	3.100%	03/15/2026	109.63	25,000.000	27,408.41 775.00	24,050.00	3,358.41	2.83	0.34
Starbucks Corp 855244AK5	SBUX24526	2.450%	06/15/2026	106.17	25,000.000	26,541.71 612.50	26,805.38	(263.67)	2.31	0.33
Hershey Co 427866AX6	HSY26	2.300%	08/15/2026	106.69	25,000.000	26,671.28 575.00	26,265.70	405.58	2.16	0.34
Goldman Sachs Group Inc 38145GAH3	GS26P	3.500%	11/16/2026	109.18	25,000.000	27,295.34 875.00	27,728.43	(433.09)	3.21	0.34
Amgen Inc 031162CT5	AMGN2227	2.200%	02/21/2027	105.16	25,000.000	26,290.36 550.00	25,966.79	323.57	2.09	0.33
Costco Corp 22160KAN5	1.3750% 06/ COST27	1.375%	06/20/2027	101.29	25,000.000	25,322.40 343.75	25,450.34	(127.94)	1.36	0.32
Visa Inc 92826CAP7	V27B	0.750%	08/15/2027	98.58	25,000.000	24,645.06 187.50	24,799.00	(153.94)	0.76	0.31
Packaging Corp America 695156AT6	3 PKG27	3.400%	12/15/2027	110.67	25,000.000	27,666.35 850.00	26,520.52	1,145.83	3.07	0.35

July 01, 2021 through July 31, 2021

Account Name : Co of Ottawa Retiree Hlth Ins Sec 115 Tr

Account No : 62380025

Portfolio Holdings

Description					Market Value/ Estimated Inc	Cost Basis	Unrealized Gain/Loss	Current Yield	Percent Of Acct	
Cusip	Ticker	Price	Quantity							
Corporate Bonds Subtotal					836,701.12	816,215.98	20,485.14	2.42	10.53	
					20,247.75					
<u>Mutual Fund-Fixed Income</u>										
Vanguard S/T Inflation Protected Sec Admiral 922020706	VTAPX	26.36	6,282.975		165,619.22 3,715.75	155,000.00	10,619.22	2.24	2.08	
Mutual Fund-Fixed Income Subtotal					165,619.22	155,000.00	10,619.22	2.24	2.08	
					3,715.75					
<u>U S Government Notes & Bonds</u>										
United States Treas Nts 912828UN8	USTN2023	2.000%	02/15/2023	102.84	100,000.000	102,843.80 2,000.00	99,019.02	3,824.78	1.94	1.29
United States Treas Nts 9128282D1	UST1323	1.375%	08/31/2023	102.44	75,000.000	76,828.13 1,031.25	74,921.69	1,906.44	1.34	0.97
United States Treas Nts 912828U57	USTN2123	2.125%	11/30/2023	104.38	25,000.000	26,095.70 531.25	24,876.95	1,218.75	2.04	0.33
United States Treas Nts 912828V23	USTN2223	2.250%	12/31/2023	104.80	50,000.000	52,402.35 1,125.00	50,049.10	2,353.25	2.15	0.66
United States Treas Nts 912828W48	USTN2124	2.125%	02/29/2024	104.75	25,000.000	26,187.50 531.25	25,143.56	1,043.94	2.03	0.33

July 01, 2021 through July 31, 2021

Account Name : Co of Ottawa Retiree Hlth Ins Sec 115 Tr

Account No : 62380025

Portfolio Holdings

Description						Market Value/ Estimated Inc	Cost Basis	Unrealized Gain/Loss	Current Yield	Percent Of Acct
Cusip	Ticker			Price	Quantity					
United States Treas Nts 912828XT2	USTN2024b	2.000%	05/31/2024	104.72	50,000.000	52,359.40 1,000.00	47,888.67	4,470.73	1.91	0.66
United States Treas Nts 912828D56	UST2324	2.375%	08/15/2024	106.09	50,000.000	53,042.95 1,187.50	49,398.85	3,644.10	2.24	0.67
United States Treas Nts 912828J27	UST2025	2.000%	02/15/2025	105.38	75,000.000	79,037.10 1,500.00	75,629.44	3,407.66	1.90	0.99
United States Treas Nts 912828M56	USTN2225	2.250%	11/15/2025	107.02	115,000.000	123,072.43 2,587.50	114,347.61	8,724.82	2.10	1.55
United States Treas Nts 912828U24	UST226	2.000%	11/15/2026	106.46	100,000.000	106,460.90 2,000.00	99,641.24	6,819.66	1.88	1.34
United States Treas Nts 912828F5	UST225127	2.250%	11/15/2027	108.27	175,000.000	189,464.80 3,937.50	184,762.82	4,701.98	2.08	2.38
United States Treas Nts 91282CBZ3	USTN12528	1.250%	04/30/2028	101.81	100,000.000	101,812.50 1,250.00	99,570.31	2,242.19	1.23	1.28
United States Treas Nts 912828YB0	UST162529	1.625%	08/15/2029	104.05	55,000.000	57,225.80 893.75	55,725.59	1,500.21	1.56	0.72
U S Government Notes & Bonds Subtotal						1,046,833.36	1,000,974.85	45,858.51	1.87	13.17
						19,575.00				

July 01, 2021 through July 31, 2021

Account Name : Co of Ottawa Retiree Hlth Ins Sec 115 Tr

Account No : 62380025

Portfolio Holdings

Description				Market Value/ Estimated Inc	Cost Basis	Unrealized Gain/Loss	Current Yield	Percent Of Acct
Cusip	Ticker	Price	Quantity					
Fixed Income Subtotal				2,049,153.70	1,972,190.83	76,962.87	2.12	25.78
				43,538.50				
Cash Equivalents								
<u>Money Market Funds-Taxable</u>								
Northern Institutional Treasury Portfolio		1.00	472,130.430	472,130.43	472,130.43	0.00	0.01	5.94
665279808	NITXX			47.21				
Money Market Funds-Taxable Subtotal				472,130.43	472,130.43	0.00	0.01	5.94
				47.21				
Cash Equivalents Subtotal				472,130.43	472,130.43	0.00	0.01	5.94
				47.21				
Cash Summary								
Principal				-287,729.42	-287,729.42			
Income				287,729.42	287,729.42			
Invested Income				0.00	0.00			
* * Grand Total * *				7,954,604.28	5,305,967.15	2,648,637.13	1.41	
				112,485.90				

LT Gain/Loss Fiscal YTD: 95,015.21

ST Gain/Loss Fiscal YTD: 0.00

July 01, 2021 through July 31, 2021

Account Name : Co of Ottawa Retiree Hlth Ins Sec 115 Tr

Account No : 62380025

Account Transactions

Date	Type	Description	Amount
		<i>Starting Balance :</i>	\$0.00
07/01/2021	Dividend	Vanguard S/T Inflation Protected Sec Admiral 6282.975 Shares @ \$0.2405	1,511.06
07/01/2021	Daily Factor - Dividend	Northern Institutional Treasury Portfolio Dividend From 06/01/2021 To 06/30/2021	3.68
07/12/2021	Interest	Bank of America Corp 3.3 01/11/23	412.50
07/12/2021	Amortization - Adjust Cost on Taxlots	-350.26 Of Bank of America Corp 3.3 01/11/23 [Bond Prem Amort]	
07/15/2021	Interest	Oracle Corp 3.625% 07/15/23	453.13
07/15/2021	Interest	Ebay Inc 2.6000% 07/15/22	325.00
07/15/2021	Interest	Intuit 0.9500% 07/15/25	118.75
07/15/2021	Amortization - Adjust Cost on Taxlots	-42.73 Of Oracle Corp 3.625% 07/15/23 [Bond Prem Amort]	
07/15/2021	Amortization - Adjust Cost on Taxlots	-29.39 Of Intuit 0.9500% 07/15/25 [Bond Prem Amort]	
07/22/2021	Market Fee	Market Value: 7,863,887.73	-5,265.28
07/23/2021	Interest	Morgan Stanley 3.1250% 01/23/23	390.63
07/23/2021	Amortization - Adjust Cost on Taxlots	-318.20 Of Morgan Stanley 3.1250% 01/23/23 [Bond Prem Amort]	

July 01, 2021 through July 31, 2021

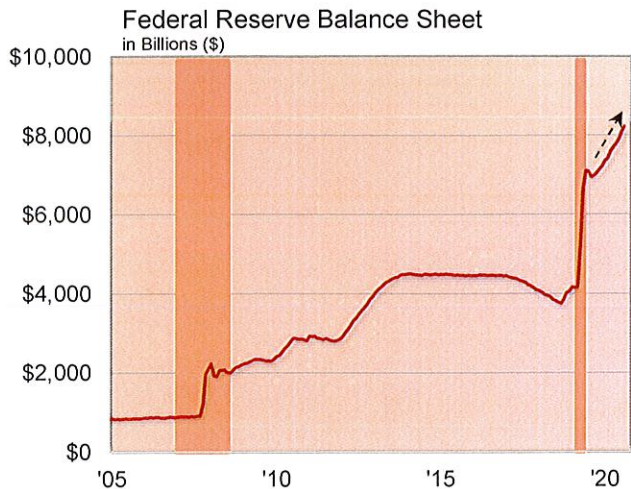
Account Name : Co of Ottawa Retiree Hlth Ins Sec 115 Tr

Account No : 62380025

Account Transactions

Date	Type	Description	Amount
07/26/2021	Interest	Wells Fargo & Co New 2.1000% 07/26/21	262.50
07/26/2021	Maturity	Wells Fargo & Co New 2.1000% 07/26/21 25000 PV	25,000.00
07/29/2021	Interest	Bank New York Mellon Corp 01/28/26	93.75
		Net Cash Management	-23,305.72
		<i>Ending Balance :</i>	<i>\$ 0.00</i>

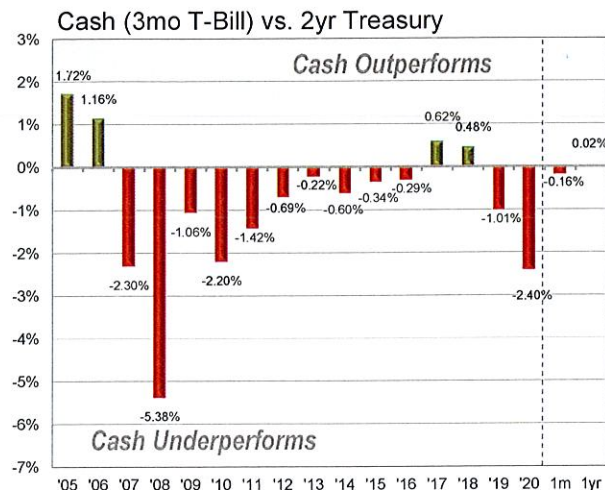
Federal Reserve Stance



The Federal Reserve released a statement saying that "substantial further progress" on inflation and employment will need to occur before the Fed will tighten policy. Any future policy change by the Fed likely continues to be months away, gradual in nature and well telegraphed in advance to avoid surprising the market and investors.

Source: The Federal Reserve, Robinson

Performance

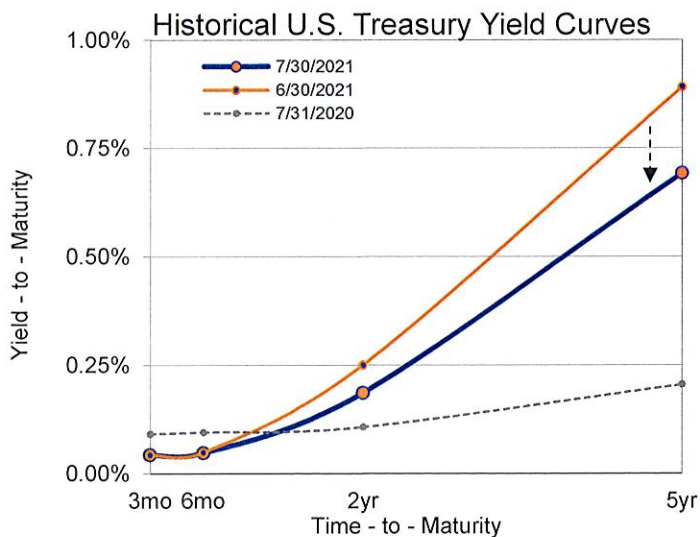


Source: Barclays Capital, Bloomberg, Robinson

2-Year Treasury returns were positive in July as interest rates fell.

	Returns	
	July	1yr
3mT-Bill	0.00%	0.08%
2y Tsy	0.17%	0.05%

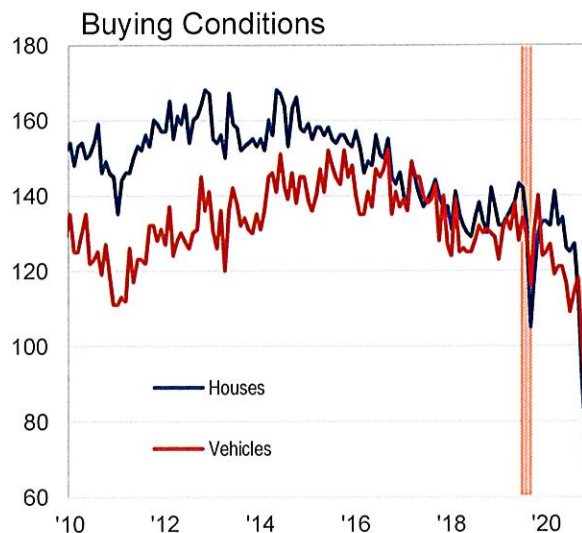
Yield Curve



Longer interest rates moved lower in July.

Source: Bloomberg, Robinson

Graph of the Month



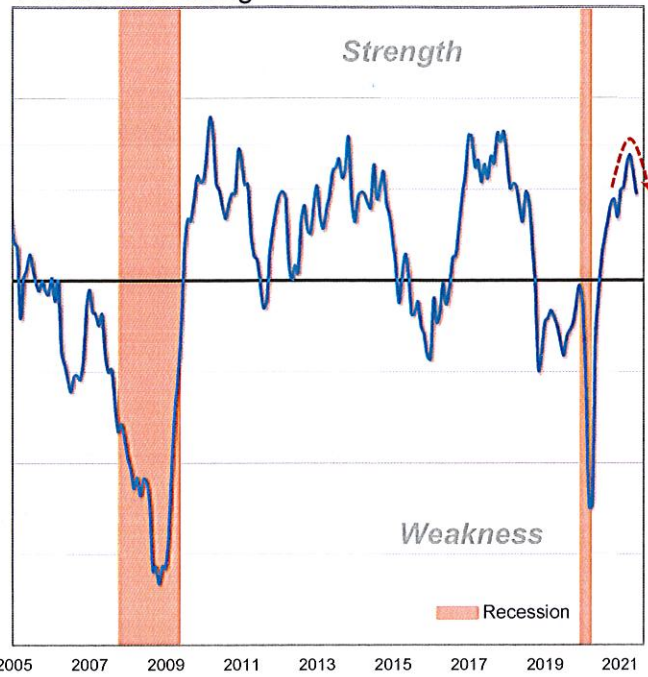
Source: University of Michigan, Robinson

The University of Michigan conducts a monthly consumer survey regarding buying conditions for homes and vehicles - the higher survey score the better. Buying conditions for both have fallen to decade lows and have turned sharply lower in recent months after being propped up by COVID stimulus and a hot housing market.

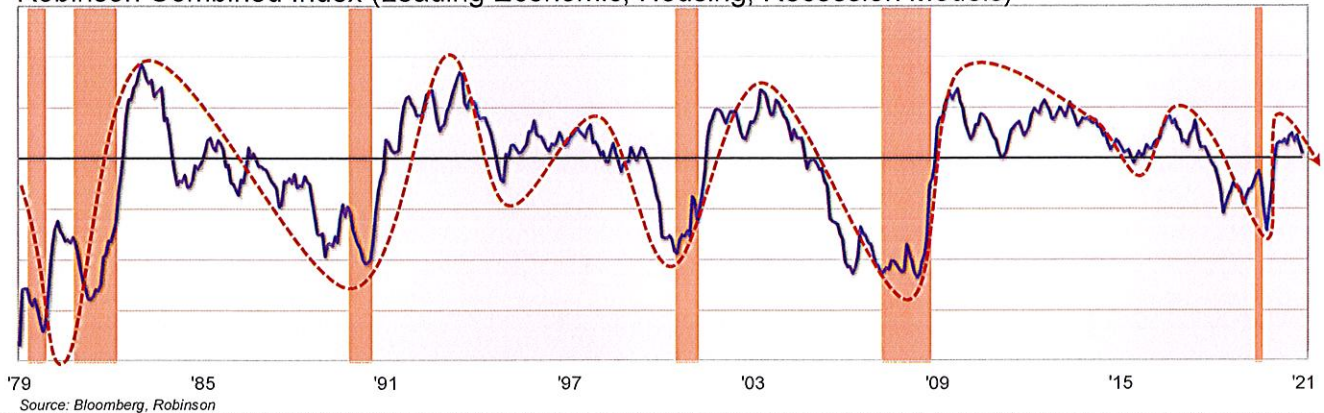
Economic Comments

- Market Review:** The Robinson Leading Economic Index reversed course in July as it was inching closer to the previous cycle's highs. The Index remains well into expansion territory meaning that the economy is still expanding but not as fast as a month ago. The reversal was primarily the result of housing metrics continuing to creep down from all-time highs as well as some lower, but still positive, manufacturing numbers. Currently, the biggest hurdle and question mark for the economy in the near future is the progression of the Delta Coronavirus variant throughout the United States and any associated policy decisions that would influence economic activity.
- Inflation:** We remain adamant that if long-lasting, high inflation is to occur over the next couple of years, wage inflation must at a minimum participate in the rising prices, if not lead and move before inflation. The Atlanta Fed Wage Growth Tracker (see bottom left) measures nominal wage growth of individuals across a range of occupations. Over the last 8 months, wage inflation has decreased nearly a full percentage point and sits at the bottom of the range it has been in over the last 5 years. As long as wage inflation remains tame, it is likely long term inflation follows suit. The bond market seems to agree with this sentiment as 10-Year Treasury yields fell over 20 basis points in July.
- Employment:** July's employment numbers were much lower than market expectations and are cause for re-evaluation for what might lay ahead for the labor market. With states shedding unemployment benefits and the summer service economy in full swing, the underwhelming job number may signify the next stage, a much slower stage, in the employment recovery. Total jobs currently sit more than 5% below Pre-Covid employment levels and if the past 4 month trend continues, it will take another year before the labor market fully recovers.

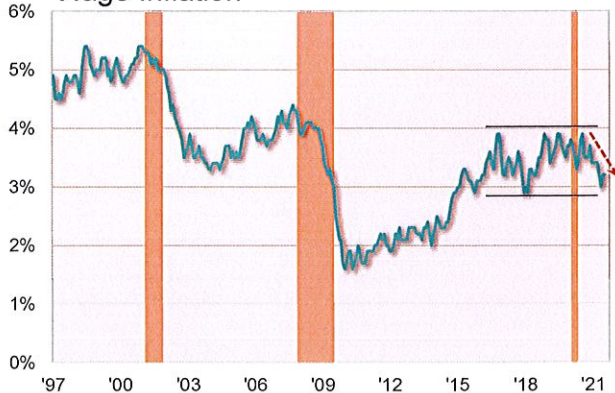
Robinson Leading Economic Index



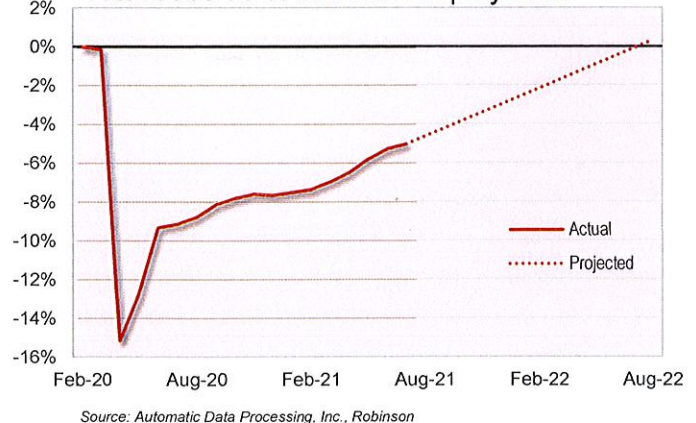
Robinson Combined Index (Leading Economic, Housing, Recession Models)



Wage Inflation



Total Jobs as % of Peak Employment



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