

The Ottawa County Board of Commissioners
of the County of Ottawa
Grand Haven, Michigan

RESOLUTION TO APPROVE 2009 OPERATING BUDGET

At a meeting of the Board of Commissioners of the County of Ottawa, Ottawa County, Michigan, held at the Ottawa County Administrative Annex, Olive Township, Michigan, in said County on October 28, 2008, at 1:30 p.m. local time.

PRESENT: Members – Mrs. Kortman, Mr. Kuyers, Mrs. Ruiter, Messrs. Hehl, Rycenga, Schrottenboer, Disselkoe, Berghorst, Holtrop, Holtvluwer

ABSENT: Member – Mr. Swartout

The following preamble and resolution were offered by Mr. Rycenga and supported by Mr. Holtvluwer:

WHEREAS, Public Act 621 of 1978 known as the "Uniform Budgeting and Accounting Act" requires that an appropriation ordinance be adopted by this County Board of Commissioners in order to implement the operating budget of the County of Ottawa for 2009; and

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

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

WHEREAS, this County Board of Commissioners through its Finance and Administration Committee, has duly deliberated, held public hearings according to law and reviewed the proposed 2009 Budgeted Revenue and Expenditures totaling \$232,168,307 and \$241,494,129, respectively, and this ordinance is prepared on the basis of said budget; and

WHEREAS, the budget anticipates no deficits as a result of any operations for 2009 and all funds have sufficient revenues and/or fund balance to meet their expenditure needs;

NOW, THEREFORE, BE IT RESOLVED that department revenues and expenditures are hereby adopted as budgeted in the "2009 Ottawa County Budget" (by line item as attached).

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

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

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

BE IT FURTHER RESOLVED, that the County Treasurer is hereby ordered to collect 3.6000 mills for general operations and .4407 mills for the operation of the Ottawa County Central Dispatch Authority; and .3165 mills for Park development, expansion and maintenance, and

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

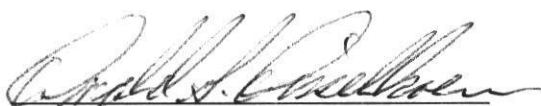
FURTHER BE IT RESOLVED THAT all resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution be and the same are hereby rescinded.

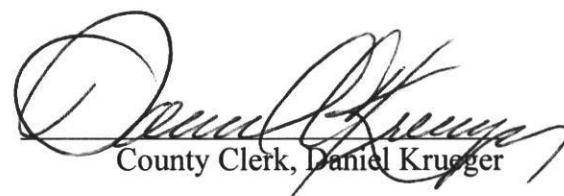
YEAS: Members - Mrs. Kortman, Mr. Kuyers, Mrs. Ruiter, Messrs. Hehl, Rycenga, Schrotenboer, Disselkoen, Berghorst, Holtrop, Holtvluwer

NAYS: Members - None

ABSTAIN: Members - None

RESOLUTION DECLARED ADOPTED.


Chairperson, Donald Disselkoen


County Clerk, Daniel Krueger

Certification

I, the undersigned, duly qualified Clerk of the County of Ottawa, Michigan, do hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Board of Commissioners of the County of Ottawa, Michigan, at a meeting held on October 28, 2008, the original of which is on file in my office. Public notice of said meeting was given pursuant to and in compliance with Act No. 267, Public Acts of Michigan, 1976, as amended.

IN WITNESS WHEREOF, I have hereto affixed my official signature this 28th day of October, A.D., 2008.


County Clerk, Daniel Krueger

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	<i>SPECIAL REVENUE FUNDS</i>						
	General Fund 1010	Parks & Recreation 2081	Friend of the Court 2160	9/30 Judicial Grants 2170	Health 2210	Mental Health 2220	Solid Waste Clean - Up 2271
Fund Balance	(\$6,488,512)	\$382,283	(\$197,904)		(\$195,000)		(\$157,415)
SOURCES:							
Revenue							
Taxes	\$41,465,748	\$3,155,677					
Intergovernmental Revenue	\$4,534,572	\$36,505	\$1,865,042	\$595,074	\$3,746,492	\$30,166,910	
Charges for Services	\$9,738,398	\$410,200	\$240,800		\$913,012	\$446,813	
Penalties and Interest on Delinquent Taxes							
Fines & Forfeits	\$961,100						
Interest on Investments	\$850,000	\$113,762				\$80,000	\$140,585
Rental Income	\$2,873,024	\$38,500				\$190,000	
Licenses & Permits	\$251,675				\$441,890		
Other	\$376,414	\$4,000			\$166,926	\$214,207	
Operating Transfers In	\$5,132,000	\$298,370	\$774,609	\$51,730	\$5,779,966	\$563,108	
Bond Proceeds							
Proceeds from Refunding Bonds							
Total Revenue	<u>\$66,182,931</u>	<u>\$4,057,014</u>	<u>\$2,880,451</u>	<u>\$646,804</u>	<u>\$11,048,286</u>	<u>\$31,661,038</u>	<u>\$140,585</u>

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	General Fund 1010	Parks & Recreation 2081	Friend of the Court 2160	9/30 Judicial Grants 2170	Health 2210	Mental Health 2220	Solid Waste Clean - Up 2271
ACTIVITIES:							
Expenditures							
Legislative	\$574,569						
Judicial	\$10,023,962		\$3,078,355	\$646,804			
General Government	\$17,153,854						
Public Safety	\$23,949,288						
Public Works	\$124,050						\$298,000
Health & Welfare	\$735,349				\$11,243,286	\$31,661,038	
Culture & Recreation		\$3,674,731					
Community & Economic Development	\$673,050						
Other Government Functions	\$895,286						
Capital Projects							
Debt Service							
Operating Transfers Out	\$18,542,035						
Total Expenditures	<u>\$72,671,443</u>	<u>\$3,674,731</u>	<u>\$3,078,355</u>	<u>\$646,804</u>	<u>\$11,243,286</u>	<u>\$31,661,038</u>	<u>\$298,000</u>
Revenue Over (Under)							
Expenditures	<u>(\$6,488,512)</u>	<u>\$382,283</u>	<u>(\$197,904)</u>	<u></u>	<u>(\$195,000)</u>	<u></u>	<u>(\$157,415)</u>

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Landfill Tipping Fees 2272	Transportation System 2320	Planning Commission 2420	Infra- structure 2444	Public Improvement 2450	Homestead Property Tax 2550	Register of Deeds Automation Fund 2560
Fund Balance	(\$35,522)		(\$34,000)	(\$26,956)	(\$254,620)	\$13,055	(\$306,669)
SOURCES:							
Revenue							
Taxes						\$10,000	
Intergovernmental Revenue		\$157,569	\$8,500				
Charges for Services	\$390,000			\$27,241			\$252,000
Penalties and Interest on Delinquent Taxes							
Fines & Forfeits							
Interest on Investments				\$70,803	\$63,755	\$3,600	\$2,674
Rental Income					\$659,500		
Licenses & Permits							
Other	\$27,130		\$30				
Operating Transfers In			\$53,182				
Bond Proceeds							
Proceeds from Refunding Bonds							
Total Revenue	<u>\$417,130</u>	<u>\$157,569</u>	<u>\$61,712</u>	<u>\$98,044</u>	<u>\$723,255</u>	<u>\$13,600</u>	<u>\$254,674</u>

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Landfill Tipping Fees 2272	Transportation System 2320	Planning Commission 2420	Infra- structure 2444	Public Improvement 2450	Homestead Property Tax 2550	Register of Deeds Automation Fund 2560
ACTIVITIES:							
Expenditures							
Legislative							
Judicial							
General Government					\$375,000	\$545	\$561,343
Public Safety							
Public Works	\$452,652	\$157,569					
Health & Welfare							
Culture & Recreation							
Community & Economic Development			\$95,712				
Other Government Functions							
Capital Projects							
Debt Service							
Operating Transfers Out				\$125,000	\$602,875		
Total Expenditures	<u>\$452,652</u>	<u>\$157,569</u>	<u>\$95,712</u>	<u>\$125,000</u>	<u>\$977,875</u>	<u>\$545</u>	<u>\$561,343</u>
Revenue Over (Under)							
Expenditures	<u>(\$35,522)</u>		<u>(\$34,000)</u>	<u>(\$26,956)</u>	<u>(\$254,620)</u>	<u>\$13,055</u>	<u>(\$306,669)</u>

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Stabil- ization 2570	Prosecuting Attorney Grants 2601	Sheriff Grant Programs 2609	Sheriff Contracts 2610	Road Patrol 2661	Law Library 2690	Workforce Investment Act - ACP 2740
Fund Balance							
SOURCES:							
Revenue							
Taxes							
Intergovernmental Revenue		\$140,400	\$117,014	\$4,307,219	\$232,654		\$207,611
Charges for Services							
Penalties and Interest on Delinquent Taxes							
Fines & Forfeits						\$6,500	
Interest on Investments							
Rental Income							
Licenses & Permits							
Other		\$360					
Operating Transfers In		\$70,453	\$40,917	\$243,206	\$99,991	\$26,500	
Bond Proceeds							
Proceeds from Refunding Bonds							
Total Revenue		<u><u>\$211,213</u></u>	<u><u>\$157,931</u></u>	<u><u>\$4,550,425</u></u>	<u><u>\$332,645</u></u>	<u><u>\$33,000</u></u>	<u><u>\$207,611</u></u>

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Stabil- ization 2570	Prosecuting Attorney Grants 2601	Sheriff Grant Programs 2609	Sheriff Contracts 2610	Road Patrol 2661	Law Library 2690	Workforce Investment Act - ACP 2740
ACTIVITIES:							
Expenditures							
Legislative							
Judicial						\$33,000	
General Government		\$211,213					
Public Safety			\$157,931	\$4,550,425	\$332,645		
Public Works							
Health & Welfare							\$207,611
Culture & Recreation							
Community & Economic Development							
Other Government Functions							
Capital Projects							
Debt Service							
Operating Transfers Out							
Total Expenditures		\$211,213	\$157,931	\$4,550,425	\$332,645	\$33,000	\$207,611
Revenue Over (Under)							
Expenditures							

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Workforce Investment Act - Youth 2741	Workforce Investment Act - Adult 2742	Workforce Investment Act - 6/30 Grant Programs 2743	Workforce Investment Act - 12/31 Grant Programs 2744	Workforce Investment Act - 9/30 Grant Programs 2748	Workforce Investment Act - 3/31 Grant Programs 2749	Grant Programs Pass Thru 2750
Fund Balance							
SOURCES:							
Revenue							
Taxes							
Intergovernmental Revenue	\$906,457	\$587,927	\$2,095,571	\$277,670	\$814,112	\$17,500	\$64,553
Charges for Services							
Penalties and Interest on Delinquent Taxes							
Fines & Forfeits							
Interest on Investments							
Rental Income							
Licenses & Permits							
Other							
Operating Transfers In							\$32,283
Bond Proceeds							
Proceeds from Refunding Bonds							
Total Revenue	<u>\$906,457</u>	<u>\$587,927</u>	<u>\$2,095,571</u>	<u>\$277,670</u>	<u>\$814,112</u>	<u>\$17,500</u>	<u>\$96,836</u>

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Workforce Investment Act - Youth 2741	Workforce Investment Act - Adult 2742	Workforce Investment Act - 6/30 Grant Programs 2743	Workforce Investment Act - 12/31 Grant Programs 2744	Workforce Investment Act - 9/30 Grant Programs 2748	Workforce Investment Act - 3/31 Grant Programs 2749	Grant Programs Pass Thru 2750
ACTIVITIES:							
Expenditures							
Legislative							
Judicial							
General Government							
Public Safety							\$96,836
Public Works							
Health & Welfare	\$906,457	\$587,927	\$2,095,571	\$277,670	\$814,112	\$17,500	
Culture & Recreation							
Community & Economic Development							
Other Government Functions							
Capital Projects							
Debt Service							
Operating Transfers Out							
Total Expenditures	<u>\$906,457</u>	<u>\$587,927</u>	<u>\$2,095,571</u>	<u>\$277,670</u>	<u>\$814,112</u>	<u>\$17,500</u>	<u>\$96,836</u>
Revenue Over (Under)							
Expenditures							

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Emergency	Federal Emergency Mgt Agency	Community Corrections	State Revenue Sharing Reserve	Community Action Agency	Weather- ization	Department of Human Services
	2800	2810	2850	2855	2870	2890	2900
Fund Balance				(\$4,502,819)			
SOURCES:							
Revenue	<hr/>						
Taxes							
Intergovernmental Revenue	\$173,000		\$220,000		\$512,888	\$263,551	\$220,000
Charges for Services			\$207,350				
Penalties and Interest on Delinquent Taxes							
Fines & Forfeits							
Interest on Investments				\$129,181			
Rental Income							
Licenses & Permits							
Other			\$8,640		\$30,000		\$2,700
Operating Transfers In			\$621,441				\$217,612
Bond Proceeds							
Proceeds from Refunding Bonds							
Total Revenue	<u>\$173,000</u>		<u>\$1,057,431</u>	<u>\$129,181</u>	<u>\$542,888</u>	<u>\$263,551</u>	<u>\$440,312</u>

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Federal		State Revenue	Community	Weather-	Department
	Emergency	Emergency				
	Feeding	Mgt	Sharing	Action	ization	of Human
	2800	Agency	Reserve	Agency	2890	Services
	2810	2850	2855	2870	2900	2900
ACTIVITIES:						
Expenditures						
Legislative						
Judicial			\$1,057,431			
General Government						
Public Safety						
Public Works						
Health & Welfare	\$173,000			\$542,888	\$263,551	\$440,312
Culture & Recreation						
Community & Economic Development						
Other Government Functions						
Capital Projects						
Debt Service						
Operating Transfers Out			\$4,632,000			
Total Expenditures	<u>\$173,000</u>		<u>\$1,057,431</u>	<u>\$4,632,000</u>	<u>\$542,888</u>	<u>\$263,551</u>
Revenue Over (Under)						
Expenditures			<u>(\$4,502,819)</u>			

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	<i>SPECIAL REVENUE FUNDS</i>					Total Special Revenue	Total Debt Service	Total Capital Projects
	Child Care Circuit Court 2920	Child Care Social Services 2921	Soldier & Sailors 2930	Veterans Trust 2940	Compensated Absences 2980			
	Child Care							
Fund Balance					(\$324,038)	(\$5,639,605)		
SOURCES:								
Revenue								
Taxes						\$3,165,677		
Intergovernmental Revenue	\$3,855,961	\$2,500		\$14,404		\$51,607,084		
Charges for Services					\$117,000	\$3,004,416		
Penalties and Interest on Delinquent Taxes								
Fines & Forfeits						\$6,500		
Interest on Investments					\$97,000	\$701,360		
Rental Income						\$888,000	\$2,781,272	
Licenses & Permits						\$441,890		
Other	\$638,900					\$1,092,893		
Operating Transfers In	\$4,045,802	\$2,500	\$42,140			\$12,963,810	\$762,875	\$6,000,000
Bond Proceeds								
Proceeds from Refunding Bonds								
Total Revenue	<u>\$8,540,663</u>	<u>\$5,000</u>	<u>\$42,140</u>	<u>\$14,404</u>	<u>\$214,000</u>	<u>\$73,871,630</u>	<u>\$3,544,147</u>	<u>\$6,000,000</u>

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	<i>SPECIAL REVENUE FUNDS</i>					Total Special Revenue	Total Debt Service	Total Capital Projects
	Child Care Circuit Court 2920	Child Care Social Services 2921	Soldier & Sailors 2930	Veterans Trust 2940	Compensated Absences 2980			
	<i>DEBT SERVICE FUND</i>							
ACTIVITIES:								
Expenditures								
Legislative								
Judicial						\$4,815,590		
General Government					\$38,038	\$1,186,139		
Public Safety						\$5,137,837		
Public Works						\$908,221		
Health & Welfare	\$8,540,663	\$5,000	\$42,140	\$14,404		\$57,833,130		
Culture & Recreation						\$3,674,731		
Community & Economic Development						\$95,712		
Other Government Functions								
Capital Projects								\$6,000,000
Debt Service							\$3,544,147	
Operating Transfers Out					\$500,000	\$5,859,875		
Total Expenditures	<u>\$8,540,663</u>	<u>\$5,000</u>	<u>\$42,140</u>	<u>\$14,404</u>	<u>\$538,038</u>	<u>\$79,511,235</u>	<u>\$3,544,147</u>	<u>\$6,000,000</u>
Revenue Over (Under)								
Expenditures					(\$324,038)	(\$5,639,605)		

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

***PERMANENT
FUND***


2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Total Permanent Fund	Total All Funds
Fund Balance	\$162	(\$12,127,955)
SOURCES:		
Revenue		
Taxes		\$44,631,425
Intergovernmental Revenue		\$56,141,656
Charges for Services		\$12,742,814
Penalties and Interest on Delinquent Taxes		
Fines & Forfeits		\$967,600
Interest on Investments	\$162	\$1,551,522
Rental Income		\$6,542,296
Licenses & Permits		\$693,565
Other		\$1,469,307
Operating Transfers In		\$24,858,685
Bond Proceeds		
Proceeds from Refunding Bonds		
Total Revenue	\$162	\$149,598,870

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

***PERMANENT
FUND***

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Total Permanent Fund	Total All Funds
ACTIVITIES:		
Expenditures		
Legislative		\$574,569
Judicial		\$14,839,552
General Government		\$18,339,993
Public Safety		\$29,087,125
Public Works		\$1,032,271
Health & Welfare		\$58,568,479
Culture & Recreation		\$3,674,731
Community & Economic Development		\$768,762
Other Government Functions		\$895,286
Capital Projects		\$6,000,000
Debt Service		\$3,544,147
Operating Transfers Out		\$24,401,910
Total Expenditures		\$161,726,825
Revenue Over (Under)		
Expenditures	\$162	(\$12,127,955)

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

	ESTIMATED		BUDGET	PROJECTIONS 							
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Balance	\$7,804,097	\$7,865,050	\$7,999,142	\$3,604,411	\$3,446,996	\$3,355,512	\$3,281,177	\$3,195,175	\$3,132,006	\$3,055,758	\$2,989,821
Revenues:											
Interest on Investments	\$335,869	\$443,448	\$289,526	\$140,585	\$96,516	\$100,665	\$104,998	\$111,831	\$112,752	\$113,063	\$113,613
Other Revenue	\$5,803										
Total Revenue	\$341,672	\$443,448	\$289,526	\$140,585	\$96,516	\$100,665	\$104,998	\$111,831	\$112,752	\$113,063	\$113,613
Expenditures:											
Landfill Clean-up	\$131,613	\$130,388	\$187,000	\$198,000	\$188,000	\$175,000	\$191,000	\$175,000	\$189,000	\$179,000	\$189,000
Transfer Out			\$2,500,000								
Capital Expenditures	\$149,106	\$178,968	\$1,997,257	\$100,000							
Total Expenditures	\$280,719	\$309,356	\$4,684,257	\$298,000	\$188,000	\$175,000	\$191,000	\$175,000	\$189,000	\$179,000	\$189,000
Projected Ending Fund Balance	\$7,865,050	\$7,999,142	\$3,604,411	\$3,446,996	\$3,355,512	\$3,281,177	\$3,195,175	\$3,132,006	\$3,055,758	\$2,989,821	\$2,914,435

PROJECTIONS 

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Balance	\$2,914,435	\$2,852,097	\$2,788,421	\$2,723,209	\$2,653,527	\$2,580,503	\$2,502,616	\$2,420,899	\$2,335,093	\$2,244,920	\$2,150,086
Revenues:											
Interest on Investments	\$113,663	\$114,084	\$114,325	\$111,652	\$110,121	\$107,091	\$105,110	\$102,888	\$100,409	\$97,654	\$93,529
Other Revenue											
Total Revenue	\$113,663	\$114,084	\$114,325	\$111,652	\$110,121	\$107,091	\$105,110	\$102,888	\$100,409	\$97,654	\$93,529
Expenditures:											
Landfill Clean-up	\$176,000	\$177,760	\$179,538	\$181,333	\$183,146	\$184,977	\$186,827	\$188,695	\$190,582	\$192,488	\$194,413
Capital Expenditures											
Total Expenditures	\$176,000	\$177,760	\$179,538	\$181,333	\$183,146	\$184,977	\$186,827	\$188,695	\$190,582	\$192,488	\$194,413
Projected Ending Fund Balance	\$2,852,097	\$2,788,421	\$2,723,209	\$2,653,527	\$2,580,503	\$2,502,616	\$2,420,899	\$2,335,093	\$2,244,920	\$2,150,086	\$2,049,201

Assumes an annual interest rate of 2.6% - 4.35%.

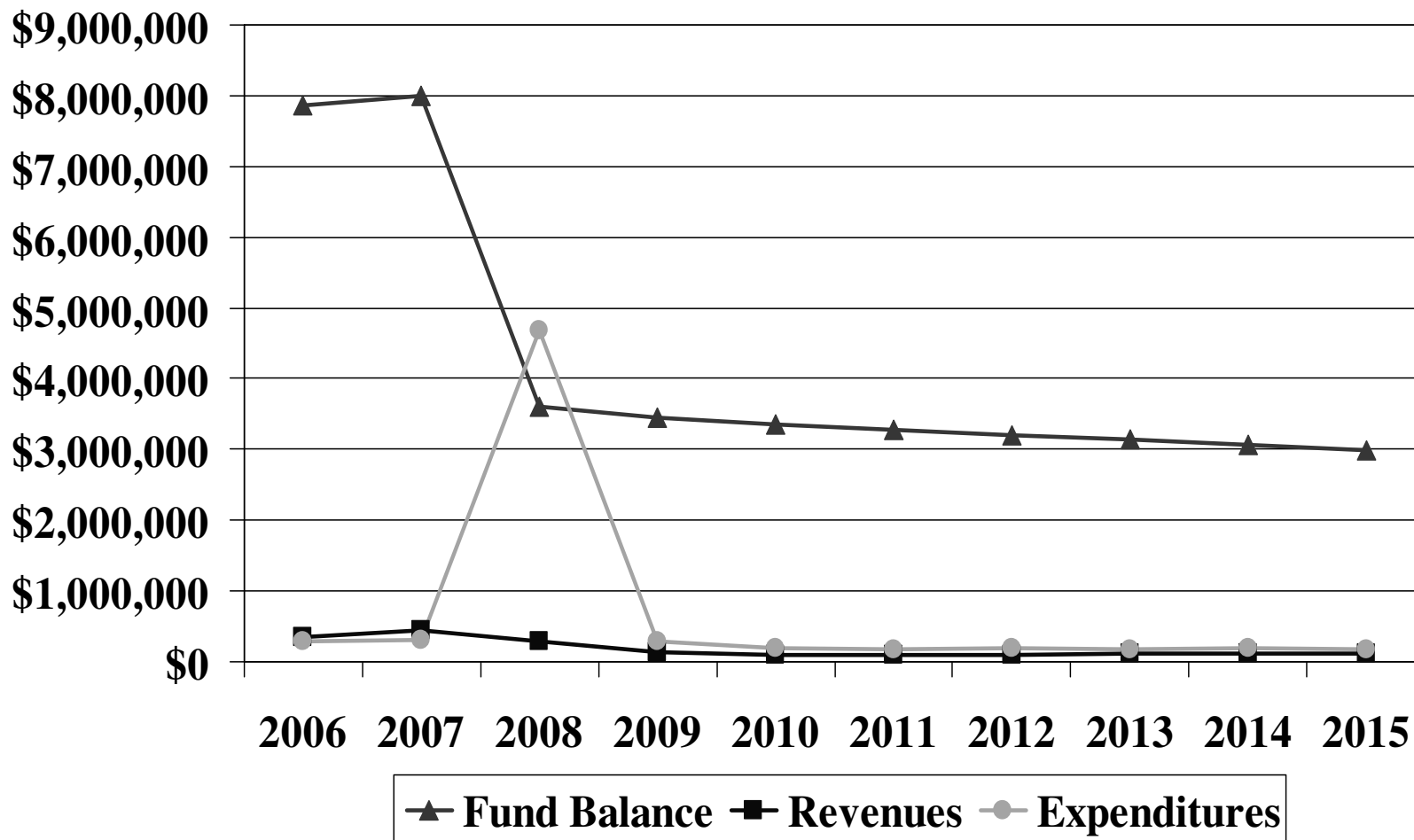
Also assumes no additional capital improvement projects will be necessary (e.g., pump replacement).

\$2.5 million of the cost of the Fillmore Expansion/Grand Haven County Building renovation was paid from this fund in 2008.

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


Specifically, prior expenditure projections for 2009 - 2027 averaged \$166,000 per year; the new projections average \$185,000.

Solid Waste Clean-Up



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

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

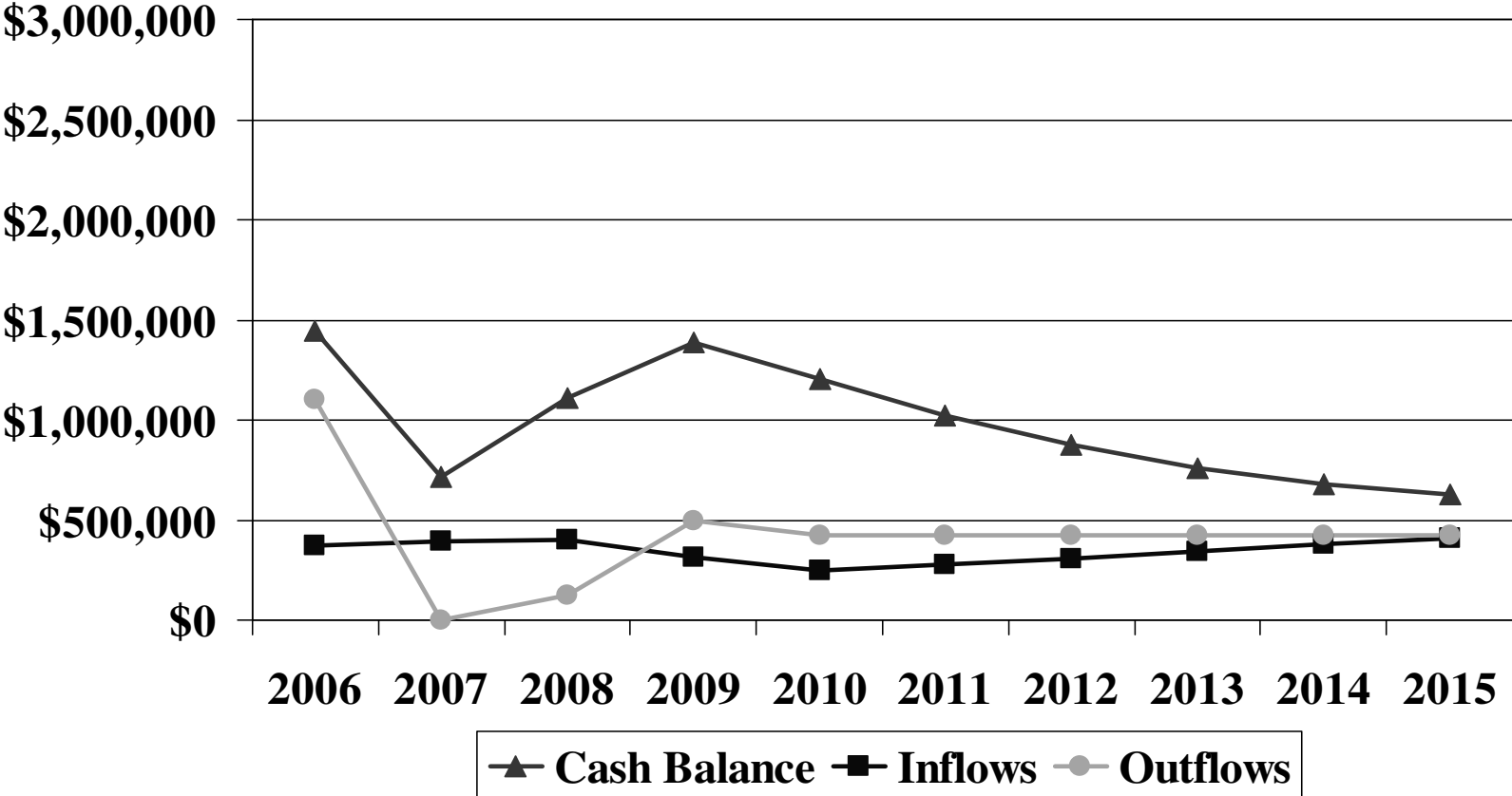
	ESTIMATED			PROJECTIONS 			2012	2013	2014	2015	2016
	2006	2007	2008	2009	2010	2011					
Beginning Cash Balance	\$1,442,605	\$712,501	\$1,109,115	\$1,385,832	\$1,202,221	\$1,022,391	\$874,740	\$759,578	\$678,178	\$629,776	\$615,431
Inflows:											
Loan Repayments ¹	\$322,197	\$349,866	\$348,569	\$270,814	\$211,508	\$246,677	\$281,846	\$317,015	\$352,184	\$387,353	\$283,463
Interest on Investments ²	\$47,699	\$46,748	\$53,148	\$41,575	\$33,662	\$30,672	\$27,992	\$26,585	\$24,414	\$23,302	\$23,386
Transfer from the Project Portion											
Operating Transfers - General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflows	\$369,896	\$396,614	\$401,717	\$312,389	\$245,170	\$277,349	\$309,838	\$343,600	\$376,598	\$410,655	\$306,849
Outflows:											
Land & Land Improvements ¹	\$1,100,000	\$0	\$0	\$371,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Building & Improvement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers - GH/WO Project						\$0	\$0	\$0	\$0	\$0	\$0
Other / Consultants	\$0	\$0	\$0	\$0	\$0						
Debt Service	\$0	\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Total Outflows	\$1,100,000	\$0	\$125,000	\$496,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000
Projected Ending Cash Balance	\$712,501	\$1,109,115	\$1,385,832	\$1,202,221	\$1,022,391	\$874,740	\$759,578	\$678,178	\$629,776	\$615,431	\$497,280

	PROJECTIONS 										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Cash Balance	\$497,280	\$381,350	\$296,449	\$243,617	\$180,295	\$114,467	\$45,907	\$274,525	\$477,713	\$654,607	\$804,265
Inflows:											
Loan Repayments ¹	\$289,676	\$324,845	\$360,014	\$351,690	\$351,690	\$351,690	\$351,690	\$316,521	\$281,352	\$246,183	\$211,014
Interest on Investments ²	\$19,394	\$15,254	\$12,154	\$9,988	\$7,482	\$4,750	\$1,928	\$11,667	\$20,542	\$28,475	\$34,986
Operating Transfers - General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflows	\$309,070	\$340,099	\$372,168	\$361,678	\$359,172	\$356,440	\$353,618	\$328,188	\$301,894	\$274,658	\$246,000
Outflows:											
Land & Land Improvements ¹	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$0	\$0	\$0	\$0	\$0
Building & Improvement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other / Consultants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Total Outflows	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Projected Ending Cash Balance	\$381,350	\$296,449	\$243,617	\$180,295	\$114,467	\$45,907	\$274,525	\$477,713	\$654,607	\$804,265	\$925,265



¹ Assumes \$300,000 in outflows for 10 years beginning in 2010 with a 10 year payback at 3% interest commencing in the year after construction.

² Assumes an annual interest rate of 2.6% to 4.35%.

Infrastructure

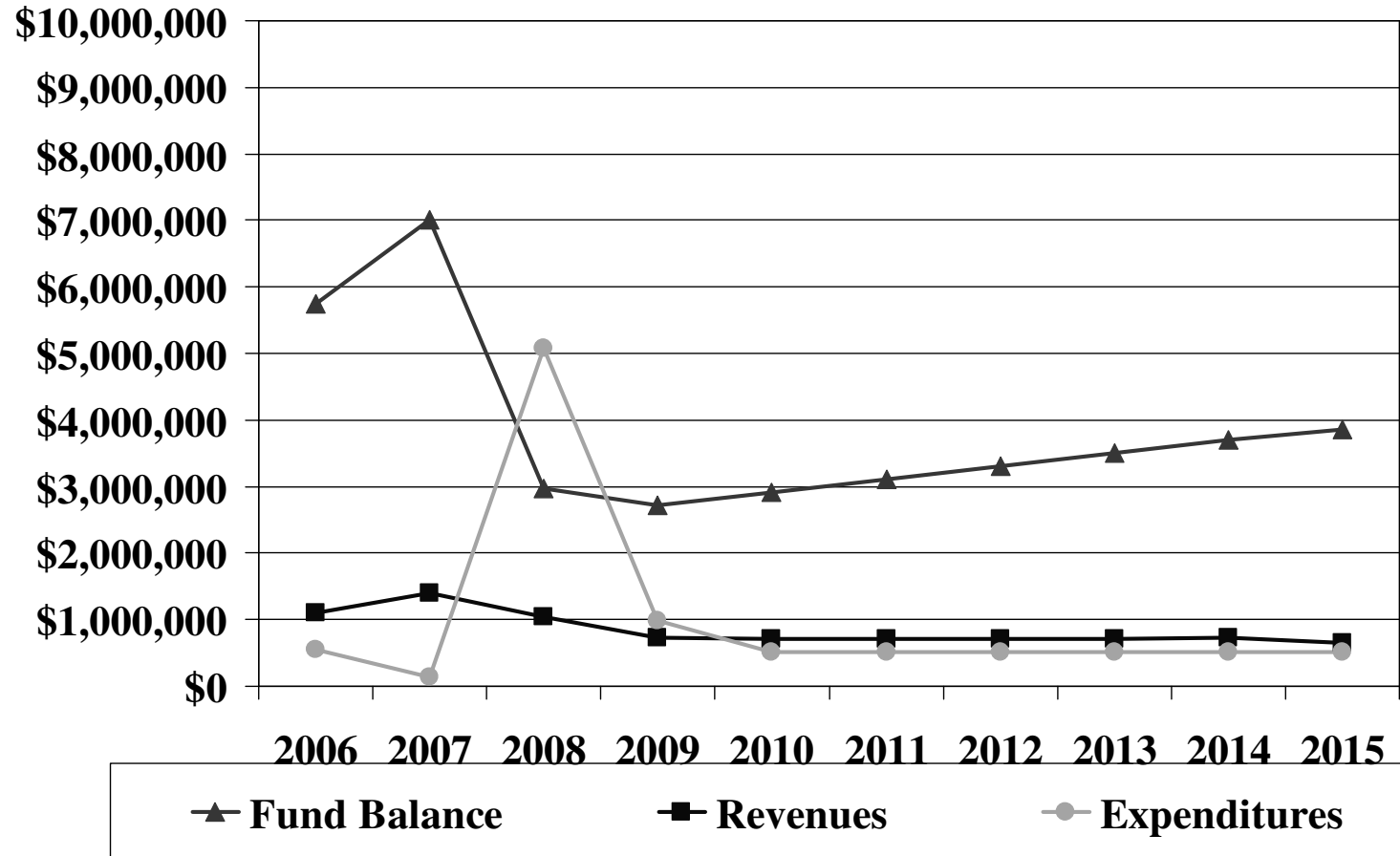


County of Ottawa
Financing Tools
Public Improvement Fund (2450)
History/Projections

	ESTIMATED		BUDGET	PROJECTIONS							
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Balance	\$5,176,075	\$5,740,998	\$7,008,669	\$2,969,609	\$2,714,989	\$2,912,956	\$3,104,388	\$3,298,577	\$3,501,356	\$3,707,973	\$3,846,276
Revenues:											
Interest on Investments	\$231,670	\$346,122	\$236,660	\$63,755	\$74,839	\$87,389	\$99,340	\$115,450	\$126,049	\$137,195	\$146,158
12251 James Street Building	\$215,916	\$215,919	\$172,908	\$39,144	\$39,144	\$39,144	\$39,144	\$39,144	\$39,144	\$39,144	\$39,144
Coopersville Building	\$26,736	\$26,736	\$26,736	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512
FIA Building	\$465,627	\$459,825	\$451,373	\$457,861	\$434,064	\$425,818	\$417,737	\$409,817	\$402,056	\$325,996	\$319,911
WEMET	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256
Hudsonville Human Services	\$10,041	\$10,952	\$10,952	\$10,952	\$10,952	\$913	\$0	\$0	\$0	\$0	\$0
Grand Haven Human Services	\$66,432	\$66,437	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914
Other Revenue	\$67,415	\$72,906	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861
Operating Transf In Holland		\$173,994									
Total Revenues	\$1,110,093	\$1,399,147	\$1,043,660	\$723,255	\$710,542	\$704,807	\$707,764	\$715,954	\$718,792	\$653,878	\$656,756
Expenditures											
Building & Improvement	\$70,510	\$125,636	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Debt Service - GH/WO	\$0	\$325	\$188,713	\$187,875	\$187,575	\$188,375	\$188,575	\$188,175	\$187,175	\$190,575	\$188,825
Operating Transf Out GH/WO	\$68,161	\$0	\$4,769,007	\$415,000							
Other / Consultants	\$406,499	\$5,515	\$125,000	\$75,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Total Expenditures	\$545,170	\$131,476	\$5,082,720	\$977,875	\$512,575	\$513,375	\$513,575	\$513,175	\$512,175	\$515,575	\$513,825
Projected Ending Fund Balance	\$5,740,998	\$7,008,669	\$2,969,609	\$2,714,989	\$2,912,956	\$3,104,388	\$3,298,577	\$3,501,356	\$3,707,973	\$3,846,276	\$3,989,207
	PROJECTIONS										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Balance	\$3,989,207	\$4,133,796	\$4,282,439	\$4,435,383	\$4,592,161	\$4,702,999	\$4,812,058	\$4,920,838	\$5,032,636	\$5,149,628	\$5,268,514
Revenues:											
Interest on Investments	\$155,579	\$165,352	\$175,580	\$181,851	\$190,575	\$195,174	\$202,106	\$209,136	\$216,403	\$224,009	\$229,180
12251 James Street Building	\$39,144	\$39,144	\$39,144	\$39,144	\$39,144	\$39,144	\$37,140	\$36,552	\$36,552	\$36,552	\$36,552
Coopersville Building	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512
FIA Building 1	\$313,948	\$308,104	\$302,377	\$296,765	\$291,265	\$285,875	\$280,593	\$275,416	\$270,343	\$265,371	\$260,499
WEMET	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256
Grand Haven Human Services	\$45,914	\$45,914	\$45,914	\$45,914	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861
Total Revenues	\$660,214	\$664,143	\$668,644	\$669,303	\$626,613	\$625,822	\$625,468	\$626,733	\$628,927	\$631,561	\$631,860
Expenditures											
Building & Improvement	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Debt Service - GH/WO	\$190,625	\$190,500	\$190,700	\$187,525	\$190,775	\$191,763	\$191,688	\$189,935	\$186,935	\$187,675	\$188,850
Other / Consultants	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Total Expenditures	\$515,625	\$515,500	\$515,700	\$512,525	\$515,775	\$516,763	\$516,688	\$514,935	\$511,935	\$512,675	\$513,850
Projected Ending Fund Balance	\$4,133,796	\$4,282,439	\$4,435,383	\$4,592,161	\$4,702,999	\$4,812,058	\$4,920,838	\$5,032,636	\$5,149,628	\$5,268,514	\$5,386,524

1 Assumes a 20% decrease in our contract with DHS; the lease expires in 2014. Interest is estimated at 2.6% to 4.35% annually.

Public Improvement



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

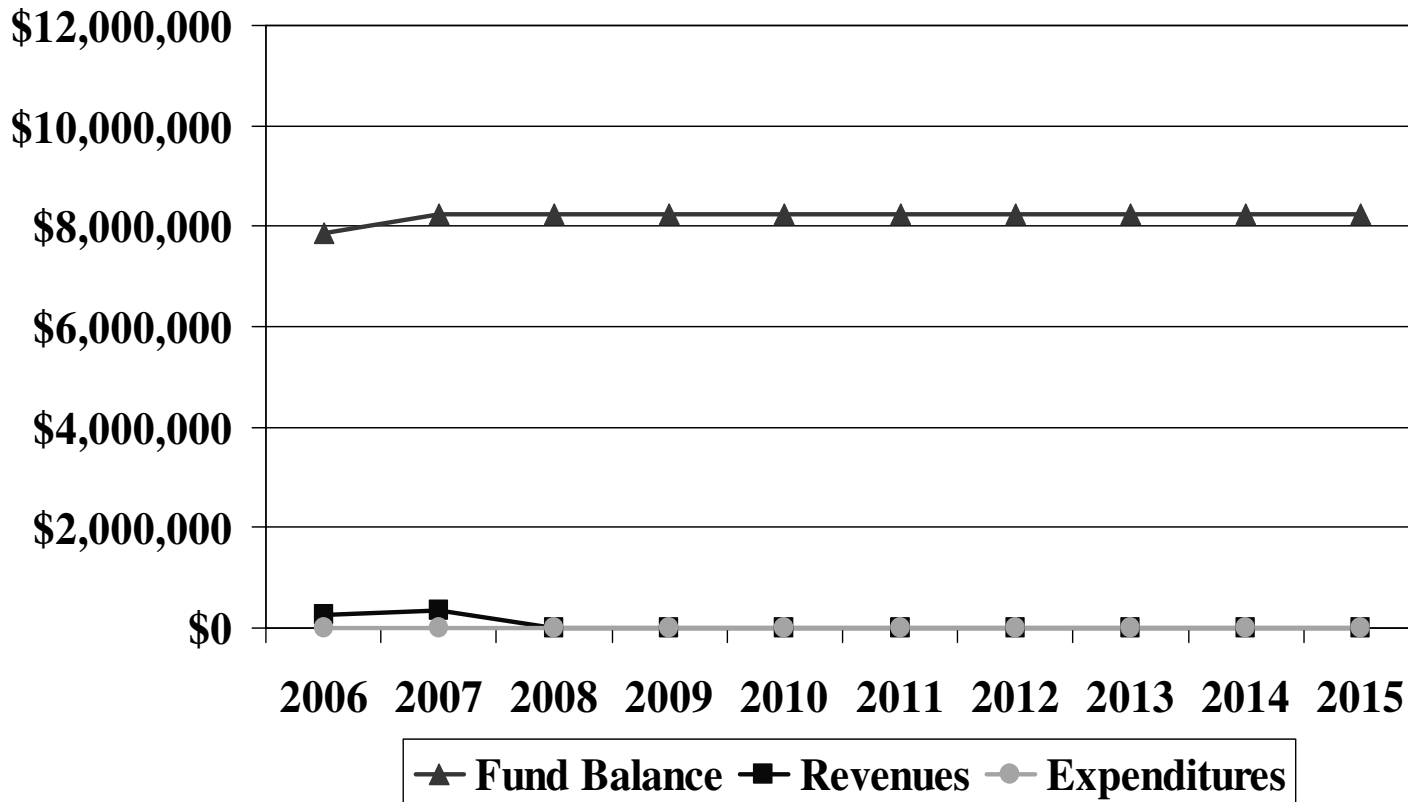
	2006	2007	Estimated 2008	Budgeted 2009	PROJECTIONS			2013	2014	2015	2016
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Beginning Fund Balance	\$7,603,560	\$7,872,350	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069
Revenues:											
Transfer from General Fund	\$268,790	\$359,719	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$268,790	\$359,719	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures:											
Transfer to General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$7,872,350	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069
Interest Income											
to General Fund	\$236,171	\$246,962	\$246,962	\$214,034	\$230,498	\$246,962	\$263,426	\$288,122	\$296,354	\$304,587	\$312,819
	PROJECTIONS										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Balance	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069
Revenues:											
Transfer from General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures:											
Transfer to General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069
Interest Income											
to General Fund	\$321,051	\$329,283	\$337,515	\$337,515	\$341,631	\$341,631	\$345,747	\$349,863	\$353,979	\$358,095	\$358,095

Notes: Estimated interest income to the General Fund is calculated at 2.6% - 4.35% per year



This financing tool is fully funded as of 12/31/06.

No transfers are anticipated to be included in the budget process in the foreseeable future. However, there may be dollars available at year end to transfer if fully funding this tool is the Board's priority.

Stabilization



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

	2006	2007	Estimated 2008	Budget 2009	PROJECTIONS 2010	 2011	2012	2013	2014	2015	2016
Beginning Fund Balance	\$24,343,239	\$24,236,439	\$24,406,620	\$24,242,273	\$24,147,522	\$24,066,865	\$24,009,461	\$24,497,490	\$24,857,458	\$25,111,640	\$25,206,188
Revenues:											
Operating Revenue	\$1,149,927	\$1,519,704	\$1,698,000	\$1,996,000	\$1,996,000	\$1,996,000	\$1,966,000	\$1,800,000	\$1,620,000	\$1,458,000	\$1,312,200
Forfeiture Revenue	\$141,926	\$192,211	\$254,135	\$324,713	\$249,500	\$249,500	\$245,750	\$225,000	\$202,500	\$182,250	\$164,025
Nonoperating Revenue	\$844,786	\$999,816	\$632,000	\$389,200	\$412,440	\$425,984	\$445,616	\$488,725	\$501,126	\$511,022	\$517,231
Total Revenue	\$2,136,639	\$2,711,731	\$2,584,135	\$2,709,913	\$2,657,940	\$2,671,484	\$2,657,366	\$2,513,725	\$2,323,626	\$2,151,272	\$1,993,456
Expenses:											
Operating Expenses	\$1,374	\$1,012	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Forfeiture Expenses	\$85,408	\$78,627	\$142,186	\$194,508	\$119,760	\$119,760	\$117,960	\$108,000	\$97,200	\$87,480	\$78,732
Prin & Int Pmts	\$2,156,657	\$2,461,911	\$2,606,296	\$2,610,156	\$2,618,837	\$2,609,128	\$2,051,377	\$2,045,757	\$1,972,244	\$1,969,244	\$1,967,994
Total Expenses	\$2,243,439	\$2,541,550	\$2,748,482	\$2,804,664	\$2,738,597	\$2,728,888	\$2,169,337	\$2,153,757	\$2,069,444	\$2,056,724	\$2,046,726
Ending Fund Balance	\$24,236,439	\$24,406,620	\$24,242,273	\$24,147,522	\$24,066,865	\$24,009,461	\$24,497,490	\$24,857,458	\$25,111,640	\$25,206,188	\$25,152,918
PROJECTIONS											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Balance	\$25,111,640	\$24,920,219	\$26,167,070	\$27,457,837	\$28,779,244	\$30,100,500	\$31,427,902	\$32,758,450	\$34,120,297	\$35,526,699	\$37,577,165
Revenues:											
Operating Revenue	\$1,181,000	\$1,299,100	\$1,299,100	\$1,299,100	\$1,260,127	\$1,234,145	\$1,195,172	\$1,181,000	\$1,181,000	\$1,181,000	\$1,181,000
Forfeiture Revenue	\$147,625	\$162,388	\$162,388	\$162,388	\$157,516	\$154,268	\$149,397	\$147,625	\$147,625	\$147,625	\$147,625
Nonoperating Revenue	\$519,058	\$608,053	\$654,438	\$686,721	\$728,547	\$761,994	\$805,183	\$849,263	\$894,975	\$942,701	\$997,110
Total Revenue	\$1,847,683	\$2,069,541	\$2,115,926	\$2,148,209	\$2,146,190	\$2,150,407	\$2,149,752	\$2,177,888	\$2,223,600	\$2,271,326	\$2,325,735
Expenses:											
Operating Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Forfeiture Expenses	\$70,860	\$77,946	\$77,946	\$77,946	\$75,608	\$74,049	\$71,710	\$70,860	\$70,860	\$70,860	\$70,860
Prin & Int Pmts	\$1,968,244	\$744,744	\$747,213	\$748,856	\$749,326	\$748,956	\$747,494	\$745,181	\$746,338	\$150,000	\$150,000
Total Expenses	\$2,039,104	\$822,690	\$825,159	\$826,802	\$824,934	\$823,005	\$819,204	\$816,041	\$817,198	\$220,860	\$220,860
Ending Fund Balance	\$24,920,219	\$26,167,070	\$27,457,837	\$28,779,244	\$30,100,500	\$31,427,902	\$32,758,450	\$34,120,297	\$35,526,699	\$37,577,165	\$39,682,040

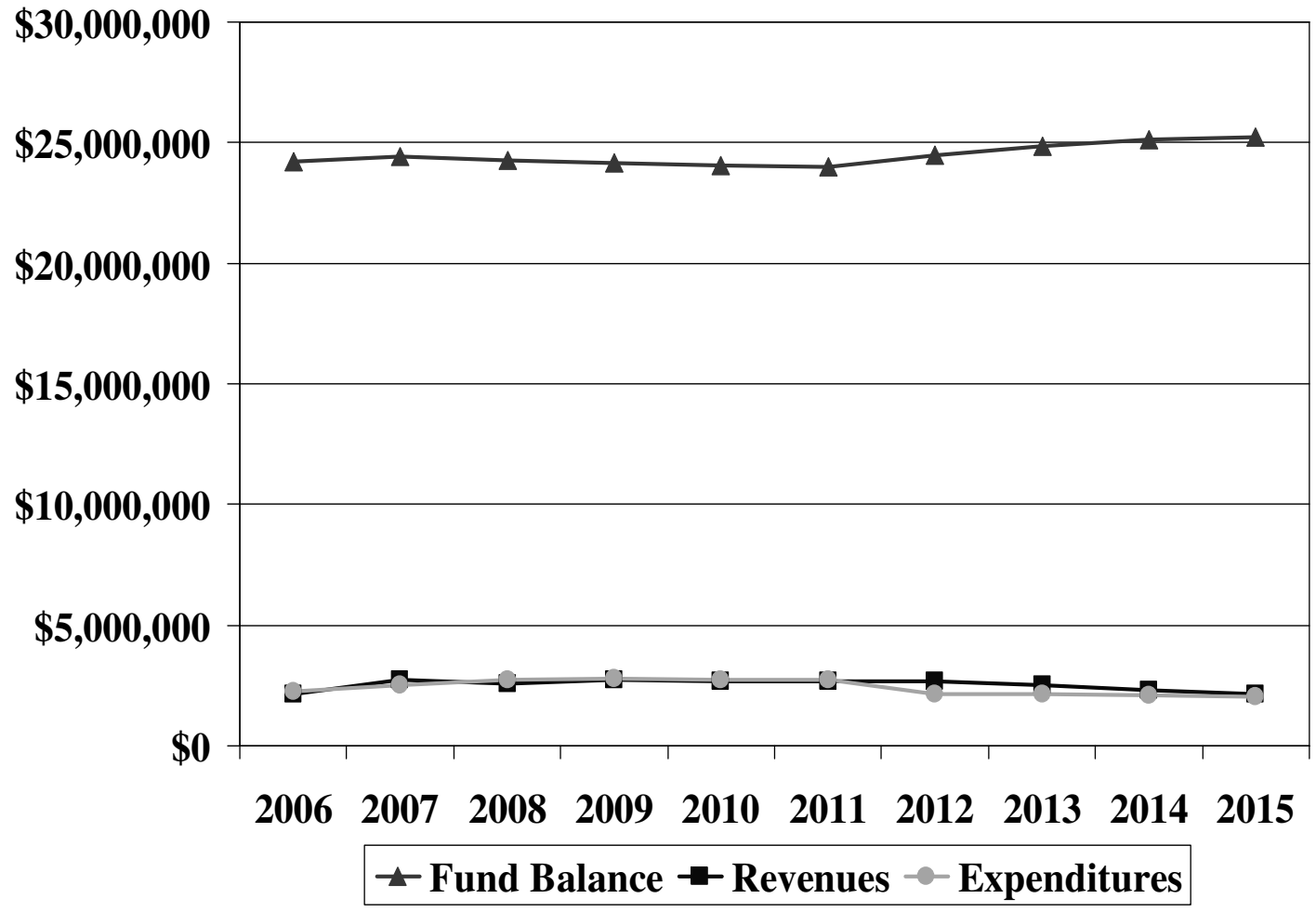
Assumes operating revenue, forfeiture revenue and expense will remain steady

Interest ranges from 2.6% to 4.35% annually.



Cash assumed to be a decreasing % of net assets through 2017, but increasing to 63% of net assets after 2017.

Principal and interest payments include bond fees

Delinquent Tax Revolving Fund

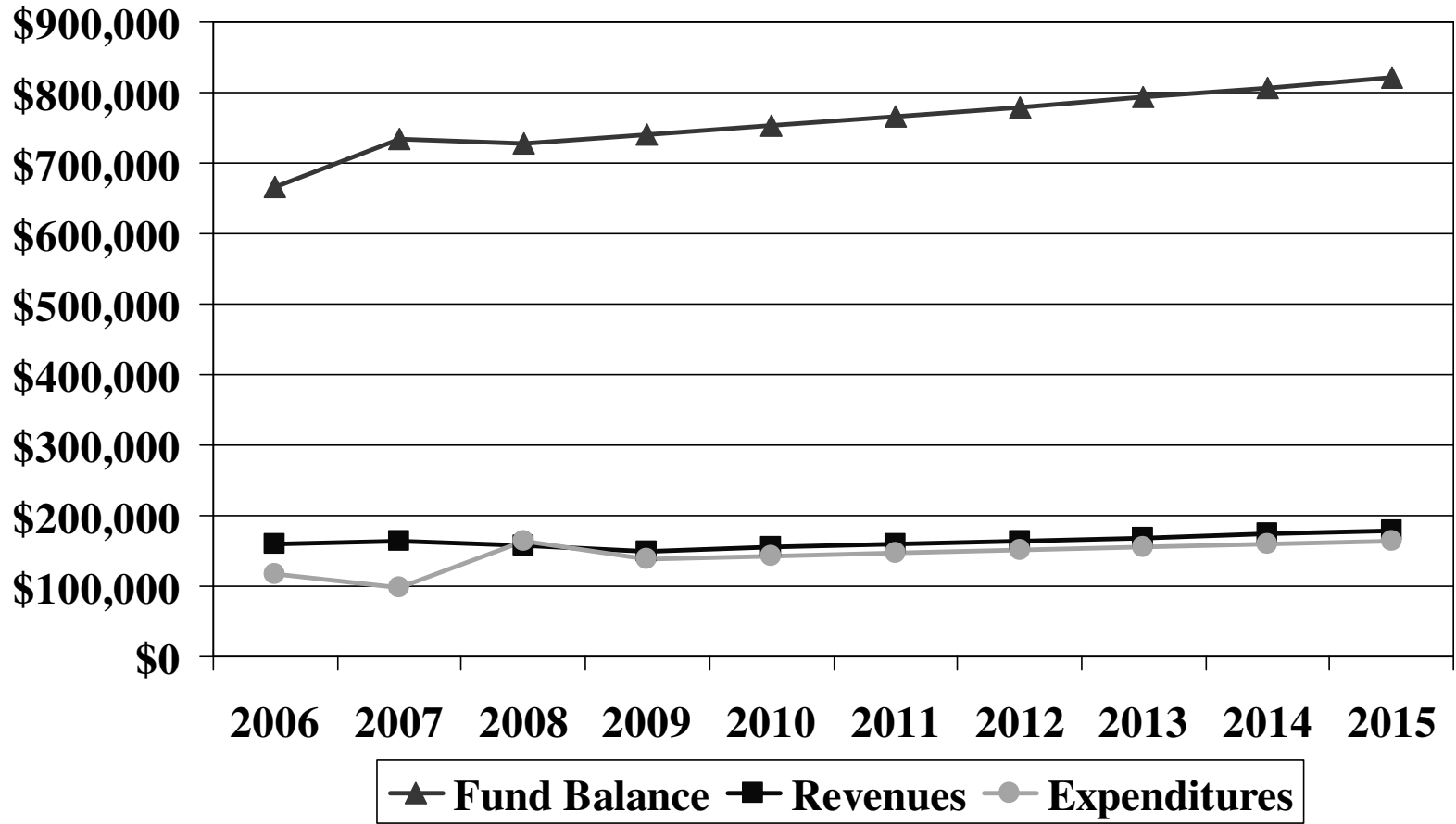


**County of Ottawa
Financing Tools
Duplicating Fund (6450)
History/Projections**



	2006	2007	Estimated 2008	Budgeted 2009	PROJECTIONS 						
					2010	2011	2012	2013	2014	2015	2016
Beginning Fund Equity	\$623,065	\$666,476	\$733,656	\$727,773	\$740,035	\$752,665	\$765,674	\$779,073	\$792,874	\$807,089	\$821,731
Revenues:											
Operating Revenue	\$135,334	\$128,483	\$130,000	\$132,000	\$135,960	\$140,039	\$144,240	\$148,567	\$153,024	\$157,615	\$162,343
Nonoperating Revenue	\$24,398	\$36,071	\$27,177	\$18,000	\$18,540	\$19,096	\$19,669	\$20,259	\$20,867	\$21,493	\$22,138
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$159,732	\$164,554	\$157,177	\$150,000	\$154,500	\$159,135	\$163,909	\$168,826	\$173,891	\$179,108	\$184,481
Expenses:											
Operating Expenses	\$116,321	\$97,374	\$163,060	\$137,738	\$141,870	\$146,126	\$150,510	\$155,025	\$159,676	\$164,466	\$169,400
Operating Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$116,321	\$97,374	\$163,060	\$137,738	\$141,870	\$146,126	\$150,510	\$155,025	\$159,676	\$164,466	\$169,400
Ending Fund Equity	\$666,476	\$733,656	\$727,773	\$740,035	\$752,665	\$765,674	\$779,073	\$792,874	\$807,089	\$821,731	\$836,812
					PROJECTIONS 						
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Equity	\$836,812	\$852,345	\$868,344	\$884,824	\$901,799	\$919,284	\$937,294	\$955,844	\$974,951	\$994,631	\$1,014,902
Revenues:											
Operating Revenue	\$167,213	\$172,229	\$177,396	\$182,718	\$188,200	\$193,846	\$199,661	\$205,651	\$211,821	\$218,176	\$224,721
Nonoperating Revenue	\$22,802	\$23,486	\$24,191	\$24,917	\$25,665	\$26,435	\$27,228	\$28,045	\$28,886	\$29,753	\$30,646
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$190,015	\$195,715	\$201,587	\$207,635	\$213,865	\$220,281	\$226,889	\$233,696	\$240,707	\$247,929	\$255,367
Expenses:											
Operating Expenses	\$174,482	\$179,716	\$185,107	\$190,660	\$196,380	\$202,271	\$208,339	\$214,589	\$221,027	\$227,658	\$234,488
Operating Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$174,482	\$179,716	\$185,107	\$190,660	\$196,380	\$202,271	\$208,339	\$214,589	\$221,027	\$227,658	\$234,488
Ending Fund Equity	\$852,345	\$868,344	\$884,824	\$901,799	\$919,284	\$937,294	\$955,844	\$974,951	\$994,631	\$1,014,902	\$1,035,781

Note: Revenues and Expenses assume a 3% increase over prior year.

Duplicating



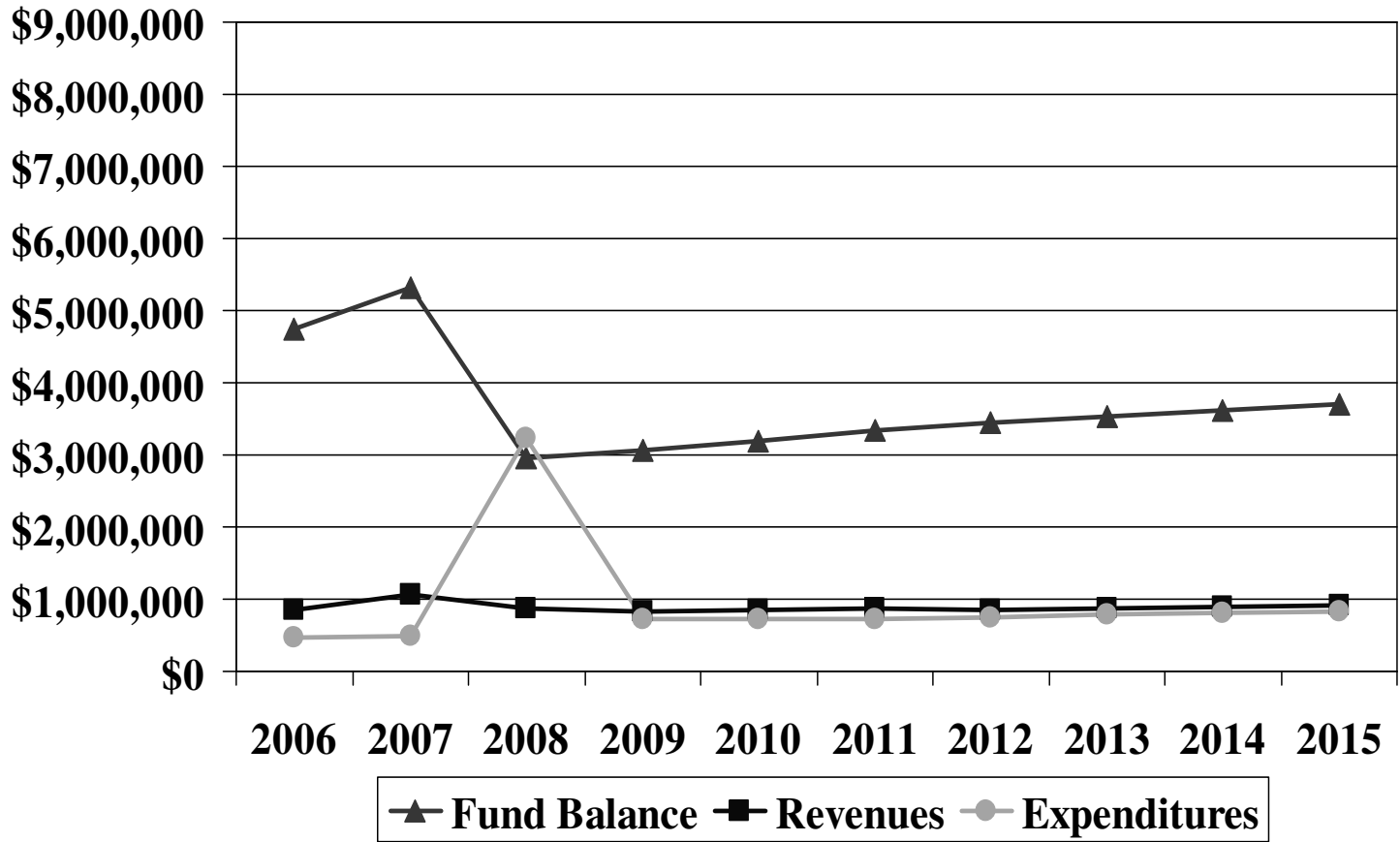
**County of Ottawa
Financing Tools
Telecommunications (6550)
History/Projections**

	ESTIMATED		BUDGETED		PROJECTIONS 						
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Equity	\$4,379,802	\$4,754,622	\$5,316,040	\$2,948,608	\$3,063,551	\$3,191,312	\$3,332,553	\$3,442,094	\$3,537,950	\$3,619,956	\$3,702,310
Revenues:											
Operating Revenue *	\$687,552	\$806,909	\$705,000	\$771,000	\$766,900	\$783,277	\$765,770	\$771,686	\$789,582	\$808,014	\$826,999
Nonoperating Revenue	\$165,254	\$246,288	\$163,000	\$65,000	\$73,707	\$84,698	\$92,548	\$103,769	\$102,050	\$101,921	\$101,660
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$852,806	\$1,053,197	\$868,000	\$836,000	\$840,607	\$867,975	\$858,318	\$875,455	\$891,632	\$909,935	\$928,659
Expenses:											
Operating Expenses	\$477,986	\$491,779	\$485,432	\$571,057	\$562,846	\$576,734	\$598,777	\$629,599	\$659,627	\$677,581	\$702,877
Debt Service - GH/WO	\$0	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Operating Transfers Out	\$0	\$0	\$2,600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$477,986	\$491,779	\$3,235,432	\$721,057	\$712,846	\$726,734	\$748,777	\$779,599	\$809,627	\$827,581	\$852,877
Ending Fund Equity	\$4,754,622	\$5,316,040	\$2,948,608	\$3,063,551	\$3,191,312	\$3,332,553	\$3,442,094	\$3,537,950	\$3,619,956	\$3,702,310	\$3,778,092
	PROJECTIONS 										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Equity	\$3,778,092	\$3,853,803	\$3,949,327	\$4,069,457	\$4,206,947	\$4,360,701	\$4,528,686	\$4,676,580	\$4,823,968	\$4,980,497	\$5,148,315
Revenues:											
Operating Revenue	\$846,554	\$866,696	\$887,442	\$908,810	\$930,819	\$953,489	\$942,464	\$955,056	\$979,828	\$1,005,343	\$1,031,623
Nonoperating Revenue	\$113,565	\$126,551	\$140,713	\$152,435	\$166,794	\$180,044	\$194,897	\$210,363	\$226,977	\$244,825	\$260,996
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$960,119	\$993,247	\$1,028,155	\$1,061,245	\$1,097,613	\$1,133,533	\$1,137,361	\$1,165,419	\$1,206,805	\$1,250,168	\$1,292,619
Expenses:											
Operating Expenses	\$734,408	\$747,723	\$758,026	\$773,755	\$793,859	\$815,547	\$839,467	\$868,031	\$900,275	\$932,350	\$959,712
Debt Service - GH/WO	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Operating Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$884,408	\$897,723	\$908,026	\$923,755	\$943,859	\$965,547	\$989,467	\$1,018,031	\$1,050,275	\$1,082,350	\$1,109,712
Ending Fund Equity	\$3,853,803	\$3,949,327	\$4,069,457	\$4,206,947	\$4,360,701	\$4,528,686	\$4,676,580	\$4,823,968	\$4,980,497	\$5,148,315	\$5,331,222



* Assumes no legislative changes are enacted affecting commissions on inmate phone calls, and subsequent contractual arrangements for the commissions are similar to the current contract.

Note: Operating revenues and operating expenses assume a 3% increase over prior year for 2010 - 2027.

Telecommunications

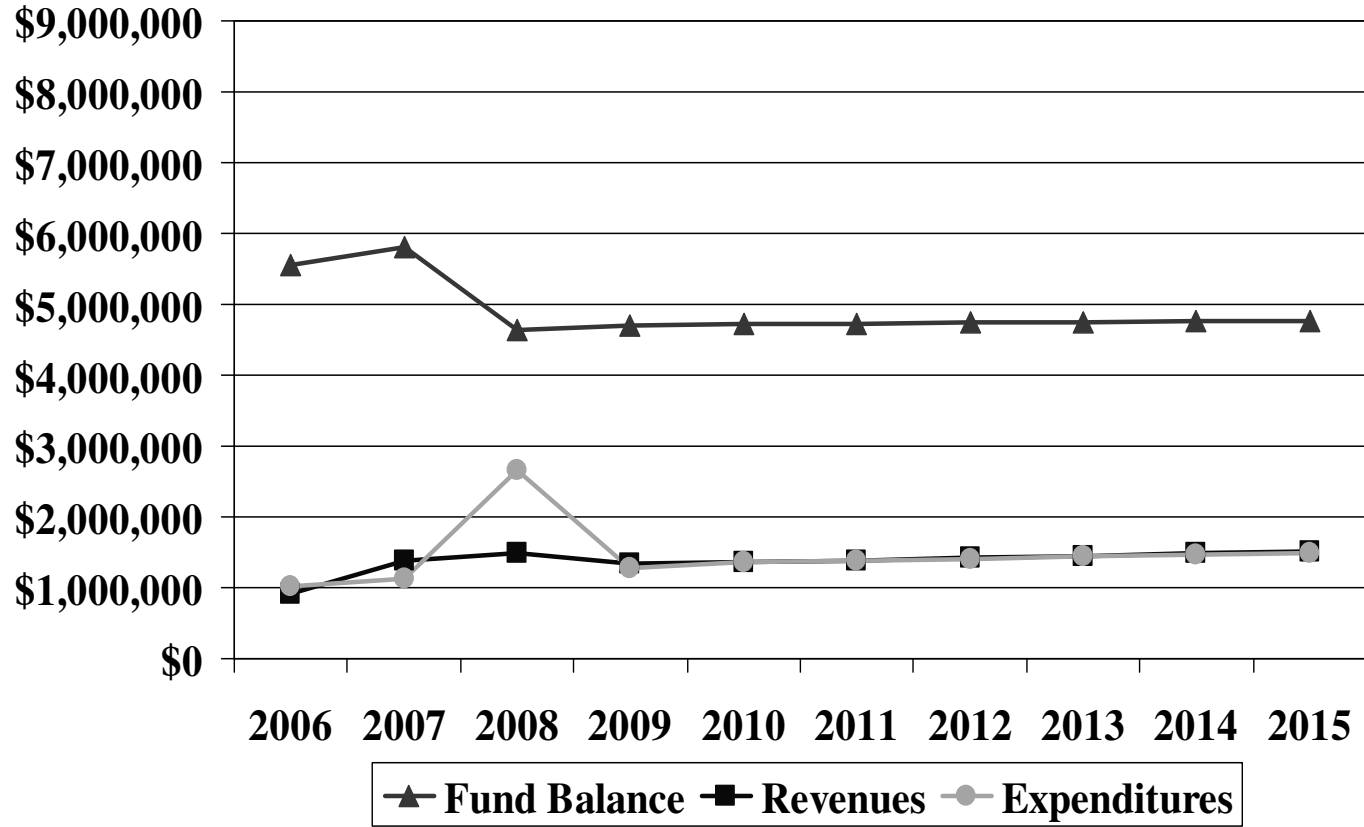


**County of Ottawa
Financing Tools
Equipment Pool Fund (6641)
History/Projections**

	<u>2006</u>	<u>2007</u>	<u>ESTIMATED 2008</u>	<u>BUDGETED 2009</u>	<u>PROJECTIONS 2010</u>	 <u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Beginning Fund Equity	\$5,641,538	\$5,552,615	\$5,803,262	\$4,648,928	\$4,710,336	\$4,721,614	\$4,732,537	\$4,743,080	\$4,753,218	\$4,762,923	\$4,772,169
Revenues:											
Operating Revenue	\$1,009,952	\$1,256,930	\$1,378,000	\$1,271,500	\$1,296,930	\$1,322,869	\$1,349,326	\$1,376,312	\$1,403,839	\$1,431,916	\$1,460,554
Nonoperating Revenue	(\$87,469)	\$131,688	\$118,500	\$68,000	\$69,360	\$70,747	\$72,162	\$73,605	\$75,077	\$76,579	\$78,111
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$922,483	\$1,388,618	\$1,496,500	\$1,339,500	\$1,366,290	\$1,393,616	\$1,421,488	\$1,449,918	\$1,478,916	\$1,508,495	\$1,538,664
Expenses:											
Operating Expenses	\$1,011,406	\$1,137,971	\$1,150,834	\$1,278,092	\$1,355,012	\$1,382,693	\$1,410,945	\$1,439,780	\$1,469,211	\$1,499,249	\$1,529,907
Operating Transfer Out - GH/WO	\$0	\$0	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$1,011,406	\$1,137,971	\$2,650,834	\$1,278,092	\$1,355,012	\$1,382,693	\$1,410,945	\$1,439,780	\$1,469,211	\$1,499,249	\$1,529,907
Ending Fund Equity	<u>\$5,552,615</u>	<u>\$5,803,262</u>	<u>\$4,648,928</u>	<u>\$4,710,336</u>	<u>\$4,721,614</u>	<u>\$4,732,537</u>	<u>\$4,743,080</u>	<u>\$4,753,218</u>	<u>\$4,762,923</u>	<u>\$4,772,169</u>	<u>\$4,780,927</u>
	PROJECTIONS										
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Beginning Fund Equity	\$4,780,927	\$4,789,166	\$4,796,855	\$4,803,963	\$4,810,454	\$4,816,295	\$4,821,448	\$4,825,876	\$4,829,540	\$4,832,399	\$4,834,409
Revenues:											
Operating Revenue	\$1,489,765	\$1,519,560	\$1,549,951	\$1,580,950	\$1,612,569	\$1,644,821	\$1,677,717	\$1,711,272	\$1,745,497	\$1,780,407	\$1,816,015
Nonoperating Revenue	\$79,673	\$81,266	\$82,892	\$84,549	\$86,240	\$87,965	\$89,725	\$91,519	\$93,349	\$95,216	\$97,121
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,569,438	\$1,600,826	\$1,632,843	\$1,665,500	\$1,698,810	\$1,732,786	\$1,767,442	\$1,802,791	\$1,838,846	\$1,875,623	\$1,913,136
Expenses:											
Operating Expenses	\$1,561,199	\$1,593,137	\$1,625,735	\$1,659,008	\$1,692,969	\$1,727,633	\$1,763,013	\$1,799,127	\$1,835,988	\$1,873,613	\$1,912,017
Operating Transfer Out - GH/WO	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$1,561,199	\$1,593,137	\$1,625,735	\$1,659,008	\$1,692,969	\$1,727,633	\$1,763,013	\$1,799,127	\$1,835,988	\$1,873,613	\$1,912,017
Ending Fund Equity	<u>\$4,789,166</u>	<u>\$4,796,855</u>	<u>\$4,803,963</u>	<u>\$4,810,454</u>	<u>\$4,816,295</u>	<u>\$4,821,448</u>	<u>\$4,825,876</u>	<u>\$4,829,540</u>	<u>\$4,832,399</u>	<u>\$4,834,409</u>	<u>\$4,835,528</u>

Assumes revenue and depreciation expense increase 2% per year, and all other operational expenses increase by 3%.

Equipment Pool



**County of Ottawa
History of Positions By Fund
For the Years 2007 - 2009**

Fund #	Dept #	Sub-Dept #	Department Name	2007 Full-Time Equivalents	2008 Full-Time Equivalents	2009 Full-Time Equivalents	Change in Full-Time Equivalents 2008 to 2009
GENERAL FUND							
1010	1010		Commissioners	11.000	11.000	11.000	
1010	1310		Circuit Court	14.750	14.750	14.750	
1010	1360		District Court	51.275	51.375	54.175	2.800 1
1010	1480		Probate Court	6.000	6.000	6.000	
1010	1490		Family Court - Juvenile Services	6.125	6.000	6.000	
1010	1910		Elections	3.000	3.000	2.000	-1.000 2
1010	2010		Fiscal Services	11.800	14.050	14.300	0.250 2
1010	2100		Corporate Counsel	1.575	1.575	1.575	
1010	2150		County Clerk	21.600	21.600	23.000	1.400 2,3
1010	2230		Administrator	2.840	3.340	3.340	
1010	2250		Equalization	8.900	13.500	13.500	
1010	2260		Human Resources	4.250	4.600	4.600	
1010	2290		Prosecuting Attorney	28.100	27.100	27.100	
1010	2330		Administrative Services	2.290	0.000	0.000	
1010	2360		Register of Deeds	11.000	11.000	11.000	
1010	2430		Property Description & Mapping	5.600	0.000	0.000	
1010	2450		Survey & Remonumentation	0.050	0.050	0.550	0.500 4
1010	2530		County Treasurer	8.950	8.950	9.450	0.500 3
1010	2570		Co-Operative Extension	4.925	4.925	4.325	-0.600 5
1010	2590		Geographic Information System	5.000	5.000	5.000	
1010	2651		Bldg. & Grnds - Hudsonville	0.690	0.676	0.676	
1010	2652		Bldg. & Grnds - Holland Human Serv.	0.999	0.968	0.968	
1010	2653		Bldg. & Grnds - Fulton Street	0.416	0.400	0.400	
1010	2654		Bldg. & Grnds - Grand Haven	6.456	6.686	6.686	
1010	2655		Bldg. & Grnds - Holland Health Facility	1.020	0.988	0.988	
1010	2656		Bldg. & Grnds - Holland District Court	0.397	1.386	1.386	
1010	2657		Bldg. & Grnds - Jail	0.268	0.000	0.000	
1010	2658		Bldg. & Grnds - Grand Haven Health	0.386	0.380	0.380	
1010	2659		Bldg. & Grnds - CMH Facility	1.073	1.044	1.044	
1010	2660		Bldg. & Grnds - Coopersville	0.356	0.352	0.352	
1010	2664		Bldg. & Grnds - 4th & Clinton	0.289	0.286	0.286	
1010	2665		Bldg. & Grnds-Probate/Juvenile Complex	4.964	4.914	4.914	
1010	2667		Bldg. & Grnds-Administrative Annex	6.256	6.206	6.206	
1010	2668		Bldg. & Grnds-FIA	1.590	1.564	1.564	
1010	2750		Drain Commission	7.000	7.000	7.000	
1010	3020		Sheriff	68.950	68.950	71.950	3.000 1
1010	3100		West Michigan Enforcement Team	6.000	6.000	6.000	
1010	3112		COPS - Allendale/Jenison	4.000	0.000	0.000	
1010	3113		COPS - Holland/West Ottawa	1.000	1.000	1.000	
1010	3119		City of Coopersville	5.000	5.000	5.000	
1010	3120		City of Hudsonville	6.000	6.000	6.000	
1010	3130		Zoning Enforcement Commission	2.000	0.000	0.000	
1010	3160		Sheriff Curb Auto Theft (SCAT)	1.000	0.000	0.000	
1010	3170		Blendon/Holland/Robinson/Zeeland	1.000	1.000	1.000	
1010	3310		Marine Safety	0.750	0.750	0.750	
1010	3510		Jail	77.000	77.000	77.000	
1010	4260		Emergency Services	2.100	2.100	2.100	

County of Ottawa History of Positions By Fund For the Years 2007 - 2009

Fund #	Dept #	Sub- Dept #	Department Name	2007	2008	2009	Change in
				Full-Time Equivalents	Full-Time Equivalents	Full-Time Equivalents	Full-Time Equivalents 2008 to 2009
1010	4263		HAZMAT Response Team	0.400	0.400	0.400	
1010	4300		Animal Control	3.000	3.000	3.000	
1010	7211		Planner/Grants	6.950	6.950	6.950	
TOTAL GENERAL FUND				<u>426.340</u>	<u>418.815</u>	<u>425.665</u>	<u>6.850</u>
PARKS & RECREATION							
2081	7510		Parks Department	13.000	13.000	15.000	2.000 1
FRIEND OF THE COURT							
2160	1410		Friend of the Court	34.000	34.125	35.125	1.000 2
2160	1420		FOC Medical Support Enforcement	1.000	1.000	0.000	-1.000 2
2160	1440		FOC Warrant Officer	1.000	1.000	1.000	
TOTAL FRIEND OF THE COURT				<u>36.000</u>	<u>36.125</u>	<u>36.125</u>	
9/30 JUDICIAL GRANTS							
2170	1361		Dist. Ct. SCAO Drug Ct. Grant	1.000	1.000	1.000	
2170	1371		SCAO Adult Drug Court Grant	1.500	1.500	1.000	-0.500 2
2170	1372		Adult Priority Population	0.000	0.000	3.000	3.000 2,5
2170	1491		Byrne Juv. Drug Cr. Grant	1.000	1.000	0.000	-1.000 2
2170	1493		SCAO Juvenile Drug Ct. Grant	0.000	0.000	1.000	1.000 2
				<u>3.500</u>	<u>3.500</u>	<u>6.000</u>	<u>2.500</u>
HEALTH FUND							
2210	6010		Agency Support	6.300	6.300	5.800	-0.500 6
2210	6011		Public Health Preparedness	1.000	1.000	1.666	0.666 2
2210	6012		Accounting/MIS	4.500	4.500	5.000	0.500 6
2210	6015		PHP Risk Communication	1.000	1.000	0.333	-0.667 2
2210	6020		Environmental - Field Services	8.250	8.250	8.050	-0.200 1
2210	6021		Environmental - Food Services	6.830	7.430	6.930	-0.500 1,6
2210	6030		Dental	1.270	1.270	0.620	-0.650 1
2210	6031		Hearing/Vision	3.960	4.010	3.830	-0.180 2
2210	6035		Epidemiology	1.000	1.000	1.000	
2210	6040		Scoliosis	0.465	0.546	0.000	-0.546 2
2210	6041		Clinic Clerical	0.000	0.000	12.900	12.900 1,2,6
2210	6042		Family Planning	11.910	11.810	7.020	-4.790 1,2,6
2210	6044		Immunization Clinic	11.650	11.650	4.750	-6.900 1,2,6
2210	6045		Healthy Children's Contract	2.320	2.320	2.320	
2210	6048		Tobacco Community Awareness	0.500	0.500	0.500	
2210	6049		Substance Abuse Prevention	3.350	3.350	1.750	-1.600 1,6
2210	6050		Children's Special Health Care Services	3.400	3.550	3.600	0.050 2
2210	6052		Early On	1.710	1.460	1.470	0.010 2
2210	6053		Maternal/Infant Support Services	15.385	13.354	10.950	-2.404 1,2,6
2210	6055		AIDS/Sexually Transmitted Diseases (STD)	4.730	4.530	3.630	-0.900 2,6
2210	6058		Prenatal Care - Enrollment & Coordination	0.280	0.280	0.330	0.050 2
2210	6059		Communicable Disease	5.460	5.660	4.200	-1.460 1,2,6
2210	6060		Prenatal Education	0.000	0.000	0.320	0.320 2
2210	6310		Health Education	2.720	2.720	2.520	-0.200 1

**County of Ottawa
History of Positions By Fund
For the Years 2007 - 2009**

Fund #	Dept #	Sub-Dept #	Department Name	2007 Full-Time Equivalents	2008 Full-Time Equivalents	2009 Full-Time Equivalents	Change in Full-Time Equivalents 2008 to 2009
2210	6311		Nutrition/Wellness	2.890	2.890	2.890	
			TOTAL HEALTH FUND	100.880	99.380	92.379	-7.001
MENTAL HEALTH FUND							
2220	6491	1240	D.D. Clinical Support	5.450	7.250	7.250	
2220	6491	1349	D.D. Supported Employment	9.200	8.250	8.250	
2220	6491	1357	D.D. Skill Building	36.200	41.250	41.250	
2220	6491	1443	D.D. Community Living Skills	4.200	0.000	0.000	
2220	6491	5400	D.D. Training	0.510	0.510	0.510	
2220	6491	5401	D.D. Group Home Training	1.510	1.510	1.510	
2220	6491	5510	D.D. Supports Coordination	10.580	13.770	13.770	
2220	6491	5522	D.D. Child Case Management	2.120	3.260	3.260	
2220	6492	5511	Other Pop. HUD Leasing Assistance Grant III	0.087	0.087	0.087	
2220	6492	5540	Other Pop. HUD Leasing Assistance Grant II	0.092	0.092	0.092	
2220	6492	5541	Other Pop. HUD Leasing Assistance Grant	0.092	0.092	0.092	
2220	6493	3240	M.I. Adult Emergency Services	5.750	5.625	5.625	
2220	6493	3241	M.I. Adult Access Center	5.700	5.870	5.870	
2220	6493	3242	M.I. Adult Medication Clinic	6.400	6.510	6.510	
2220	6493	3243	M.I. Other Supported Services	1.000	1.000	1.000	
2220	6493	3245	M.I. Adult Outpatient	13.350	12.935	12.935	
2220	6493	3247	M.I. Vocational Rehabilitation	0.500	0.500	0.500	
2220	6493	3249	M.I. Adult Assertive Community Treatment	9.330	9.330	9.330	
2220	6493	3343	M.I. Adult Grand Haven Clubhouse	2.920	2.920	0.000	-2.920 2
2220	6493	3344	M.I. Adult Lakeshore Clubhouse	2.920	2.920	5.840	2.920 2
2220	6493	3450	M.I. Adult Riverview RTC	8.600	8.570	7.820	-0.750 2
2220	6493	3452	M.I. Adult Robert Brown Center	7.600	7.570	8.320	0.750 2
2220	6493	5515	M.I. Adult Community Support Case Management	10.680	10.640	10.640	
2220	6494	4244	M.I. Child Home Based Services	2.100	2.530	2.530	
2220	6495	5020	Administration - Board	2.370	2.190	2.390	0.200 2
2220	6495	5021	Administration Inmate Services	1.000	0.000	0.000	
2220	6495	5022	Administration Quality Improvement	3.600	3.600	2.180	-1.420 2
2220	6495	5023	Administration Recipient Rights	1.500	1.500	1.500	
2220	6495	5024	Administration Community Relations & Public Education	1.180	1.180	1.180	
2220	6495	5025	Administration Receivables/Billing	5.000	3.000	0.000	-3.000 2
2220	6495	5026	Administration Finance	2.250	4.010	6.760	2.750 2,6
2220	6495	5027	Administration Allocated Costs	1.760	0.000	0.000	
2220	6495	5028	Administration Division Directors	11.950	10.950	10.750	-0.200 2
2220	6495	5029	Administration Managed Care Organization Administration	10.800	11.630	11.380	-0.250 2,6
2220	6495	5030	Administration Medical Records	0.000	0.000	1.420	1.420 2
			TOTAL MENTAL HEALTH	188.300	191.050	190.550	-0.500
LANDFILL TIPPING FEES							
2272	5250		Laidlaw Surcharge	4.720	4.720	4.720	
2272	5251		Waste Management				
				4.720	4.720	4.720	
PROSECUTING ATTORNEY GRANTS							
2601	2320		Crime Victim's Rights	3.000	3.000	3.000	

**County of Ottawa
History of Positions By Fund
For the Years 2007 - 2009**

Fund #	Dept #	Sub-Dept #	Department Name	2007 Full-Time Equivalents	2008 Full-Time Equivalents	2009 Full-Time Equivalents	Change in Full-Time Equivalents 2008 to 2009
SHERIFF 9/30 GRANT PROGRAMS							
2609	3160		Sheriff Curb Auto Theft (SCAT)	0.000	0.750	0.750	
COPS UNIVERSAL							
2610	3114		Community Policing	2.000	3.000	3.000	
2610	3131		Community Policing-Holland Township	1.000	4.000	4.000	
2610	3132		Community Policing-Park Township	1.000	1.000	1.000	
2610	3133		Community Policing- Zeeland/Georgetown Township	1.000	1.000	1.000	
2610	3134		Community Policing- Port Sheldon Twp/West Ottawa	1.000	1.000	1.000	
2610	3135		Community Policing- Allendale Twp/Allendale Schools	1.000	1.000	1.000	
2610	3136		Community Policing- Grand Haven Twp/Grand Haven Sch	1.000	1.000	1.000	
2610	3137		Community Policing- Georgetown Twp/Jenison Schools	1.000	1.000	1.000	
2610	3138		Community Policing- Zeeland Twp/Zeeland Schools	1.000	1.000	1.000	
2610	3139		Community Policing- Park Township/West Ottawa/	1.000	10.000	10.000	
2610	3141		Community Policing- Holland/Park	1.000	1.000	1.000	
2610	3142		Community Policing- Spring Lake Twp/ Schools	1.000	1.000	1.000	
2610	3143		Community Policing- Jamestown Township	1.000	1.000	1.000	
2610	3144		Community Policing- Tallmadge/Chester/Wright/Polkton	1.000	1.000	1.000	
2610	3145		Community Policing- Holland Twp/MI Police Corps	1.000	0.000	0.000	
2610	3146		Community Policing- Georgetown Township	1.000	13.000	13.000	
2610	3147		Community Policing- Allendale Twp/MI Police Corp	1.000	1.000	1.000	
2610	3148		Community Policing- Allendale	1.000	1.000	1.000	
			TOTAL COPS UNIVERSAL	19.000	43.000	43.000	
EMT - HOLLAND PARK							
2640	3150		Traffic & Safety Program	8.000	0.000	0.000	
2640	3151		Traffic & Safety Program	1.000	0.000	0.000	
				9.000	0.000	0.000	
EMT - GEORGETOWN TOWNSHIP							
2650	3150		Traffic & Safety Program	7.000	0.000	0.000	
SHERIFF ROAD PATROL							
2661	3150		Sheriff Road Patrol	3.000	3.000	3.000	
WORKFORCE INVESTMENT ACT FUNDS/MICHIGAN WORKS!/COMMUNITY ACTION AGENCY							
2740 - 2749, 2800, 2870 - 2890				18.700	19.200	19.200	
GRANT PROGRAMS PASS THRU							
2750	3114		Community Policing	1.000	1.000	1.000	
COMMUNITY CORRECTIONS PROGRAM							
2850	1520		Adult Probation	8.125	9.025	9.025	
FAMILY INDEPENDENCE AGENCY							
2900	6730		Parenting Plus	9.750	1.000	0.000	-1.000 1

**County of Ottawa
History of Positions By Fund
For the Years 2007 - 2009**

Fund #	Dept #	Sub-Dept #	Department Name	2007 Full-Time Equivalents	2008 Full-Time Equivalents	2009 Full-Time Equivalents	Change in Full-Time Equivalents 2008 to 2009
CHILD CARE							
2920	6620		Family Court - Detention Services	29.650	29.650	29.650	
2920	6622		Juvenile Intensive Supervision	3.300	3.300	3.300	
2920	6623		Juvenile Treatment/Div Services	13.430	13.430	12.430	-1.000 2
2920	6624		Juvenile In-Home Services	18.445	18.445	19.445	1.000 2
TOTAL CHILD CARE				<u>64.825</u>	<u>64.825</u>	<u>64.825</u>	
MANAGEMENT INFORMATION SERVICES							
6360	2580		Data Processing	19.000	19.000	18.900	-0.100 2
DUPLICATING							
6450	2890		General Services Administration	0.075	0.075	0.075	
TELECOMMUNICATIONS							
6550	2890		Telephones	1.225	1.225	1.375	0.150 2
EQUIPMENT POOL FUND							
6641	9010		Equipment Pool	0.350	0.350	0.350	
PROTECTED SELF-FUNDED PROGRAMS							
6770	8690		P.S.F. Liability Insurance	1.530	1.380	1.130	-0.250 2
6770	8710		P.S.F. Worker's Compensation Insurance	0.500	0.520	0.520	
6771	8520		P.S.F. Health Insurance	1.670	1.690	1.690	
6771	8540		P.S.F. Dental Insurance	0.210	0.240	0.240	
6771	8550		P.S.F. Vision Insurance	0.210	0.240	0.240	
6772	8700		P.S.F. Unemployment Insurance	0.290	0.290	0.290	
6775	8580		P.S.F. Long-Term Disability	0.050	0.100	0.100	
TOTAL PROTECTED SELF-FUNDED PROGRAMS				<u>4.460</u>	<u>4.460</u>	<u>4.210</u>	-0.250
GRAND TOTAL OF ALL FUNDS				<u>941.250</u>	<u>936.500</u>	<u>939.149</u>	2.649

The total change in full time equivalents of 2.649 is comprised of the following:

- 1 New position approved/eliminated with the 2009 budget
- 2 The net change is due to a change in the salary distribution (salary split) and does not reflect a change in staffing levels
- 3 Converted temporary positions to permanent
- 4 Position was contracted in past.
- 5 Position added/eliminated due to grant funding
- 6 Net positions approved/eliminated during 2008

County of Ottawa
2009 Budget
Approved Equipment Requests

Department	2009 Requested # of Items/	Type of Equipment	2009 Approved Purchase Price	\$ Amount Added to Budget
Circuit Court	4	Monitor 21" 1600x1200	\$1,100	\$1,100
Circuit Court	4	PC System Unit-80GB	\$3,400	\$3,400
			<u>\$4,500</u>	<u>\$4,500</u>
District Court	8	21" Monitor	\$2,200	\$2,440
District Court	2	AS/400 Printer AFP	\$3,600	\$3,600
District Court	1	Color Inkjet Printer	\$150	\$150
District Court	2	Compact Photocopiers	\$1,000	\$1,000
District Court	1	Digital Assistant	\$300	\$300
District Court	1	Fax Machine (high volume)	\$800	\$800
District Court	4	Fax Machines @ 400. ea	\$1,600	\$1,600
District Court	1	High Volume Laser Printer	\$800	\$350
District Court	2	Lifeloc PBT's @ 450.	\$950	\$950
District Court	4	Low Volume Fax Machines @ 300. ea	\$1,200	\$1,200
District Court	1	PC Document Scanner	\$100	\$100
District Court	1	PC Inkjet Printer	\$150	\$150
District Court	4	PC Laptop	\$5,400	\$5,400
District Court	3	PC Laser Printer	\$1,050	\$1,050
District Court	1	PC Laser Printer	\$800	\$800
District Court	21	PC Monitor	\$8,525	\$8,525
District Court	42	PC System Unit	\$35,700	\$35,700
District Court	1	Pitney Bowes PM 400 Mailing Station	\$11,640	\$2,328
District Court	2	Scanner DR7580 w/Imprint @ 9,912 ea	\$9,912	\$1,982
District Court	1	Signs	\$460	\$460
District Court	1	Sm Scanner	\$8,500	\$1,700
			<u>\$94,837</u>	<u>\$70,585</u>
Probate Court	2	Sm. PC Printer Laser @ 350. ea	\$700	\$700
Probate Court	6	21" Wide Monitors @ 275. ea	\$1,650	\$1,650
Probate Court	5	PC System 80GB @ 850.	\$4,250	\$4,250
Probate Court	1	Lobby Courtroom Monitor (Quad Screen)	\$3,196	\$3,196
			<u>\$9,796</u>	<u>\$9,796</u>
Juvenile Services	4	19" LCD Monitor	\$944	\$944
Juvenile Services	2	21" Desktop Monitor	\$550	\$550
Juvenile Services	4	80GB Computer System	\$3,400	\$3,400
Juvenile Services	1	Color Inkjet Printer	\$150	\$150
Juvenile Services	1	Defibrillator	\$1,200	\$1,200
Juvenile Services	1	Jury Room Chairs	\$8,713	\$4,500
Juvenile Services	1	LCD Projector	\$800	\$800
Juvenile Services	1	PC System 80GB @ 850. & 17" Monitor @ 210.	\$1,060	\$1,060
Juvenile Services	1	Polycome Speaker for Classroom	\$800	\$800
Juvenile Services	1	Sm. Laser Printer	\$350	\$350
			<u>\$17,967</u>	<u>\$13,754</u>

County of Ottawa
2009 Budget
Approved Equipment Requests

Department	2009 Requested # of Items/	Type of Equipment	2009 Approved Purchase Price	\$ Amount Added to Budget
Adult Probation	2	Palm Pilot & Sync Software @ 300 ea	\$600	\$600
Adult Probation	2	Desktop Scanners @ 100 ea	\$200	\$200
Adult Probation	1	Advance Function Laser Printer	\$1,800	\$1,800
Adult Probation	4	Sm. Laser Printer @ 350 ea	\$1,400	\$1,400
Adult Probation	3	Digital Transcription/Recorders @ 400 ea	\$1,200	\$1,200
			<u>\$5,200</u>	<u>\$5,200</u>
Elections	1	Oki C9300 Printer	\$1,600	\$3,000
Elections	1	Automark	\$12,934	\$12,934
			<u>\$14,534</u>	<u>\$15,934</u>
Fiscal Services	1	Folder/Inserter for Mailings	\$9,500	\$1,900
Fiscal Services	3	80GB Computer System @ 850. ea	\$2,550	\$2,550
Fiscal Services	3	PC Laser Printer @ 350. ea	\$1,050	\$1,050
Fiscal Services	3	17" Monitor @ 210 ea	\$630	\$630
Fiscal Services	1	PC Inkjet Printer #13 @ 150 ea	\$150	\$150
Fiscal Services	1	80GB Laptop	\$1,350	\$1,350
Fiscal Services	1	USP Thumbdrive Portable @ 11. ea	\$11	\$11
Fiscal Services	1	PC Printer Label	\$120	\$120
			<u>\$15,361</u>	<u>\$7,761</u>
Clerk	1	PC Printer Label-Zebra Printer	\$800	\$800
Clerk	4	Sm Laser Printers @ 350 ea	\$1,400	\$1,050
Clerk	3	80GB Computer System upgrades	\$210	\$210
Clerk	16	80GB Computer System	\$13,600	\$13,600
Clerk	5	19" LCD Monitor @ 236 ea	\$1,180	\$1,050
Clerk	1	Canon DR5010C Scanner	\$6,654	\$1,331
Clerk	1	Imprinter	\$1,995	\$1,995
Clerk	1	Canon DR7580	\$9,087	\$1,817
Clerk	1	Imprinter	\$825	\$825
Clerk	5	Cash Register Drawer	\$900	\$900
Clerk	5	Cash Register Printer	\$3,500	\$3,500
Clerk	2	Zebra Barcode Printers @ 800 ea	\$1,600	\$1,600
Clerk	9	Credit Card Reader	\$1,800	\$1,800
Clerk	2	Ave. Volume Fax Machine	\$1,600	\$1,600
Clerk	6	Signature Pads @ 340 ea	\$2,040	\$2,040
Clerk	1	Electric Seal	\$4,500	\$4,500
Clerk	18	19" LCD Monitors @ 236 ea	\$4,248	\$4,248
Clerk	2	Signature Pads @ 340 ea	\$680	\$680
Clerk	4	Desktop Scanners @ 100 ea	\$400	\$1,400
Clerk	4	Sm Laser Printers @ 350 ea	\$1,400	\$7,200
			<u>\$58,419</u>	<u>\$52,146</u>

County of Ottawa
2009 Budget
Approved Equipment Requests

Department	2009 Requested # of Items/	Type of Equipment	2009 Approved Purchase Price	\$ Amount Added to Budget
Equalization	4	Standard Desktop PC @ 900 ea	\$3,600	\$3,400
Equalization	5	Digital Cameras @ 250 ea	\$1,250	\$1,250
Equalization	1	19" LCD Monitor	\$275	\$236
Equalization	1	Dual Monitor Card	\$100	\$100
Equalization	1	80GB Laptop	\$1,500	\$1,350
Equalization	1	17" Monitor	\$200	\$210
Equalization	6	19" LCD Monitor @ 275 ea	\$1,650	\$1,364
Equalization	2	21" Monitor @ 350 ea	\$700	\$700
			<u>\$9,275</u>	<u>\$8,610</u>
Human Resources	1	Digital Assistant	\$300	\$300
Human Resources	3	MS Publisher License	\$297	\$297
Human Resources	1	Laptop /MS Office 2003 Pro/Keyless Remote	\$1,775	\$1,025
Human Resources	2	Sm. Laser Printer	\$700	\$700
Human Resources	2	80GB, 17" Monitor, MS 2003 License @ 250.	\$2,620	\$2,620
Human Resources	1	80GB, 17" Monitor, MS 2003 License, PC Printer Laser	\$1,735	\$1,735
Human Resources	1	Testing Software	\$2,900	\$2,900
Human Resources	1	80GB, 17" Monitor, MS 2003 License, Fargo ID Duplex Card Printer	\$6,700	\$6,700
			<u>\$17,027</u>	<u>\$16,277</u>
Prosecuting Attorney	1	Cannon DR7580 Scanner w/Imprinter	\$9,912	\$1,982
Prosecuting Attorney	4	PC System Unit-80GB @ 850. ea	\$3,400	\$3,400
Prosecuting Attorney	2	Sm Lawer Printer @ 350. ea	\$700	\$700
Prosecuting Attorney	3	Color Inkjet Printer @ 150. ea	\$450	\$450
Prosecuting Attorney	1	Palm Pilot & Sync Software @ 300. ea	\$300	\$300
Prosecuting Attorney	10	HP Laptops @ 1500. ea	\$15,000	\$15,000
Prosecuting Attorney	10	Docking Statopm @ 185.	\$1,850	\$1,850
Prosecuting Attorney	9	Extended Life Batteries @ 130. ea	\$1,170	\$1,170
Prosecuting Attorney	1	Keyboard @ 24.	\$24	\$24
Prosecuting Attorney	10	Laptop Cases	\$500	\$500
			<u>\$33,306</u>	<u>\$25,376</u>
Register of Deeds	1	Time/Date Stamp	\$900	\$900
Register of Deeds	1	Map Cabinet	\$1,500	\$1,500
			<u>\$2,400</u>	<u>\$2,400</u>
County Treasurer	2	IBM PC System	\$1,700	\$1,700
County Treasurer	1	IBM 4322-001	\$4,840	\$4,840
County Treasurer	2	Lexmark PC Printer Laser	\$1,600	\$1,600
County Treasurer	2	MS Office Software @ 250. ea	\$500	\$500
County Treasurer	4	PC Monitor	\$840	\$840

County of Ottawa
2009 Budget
Approved Equipment Requests

Department	2009 Requested # of Items/	Type of Equipment	2009 Approved Purchase Price	\$ Amount Added to Budget
County Treasurer	2	PC System	\$1,200	\$1,200
County Treasurer	2	Victor Calculators @ 253.50 ea.	\$507	\$507
			<u>\$11,187</u>	<u>\$11,187</u>
MSU Extension	1	PC System 80GB @ 850. & 17" Monitor @ 210.	\$1,060	\$1,060
MSU Extension	3	Inkjet Printers @ 150. ea	\$450	\$450
MSU Extension	1	Scanner HP N6010	\$500	\$500
MSU Extension	1	Laptop - Toughbook 30	\$3,159	\$3,159
MSU Extension	1	2003 Office Pro License	\$325	\$325
			<u>\$5,494</u>	<u>\$5,494</u>
Geographic Information Systems	3	Desktop PC w/monitors @ 1800 ea	\$5,400	\$5,400
Geographic Information Systems	2	Desktop PC w/o monitors @ 1600 ea	\$3,200	\$3,200
Geographic Information Systems	5	License MS Office Pro @ 325 ea	\$1,625	\$1,625
Geographic Information Systems	1	Arc Publisher Software (ESRI)	\$2,040	\$2,040
Geographic Information Systems	1	Storage Drives for Storage Area Network	\$4,500	\$4,500
			<u>\$16,765</u>	<u>\$16,765</u>
Bldg. / Grds.-All	1	Saber Grout Scrubber	\$4,200	\$4,200
Bldg. / Grds.-All	1	Steam Cleaner	\$1,000	\$1,000
			<u>\$5,200</u>	<u>\$5,200</u>
Bldg. / Grds.-Hudsonville DHS	1	21" Toro Snow Blower	\$625	\$625
			<u>\$625</u>	<u>\$625</u>
Bldg. / Grds.-G.H. Courthouse	1	Upright Vacuums	\$600	\$600
Bldg. / Grds.-G.H. Courthouse	1	Toro 21" Snow Blower	\$625	\$625
Bldg. / Grds.-G.H. Courthouse	1	Ariens Snow Blower 27"	\$1,200	\$1,200
			<u>\$2,425</u>	<u>\$2,425</u>
Bldg. / Grds. -Fillmore Campus	1	14' Snow Push Box #3654	\$4,650	\$4,650
Bldg. / Grds. -Juvenile Services-Jail	1	17" LCD Monitor	\$210	\$210
Bldg. / Grds. -Juvenile Services-Jail	1	Upright Vacuums	\$600	\$600
Bldg. / Grds. -Juvenile Services-Jail	1	21" Toro Snow Blower	\$625	\$625
			<u>\$1,435</u>	<u>\$1,435</u>
Bldg. / Grds. -Fillmore Admin	1	PC System Unit-80GB	\$850	\$850
Bldg. / Grds. -Fillmore Admin	1	17" Monitor	\$210	\$210
Bldg. / Grds. - Fillmore Admin	1	Lg. Laser Printer	\$800	\$800
Bldg. / Grds. - Fillmore Admin	1	Upright Vacuums	\$600	\$600
Bldg. / Grds. - Fillmore Admin	1	Toro 21" Snow Blower	\$625	\$625
Bldg. / Grds. - Fillmore Admin	1	Simplicity 60" Mower Deck	\$1,850	\$1,850
Bldg. / Grds. - Fillmore Admin	1	Simplicity Triple Bagger w/Turbo	\$1,300	\$1,300

County of Ottawa
2009 Budget
Approved Equipment Requests

Department	2009 Requested # of Items/	Type of Equipment	2009 Approved Purchase Price	\$ Amount Added to Budget
Bldg. / Grds. - Fillmore Admin	1	Ariens Snow Blower 27"	\$1,200	\$1,200
Bldg. / Grds. - Fillmore Admin	1	Toro 21" Snow Blower	\$625	\$625
Bldg. / Grds. - Fillmore Admin	1	12' x 7' Utility Trailer	\$2,500	\$2,500
			<u>\$10,560</u>	<u>\$10,560</u>
Drain Commission	1	PC System Unit, PC Monitor & Laser Printer	\$1,410	\$1,410
Drain Commission	1	PC System Unit, PC Monitor & Laser Printer	\$850	\$850
			<u>\$2,260</u>	<u>\$2,260</u>
Sheriff	8	CVPI Patrol Vehicles Car 23,25,26,42,43,44,51,55	\$176,000	\$58,667
Sheriff	8	Vehicle Equipment & Set-up cost 23,25,26,42,43,44,51,55	\$43,120	\$43,120
Sheriff	1	DB Vehicle - 731	\$23,000	\$7,667
Sheriff	1	Vehicle Equipment & Set-up cost for DB	\$300	\$300
Sheriff	1	Van for Sr. Vol Group	\$21,500	\$7,167
Sheriff	1	Set-up Sr. Vol Van	\$1,000	\$1,000
Sheriff	2	Chevy Police Package Tahoe 712,718	\$56,000	\$18,667
Sheriff	2	Vehicle Setup & Equipment 712,718	\$11,980	\$11,980
Sheriff	4	Cartridges & Misc supplies	\$1,800	\$1,800
Sheriff	37	Colt Patrol Rifles	\$34,410	\$18,600
Sheriff	37	Patrol Rifle car mounts	\$11,100	\$6,000
Sheriff	20	Coggins Test for Mounted Horses	\$770	\$770
Sheriff	1	PC System, Printers, PDA's, Misc.	\$24,920	\$25,820
Sheriff	1	Public Relations - Handout materials	\$1,500	\$1,500
Sheriff	1	Child Identification Kits	\$2,099	\$2,099
Sheriff	1	Range Filters	\$7,000	\$7,000
Sheriff	1	Ammunition for training - Lead Free	\$28,000	\$28,000
Sheriff	1	Ammunition for training	\$7,300	\$7,300
Sheriff	1	Shotgun Ammunition - Frangible	\$1,100	\$1,100
Sheriff	1	Simunition training ammunition - 9mm	\$4,600	\$4,600
Sheriff	10	Simunition training helmets, and protective equipment	\$3,450	\$3,450
Sheriff	6	Glock handguns	\$2,600	\$2,600
Sheriff	1	Misc. range supplies	\$1,600	\$1,600
Sheriff	1	Live Scan TP-3100	\$17,476	\$3,495
Sheriff	1	Laptop with docking station-Lt Hoeksema	\$1,600	\$1,600
Sheriff	1	CS/CN/Smoke Gas - Def-Tec Distraction Devices	\$1,000	\$1,000
Sheriff	10	Mag Pouch	\$275	\$275
Sheriff	1	Gas Launch Gun 37mm	\$550	\$550
Sheriff	15	External Drive 2.0 GB	\$500	\$300
Sheriff	1	Sirchie FX10BC Optical comparator for latent prints	\$6,685	\$1,500
Sheriff	1	Misonix Downflow work station	\$3,625	\$3,625
Sheriff	1	AED replacement pads	\$7,000	\$7,000
Sheriff	1	Drug Test Kits	\$500	\$500
Sheriff	130	Gas Mask Filters	\$7,300	\$7,300
Sheriff	2	CVPI Patrol Vehicles Car TS2, TS3	\$44,000	\$14,667

County of Ottawa
2009 Budget
Approved Equipment Requests

Department	2009 Requested # of Items/	Type of Equipment	2009 Approved Purchase Price	\$ Amount Added to Budget
Sheriff	2	Vehicle Equipment & Set-up cost	\$10,780	\$10,780
Sheriff	1	Fire Investigation software	\$1,200	\$1,200
Sheriff	1	Patrol vehicle for new sergeant	\$22,000	\$7,333
Sheriff	1	set-up for patrol vehicle for new sergeant	\$5,390	\$5,390
Sheriff	1	vehicle for new detective position	\$23,000	\$7,666
Sheriff	1	set-up for vehicle for new detective	\$300	\$300
Sheriff	2	PC System, monitor and small laser	\$2,820	\$2,820
			<u>\$621,150</u>	<u>\$338,108</u>
COPS Holland/West Ottawa	1	Taser with cartridges	\$950	\$950
			<u>\$950</u>	<u>\$950</u>
City of Coopersville	2	Taser with cartridges	\$1,900	\$1,900
			<u>\$1,900</u>	<u>\$1,900</u>
Marine Safety	5	Digital Cameras -Waterproof	\$1,750	\$1,750
Marine Safety	5	Sound Meters	\$7,900	\$3,160
Marine Safety	4	Lightbars - LED	\$7,280	\$6,900
Marine Safety	5	Vessel Re-conditioning	\$15,000	\$15,000
Marine Safety	5	Spotlights - Remote control	\$2,250	\$2,250
Marine Safety	2	Nextel Phones w/6months service	\$740	\$740
Marine Safety	2	Dive Team Tng for 2 new members	\$2,745	\$2,745
Marine Safety	6	Aga Mask repair kits	\$894	\$894
Marine Safety	4	Wrist mount dive computer	\$989	\$989
Marine Safety	2	Aga mask	\$1,040	\$1,040
Marine Safety	13	PFD Inflatable	\$2,958	\$2,958
Marine Safety	6	Aga breathing valves	\$1,554	\$1,554
			<u>\$45,100</u>	<u>\$39,980</u>
Jail	2	Ford Van Unit 851 & 854	\$46,000	\$15,333
Jail	1	Vehicle Equipment & Set-up cost unit 851 & 854	\$7,580	\$7,580
Jail	1	PC Sytems,Printer,PDA, Misc	\$9,840	\$9,840
Jail	1	Live Scan TP-3800	\$41,379	\$8,276
Jail	10	Peerless Oversizer Leg Irons	\$980	\$980
Jail	8	Motorola PR400 portable radios	\$4,800	\$4,800
Jail	3	Motorola PR1500 Jail portable radios	\$3,300	\$3,300
Jail	100	Disposable CPR Shields	\$1,070	\$1,070
Jail	1	Video Upgrade in Region 3 - monitor & duplexer	\$4,700	\$4,700
Jail	1	Cameras & Monitors hallway Region 1 & 4	\$3,000	\$3,000
Jail	1	Upgrade Jail Perimeter Cameras	\$19,300	\$19,300
Jail	1	Software Change, delete disable function	\$1,200	\$1,200
Jail	1	Warning and Visibility lights for Van 871	\$850	\$850
Jail	2	Capture Shields	\$230	\$115
Jail	5	Gas mask and filters	\$850	\$850

County of Ottawa
2009 Budget
Approved Equipment Requests

Department	2009 Requested # of Items/	Type of Equipment	2009 Approved Purchase Price	\$ Amount Added to Budget
Jail	6	MAS Kits for marking vans	\$2,400	\$2,400
Jail	2	Motorola PR400 portable radio banker charger	\$920	\$920
			<u>\$148,399</u>	<u>\$84,514</u>
Emergency Services	1	Component Replacements/WX Monitoring System	\$2,000	\$2,000
Emergency Services	1	Internet Access/Slowcan Radar	\$1,500	\$1,500
Emergency Services	2	PC Inkjet Printer	\$300	\$300
Emergency Services	1	PC Laptop	\$1,350	\$1,350
Emergency Services	1	PC Laser Printer	\$350	\$350
Emergency Services	1	PC Monitor	\$275	\$275
Emergency Services	1	PC System Unit	\$850	\$850
Emergency Services	1	Pocket Point RF Remote	\$100	\$100
Emergency Services	1	Portable USB Thumbdrive	\$11	\$11
			<u>\$6,736</u>	<u>\$6,736</u>
Haz-Mat	1	Hazmat Plug and Patch Kit	\$700	\$700
Haz-Mat	1	Kestral Hand-Held Weather Instrument	\$300	\$300
Haz-Mat	1	Level A Suits	\$1,560	\$1,560
Haz-Mat	1	Nomex Jump Suits	\$2,750	\$2,750
Haz-Mat	1	Carhart Protective Clothing	\$7,800	\$7,800
Haz-Mat	1	External Pipe Leak Control Kits "C-2"	\$337	\$337
Haz-Mat	1	External Pipe Leak Control Kits "C-3"	\$312	\$312
Haz-Mat	1	Offset T Patch Kit "A-1"	\$602	\$602
Haz-Mat	1	Wedges, Putty & Stop-It Kit "WPS"	\$366	\$366
Haz-Mat	1	Series F Rollover Kit	\$495	\$495
Haz-Mat	1	Pipe Plugger Kit "C-1"	\$582	\$582
			<u>\$15,804</u>	<u>\$15,804</u>
Animal Control	1	Animal Control Equipment	\$1,500	\$1,000
			<u>\$1,500</u>	<u>\$1,000</u>
Planning and Grants	1	80GB Computer System w/17" Monitor	\$1,060	\$1,060
Planning and Grants	1	80MG Laptop	\$1,350	\$1,350
			<u>\$2,410</u>	<u>\$2,410</u>
Parks & Recreation	2	17" Monitor	\$420	\$420
Parks & Recreation	1	72" Rotary Mowing Implement	\$1,950	\$1,950
Parks & Recreation	1	80GB Computer System w/17" Monitor	\$2,120	\$2,120
Parks & Recreation	1	Chevy Colorado 2WD Pickup	\$15,000	\$3,000
Parks & Recreation	4	Color Inkjet Printer	\$600	\$600

County of Ottawa
2009 Budget
Approved Equipment Requests

Department	2009 Requested # of Items/	Type of Equipment	2009 Approved Purchase Price	\$ Amount Added to Budget
Parks & Recreation	1	Computers / Nature Ed. Ctr.	\$5,545	\$5,545
Parks & Recreation	1	Epson V200 Scanner	\$120	\$120
Parks & Recreation	1	Equipment Trailer - Two Axle	\$5,500	\$1,100
Parks & Recreation	2	Ford F250 4WD Reg. Cab Pickup	\$54,000	\$10,800
Parks & Recreation	1	Laptop Computer	\$1,350	\$1,350
Parks & Recreation	1	Utility Vehicle (Mule, Gator, etc)	\$7,500	\$1,500
Parks & Recreation	1	Various Equipment/Nature Ed Ctr.	\$19,300	\$19,300
			<u>\$113,405</u>	<u>\$47,805</u>
FOC	1	80 GB Laptop	\$1,350	\$1,350
FOC	1	Color Laser Printer	\$1,600	\$1,600
FOC	4	19" Flat Screen Monitors @ 236 ea	\$944	\$944
FOC	2	DR50 10C Scanners w/imprinters @ 8649. ea	\$17,298	\$3,460
FOC	2	Aeron Chairs Size B @ 600 ea	\$1,200	\$1,200
FOC	1	Additional memory for 30 FOC Computers	\$4,500	\$4,500
			<u>\$26,892</u>	<u>\$13,054</u>
Health	3	17" Monitor	\$630	\$630
Health	1	19" PC Monitor	\$236	\$236
Health	2	21" GIS Editing Monitor	\$550	\$550
Health	10	80 GB Computer System w/17" Monitor	\$10,600	\$10,600
Health	1	80GB Computer System	\$850	\$850
Health	1	80GB Computer System w/ 19" Monitor	\$1,086	\$1,086
Health	3	80GB Computer System w/17" Monitor/MS Office Upg	\$3,830	\$3,830
Health	8	80GB Laptop	\$10,800	\$10,800
Health	1	Color Inkjet Printer (#13)	\$150	\$150
Health	2	Comark Thermocouples w/probes @ 208 ea	\$416	\$416
Health	1	Commercial Grade Freezer/Store Vaccines	\$12,058	\$2,412
Health	2	Economy Air Probes @ 38 ea	\$76	\$76
Health	2	Hypo Needle Tip Probes @ 92. ea	\$184	\$184
Health	4	Insurance Card Scanners	TBD	\$0
Health	3	MS Excel Licenses	\$426	\$426
Health	1	Network Laser Printer (Lexmark T642n)	\$1,000	\$1,000
Health	16	Nortel Digital Phones (3)	\$2,650	\$2,650
Health	1	Scantron Clarity 2801.139 Survey Scanner	\$6,800	\$1,360
Health	8	Sm. Laser Printer	\$2,800	\$2,800
Health	3	Taylor 9848 Thermometers @ 26. ea	\$78	\$78
Health	8	Weber Scientific Refrigerator-Freezer Thermometer	\$272	\$272
			<u>\$55,492</u>	<u>\$40,406</u>
Community Mental Health	10	Laser printers	\$3,500	\$3,500
Community Mental Health	5	PC Printer InkJet	\$625	\$625
Community Mental Health	17	Digital Assistant	\$4,420	\$4,420
Community Mental Health	3	monitor	\$630	\$630
Community Mental Health	43	PC Laptop Computer	\$58,050	\$58,050

County of Ottawa
2009 Budget
Approved Equipment Requests

Department	2009 Requested # of Items/	Type of Equipment	2009 Approved Purchase Price	\$ Amount Added to Budget
Community Mental Health	26	PC Monitor	\$5,460	\$5,460
Community Mental Health	29	PC System Unit	\$24,650	\$24,650
			<u>\$97,335</u>	<u>\$97,335</u>
Landfill Tipping Fees	1	Digital Camera for field work	\$190	\$190
Register of Deeds	1	Lands Records Mgmt. System Software (price estimated)	\$370,000	\$370,000
Register of Deeds	4	Terminals	tbd	\$0
Register of Deeds	2	PC's	\$1,700	\$1,700
Register of Deeds	2	Lg. Monitors	\$472	\$472
Register of Deeds	1	Lg. Printer	\$800	\$800
Register of Deeds	2	Terminals	tbd	\$0
Register of Deeds	16	PC's	\$13,600	\$13,600
Register of Deeds	11	Validation Units	tbd	\$0
Register of Deeds	1	Forms Printer	\$1,800	\$1,800
Register of Deeds	4	Regular Printers - HP Laserjet 4200dtn	\$1,400	\$1,400
Register of Deeds	1	Color Printer	\$150	\$150
Register of Deeds	2	Scanners - Fujitsu fi-5750C	\$200	\$200
			<u>\$390,122</u>	<u>\$390,122</u>
Sheriff Contracts	1	Chevy Tahoe Police Package Car	\$28,000	\$9,333
Sheriff Contracts	2	CVPI Patrol Car	\$44,000	\$14,666
Sheriff Contracts	1	Emergency Lighting "Ghost"	\$2,678	\$2,678
Sheriff Contracts	26	Taser and Cartridges	\$24,700	\$24,700
Sheriff Contracts	2	Vehicle Equipment & Set-up cost	\$10,780	\$10,780
Sheriff Contracts	1	Vehicle Equipment & Set-up cost	\$5,990	\$5,990
			<u>\$116,148</u>	<u>\$68,147</u>
Coopersville Schools Pass Thru Grant	1	Taser with cartridges	\$950	\$950
			<u>\$950</u>	<u>\$950</u>
Community Corrections	9	21" Wide Monitors @ 275. ea	\$2,475	\$2,475
Community Corrections	9	PC System Units @ 850.	\$7,650	\$7,650
Community Corrections	1	Inkjet Printer	\$150	\$150
Community Corrections	1	Laser Printer	\$350	\$350
Community Corrections	1	Dymo Labelwriter	\$120	\$120
			<u>\$10,745</u>	<u>\$10,745</u>
Family Court - Detention	1	Insignia 26" LCD TV w/Cart	\$1,128	\$1,128
Family Court - Detention	1	Dynex 27" Digital TV	\$220	\$220
Family Court - Detention	1	Panasonic Color Camera, Cable, Pwr Supply	\$556	\$556

County of Ottawa
2009 Budget
Approved Equipment Requests

Department	2009 Requested # of Items/	Type of Equipment	2009 Approved Purchase Price	\$ Amount Added to Budget
Family Court - Detention	1	80 GB Computer System w/17" Monitor	\$1,060	\$1,060
			<u>\$2,964</u>	<u>\$2,964</u>
Juvenile ISP	2	80GB Computer Systems w/17" Monitor	\$2,120	\$2,120
			<u>\$2,120</u>	<u>\$2,120</u>
Juvenile - Treatment	1	Rope Course Materials	\$3,295	\$3,295
Juvenile - Treatment	1	Color Inkjet Printer #13	\$150	\$150
Juvenile - Treatment	1	80GB Laptop #6	\$1,350	\$1,350
Juvenile - Treatment	4	80GB Computer System @ 850 ea	\$3,400	\$3,400
Juvenile - Treatment	4	17" LCD Monitor @ 210 ea	\$840	\$840
Juvenile - Treatment	1	2008 Chevy Upland Mini-van	\$21,500	\$4,300
			<u>\$30,535</u>	<u>\$13,335</u>
CommunityInterventions	2	80GB Computer System w/17" Monitor	\$2,120	\$2,120
CommunityInterventions	1	80GB Computer System w/17" Monitor	\$1,086	\$1,086
CommunityInterventions	4	80GB Computer System w/19" Monitor	\$4,344	\$4,344
CommunityInterventions	1	80GB Laptop #6	\$1,350	\$1,350
CommunityInterventions	1	AFP Laser Printer	\$1,800	\$1,800
			<u>\$10,700</u>	<u>\$10,700</u>
IT	7	Wireless Access Points @ 460. ea	\$3,220	\$3,220
IT	2	Firewalls @ 685.	\$1,370	\$1,370
IT	21	Ethernet 10/100 Switches @ 1500 ea	\$21,000	\$21,000
IT	1	Software Utilities	\$600	\$600
IT	1	PC Hardware Support Equipment	\$600	\$600
IT	10	80GB Computer System @ 850 ea	\$8,500	\$8,500
IT	10	17" Monitor @ 210 ea	\$2,100	\$2,100
IT	2	Sm Laser Printer @ 350 ea	\$700	\$700
IT	2	80GB Laptop @ 1350 ea	\$2,700	\$2,700
IT	1	Tablet PC	\$1,350	\$1,350
IT	1	Docking Station	\$220	\$220
IT	1	Color Inkjet Printer	\$150	\$150
IT	10	MS Office 2007 Pro	\$680	\$680
IT	4	22" or 24" Flat Panel Monitors @ 300. ea	\$1,200	\$1,200
IT	1	Networking Equipment-Firewall	\$5,559	\$5,559
IT	1	Dual Monitor Card @ 200 & 22"/24" Flat Panel Monitor	\$600	\$600
IT	2	Laptop 80GB, Carrying Case, Warranty, MS Office	\$2,700	\$2,700
IT	1	Asset Mgr. Software	\$22,900	\$4,580
IT	1	Additional VM Server/Software	\$14,625	\$2,925
IT	1	SAN w/Storage	\$50,000	\$10,000
IT	1	Footprint Licenses	\$4,320	\$4,320

County of Ottawa
2009 Budget
Approved Equipment Requests

Department	2009 Requested # of Items/	Type of Equipment	2009 Approved Purchase Price	\$ Amount Added to Budget
			<u>\$145,094</u>	<u>\$75,074</u>
Duplicating	11	Copiers @ 4,000. ea	\$44,000	\$44,000
Duplicating	5	Copiers @ 4,800. ea	\$24,000	\$24,000
Duplicating	1	Copier	<u>\$13,000</u>	<u>\$13,000</u>
			<u>\$81,000</u>	<u>\$81,000</u>
		Grand Total	<u>\$2,270,864</u>	<u>\$1,638,289</u>

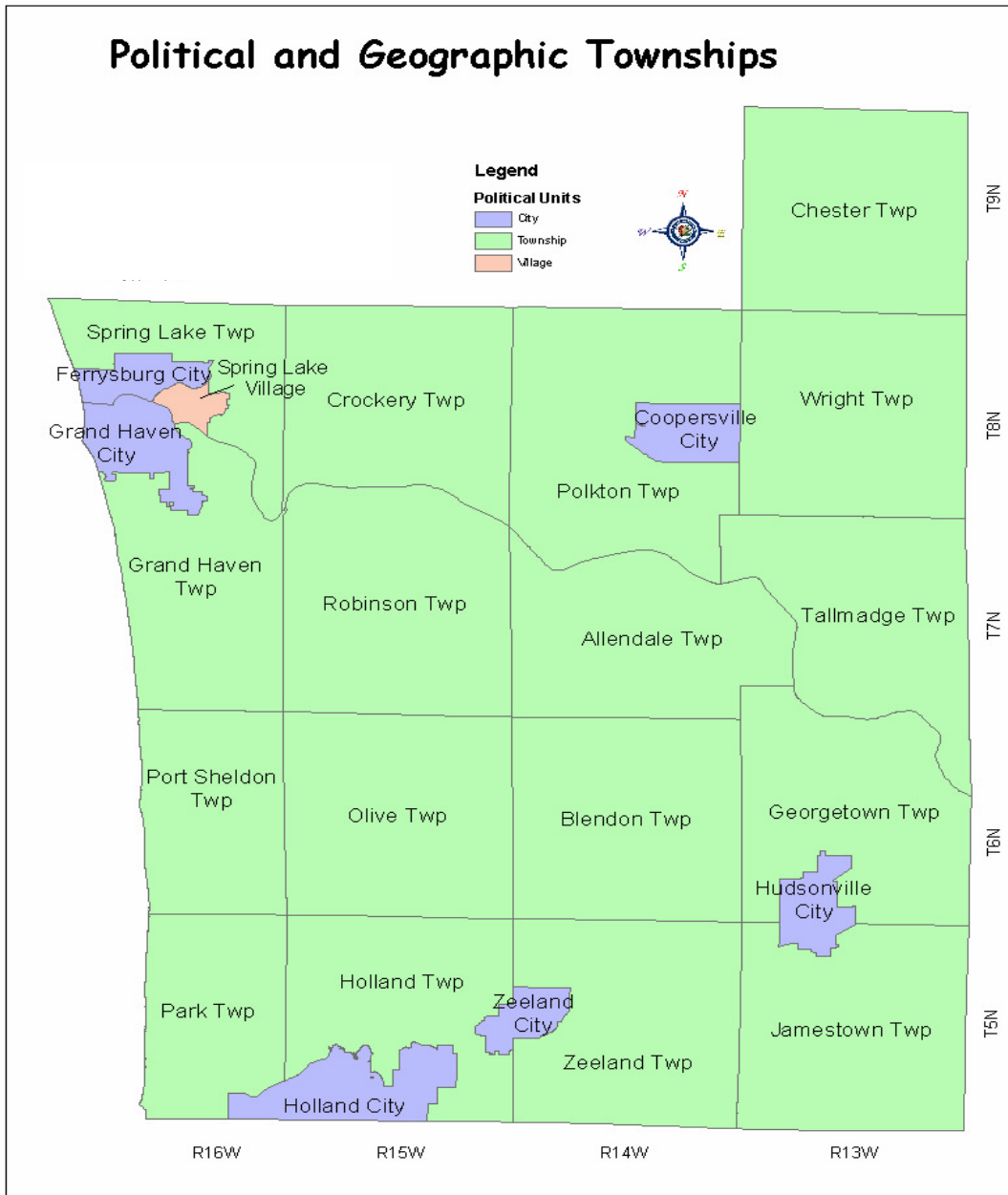


County of Ottawa Community Profile

Ottawa County State Perspective



Political and Geographic Townships

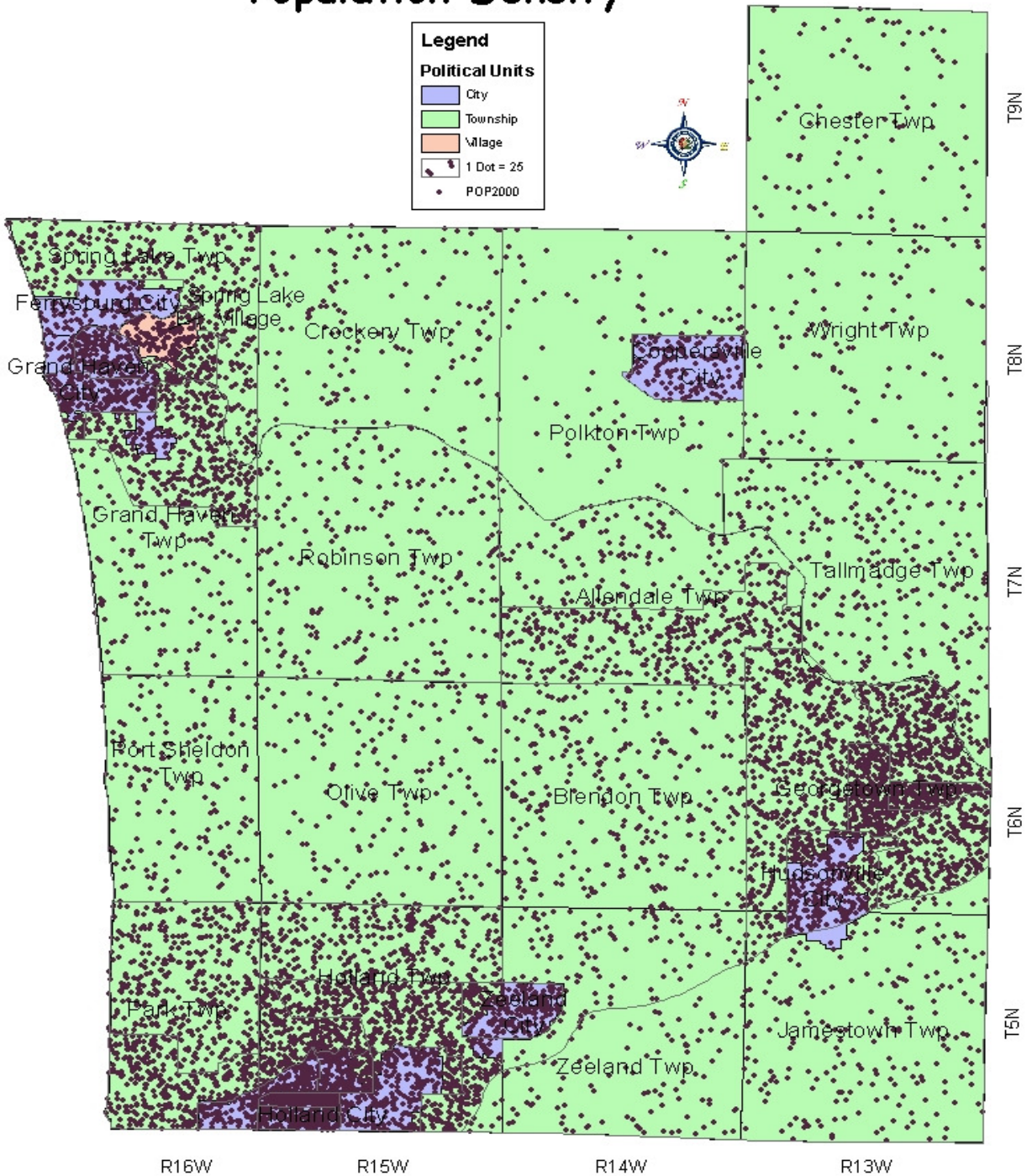


Ottawa County Population Density

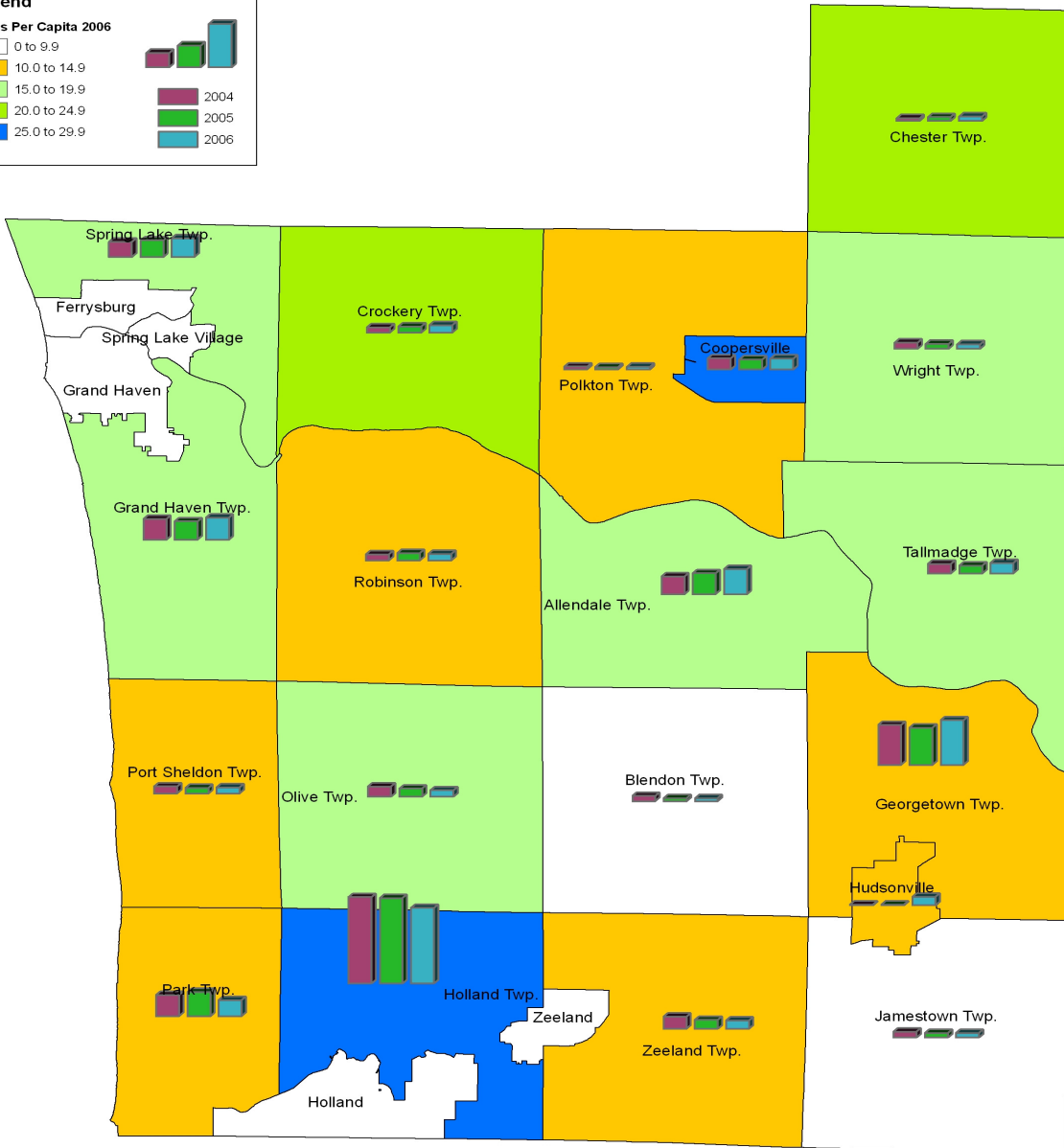
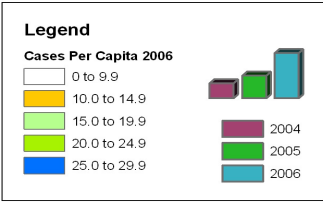
Legend

Political Units

- City
- Township
- Village
- 1 Dot = 25
- POP2000



Ottawa County
 Sheriff's Department
 Cases of Indexed Crimes 2004-2006
 (Excluding Aggravated Assault)*



Ottawa County

Introduction

Named for the Ottawa Indians who hunted the area's forests and fished the waters, Ottawa County was established in 1837. The County began full operations in April of 1838. At that time (according to the Census of 1840), there were only 208 residents within all of Ottawa County. The most recent Census (2000) recorded Ottawa County's total population at 238,314. In the six years since the last Census, the total population has increased by nearly 20,000 persons to 259,206. Significant population growth has occurred over the years and is expected to continue in the years ahead, though at a slower rate. Ottawa County is located in the southwestern portion of Michigan's Lower Peninsula along the Lake Michigan shoreline. The County encompasses a land area of approximately 565 square miles and is comprised of 17 townships, 6 cities and 1 village.

Industrial

Industrial property valuations account for \$1,123,353,451 or 11.3% of the County's 2008 Taxable Value. Ottawa County has a large and diversified industrial base of nearly 800 manufacturing firms. The size of firms range from one & two person shops to nationally known Fortune 500 corporations. The largest concentration of manufacturing firms is found in the southwest portion of the County, although there are over a dozen established industrial parks (many with available sites) located throughout Ottawa County. The major industrial sectors in terms of employment include furniture, fabricated metals, plastics, food products and transportation equipment. As a growth area, Ottawa County experiences a number of significant private and public sector development projects each year. Major automotive suppliers include Johnson Controls, Inc., Magna Donnelly, Gentex, Delphi Automotive and Eagle Ottawa Leather. Major office furniture manufacturers include Herman Miller, Inc., and Haworth. Prominent food processors include Bil-Mar/Sara Lee, Heinz, Request Foods, Boar's Head and Lepirino Foods.

As a growth area, Ottawa County experiences a number of significant private and public sector development projects each year. As has been the case for many years and is anticipated again for this year, Ottawa County is among the top counties in the State for the volume of industrial facilities tax abatements issued in the State of Michigan. This is an indicator of the amount of industrial development activity occurring in Ottawa County. In 2007, there were 61 tax abatements issued for a combined value of \$172 million.

Collectively, all of these expansion projects are expected to create at least 1,109 new jobs over the next two years. Some of the larger industrial expansion projects in terms of investments include the following:

The largest industrial expansion projects in Ottawa County in 2007 included the following:

<u>Manufacturer</u>	<u>Location</u>	<u>New Investment</u>	<u>New Jobs</u>
Haworth	Holland	\$40,000,000	100
GenTex	Zeeland	36,475,000	120
Sara Lee Foods	Olive Twp	10,167,000	25
Royal Technologies (Plastics)	Jamestown Twp	9,954,000	50
Herman Miller	Zeeland	8,508,034	0
Boyne Machine	Georgetown Twp	7,259,414	40
Lamar Construction	Jamestown Twp	5,541,902	49
Manufacturers Supply	Hudsonville	<u>5,451,578</u>	<u>10</u>
		\$123,356,928	394

Likewise, there are a number of major manufacturing expansion projects planned for implementation in 2008/2009 that have been recently announced or are anticipated for announcement in the near future, include the following:

<u>Manufacturer</u>	<u>Location</u>	<u>New Investment</u>	<u>New Jobs</u>
Automotive Supplier*	Coopersville	\$23,800,000	25
Boar's Head Provisions	Holland Twp	20,100,000	110
Automotive Supplier*	Spring Lake Twp	18,600,000	12
Sara Lee Foods	Olive Twp	14,900,000	20
OMT – Veyhl USA	Holland Twp	4,705,444	14
Request Foods	Holland Twp	2,561,735	5
Innotec Lighting and Visor	Zeeland	1,824,744	10
Plastics *	Hudsonville	900,000	10
BICO Michigan	Tallmadge Twp	<u>755,000</u>	<u>3</u>
		\$ 88,146,923	209

* Name not yet ready for release

Commercial

Commercial valuations comprise \$1,412,946,889 or 14.3% of the tax base of the County in 2008. A major new commercial/tourism and recreation development project that has been proposed for construction along U.S. 31 in Port Sheldon Township in Ottawa County is the Great American Sports Complex. When complete, this Complex will be an approximately \$100 million venture. The project is being undertaken by local developers in Holland. The Complex will include a field house, turf fields, basketball and volleyball courts and retailers along the highway frontage. The developers are seeking assistance through the State of Michigan's Brownfield Redevelopment Program. Ottawa County is currently establishing a county-wide Authority which will assist in the implementation of this large commercial development project.

Recreational

In addition to the 30 miles of Lake Michigan shoreline, Ottawa County has 36 miles of inland lake shorelines and 285 miles of tributaries. Ottawa County is a water wonderland offering boating fishing, swimming and just plain relaxation opportunities on its beaches and piers. There are 13 County parks and two State parks located in Ottawa County. Both State parks are located

along the Lake Michigan shoreline and attract more visitors than any other parks in the State's system. Other local attractions include the Grand Haven Musical Fountain, Berlin Raceway in Marne, three fairs (County and two communities), numerous paved bike paths, outstanding golf courses and two nationally known festivals – Tulip Time in Holland and the Coast Guard festival in Grand Haven.

Agriculture

Agriculture is an important sector of Ottawa County's economy. It has a taxable value of \$262,378,907 and amounts to approximately 2.7% of the County's total taxable value in 2008. Notably, Ottawa County ranks first in the State (among 83 counties) in the market value of all agricultural products sold. Leading products include nursery and ornamental shrubs, greenhouse products, poultry and livestock. Crops of importance include blueberries, soybeans, corn, celery, and onions. The County's growing season is 160 days. The average annual precipitation is 31 inches with 75 inches of snowfall.

Residential

Residential valuations comprise \$6,960,011,168 or 70.3% of the 2008 tax base of the County. Housing costs in Ottawa County are comparatively lower than in many other areas of the nation. The southeast (Georgetown Township) and southwest (Holland and Park Townships) portions of the County have experienced the greatest residential growth. Other strong residential growth areas include Allendale Township and Grand Haven Township.

Financial Services

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

Health Care

During 2006, Zeeland Community Hospital opened its new \$36 million facility to replace its aging structure within the City of Zeeland. The new hospital is located on a 40-acre site (part in the City and part in the Township). The new facility allows for the utilization of more advanced technologies including more inpatient and outpatient surgery, emergency services and diagnostics procedures. In addition, during 2008, Holland Hospital spent \$4 million on land purchases for future expansion of their outpatient services.

Education

Ottawa County has 9 public school districts that collectively comprise the Ottawa Area Intermediate School District. In addition there are several non-public schools and charter schools in the County. Most of the non-public schools are Christian schools. Enrollments have steadily increased following the growth in the County's population. Institutions of higher education are also located in Ottawa County. Grand Valley State University (GVSU) has

campuses in Allendale and Holland. Hope College is located in the City of Holland. These two institutions directly provide in excess of 2,500 jobs. GVSU's enrollment is approximately 20,000. Hope College is four-year liberal arts college that has been recognized as one of the nation's best small private colleges. Two Grand Rapids based colleges also have a presence in Ottawa County: Davenport University and Grand Rapids Community College. The Ottawa Area Intermediate School District and Grand Rapids Community College have jointly established (with State financial support) an M-TEC Center along U.S. 31 in Olive Township to assist in the training and retraining of the area's adult workforce. This facility is located next to the Careerline Tech Center which is a vocational education center serving students through the Ottawa Area Intermediate School District.

Transportation

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

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

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

<u>Company</u>	<u>Business</u>	Approximate Number <u>Employees</u>
Herman Miller (1,2)	Office Furniture	4,380
Johnson Controls (2)	Automotive Components	2,774
Gentex Corporation	Automotive Mirrors	2,674
Haworth (1)	Office Furniture	2,349
Grand Valley State University	Higher Education	2,319
Holland Community Hospital	Health Care	1,812
Shape Corporation	Metal Roll Forming	1,388
Magna Donnelly (2)	Automotive Windows & Mirrors	1,326
Meijer, Inc.	Retail Stores	1,280
County of Ottawa	Government	1,192

SOURCE: Ottawa County Economic Development Office, Inc.

(1) Facilities located within Ottawa County and/or the City of Holland portion of Allegan County

(2) Includes all subsidiaries

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

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

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

**Demographic and Economic Statistics
Last Ten Calendar Years**

Fiscal Year	Population (1)	Personal Income (thousands of dollars) (1)	Per Capita Income (1)	Median Age (2)	School Enrollment (3)	Unemployment Rate (4)
1998	229,401	\$6,108,511	\$26,628	n/a	51,823	2.4%
1999	234,916	6,408,233	27,279	n/a	53,213	2.4%
2000	239,467	6,677,656	27,885	32.3	54,068	2.6%
2001	243,491	6,763,271	27,776	32.5	54,620	4.1%
2002	246,379	6,868,133	27,876	32.7	55,293	5.4%
2003	249,319	7,134,942	28,618	32.9	55,060	5.9%
2004	252,494	7,425,237	29,408	33.2	55,696	5.5%
2005	254,551	7,889,807	30,995	33.4	55,575	5.2%
2006	257,172	8,260,913	32,122	33.7	55,412	5.3%
2007	259,206	n/a	n/a	n/a	55,032	5.6%

n/a: Information is unavailable.

Sources:

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

PRINCIPAL TAXPAYERS

<u>Taxpayer</u>	<u>Type of Business</u>	<u>2007</u>		
		<u>Taxable Assessed Valuation (1)</u>	<u>Rank</u>	<u>Percentage of Total County Taxable Assessed Value</u>
Consumers Energy	Utility	\$334,367,823	1	3.49%
Mirant Michigan Investments	Utility	156,341,444	2	1.63%
Gentex Corporation	Automotive Components	85,197,352	3	0.89%
Herman Miller Inc.	Office Furniture	63,372,031	4	0.66%
Mead Johnson and Co.	Food Products	53,808,724	5	0.56%
Shape Corp.	Metal Extrusion	37,105,778	6	0.39%
Leprino Foods Inc.	Cheese Production	32,756,441	7	0.34%
Bil Mar Foods Inc./Sara Lee	Food Products	28,852,456	8	0.30%
Delphi Automotive Systems	Automotive Components	25,163,200	9	0.26%
Parke-Davis Co.	Pharmaceutical	23,617,558	10	0.25%
		<u>840,582,807</u>		<u>8.77%</u>

(1) Ottawa County Equalization Department. The 2007 Taxable Value was \$9,585,665,481.

County of Ottawa Financial Policies

Revenue and Expenditure	461
Financial Goals	464
General Fund Budget Surplus	465
Operating Budget	467
Grants and Third Party Contract Revenue	472
Accounting, Auditing, and Financial Reporting	473
Capital Asset	475
Purchasing	478
Accounts Payable Audit	495
Automatic Clearing House (ACH) and Electronic Transactions of Public Funds	497
Use of Credit Cards to Pay Bill and Purchase Goods and Services for Ottawa County and the Ottawa County Courts	498
Investment Policy	500
Reimbursement for Livestock Losses Due to Stray Dogs	509
Payment of Accounts Payable Prior to Board Authorization	510
Administrative Policy – Travel Regulations	512
Participating in Conference and Conventions	520
Per Diem and Mileage	521
Risk Management	523
County Equipment – Personal Use	524
Debt Management	525
Infrastructure Program	527
Millage Requests	530
Performance Measurement	532

County of Ottawa Financial Policies

REVENUE AND EXPENDITURE POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURE

Revenues:

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

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

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

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

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

County of Ottawa Financial Policies

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

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

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

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

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

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

Expenditures:

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

2. Indirect Cost:

County of Ottawa Financial Policies

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

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

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

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

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

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

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

County of Ottawa Financial Policies

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

REVIEW PERIOD

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

FINANCIAL GOALS POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURE

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

County of Ottawa Financial Policies

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

REVIEW PERIOD

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

GENERAL FUND BUDGET SURPLUS POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURE

1. Board will use surplus funds left over at the close of the fiscal year in the following order of priority:
 - a. Such funds may be added to the Designated Fund Balance of the General Fund for a specified purpose;

County of Ottawa Financial Policies

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

REVIEW PERIOD

County of Ottawa Financial Policies

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

OPERATING BUDGET POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURE

1. County Budget Philosophy

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

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

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

c. Balancing the Budget: In accordance with Public Act 621, no fund will be budgeted with a deficit (expenditures exceeding revenues and fund balance). Prudence requires that the ongoing operating budget be matched with ongoing, stable

County of Ottawa Financial Policies

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

2. Budget Formulation

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

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

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

County of Ottawa Budget Calendar

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

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

April 1 Performance Measures sent to department heads for updating.

April 30 Performance Measures returned to Fiscal Services Department.

First Tuesday in May

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

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

Third Monday in May

Budget packets distributed to departments.

County of Ottawa Financial Policies

Third Tuesday in May

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

Fourth Tuesday in May

Board holds a public hearing and approves the millage rates.

Third Monday in May-

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

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

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

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

First Tuesday in September

Finance Committee presented with preliminary review of the General Fund budget

Third Tuesday in September

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

Fourth Tuesday in September

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

Six Days Prior to Public Hearing

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

County of Ottawa Financial Policies

Second Tuesday in October

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

Third Tuesday in October

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

Fourth Tuesday in October

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

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

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

3. Amendments to the Budget

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

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

4. Long-term Financial Planning

County of Ottawa Financial Policies

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

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

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

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

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

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

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

County of Ottawa Financial Policies

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

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

6450 Duplicating Fund

6550 Telecommunications Fund

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

REVIEW PERIOD

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

GRANTS AND THIRD-PARTY CONTRACT REVENUE POLICY

I. POLICY

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

II. STATUTORY REFERENCE

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

PROCEDURE

County of Ottawa Financial Policies

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

REVIEW PERIOD

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

ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICY

I. POLICY

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

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

II. STATUTORY REFERENCES

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

PROCEDURE

County of Ottawa Financial Policies

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

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

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

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

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

- A system of internal accounting controls will be maintained to adequately safeguard assets and provide reasonable assurances of proper recording of the County's financial transactions.

County of Ottawa Financial Policies

- The internal control practices of individual departments will be reviewed annually in connection with the annual audit.
- Monthly financial reports including a budget to actual comparison, transaction listing and budget exception report will be provided to departments or departments will have access to such information.
- Fiscal Services Department will provide the Finance and Administration Committee of the Board with budget to actual comparisons for the General Fund, Mental Health Fund and Health Fund on a quarterly basis or as requested.

REVIEW PERIOD

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

CAPITAL ASSET POLICY

I. POLICY

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

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

II. STATUTORY REFERENCES: None

PROCEDURE

1. Capital Assets Defined:

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

a. Capital Outlays:

County of Ottawa Financial Policies

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

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

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

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

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

b. Capital Projects:

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

1. Develop and maintain a capital improvement plan
2. Identify estimated costs and potential funding sources for all capital improvement projects
3. Identify additional operational costs (including debt service) that will

County of Ottawa Financial Policies

- result from the project
4. Ensure that all County projects will be constructed and expenditures incurred for the purpose approved by the Board of Commissioners

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

2. Financial Planning and Budgeting for Capital Assets:

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

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

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

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

REVIEW PERIOD

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

County of Ottawa Financial Policies

PURCHASING POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

1. PROCEDURE

Operational Guidelines

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

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

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

The issuance of an Ottawa County Purchase Order or a Michigan Sales Tax Exemption Certificate does not, by itself, mandate the seller to exempt the sale.

County of Ottawa Financial Policies

Therefore, all departments, divisions, and Elected Officials shall utilize Ottawa County's Purchase Order and accounts payable system to the fullest extent possible when purchasing and paying for tangible personal property while still adhering to the other provisions within this Purchasing Policy.

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

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

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

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

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

2. STANDARDS FOR PROCUREMENT

2.1 Procurement Procedures:

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

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

County of Ottawa Financial Policies

1. Purchases in this dollar amount are made by the department head and do not have to be by competition. Vendor selection and pricing should be reviewed annually for adequate and reasonable competition. A purchase order is not required.
- b. Purchases from \$1,000.00 to \$19,999.99
1. Purchases in this dollar amount shall be by competition. A minimum of three (3) quotes are required to process a purchase requisition. The quotes should be obtained in writing, and must be typed on the purchase requisition form. Award shall be made to the qualified vendor offering the best value in the opinion of the Fiscal Services Director.
 2. If a department wishes to use specific vendors without obtaining quotes, departments must provide justification for the single vendor (i.e. vendor already has plates for printing; vendor is familiar with equipment, etc.) by completion of a sole source form.
- c. Purchases for \$20,000.00 and up:

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

2.2. Competitive Sealed Bidding

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

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

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

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

County of Ottawa Financial Policies

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

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

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

2.3 Request for Proposal (RFP)

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

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

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

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

County of Ottawa Financial Policies

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

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

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

PURCHASING SUMMARY

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

County of Ottawa Financial Policies

2.4 Request for Qualifications (RFQ)

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

2.5 Sole Source Procurement

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

2.6 Emergency Procurements

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

2.7 Cancellation of Bids or Requests for Proposals

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

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

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

County of Ottawa Financial Policies

2.9 Bid, Payment, and Performance Bonds on Contracts

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

2.10 Types of Contracts

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

(2) Multi-Term Contracts:

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

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

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

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

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

2.11 Contract Clauses and Their Administration

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

County of Ottawa Financial Policies

- (a) the unilateral right of the County to order, in writing, changes in the work within the scope of the contract;
- (b) the unilateral right of the County to order, in writing, the temporary stoppage of the work or delaying performance that does not alter the scope of the contract;
- (c) variations occurring between estimated quantities of work in the contract and actual quantities;
- (d) defective pricing;
- (e) liquidated damages;
- (f) specified excuses for delay or nonperformance;
- (g) termination of the contract for default;
- (h) termination of the contract in whole or in part for the convenience of the County;
- (i) suspension of work on a project;
- (j) site conditions differing from those indicated in the contract, or ordinarily encountered, except that differing site conditions need not be included in a contract:
 - (i) when the contract is negotiated;
 - (ii) when the contractor provides the site or design; or
 - (iii) when the parties have otherwise agreed with respect to the risk of differing site conditions.
- (k) warranty clauses, including warranty of fitness for a particular purpose;
- (l) failure to meet contracted-for performance objectives.

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

- (a) by agreement on a fixed price adjustment before commencement of the pertinent performance or as soon thereafter as practicable;
- (b) by unit prices specified in the contract or subsequently agreed upon;
- (c) by the cost attributable to the events or situations under such clauses with adjustment of profit or fee, all as specified in the contract or subsequently agreed upon;
- (d) in such other manner as the contracting parties may mutually agree; or

County of Ottawa Financial Policies

(e) in the absence of agreement by the parties, by a unilateral determination by the County of the costs attributable to the events or situations under such clauses with adjustment of profit or fee as computed by the County, as accounted for in accordance with generally accepted accounting principles and subject to the provisions of Article VI (Appeals and Remedies).

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

2.12 Contract Administration

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

2.13. Right to Inspect Place of Business, etc.

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

2.14 Right to Audit Records

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

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

2.15 Reporting of Anti-competitive Practices

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

County of Ottawa Financial Policies

2.16 County Procurement Records

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

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

3. SPECIFICATIONS

3.1 Maximum Practicable Competition

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

3.2 "Brand Name or Equal" Specification

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

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

3.3 Nondiscrimination

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

4. PROCUREMENT OF CONSTRUCTION SERVICES

4.1 Responsibility for Selection of Methods of Construction Contracting Management

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

County of Ottawa Financial Policies

4.2 Bid Security

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

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

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

(4) Withdrawal of Bids. If the bidder is permitted to withdraw the bid before award as provided in Section 2.2(6) (Competitive Sealed Bidding; Correction or Withdrawal of Bids, Cancellation of Awards), no action shall be taken against the bidder or the bid security.

4.3 Contract Performance and Payment Bonds.

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

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

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

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

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

County of Ottawa Financial Policies

4.4 Fiscal Responsibility

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

5. SUSPENSIONS

5.1 Authority to Suspend

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

- (1) conviction of a person for commission of a criminal offense as an incident to obtaining or attempting to obtain a public or private contract or subcontract, or in the performance of such contract or subcontract, or pending, unresolved charges thereof;
- (2) conviction of a person under state or federal statutes of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or any other offense indicating a lack of business integrity or business honesty which seriously and directly affects responsibility as a County contractor, or pending, unresolved charges thereof;
- (3) conviction of a person under state or federal statutes arising out of the submission of bids or proposals, or pending, unresolved charges thereof;
- (4) violation of contract provisions, as set forth below, of a character which is regarded by the Fiscal Services Director to be so serious as to justify suspension:
 - (a) deliberate failure without good cause to perform in accordance with the specification or within the time limit provided in the contract; or
 - (b) a record of failure to perform or of unsatisfactory performance in accordance with the terms of one or more contracts.
- (5) any other cause the Fiscal Services Director determines to be so serious and compelling as to affect responsibility as a County contractor, including suspension or termination by another governmental entity for any cause substantially similar to those listed in this Section; and
- (6) violation of the standards set forth in Article VII (Ethics in Public Purchasing/Contracting).

County of Ottawa Financial Policies

5.2 Notice to Suspend

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

5.3 Finality of Decision

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

6. APPEALS AND REMEDIES

6.1 Bid Protests

Any actual or prospective bidder, offeror, or contractor who is aggrieved in connection with the solicitation or award of a contract may protest to the County Administrator. Aggrieved persons are urged to seek resolution of their complaints initially with the appropriate Department Head and/or the Fiscal Services Director. A protest with respect to an invitation for bids or request for proposals shall be submitted in writing within seven (7) calendar days of the date the contract is awarded. The County Administrator and the Chairperson of the Board shall make a determination on the merits of the protest, and, if appropriate, determine a remedy, and that determination shall be final and conclusive.

6.2 Contract Claims

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

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

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

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

County of Ottawa Financial Policies

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

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

6.4 Remedies for Solicitations or Awards in Violation of Law

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

(2) Prior to Award. If, after bid opening or the closing date for receipt of proposals, the Fiscal Services Director, after consultation with the Office of Corporation Counsel, determines that an invitation to bid or RFP, or a proposed award of a contract is in violation of applicable law, then the invitation to bid, RFP, or proposed award shall be canceled.

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

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

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

7. ETHICS IN PUBLIC PURCHASING/CONTRACTING

7.1 Criminal Penalties

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

7.2 Employee's Duty to Abide by County Policies

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

County of Ottawa Financial Policies

8. EQUIPMENT DISPOSITION/DISPOSAL

8.1 Equipment Disposition

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

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

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

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

(i) Item Description

(ii) Tag number

(iii) Original Cost and Date of Purchase if available

(iv) Date of Transfer or Sale

(v) Dollar Amount Received at Sale

(vi) Method of Transfer - Auction, Sealed Bid, Public Offering, Other.

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

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

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

9. DEFINITIONS

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

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

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

County of Ottawa Financial Policies

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

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

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

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

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

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

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

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

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

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

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

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

County of Ottawa Financial Policies

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

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

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

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

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

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

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

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

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

REVIEW PERIOD

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

County of Ottawa Financial Policies

ACCOUNTS PAYABLE AUDIT POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURE

1. Prior to a meeting of the Board of Commissioners, the Administrator, County Treasurer, and Fiscal Services Director, or their designees, will review the Accounts Payable Paid Invoices Report and any supporting invoices.
2. The Administrator and the County Treasurer, or in their absence, their designees, will prepare a certification in the form attached, with a copy to be attached to the archived copy of the Accounts Payable Paid Invoices Report, attesting to their review of the Accounts Payable listing and to the appropriateness of the accounts submitted for payment. The Report will indicate any invoices paid prior to Board approval. The certification will identify any accounts which, in the opinion of the Administrator or the Treasurer, merit detailed inquiry and review by the Board.
3. The Board, at all times, retains the right to review the Accounts Payable printout and supporting invoices in complete detail, and to question and investigate the merits of any claim submitted for payment.

County of Ottawa Financial Policies

CERTIFICATION OF ACCOUNTS PAYABLE

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

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

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____

Respectfully submitted,

Bradley Slagh
Ottawa County Treasurer

Alan G. Vanderberg
Ottawa County Administrator

County of Ottawa Financial Policies

REVIEW PERIOD

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

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

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURE

- 1. Authority to Enter Into ACH Agreements and Electronic Transfer of Public Funds:** The County Treasurer may enter into ACH agreements and engage in the electronic transfer of public funds as provided for by Act 738. All ACH Agreements entered into by the County Treasurer shall be reviewed and approved according to the standard Ottawa County policies and procedures for the approval of contracts.
- 2. Responsibility for ACH Agreements:** The County Fiscal Services Director shall be responsible for all ACH agreements, including payment approval, reporting, and general oversight of compliance with this Policy. For all ACH transactions, the Fiscal Services Director shall submit to the Ottawa County Board of Commissioners documentation detailing the good or services purchased, the cost of goods or services, the date of the payment, and the department levels serviced by payment. This report may be contained in the electronic general ledger software system or in a separate report to the Ottawa County Board of Commissioners.
- 3. Internal Accounting Controls to Monitor Use of ACH Transactions:**
 - a. The County Treasurer, County Administrator, or his/her designee and the Fiscal Services Director shall jointly determine those invoices to be paid by ACH or electronic transfers.

County of Ottawa Financial Policies

b. Upon receipt of an invoice of payment for accounts payable by ACH or electronic transfer, the Fiscal Services Director or his/her designee shall approve payment and notify the County Treasurer of the date of debit to Ottawa County's bank accounts. Invoices paid by this method may include utility and recurring lease payments. These payments shall be included on the report of payments to the Ottawa County Board of Commissioners. All invoices approved by the Fiscal Services Director or his/her designee and payable by ACH or electronic transfer may be paid in that manner through the County Treasurer's Office if approved by the County Administrator and deemed in the best interest of the County.

c. For payment of State and Federal payroll taxes, the County Treasurer shall initiate payment to the proper authority upon receipt of the information from the Accounting Director or his/her designee using the established EFTPS and state program.

d. For deposits, including deposits from state, county, and/or federal authorities, and from third-party payment processors, (e.g., banks, vendors), the County Treasurer shall obtain the amount of the deposit and send an advice to the Fiscal Services Director or his/her designee, as may be necessary.

e. All invoices shall be held by the Fiscal Services Director or is/her designee along with copies of payment advices, according the standard Ottawa County policies therefore. Internal controls are subject to ongoing review for appropriateness and compliance and during the annual audit process.

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

REVIEW PERIOD

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

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

I. POLICY

For the convenience of the public, the use of nationally recognized credit cards (Mastercard, Visa, Discover, American Express) shall be permitted to pay bills with Ottawa County and the Ottawa County Courts and to purchase goods and services from Ottawa County and the Ottawa County Courts, in instances where a sufficient number of transactions are likely to occur to justify the administrative, equipment, and software costs of providing for credit card usage

County of Ottawa Financial Policies

and/or where the cost of providing for the use of credit cards by the public can be recovered by the County. Adoption of this Policy is authorized by Act 280 of the Public Acts of 1995, MCLA 129.221 et seq.

II. STATUTORY REFERENCES

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

PROCEDURE

1. A proposal to authorize the use of credit cards may be initiated by a department head, a court administrator, or by the County Administrator. All proposals shall be presented to the County Administrator or his/her designee, and to the County Treasurer, in writing.
2. The use of credit cards by the public to pay bills with the County and the Ottawa County Courts and to purchase goods and services from the County and the Ottawa County Courts shall be approved in instances where it is determined that a sufficient number of transactions will occur to cover the contract, administrative, equipment and/or software costs of accepting payment by credit cards for those transaction, or where an alternative method of recovering the cost of providing this service is established by the County. The approval shall be in writing, and shall specify the bills, goods, or services for which payment by credit cards is permitted.
3. The County may contract with third-party service providers to provide the public with goods and services from Ottawa County and the Ottawa County Courts utilizing nationally recognized credit cards. In appropriate instances, credit card transactions may be handled by the service provider, not by Ottawa County.
4. All contracts with credit card companies and other service providers under this Policy shall be reviewed and approved according to the standard Ottawa County policies and procedures for the approval of contracts.
5. The County will be responsible for the security of credit card information provided.
6. The County Treasurer, will develop forms, procedures, and protocols necessary to implement this Policy.

County of Ottawa Financial Policies

REVIEW PERIOD

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

INVESTMENT POLICY

I. POLICY

It is the policy of the County of Ottawa to manage public funds in a manner which will provide the highest investment return with maximum security, while meeting the daily cash flow demands of the County and conforming to all State statutes and local resolutions governing the investment of public funds.

The intent of the Investment Policy of the County of Ottawa is to define the parameters within which the County's funds are to be managed. The County recognizes its responsibilities with respect to the use and custody of public funds.

As a result of changes in the market or State statute, current holdings could exceed the guidelines of this policy. Whenever that occurs, notice will immediately be provided by the Ottawa County Treasurer to the Administration and Finance Committee and appropriate action taken.

The comprehensive policy will define the following:

- Scope of policy
- Investment objectives
- Prudence
- Authority
- Ethics and conflicts of interest
- Authorized financial dealers and institutions
- Authorized and suitable investments
- Maturities and diversification
- Safekeeping of investments
- Cash management
- Accounting
- Internal controls
- Investment performance and reporting
- Investment Policy adoption

Questions regarding this policy should be directed to

County of Ottawa
Office of the County Treasurer
(616) 846-8230

County of Ottawa Financial Policies

II. STATUTORY REFERENCES

Act 20 of the Public Acts of 1943, as amended, MCL 129.91 et seq.

RESOLUTIONS ON FILE

Resolution to Authorize Investment of County Funds

Resolution to Authorize the Deposit and Investment of County Road Commission Funds

Resolution to Authorize the Deposit and Investment of County Drain Commission Funds

SECTION I. SCOPE

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

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

SECTION II. INVESTMENT OBJECTIVES

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

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

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

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

Return on Investment. It is the intent of the County to maximize its return on surplus funds by actively investing all available and prudent balances within the guidelines established

County of Ottawa Financial Policies

by State statutes and this Policy. The County recognizes that interest earnings are an important revenue source; however, the priority is safety, liquidity to meet County obligations and then interest earnings.

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

SECTION III. PRUDENCE

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

SECTION IV. AUTHORITY

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

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

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

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

SECTION V. ETHICS AND CONFLICTS OF INTEREST

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

County of Ottawa Financial Policies

SECTION VI. AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS

Depositories. Deposits made by the County with financial institutions consist of checking accounts, savings accounts, and certificates of deposit. It is understood by the County that for FDIC deposit insurance purposes, all funds in deposit form with one financial institution are added together and insured up to a maximum of \$100,000 in demand deposits and \$100,000 in time deposits regardless of the number of accounts involved. It is the policy of the County to manage the risk by establishing procedures to evaluate the creditworthiness of the financial institutions and to diversify by setting concentration limits for each financial institution where funds are placed in deposit form. The County does not expect to manage this risk by limiting deposits with each financial institution to \$100,000.

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

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

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

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

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

All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the County Treasurer with the following: audited financial

County of Ottawa Financial Policies

statements for the most recent fiscal year and then annually, within 6 months of the year end; certification of having read the County's Investment Policy and the pertinent State statutes; proof of National Association of Security Dealers certification; and proof of State registration, where applicable.

SECTION VII. AUTHORIZED AND SUITABLE INVESTMENTS

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

1. Bonds, securities or other obligations of the United States or an agency or instrumentality of the United States.
2. Certificates of deposit, savings accounts, deposit accounts or depository receipts of a financial institution. The financial institution must be:
 - a. a state or nationally chartered bank or a state or federally chartered savings and loan association, savings bank or credit union
 - b. whose deposits are insured by an agency of the United States government, and
 - c. that maintains a principal office located in the State of Michigan under the laws of this State or the United States
3. Commercial paper rated at the time of purchase within the two highest classifications by at least two rating services and that mature not more than 270 days after the date of purchase. Not more than 50% of any fund may be invested in commercial paper at any time.
4. Repurchase agreements consisting of bonds, securities, and other obligations of the United States or an agency or instrumentality of the United States.
5. Banker's acceptances of United States banks.
6. Mutual funds registered under the Federal Investment Company Act of 1940, composed of the investment vehicles described above. The policy includes securities whose net asset value per share may fluctuate on a periodic basis.
7. Obligations described above if purchased through an inter-local agreement under the Urban Cooperation Act of 1967 (for example, the MBIA program).
8. Investment pools organized under the Surplus Funds Investment Pool Act (Public Act 367 of 1982), e.g. bank pools.

SECTION VIII. MATURITIES AND DIVERSIFICATION

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

It is the policy of the County to diversify its investment portfolio. Assets held in the pooled funds and other investment funds shall be diversified to eliminate the risk of loss resulting from the over concentration of assets in a specific maturity, a specific issuer, or a

County of Ottawa Financial Policies

specific class of securities. In establishing diversification strategies, and within the statutory restrictions, the following guidelines and constraints shall apply:

<u>INSTRUMENT</u>	<u>PORTFOLIO MIN/MAX</u>	<u>PERCENT OF PORTFOLIO</u>	
		<u>ISSUER MAXIMUM</u>	<u>MATURITY/DURATION MAXIMUM</u>
US Treasuries	15% min	N/A	10 years
US Agencies	50% max.	20%	7 years
Certificates of Deposit	50% max.	5% net worth \$10 million	1 year 10% to 2 years
Commercial Paper	50% max.	5% net worth	A-1 90 days A-2 60 days
Repurchase Agreements	50% max.	10%	60 days
Bankers Acceptances	50% max.	10%	184 days
Mutual Funds	25% max.	10%	N/A
Money Market Mutual Funds	50% max.	N/A	N/A

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

Government Securities (Treasuries). The County Treasurer may invest in negotiable direct obligations of the US Government. Such securities will include, but not limited to the following: Treasury cash management bills, notes, bonds, and zero strips. At least 15% of the portfolio must be in direct government securities or repurchase agreements. The maximum length to maturity of any direct investment in government obligations is ten years, except for the underlying securities of the repurchase agreements (see Repurchase Agreements).

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

County of Ottawa Financial Policies

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

Commercial Paper. Investments in commercial paper are restricted to those which have, at the time of purchase, the top two investment ratings (A-1/P-1 or A-2/P-2) by either Standard and Poor's and/or Moody's or like ratings established by not less than two standard rating services. Commercial paper held in the portfolio which subsequently receives a reduced rating shall be closely monitored and sold immediately if the principal invested may otherwise be jeopardized. No more than 50% of the portfolio or 50% of any one fund may be in commercial paper. The maximum per issuer is 5% of the net worth of the issuer. The maximum maturity for A-1/P-1 paper is 90 days and 60 days for A-2/P-2 paper or subject to evaluation by the County Treasurer for a longer period of time.

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

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

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

Money Market Mutual Funds. Permitted investments include money market mutual funds or pooled funds organized under State statute such as the Surplus Funds Investment Pool

County of Ottawa Financial Policies

Act and the Intergovernmental Corporation Act which are composed of investment vehicles which are legal for direct investment by local governments in Michigan. A maximum of 50% of the portfolio may be invested in money market mutual funds.

SECTION IX. SAFEKEEPING OF INVESTMENTS

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

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

SECTION X. CASH MANAGEMENT

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

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

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

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

County of Ottawa Financial Policies

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

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

SECTION XI. ACCOUNTING

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

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

SECTION XII. INTERNAL CONTROLS

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

SECTION XIII. INVESTMENT PERFORMANCE AND REPORTING

The County Treasurer shall submit to the Board of Commissioners through the Finance Committee of the Board by January 31 of each year, an annual report which summarizes the County's investment of surplus funds for the preceding year, describes the County's existing investment holdings, examines the County's future fiscal needs, and proposes investment strategy

County of Ottawa Financial Policies

for the coming year. The annual report should also examine the performance of the portfolio for the previous year. Also, a performance report will be given to the Finance Committee quarterly, showing the current status of the County's holdings and an evaluation of the activities during the quarter.

SECTION XIV. INVESTMENT POLICY ADOPTION

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

REVIEW PERIOD

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

REIMBURSEMENT FOR LIVESTOCK LOSSES DUE TO STRAY DOGS POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURE

1. After such claims are submitted to the county by the township supervisor or the appointed trustee, it is the policy of the Ottawa County Board of Commissioners to make an independent determination of the amount of damages sustained by the claimant. This determination is made by checking the wholesale, per pound meat price of the livestock or poultry injured or destroyed, as of the point in time when the claim is evaluated by the

County of Ottawa Financial Policies

Finance and Administration Committee of the Ottawa County Board of Commissioners. If no wholesale, agricultural market price for the specific type of livestock or poultry can be readily determined, a wholesale, agricultural market price will be selected for livestock or poultry of the same general type.

2. Claims based upon replacement cost, appraisals, the unique value of the animal injured or lost, sentimental value, breeding value, or any other such standards will not be paid.
3. The payment of such claims on this basis is consistent with the Board's authority to determine the amount, if any, to be allowed for the payment of such claims, and to make its award accordingly. See: MCL 287.283.

REVIEW PERIOD

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

PAYMENT OF ACCOUNTS PAYABLE PRIOR TO BOARD AUTHORIZATION

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURE

1. In any instance where the Board of Commissioners will not meet due to year-end holidays (Christmas, New Year's, etc.), or where a regularly scheduled meeting of the Board of Commissioners is cancelled for any reason, the Chairperson of the Board may authorize the use of this Policy to provide for the payment of Accounts Payable which are within the categories of the "scheduled accounts" set forth in Exhibit "A" attached. Upon the direction of the

County of Ottawa Financial Policies

Chairperson, the Administrator, the Fiscal Services Director and the County Treasurer, or in their absence, their designees, may provide for payment of those scheduled accounts which they determine to be necessary or advantageous to authorize for payment prior to review and approval by the Board and/or the Finance Committee.

2. The Administrator, Fiscal Services Director, and County Treasurer, or their designees, shall, at the designated body's next meeting, notify the Board and/or the Finance Committee of the accounts which have been paid and of the amounts paid as specified under the Ottawa County Board of Commissioners Accounts Payable Audit Policy. The Board and/or the Finance Committee shall then act to review and approve the accounts paid, in accordance with the terms of the Accounts Payable Audit Policy.

3. The Ottawa County Administrator may amend the list of scheduled accounts set forth in Exhibit "A" as may be necessary to provide for the effective administration of this Policy.

REVIEW PERIOD

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

E X H I B I T “A”

SCHEDULED ACCOUNTS

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

1. Supplies
2. Other Services and Charges
3. Capital Outlays
4. Scheduled Principal and Interest Payments
5. Payments due to federal, state, or local government
6. Pass-through payments held in trust

County of Ottawa Financial Policies

Administrative Policy – Travel Regulations Policy

I. POLICY

The Ottawa County Board of Commissioners understands that it is necessary for County elected officials and personnel to travel outside of the County of Ottawa to perform County business, to attend meetings and other events that are within the course and scope of their County duties, and to attend authorized conventions, seminars, and educational events which pertain to the business affairs of the County. Expenditures for such events must be strictly accounted for pursuant to approved policies and procedures, in order to protect the public trust in the fiscal integrity of Ottawa County government.

II: PRINCIPLES

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

2. County Legislative or Historical References: The original board policy on this subject matter was adopted on 01/28/92. The latest previous revision of this Policy was adopted on 8/10/04.

3. Operational Guidelines:

A. General Guidelines:

1. Application: These regulations shall govern all County elected and appointed officials, all other personnel employed by the County of Ottawa, and any other person who submits a travel voucher to the County for reimbursement. This policy applies only to travel which requires the employee to conduct County business outside of Ottawa County.

2. Responsibility: The responsibility for ensuring compliance with these regulations rests with each traveler's department head. The Administrator's Office reserves the right to question travel vouchers which appear to violate the intent of these regulations or to waive, where special circumstances warrant, any regulation herein.

3. Degree of Care: All officers, employees and persons traveling on official business are expected to exercise the same care in incurring expenses that a prudent person would exercise if traveling on personal business.

4. Credit Cards: Use of credit cards will be accepted as evidence of payment if supported by the usual detailed receipt form, appropriately annotated to support cash reimbursement.

County of Ottawa Financial Policies

5. Authorized Person: The person authorized to approve travel, transportation expenses, etc., is the traveler's department head or designee.

6. Documentation: All expenses must be annotated. A person must substantiate an expenditure for travel by adequate records or by sufficient evident corroborating his own statement as to: (a) amount, (b) time and place, (c) business purpose, and (d) business relationship to the taxpayers (IRS Code Section 954A). Also, an arrangement is not a reimbursement or an express expense allowance arrangement if it (1) does not require the employee to substantiate the covered expenses to the employer or (2) allows an employee to retain amounts in excess of substantiated covered expenses (IRS Code Section 941A).

B. Specific Guidelines:

1. Interpretation and Enforcement:

(a) The County Administrator and/or the Administrator's designee is responsible for interpretation and enforcement of these regulations as they apply to all County employees, elected officials, and non-County personnel but excluding the County Administrator.

(b) The Finance and Administration Committee of the Board of Commissioners is responsible for interpretation and enforcement of these regulations as they apply to the County Administrator, and may hear appeals of the Administrator's interpretation of this Policy.

2. Non-County Personnel: Actual travel expenses may be paid for persons, other than County employees, who are called upon to contribute time and services as consultants, advisers or volunteers, if approved by the department head. Documentation must be furnished as required by these regulations. Complete explanation and justification must be shown on the vouchers. This type of expense should be submitted on the Expense Voucher.

3. Request for Advance:

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

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

1. The County will pay direct the following expenses:

County of Ottawa Financial Policies

- (i) Registration costs for conferences and seminars.
- (ii) Public transportation costs (i.e., air, boat, bus or rail).
- (iii) Lodging charges

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

- a. The travel advance is authorized by the Administrator and/or the Administrator's designee who is to ensure that the advance is reasonable and complies with these regulations.
- b. Upon the traveler's return, a final accounting of the actual expenses incurred plus required receipts will be submitted to the Fiscal Services Department within fifteen (15) days on an Account Voucher.

4. Expense Vouchers

(a) General: This form is to be used for reimbursement of expenses for all travel.

(b) Expense Voucher: The expense of only one traveler shall be included on a single expense voucher, except when an employee in a custodial capacity is responsible for and pays expenses of others who accompany him or her. Names of others must be shown.

(c) Conference Expense Voucher - Period Covered: One expense voucher shall not cover more than one (1) trip and must be submitted within fifteen (15) days after incurring the expenditures. Vouchers submitted after this time period may be denied reimbursement.

(d) Supporting Receipts: Detailed supporting receipts must be attached for all items of expense.

(e) IRS Tax Code Section 941A: For tax years beginning after 1988, an arrangement is not a reimbursement or an express expense allowance arrangement if it (1) does not require the employee to substantiate the covered expense to the employer or (2) allows an employee to retain amounts in excess of the substantiated covered expenses. Therefore all expenses must be documented as required by the IRS Tax Code.

(f) Certification of Expense Vouchers: The propriety of expense vouchers will be certified by the traveler and department head. Any receipt not submitted where required by these regulations may cause the expense for same to be denied or reimbursement at rates determined by the Administrator and/or the Administrator's designee.

County of Ottawa Financial Policies

5. Transportation

(a) Routing of Travel: All travel must be by a “usually” traveled route. In case a person travels by an indirect route for his or her own convenience, or uses a slower or more expensive mode of transportation, any extra costs shall be borne by the traveler and reimbursement for expenses will be based only on such charges as would have been incurred by a usually traveled route as determined by the Administrator and/or the Administrator’s designee. For example, a person has a conference in Denver, Colorado, scheduled to start Monday at 8:30 a.m. and run through Friday at 11:00 a.m. The airlines schedule would allow the traveler to depart Sunday and allow them to return Friday. If for whatever reason the individual elected to drive there and back leaving Saturday and returning Sunday, expenses incurred for lodging and meals on Saturday and the following Saturday and Sunday would not be reimbursed by the County. The County will pay the lesser of a coach-class air fare or mileage.

6. Public Carrier:

(a) Transportation Expense: The expense of traveling by public carrier (rail, airplane, boat) will be allowed on the basis of actual cost. All travelers are expected to travel by the most economical mode of transportation. Transportation expense in excess of the cost of coach-class air fare will not be allowed unless justification therefore is given and the approval of the Administrator and/or the Administrator’s designee is obtained before leaving on the proposed trip.

7. Private Automobile:

(a) Mileage Rates: If travel is permitted by privately owned automobile, the traveler will be reimbursed at the rate established by the Board of Commissioners or applicable union contract, except as may be otherwise provided by statutory provisions. Mileage is payable at the current rate allowed by Internal Revenue Service regulations and may be taxable.

(b) Maximum Allowance: If the travel is by private automobile, the maximum allowance will be the established mileage rate or coach-class air fare (round trip), whichever is the lesser amount.

8. Other Forms of Transportation:

(a) Any transportation arrangements other than is covered above, will require specific approval by the Administrator and/or the Administrator’s designee.

9. Days Allowable: Days allowable will be the actual travel time needed to reach destination, time at destination and actual travel time to return to point of beginning.

10. Days Defined: In computing the meal allowance for continuous travel of more than 24 hours, the hour of departure shall be considered as the beginning of the day, and for

County of Ottawa Financial Policies

each full 24 hour period thereafter, the employee shall be entitled to the authorized maximum meal allowance with proper documentation.

11. Lodging:

(a) Actual Costs Only: Only the actual paid lodging expense is allowed. Receipts for lodging expense are required. Any change in hotel charges during continuous occupancy by an employee must be explained on the voucher. Documentation must show single occupancy rate as certified by the hotel or motel. IRS Tax Code Section 954A: A taxpayer must have documentary evidence for any lodging expense while traveling away from home.

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

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

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

12. Miscellaneous Expenses - General

Miscellaneous expenses incidental to official County travel shall be held to the minimum amount required for essential and efficient conduct of County business. The department head or his authorized representative approving the travel voucher will be held responsible in his certification for all items of expense as being necessary and correct. The following are established as guidelines for the traveler and the approving officials and should be considered in making all claims for those items allowable.

(a) Registration Fees: Enrollment or registration fees for conventions and meetings or associations or organizations are allowable for individuals attending as official representatives of the County. Receipts must be attached to the voucher. A program, literature or receipt must be attached showing whether or not meals are included in the fee. If meals are included in the registration fee, corresponding meals are not reimbursable. (Refer to Section VI, (J), Paragraph 1).

(b) Parking Fees: Reimbursement for parking fees is allowable. Receipts are required.

County of Ottawa Financial Policies

- (c) Taxi Cab: Necessary taxi cab fares will be allowed. Receipts are required. If receipts are not available, a full explanation is required.
- (d) Car Rental: Allowable only if it is more advantageous for County business and more economical than some other mode of transportation. Explanation and receipt required.
- (e) FAX and Business Center Expenses: Charges are allowable when necessary for official business when letter will not suffice. Full explanation required, date, service utilized, place person faxed, and nature of business.
- (f) Personal Expenses: All fees and tips for valets, flight insurance, alcoholic beverages, cleaning and pressing clothing, and similar personal expenses are not allowable as reimbursable expenses.
- (g) Personal Phone Calls: Personal phone calls are generally not allowed. An employee is allowed one phone call home (duration not to exceed 10 minutes) for each day away.
- (h) Health Club Costs: Reimbursement for reasonable costs not to exceed \$10.00 per day for use of health club facilities during travel greater than one day. Receipts are required for reimbursement.
- (i) Baggage Expense: Charges for handling and checking baggage at hotels, depots, and terminals are allowable, but not in excess of \$2.00 at each point of handling, when such charges are incurred as a necessary expense of the trip and not for the convenience of the traveler.
- (j) Meals:
- (i) A traveler is entitled to a full day's meal allowance when travel commences before 7:00 a.m. and extends beyond 6:00 p.m. or they are out of town at a multi-day conference, seminar or training session. Whenever meals are included in the registration fee, provided by public transportation or paid by others, the traveler shall not be entitled to any allowance for those particular meals.

Examples:

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

County of Ottawa Financial Policies

(ii) The travel will not be reimbursed for non-County travelers (spouses, members of a family, friends, etc.).

(iii) Individual Meals: Allowances for individual meals will be based on the following schedule:

The following rates established herein for meals represent County guidelines for meal reimbursement with receipts. It is the responsibility of each department to justify the circumstances surrounding the travel.

	<u>In-State</u>	<u>Out-of-State</u>
Breakfast: When travel commences prior to 7:00 a.m. and extends beyond 8:30 a.m.	\$8.00	\$10.00
Lunch: When travel commences prior to 11:30 a.m. and extends beyond 2:00 p.m.	\$10.00	\$15.00
Dinner: When travel commences prior to 6:30 p.m. and extends beyond 8:00 p.m.	\$18.00	\$21.00
Total Allowance	\$36.00	\$46.00

Allowance excludes a maximum 20% tip

All personal expenses like alcoholic beverages, cleaning, renting of movies, snacks, etc., are not reimbursable.

(iv) Guest Meals: The cost of guest meals is allowable only if it can be shown that such cost is necessary to conduct the official County business and has prior approval of the Administrator. In no case will the amount allowed be in excess of the maximum established in these regulations. Full explanation must be given on the voucher, including the name, position, and employer of the guest, nature of business discussed and how it relates to the County (required by IRS Section Code). Alcoholic beverages are not reimbursable by the County. The total cost of the meals for guests cannot exceed the amount permitted an employee. A receipt is required for a guest meal.

(v) Food Services: The maximum daily tips for meals allowable will be 20% of actual meal cost, excluding alcoholic drinks.

County of Ottawa Financial Policies

13. Toll Bridge, Toll Road, and Ferry Boat Expenses: Toll bridge and toll road expenses should have receipts. Automobile ferry expenses should have receipts.

14. Justification and Miscellaneous Expenses: Miscellaneous expenses allowable on travel vouchers as defined in the regulation must be reasonably explained, detailed and justified.

15. Local Travel

Local travel is defined as those expenses incurred in the performance of the responsibility of an employee or an elected official during the course of one (1) working day.

(a) Travel Expense Voucher: The expenses reimbursable are restricted to a single non-repetitive occurrence.

(i) Registration Fees: See Section VI, 3.B.12(a).

(ii) Parking Fees: See Section VI, 3.B.12(b).

(iii) Meals: The County will reimburse for meals under the following circumstances:

a. The travel destination is outside of Ottawa County and involves official business. The traveler must meet the guidelines set forth in Section 3.B.12(j). In-County travel allowances are subject to the discretion of the Administrator.

b. If the individual is in attendance at a conference or seminar having a registration fee and the meals are served on premises for the convenience of all attendees. (Refer to Section VI, 3.B.12(j)(i);

iv. Guest Meals: See Section VI, 3.B,12(j)(iv).

v. Vouchers must be turned in for reimbursement within fifteen (15) days of incurring the expenses. Vouchers submitted after this time period may be denied reimbursement.

16. Travel Outside the Contiguous 48 States

Requests for reimbursement for all expenses related to conferences or travel outside the contiguous 48 states shall receive approval from the County's Finance and Administration Committee in advance of attendance.

4. Fees: Not applicable.

5. Operational Guidelines – Additional: None appropriate.

6. Exceptions: None appropriate.

County of Ottawa Financial Policies

7. Implementation Authority: Upon adoption of this Policy, the Board of Commissioners authorizes the County Administrator to establish any procedures that may be necessary for implementation.

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

PARTICIPATING IN CONFERENCES AND CONVENTIONS POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURE

1. The Ottawa County Finance and Administration Committee shall annually recommend to the Ottawa County Board of Commissioners a budget sufficient for the purposes of this policy.
2. For travel pursuant to this Policy within the contiguous 48 states, the County will pay or reimburse the conference fees (if any) and the reasonable and necessary transportation expenses of a Board member to attend the conferences, conventions and meetings of approved organizations and their committees. The County will also reimburse the reasonable and necessary food, lodging, and associated expenses of a Board member for attendance.
3. For travel pursuant to this Policy outside of the contiguous 48 states, the County will pay or reimburse the conference fees (if any) and will reimburse the reasonable and necessary food, lodging, and associated expenses of a Board

County of Ottawa Financial Policies

member to attend the conferences, conventions, and meetings of approved organizations and their committees. The County will also pay the reasonable and necessary transportation expenses and the reasonable and necessary lodging expenses of a Board member to attend the conventions and meetings of approved organizations and their committees, up to the average cost of a Board member's air fare transportation cost, as based upon a three (3) year history of such costs [i.e., the total air fare cost and lodging cost incurred by Board members over the previous three (3) calendar years divided by the total number of Board attendees = average reimbursement of air fare cost and average reimbursement of lodging cost]. Lodging costs will be calculated based upon cost per night of stay. Any excess air fare cost and similar excess costs for transportation expenses and any excess lodging costs incurred outside the contiguous 48 states must be paid by the attending Board member.

4. Board members will, orally or in writing, share information gathered through attendance at conferences and conventions.

REVIEW PERIOD

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

PER DIEM EXPENSE AND MILEAGE POLICY

I. POLICY

It is the policy of the Ottawa County Board of Commissioners to compensate members of the Board and to reimburse Board member expenses related to County business pursuant to a fixed and predetermined schedule. The list of committees, boards and other public bodies for which Board members will be compensated will be approved on an annual basis by the Board of Commissioners. The Board may, by resolution, add to or subtract from the list at any time.

II. STATUTORY REFERENCES

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

PROCEDURES

1. **Annual Salaries of Board Members**: The annual salaries of the Chairperson, vice-Chairperson, and members of the Board of Commissioners will be determined by the Ottawa County Compensation Commission.
2. **Board and Committee Meetings**

County of Ottawa Financial Policies

To assure the presence of a quorum, if members of the Board of Commissioners are unable to attend a Board of Commissioner's meeting, or a meeting of a Board Committee, they should notify the Administrator's Office.

3. Per Diem

The maximum per diem payable per day shall be \$70, calculated as follows: \$40.00 per half day, where the start of the first meeting until completion of the last meeting is 4 ½ or less consecutive hours elapsed time, regardless of the number of assignments. \$70.00 per full day maximum, where assignments involve more than 4 ½ consecutive hours elapsed time, regardless of the number of assignments.

4. Mileage

Mileage is payable for any travel determined by the Board of Commissioners to be "county business." Mileage is payable at the current rate allowed by Internal Revenue Service regulations and may be taxable. Mileage should be electronically transmitted to the Fiscal Services Department, on the monthly Per Diem and Mileage Voucher maintained on the County computer system. Records of attendance at meetings of the Board of Commissioners will be submitted to the Accounting Department by the Clerk's Office, on forms to be developed by the Fiscal Services Department.

5. Telephone and Communication Costs

Long distance telephone costs pertaining to County business, including the cost of maintaining a County approved second telephone line for access to the County computer system, are reimbursable. The date the call was made, who was called, the cost, and a copy of the telephone bill or Internet cable service bill must be submitted to the Fiscal Services Department on the reimbursement voucher, either electronically or by hard copy.

6. Franking Privileges

County stationary for correspondence and mailing pertaining to County business is available at the County Clerk's Office. Commissioners may be reimbursed for postal costs pertaining to county business. Receipts for those costs must be submitted on the reimbursement voucher.

7. Newspaper and Magazine Subscriptions

Commissioners are entitled to subscriptions to any two of the following newspapers: The Grand Haven Tribune, the Grand Rapids Press, the Muskegon Chronicle, the Holland Sentinel, or the Zeeland Record.

Commissioners may subscribe to any governmental magazine up to \$50.00 value per year.

County of Ottawa Financial Policies

REVIEW PERIOD

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

RISK MANAGEMENT POLICY

I. POLICY

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

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

II. STATUTORY REFERENCES

Intergovernmental Contracts between Municipalities Act, MCL 124.1

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

PROCEDURE

1. Objectives:

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

2. Responsibilities:

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

- Determine self insurance and reinsurance amounts.
- Select an insurance broker and purchase insurance policies in accordance with County purchasing policies.
- Determine appropriate types and the mix of the investments of the Authority and select an investment firm if necessary.

County of Ottawa Financial Policies

- Contract with a risk management consultant.
- Contract for outside legal counsel for general assistance as well as claims and litigation defense.

3. Implementation:

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

REVIEW PERIOD

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

COUNTY EQUIPMENT – PERSONAL USE POLICY

I. POLICY

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

This policy applies to all employees of the County.

II. STATUTORY REFERENCES

IRS Code

PROCEDURE

1. Employees who use County equipment for personal use must complete a "County Equipment – Personal Use Report Form" at least annually.
2. The Fiscal Services Department must receive the report form no later than December 1 of each year.

County of Ottawa Financial Policies

3. The Fiscal Services Department will include the related cost of the personal use of the equipment on the employee's paycheck as a taxable fringe benefit.

REVIEW PERIOD

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

DEBT MANAGEMENT POLICY

I. POLICY

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

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

II. STATUTORY REFERENCES

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

PROCEDURE

1. Conditions for Debt Issuance

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

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

County of Ottawa Financial Policies

- d. The County may guarantee debt issued by the County's component units for the construction or acquisition of infrastructure and other capital assets for the purpose of meeting its service obligations to the public.
- e. Every proposed bond issue to be financed by County funds will be accompanied by an analysis to ensure that the new issue combined with current debt does not negatively impact the County's debt capacity and conformance with County debt policies.
- f. An internal feasibility analysis will be prepared for each debt proposal to be financed by County funds which analyzes the impact on current and future budgets to ensure that the County's operating budget can absorb the additional costs.

2. Limitations on Debt Issuance

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

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

3. Debt Issuance Process and Maintenance

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

County of Ottawa Financial Policies

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

REVIEW PERIOD

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

INFRASTRUCTURE PROGRAM FUND POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

County of Ottawa Financial Policies

PROCEDURE

1. Revolving Loans:

The purpose of this Infrastructure Program Fund component is to provide low-interest loans to local units of government within Ottawa County for municipal water or sanitary sewer system construction projects, or for authorized Act 246 projects.

2. Eligible Projects:

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

3. Eligible Applicants:

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

4. Eligibility Requirements:

- a. Engineering and design plans and project budgets must be completed.
- b. Projects must be consistent with the goals of the Ottawa County Development Plan.
- c. A revolving loan application in a form developed by the Planning and Grants Department must be completed.
- d. The total amount of funds that are loaned in any single calendar year shall not exceed \$1,000,000. Each loan and interest must be repaid in-full within ten (10) years.
- e. If the total amount of eligible loan requests exceeds available funds in a single calendar year, the Ottawa County Board of Commissioners will select among the eligible projects.
- f. The interest rate on loans shall be based upon the General Obligation AAA rate report in the weekly "Current Municipal Bond Rates" Report published by Wachovia, or any other similar publication approved by the Ottawa County Administrator. The

County of Ottawa Financial Policies

interest rate shall be up to two percentage points less than that rate; but at no time shall the interest rate on loan be less than 3%.

- g. Approved project funding must be drawn down to reimburse project costs in full by the local unit of government within one (1) calendar year of approval of the project by the Board of Commissioners. If the funding is not fully drawn down, the approval shall lapse as to any undrawn funds.

5. Other Provisions:

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

County of Ottawa Financial Policies

and the decisions to transfer money into and out of that Fund, are legislative in nature. These decisions are absolutely discretionary with the Ottawa County Board of Commissioners and are not subject to appeal.

i. Any statement made by an employee of Ottawa County regarding specific funding requests or specific projects will not be binding upon the County.

6. Applications must be submitted to:

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

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

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

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

8. County Board Initiatives

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

REVIEW PERIOD

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

MILLAGE REQUEST POLICY

I. POLICY

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

County of Ottawa Financial Policies

to have a new county-wide property tax millage placed on the ballot by the Board are expected to comply with its terms.

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

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

II. STATUTORY REFERENCES

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

PROCEDURE

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

County of Ottawa Financial Policies

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

REVIEW PERIOD

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

PERFORMANCE MEASUREMENT POLICY

I. POLICY

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

County of Ottawa Financial Policies

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

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

II. STATUTORY REFERENCES

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

PROCEDURE

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

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

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

County of Ottawa Financial Policies

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

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

REVIEW PERIOD

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

Activity: A specific unit of work or service performed.

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

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

EDWAAA: Economic Dislocated Worker Adjustment Assistance Act is a funding source for various employment and training activities.

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

FHLB: Federal Home Loan Bank.

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

FNMA: Federal National Mortgage Association (Fannie Mae).

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

Headlee Rollback (also called Tax Limitation Amendment):

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

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

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

OUIL: Operating Under the Influence of Liquor.

OWI: Operating While Intoxicated

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

Rollback Legislation: See Headlee Rollback.

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

State Equalized Value: See S.E.V.

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

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

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

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

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

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

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

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

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

INDEX

A

Accounting (Fiscal Services department)	194
Administrative Services	218
Administrator	210
Adult Probation	174, 187, 376
Animal Control	266
Auditing (Fiscal Services department)	194

B

Board of Commissioners	164
Budget (Fiscal Services department)	194
Budget Adjustments	53
Budget Basis	40
Budget Issues/Priorities	(See Transmittal Letter)
Budget Policies (operating)	46
Budget Process	43
Budget Projections (future years)	62
Building and Grounds	237
Building Authority - Administration	236
Building Authority - Construction	393
Building Authority - Debt	387

C

Canvassing Board	193
Capital Construction Projects	394
Capital Equipment Approvals	60
Capital Projects Fund (description)	393
Cemetery Trust	401
Central Dispatch (operations)	143
Central Dispatch (rent payments)	256
Chapter 6 Drain	143
Chapter 20 Drain	143
Chapter 21 Drain	143
Child Care – Circuit Court	382
Child Care - Social Services	383
Circuit Court	168
Circuit Court Probation	174
City of Coopersville	253

INDEX

C (continued)

City of Hudsonville	254
Commissioners	164
Community Action Agency	379
Community Corrections	376
Community Policing Service Contracts	252, 361
Compensated Absences	386
Component Units	143
Contingency	285
Co-operative Extension	228
COPS FAST – Allendale	359
Corporate Counsel	198
County Clerk	199
Crime Victims Rights	357

D

Debt Information	388
Debt Management Policy	524
Debt Service Funds (descriptions)	387
Debt Service Payments	392
Demographic Information	451
Department of Human Services/Family Independence Agency	381
Department of Veteran’s Affairs	273, 385
District Court	173
Dog Catcher	266
Drain Assessments (County Share)	269
Drain Commission	239
Drains Capital Projects	143
Drains Debt Service	143, 392
Drug Court	302
Drug Enforcement	251

E

E-911	143
Elections	191
Emergency Feeding	374
Emergency Management Services	262
EMT Holland - Park Townships	361, 362
EMT Georgetown Township	361, 363

INDEX

E (continued)

Equalization	206
Equipment Pool	142, 285, 433
Equipment Requests – Approved	440
Excelling in the Correctional Environment	259

F

Facilities Maintenance	237
Family Counseling Services	188
Family Court – Treatment/Diversionary Services	382
Family Independence Agency (Department of Human Services)	381
Federal Emergency Management Agency	375
Financial Policies	460
Financing Tools	77, 419
Fiscal Services	194
Friend of the Court	299
Fund Types	40

G

General Fund Description	156
General Fund Summary	158
General Government	190
Geographic Information System	233
Grant Programs - Pass Thru	373

H

Hazardous Materials	264
Health	303
Administration Division	304
Environmental Health Division	311
Health Promotion Division	325
Public Health Preparedness	307
Public Health Services Division - Clinic	322
Public Health Services Division - Community Services	315
Homestead Property Tax	354
Household Hazardous Waste	348
Human Resources	210

INDEX

I

Infrastructure	352, 421
Insurance	142, 284
Insurance Authority	142
Internal Service Funds	142
Investment Policy	500

J

Jail	259
Jail Alternative Programs	376
Jury Board	189
Juvenile Accountability Incentive Block Grant	186
Juvenile Court	182
Juvenile Detention	382

L

Landfill	347, 419
Landfill Tipping Fees	348
Law Library	365
Legal Level of Control	39
Local Corrections Academy Grant	259

M

Marine Safety	257
Medical Examiners	272
Mental Health	339
Administration Division	345
Developmentally Disabled Division	341
Mentally Ill Adult Division	343
Mentally Ill Child Division	344
Other Populations	342
Michigan State University Extension	228
Millage Levy	56

INDEX

O

Operating Transfers Out - Internal	287
Organizational Chart	36
Ottawa County Public Utilities	143
Ottawa Soil & Water Conservation District	244
Ottawa County Road Commission	143

P

Parks and Recreation	295
Permanent Funds	401
Personnel Summary	60, 435
Planner/Grants	275
Planning Commission	351
Plat Board	224
Probate Court	177
Population Density	452
Property Description & Mapping	206, 222, 233
Property Tax	56, 144
Property Tax Base	144, 454-459
Prosecuting Attorney	215
Prosecuting Attorney Grants	357
Public Improvement Fund	353, 423
Purchasing Policy	478

R

Rainy Day Fund	356, 425
Reapportionment	166
Recycling	348
Register of Deeds	219
Register of Deeds Automation Fund	355
Resolutions - Operating Budget	402
Revenue Sharing Reserve Fund	378
Road Commission	143
Road Salt Management	282

S

Sheriff	246
Sheriff Contracts	361

INDEX

S (continued)

Sheriff Grant Programs	360
Sheriff Road Patrol (416 Grant)	364
Sheriff's Training	255
Special Revenue Fund Descriptions	290
Soldiers & Sailors Relief (administration)	273
Soldiers & Sailors Relief (Special Revenue Fund)	384
Solid Waste Clean-Up	347, 419
Stabilization	356, 425
Strategic Planning	69
Substance Abuse	271
Survey & Remonumentation	223

T

Transfers In Control	286
Transfers Out	287
Transportation System	350
Treasurer	142, 225

V

Veterans Burial	273
Veterans Trust	385

W

Weatherization	380
WEMET (County program)	251
Workforce Investment Act - 3/31 Grant Programs	372
Workforce Investment Act - 6/30 Grant Programs	369
Workforce Investment Act - 9/30 Grant Programs	371
Workforce Investment Act - 12/31 Grant Programs	370
Workforce Investment Act - Administration	366
Workforce Investment Act - Adult	368
Workforce Investment Act - Youth	367