

GENERAL GOVERNMENT

ADMINISTRATIVE SERVICES

OVERVIEW – ADMINISTRATOR’S OFFICE

Counties are not mandated to appoint an administrator or a controller, but if a county board chooses to do so, certain activities are mandated to be performed by that position, such as preparation of the budget and management of the County finances. These duties are primarily performed by other County departments under the control and supervision of the Administrator/Controller, and where there is not substantial direct involvement of Administrator’s Office staff in such activity, the activity is discussed in the section of the report relating to those departments.

A significant function of the Administrator’s Office is to manage and assist in the delivery of County services as well as facilitating internal and external communication. Responding to requests for information in certain cases is mandated by the Freedom of Information Act, but for the most part is considered a necessary component of County government. Representing the County at various governmental, community and other civic activities is necessary for the County to function successfully. In specific cases, the Board of Commissioners has taken formal action requiring participation by Administrator’s Office staff on citizen boards or commissions.

Budget administration is mandated to the Administrator/Controller and although largely delegated to the Fiscal Services Department under the direction of the Administrator/Controller, significant time from the Administrator’s Office staff is devoted to this activity to warrant its inclusion in this report as well. In 1995 the County Administrator presented a report to the Board of Commissioners outlining a plan for measuring performance in County departments. The Board accepted the report as presented and in December 1996 approved by resolution the first group of performance measurements. The program has been ongoing since that time with administration staff spending significant time assisting departments to develop their performance measurements as well as participating on the Performance Measurement Review Team to finalize them before presenting them to the Board.

Program and policy analysis is done as a result of specific Board requests for such activity and also as a discretionary activity. Coordination and recognition of the County’s numerous work teams, and activities to create, collect and analyze new ideas for how to serve the public best and efficiently administer the functions of County government are discretionary activities undertaken to improve the way the County does business. In addition, staff of the Administrator’s Office supports the operation of various Board Subcommittees that are established pursuant to the Board’s Standing Rules.

In 2000 the Board of Commissioners authorized the creation of a staff position to support the activities of the Kent County Family and Children Coordinating Council (KCFCCC) and directed the County Administrator to develop and plan to fund and evaluate the Prevention Initiative. The KCFCCC serves to communicate and coordinate the activities of many organizations in the County providing services to children and families. In 2002, the Board created the Prevention Programming and Evaluation Fund to be used to implement the County’s Prevention Initiative which was established to impact costly and destructive social and health problems through early intervention.

The position of Civil Counsel was established in the Administrator’s Office in 1997. In 2000 the Board of Commissioners officially appointed the incumbent Civil Counsel as the Board of Commissioners’ statutory Corporate Counsel pursuant to MCLA 49.71 which allows the board to employ an attorney to represent the County in civil matters.

Administrator's Office

Function	Mandated						Non-Mandated							
	Statute	Fully Funded	Un-Funded	Partially Funded			Board Authorized Agreement	Board Resolution	Necessary	Discretionary	Funding Source			
				Designated State/Feds	User Fees / Fines	Other					Gen. Fund.	User Fees	State/Fed Grant	Other
Administration														
Create and supervise work teams		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Create, collect, and/or analyze programs, policies, or new ideas		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manage and assist in the delivery of County services		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manage and support various programs		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Various		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Monitor State and Federal Legislative Issues		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prepare Action Requests for Standing Committees		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide staff support for various Subcommittees of the Board of Commissioners		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Represent the County at various governmental, community, and other civic activities		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2-25-99-16 9-90-146 2-25-99-16 11-24-98-176	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Respond to requests for information		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff the Kent County Family and Children's Coordinating Council		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	8-10-00-104	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Budget Administration														
Coordinate Performance Measurement development and report annual results		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	12-12-96-173	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Create and manage the County Budget	MCLA 141.434(2)(3)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corporate Counsel														

Function	Mandated						Non-Mandated							
	Statute	Fully Funded	Un-Funded	Partially Funded			Board Authorized Agreement	Board Resolution	Necessary	Discretionary	Funding Source			
				Designated State/Feds	User Fees / Fines	Other					Gen. Fund.	User Fees	State/Fed Grant	Other
Provide legal advice to the Board of Commissioners, the County Administrator, and County departments		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		11-23-99-177	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Represent the Board of Commissioners on civil matters		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		11-23-99-177	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Respond to FOIA requests	MCL 15 et seq.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		5-13-99-66	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kent County Prevention Initiative														
Create a data infrastructure for community partners		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		12-12-02-185	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide long-term evaluation of program outcomes		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		12-12-02-185	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

OVERVIEW – BUREAU OF EQUALIZATION

EQUALIZATION AND MILLAGE ADMINISTRATION

The Bureau of Equalization is mandated to equalize property values to provide for consistency in assessments throughout the County's 30 units of government. This mandate is met by conducting annual appraisal and sales studies of all classes of real and personal property. Non-conforming units are brought into compliance through an equalization factor, when necessary, to ensure fair and equitable assessing.

As part of its review process, the Bureau also audits the work of the local units to ensure that properties changing ownership comply with the uncapping provisions in Proposal A. Proposal A requires that taxable value be set at the assessed values in the year subsequent to a property transfer. Although not mandated, this activity is considered a necessary component of the review activity function.

The personal property audit program is similar to the real property program in that personal property is one of the several classes that is required to be "equalized" each year. As such, it falls within the equalization mandate. The statute establishes that the function of equalizing the personal property is mandated. However, not all counties choose to equalize personal property through the audit function, therefore the audit function is considered necessary to fulfill the mandate to equalize personal property.

The Bureau is mandated by state statute to prepare two reports: the *Equalization Report*, indicating the equalization of assessments and summarized table values; and the *Apportionment Report*, which indicates how the County's property tax revenues are apportioned among the various taxing units. The Bureau is also required to prepare a report annually showing the equalized values for each of the units and to submit the report to the Board of Commissioners for approval. There are numerous other state-required reports and forms also produced by the Bureau.

For specific short-term assessing projects, the Board of Commissioners has approved contracts between the Bureau of Equalization and local units of government to provide reappraisal services (e.g. residential, commercial, and industrial). Though not mandated, this collaborative effort benefits both the county and the local unit by ensuring compliance and enhancing standardization of appraisal methods and data. In 2012, at the request of Montcalm County, the County Board approved an agreement for the Kent County Equalization Director to also serve as the Equalization Director for Montcalm County.

The Bureau assists local units, when requested, in defending the property tax assessments, if challenged, in the Michigan Tax Tribunal; this activity is considered necessary for equalization and millage administration.

PROPERTY DESCRIPTION & MAPPING

In 2001, the Property Description and Mapping department was combined with the Bureau of Equalization. The Property Description and Mapping division provides professional tax map and description services necessary for the County's taxing authorities. In doing so, the county is meeting a local mandate for assessors who must have accurate tax maps for assessing purposes (MCL 211.10e).

Providing accurate legal descriptions contained in a deed is also necessary to support a mandated function of the Treasurer (MCLA 211.135). According to the law, the Treasurer must provide a tax certificate stating that parcel is free of tax liens as a precondition for the deed being recorded by the Register of Deeds. The Property Description and Mapping Department conduct the legal description research and expertise for the County Treasurer and provides a 5 year tax description history in direct support of this mandate.

An agreement whereby the department serves as the Landbase Administrator for the Regional Geographic Information System was approved by the Board of Commissioners on April 4, 1999.

The department is responsible for the Remonumentation Program which was first approved as a County project in May 1980. This program involves determining the location of, and re-establishing markers on, the government corners located within the County. Since State funds became available for the activity in 1993, the County has annually approved a work plan and entered into an agreement with the State to receive a reimbursement for part of its effort on this project.

In 2006, the Property Description and Mapping Division began processing property-splits for the City of Grand Rapids. Although this service is generally performed by a City, the County has the resources available to perform this function and the City of Grand Rapids pays for these services pursuant to a contract.

Bureau of Equalization

Function	Mandated						Non-Mandated							
	Statute	Fully Funded	Un-Funded	Partially Funded			Board Authorized Agreement	Board Resolution	Necessary	Discretionary	Funding Source			
				Designated State/Feds	User Fees / Fines	Other					Gen. Fund.	User Fees	State/Fed Grant	Other
Equalization and Millage Administration														
Contract with other local units of government to perform assessing and equalization services		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	03-22-12-29		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Perform personal property tax audits for local units of government	MCL 211.22(a)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Review property assessments and prepare Equalization Reports	MCLA 211.34 MCLA 211.34a	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reporting														
Prepare the Apportionment Report	MCLA 211.37	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prepare the Sales Ratio Reports	STC Bulletin No.3 (1982)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tax Defense														
Assist in the defense of property tax assessments in Michigan Tax Tribunal		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Property Description & Mapping														
Description														
Prepare, produce, and maintain new or revised property tax descriptions		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	10-25-67		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Verify legal description history for tax certification		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mapping														
Prepare and produce tax maps		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	10-25-67		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Process property splits for the City of Grand Rapids		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	7-27-06-68		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Function	Mandated						Non-Mandated							
	Statute	Fully Funded	Un-Funded	Partially Funded			Board Authorized Agreement	Board Resolution	Necessary	Discretionary	Funding Source			
				Designated State/Feds	User Fees / Fines	Other					Gen. Fund.	User Fees	State/Fed Grant	Other
Serve as Landbase Administrator for REGIS		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4-8-99-41		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Remonumentation														
Remonument the County's government corners	MCLA 54.268	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	11-24-98-174	5-7-80	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reappraisal Services														
Contract with other local units of government to perform reappraisal services		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	02-12-09-18		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

OVERVIEW – EXECUTIVE ASSISTANT TO THE BOARD

The Office of the Executive Assistant to the Board provides support to Commissioners in carrying out their legislative duties. The position was created as part of the reorganization of Administrative Services in 1996.

The Open Meetings Act mandates that meeting schedules be posted and that minutes be kept of the meetings of the Board of Commissioners and its Standing Committees.

The Board of Commissioners explicitly created the Executive Assistant to the Board to serve as a liaison to the public. Other functions of the Executive Assistant include creating and distributing informational packets to each Commissioner prior to their meetings; drafting proclamations and informational publications, providing administrative support for citizen appointments to County Boards, Commissions and Committees by the Board of Commissioners and providing support for the Board's efforts relative to State and federal legislation which may impact Kent County. All of these functions are performed in all Michigan counties, and as such are considered necessary to support the functions of the Board of Commissioners.

Executive Assistant to the Board

Function	Mandated						Non-Mandated							
	Statute	Fully Funded	Un-Funded	Partially Funded			Board Authorized Agreement	Board Resolution	Necessary	Discretionary	Funding Source			
				Designated State/Feds	User Fees / Fines	Other					Gen. Fund.	User Fees	State/Fed Grant	Other
Communication														
Formalize and publish schedules of meetings	MCLA 15.265	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Take minutes at the Board's standing committees' meetings	MCLA 15.269	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5/22/97 (A)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legislative Support														
Provide support for legislative activities of Board		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Liaison Services														
Provide liaison between commissioners and members of the general public		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	12-14-95-135		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support commissioners in the appointment process		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting Support														
Prepare and distribute materials to Board members for Commission and Standing Committee meetings		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

OVERVIEW – FACILITIES MANAGEMENT

The Facilities Management Department was established to provide technical, managerial and facility operational support of County General Fund appropriated buildings and properties. The department was created as part of the reorganization of Administrative Services in 1996. Prior to that date, the services provided by this department were performed by staff within the Controller's Office.

The department provides project development services - including building design, cost-benefit analysis, bid award recommendations, and construction management services for capital construction and renovation projects.

Facilities Management also manages several building leases and manages maintenance contracts for multiple buildings including some leases to non-County organizations. For example, in 2006, the County established a formal lease arrangement with the Michigan Department of Human Services to construct and manage a new Human Services Complex, replacing the facility at 415 Franklin.

With the exception of the Department of Public Works, the Sheriff's Department, the Zoo, and the Airport facilities, the department is responsible for providing facility and property management services for properties owned or occupied by the County, including performing inspections and making repairs or renovations to ensure that all properties meet applicable local, state and federal standards for occupancy and use.

The functions of the Facilities Management department are necessary because properly maintained buildings which meet applicable code requirements are needed for the performance of mandated and authorized County functions.

Facilities Management

Function	Mandated						Non-Mandated							
	Statute	Fully Funded	Un-Funded	Partially Funded			Board Authorized Agreement	Board Resolution	Necessary	Discretionary	Funding Source			
				Designated State/Feds	User Fees / Fines	Other					Gen. Fund.	User Fees	State/Fed Grant	Other
Facilities Operation														
Implement the County's Energy Use Reduction Program		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		02-26-09-24	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Provide in-house and supervise contracted services for maintenance of County facilities/properties		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide suitable accommodations and equipment on the request of the chairperson of the Michigan Tax Tribunal when seated in Kent County	MCL 205.734	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project Development and Construction Management														
Develop and manage construction and renovation projects		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Made on Project by Project Basis	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Property Management														
Inspect county-owned/occupied properties to ensure requirements for occupancy and licensure are met		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Manage and lease county-owned and operated property		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Various agreements		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Provide management services for County properties		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

OVERVIEW – FISCAL SERVICES

The Fiscal Services Department was created as part of the reorganization of Administrative Services in 1996. Prior to that date, the services provided by this department were performed by staff of other County departments, primarily the Controller's Office.

ACCOUNTING, BUDGETING AND PAYROLL

The maintenance of a system of accounting is actually mandated to the County Administrator/Controller. The day-to-day operation of the system is performed by Fiscal Services, which reports to the Administrator/Controller. Administering an accounts payable system to pay for goods and services received by the County is no doubt required by law, but for the purposes of this study, rather than research such an issue, the activity is simply considered necessary. Preparing an annual audit is mandated by State statute but providing a financial overview of the County is not mandated, but considered necessary. The Financial Overview is necessary for the County to retain favorable borrowing rates. The annual audit is not mandated but is necessary to borrow money. The Municipal Finance Act (MFA), PA of 2001, allows local units of government, including counties, to issue debt by filing a Municipal Finance Qualifying Statement along with an annual audit report within 6 months of its fiscal yearend. Failure to file these documents on time and to comply with other requirements of the MFA would result in the County having to submit an application to the state requesting approval prior to issuing any debt. The latter process is much more cumbersome and time consuming. The Single Audit Act of 1984 (USC 7501 et seq.) and OMB Circular A-133 require that single audits be completed and reported each year for certain funds. Finally, the Board of Commissioners has adopted policies setting forth certain requirements relating to the performance of these activities.

Preparation of the operating budget is also a mandated function performed by Fiscal Services as delegated by and under the direction of the Controller/Administrator. A formal Capital Improvement Program (CIP) Budget is an optional activity under the law, but has been institutionalized by the Board of Commissioners. Maintaining, monitoring and analyzing budget data is not required by the law, but is considered necessary to the operation of the County.

Payment of County employees, like payment of other bills, is no doubt required by law. Again, rather than research such information, the activity is considered necessary. Similarly, withholding and third-party deductions are required by a variety of federal and state laws, bargaining unit agreements, contracts and resolutions of the Board of Commissioners in establishing benefits. Such activities are considered necessary, and have not been documented.

Finally, the County regularly adopts fiscal policies which require conformity with applicable Federal and State statutes and administrative rules. This department operates under these policies which place certain additional requirements on the County in the areas of budgeting, investments, debts, accounting, and auditing.

CENTRAL SERVICES

Central Services offers centralized mail and messenger service, records storage, microfilming, and printing for County departments and some local units of government which may elect to utilize the services available.

Although timely delivery of mail is important to the efficiency of County operations, mail operation does not necessarily need to be a centralized function. Similarly, operation of an in-house print shop is also not essential. In the absence of specific Board resolutions authorizing these services, they are viewed as discretionary.

The Board of Commissioners specifically authorized the purchase of microfilming equipment and staffing for the equipment, originally to be located in the Clerk's office. Performance of this function has since been delegated to Central Services. Preservation and off-site storage of some of the records under the County Clerk's jurisdiction are mandated by MCLA 691.1102; authority to store and maintain other records outside the County building was authorized by the Board.

FLEET SERVICES

The functions performed by Fleet Services were first performed by the Sheriff's Department staff focusing on primarily law enforcement vehicles. When the County began to purchase additional pool cars, the motor pool function was established as a distinct organizational unit of the County as part of the budget process; no discussion of this change was recorded in the minutes of any Standing Committee or Board meeting.

The functions of the division relate to keeping all vehicles owned or leased by the County in operating order, including maintaining them, fueling them, and accounting for their usage and condition on at least an annual basis through inventory activities. Although maintenance and fueling of the vehicles are required activities, neither needs to be a centralized function. In the absence of specific Board resolutions authorizing these services, they are viewed as discretionary.

PURCHASING

Board Resolution 12-16-99-197 and Board approved Policies & Procedures govern County purchasing functions, including competitive bidding and purchase of professional services. Purchasing also disposes of goods or real estate from which the County can no longer derive any use by organizing, publicizing and implementing public auctions or land sales on an as needed basis. In June 2009 the Purchasing Division began implementing a "reverse auction" process which enables entities that are interested in providing goods and services to the County to bid-against one another in a live auction; thereby securing lower prices for the County. Since that time, Purchasing has offered this program to local units of government so that they too may benefit from the online competitive bidding process.

RISK MANAGEMENT

Purchase of insurance for property and liability and bonds for employees is required by several statutes and agreements, and is also necessary for the County to operate safely and in a fiscally responsible manner.

In lieu of purchased insurance, public entities may also establish self-funded insurance programs. Although Kent County has used such a vehicle to finance its workers' compensation risk since it first began to provide such payments, and several resolutions adding or contributing to the funds were found, no record of a resolution actually creating the fund was located. Such action may have taken place as part of the budget process and with no separate resolution required. A similar fund for property loss and liability was created in 1987, again in response to increased market rates. Management of the funds is required by the resolution authorizing their creation.

Risk Management also coordinates and is a resource for County departments for activities related to occupational health and safety and is charged with filing mandated reports to Michigan Occupational Safety and Health Administration (MIOSHA) and to maintain the MIOSHA accident log for all County departments.

Fiscal Services

Function	Mandated						Non-Mandated							
	Statute	Fully Funded	Un-Funded	Partially Funded			Board Authorized Agreement	Board Resolution	Necessary	Discretionary	Funding Source			
				Designated State/Feds	User Fees / Fines	Other					Gen. Fund.	User Fees	State/Fed Grant	Other
Fiscal Services - Accounting, Budgeting, and Payroll														
Accounting														
Install and maintain a system of accounting	MCLA 46.13b	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		10-14-99-144	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pay bills for services and goods received by County		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prepare an annual overview of the County's financial plan for distribution to rating agencies and other interested parties		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Secure an annual audit	31 USC 7501	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Budgeting														
Maintain, monitor, and analyze budget data		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prepare an annual Capital Improvement Program Budget		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		10-14-99-144	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prepare an annual operating budget	MCLA 141.434(2)(3)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Payroll														
Calculate and withhold third-party deductions from compensation and make timely deposits of withheld funds	Various statutes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Issue checks to compensate employees	Various Statutes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Various Collective Bargaining Agreements	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fiscal Services - Central Services														
Mail and Messenger Service														
Provide internal and external mail processing and messenger services		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Microfilming														

Function	Mandated						Non-Mandated							
	Statute	Fully Funded	Un-Funded	Partially Funded			Board Authorized Agreement	Board Resolution	Necessary	Discretionary	Funding Source			
				Designated State/Feds	User Fees / Fines	Other					Gen. Fund.	User Fees	State/Fed Grant	Other
Transfer records to microfilm and store microfilm		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		3/6/68	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Printing														
Provide printing services for all County Departments & some City departments		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Records Storage														
Store and maintain County records in secure offsite locations	MCLA 691.1102	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		11-85-167	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fiscal Services - Fleet Services														
Fueling Services														
Provide fueling services to County-owned vehicles		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vehicle Inventory														
Maintain an inventory of all County-owned vehicles		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vehicle Maintenance														
Provide services and maintenance to County-owned vehicles		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fiscal Services - Purchasing														
Procurement														
Conduct "reverse auctions" and offer collaboration with local units to utilize the "reverse auction" process		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Issue purchase orders and develop contracts for services and distribute and file them		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prepare requests for quotations, sealed competitive bid requests, and requests for proposals for all County departments		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		4-15-75 12-16-99-197	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pre-qualify bidders for all County departments		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		4-15-75 12-16-99-197	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Property Disposal														

Function	Mandated						Non-Mandated							
	Statute	Fully Funded	Un-Funded	Partially Funded			Board Authorized Agreement	Board Resolution	Necessary	Discretionary	Funding Source			
				Designated State/Feds	User Fees / Fines	Other					Gen. Fund.	User Fees	State/Fed Grant	Other
Dispose of County-owned property (real and personal)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organize and conduct public land sales to dispose of County-owned real estate		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fiscal Services - Risk Management														
Insurance														
Purchase insurance and bonds	Various Statutes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manage Self-Insured Loss Funds														
Administer property liability loss fund		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		8-87-133	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administer workers' compensation		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety and Loss Prevention Training and Analysis														
Coordinate occupational health and safety activities		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		8-09-01-94	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintain Michigan Occupational Safety and Health Act (MIOSHA) Accident Log for all County departments and file required MIOSHA reports	MCLA 408.1061	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

OVERVIEW – HUMAN RESOURCES

The Human Resources Department has general responsibility for employment and training of County employees, equal employment opportunity, employee/labor relations, employee compensation and benefits, and pension administration. As a part of this process, Human Resources may prepare and submit new classifications, salary rate ranges, and salary reallocations of existing classifications. The department may also conduct compensation studies and job and market analyses to ensure that the County remains competitive in the employment market.

Human Resources carries out a number of functions related to securing personnel for the County's departments and agencies. These recruitment activities were assigned by resolution to the Human Resources Department in October 1976. Activities associated with the maintenance of an employee classification system are required by the Standing Rules of the Board of Commissioners. Training activities of the department fall into two categories: certain training which is mandated to be provided to all employees or on a sufficient interdepartmental scale to require the use of a centralized entity (e.g. certain OSHA or MIOSHA requirements) and training which, while contributing to a more effective work force, is not essential to the operation of the County and is therefore considered discretionary (e.g. customer service, leadership development, etc).

In terms of employee/labor relations, the County, like any other employer, is mandated to have certain policies and programs in effect protecting the rights of workers and addressing their right to bargain. These activities, mandated by laws and regulations too numerous to detail, are treated as mandatory functions of the department. In addition, the County has also promulgated certain policies governing the rights and responsibilities of its personnel. The Human Resources Policies and Procedures Manual, adopted by the Board of Commissioners for its employees, assigns responsibility for its implementation to the Human Resources Department.

In 1948, the Board of Supervisors established the Kent County Employee Retirement System. Pension administration was assigned to the Human Resources Department as part of the reorganization of Administrative Services in 1996.

Human Resources

Function	Mandated						Non-Mandated							
	Statute	Fully Funded	Un-Funded	Partially Funded			Board Authorized Agreement	Board Resolution	Necessary	Discretionary	Funding Source			
				Designated State/Feds	User Fees / Fines	Other					Gen. Fund.	User Fees	State/Fed Grant	Other
Compensation and Benefits														
Develop and oversee implementation of employee compensation and benefits	Various Statutes	<input type="checkbox"/>		4/22/99 (A)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
EEO and Employee/Labor Relations														
Ensure the protection of civil rights of applicants for County employment and County employees' civil rights in the workplace	Various Statutes	<input type="checkbox"/>		12-8-94-154	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Implement laws and policies related to employee/labor relations	Various Statutes	<input type="checkbox"/>		12-8-94-154	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Employment and Training														
Maintain employee classification system		<input type="checkbox"/>		4/22/99 (A)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Recruit employees for County positions		<input type="checkbox"/>		10/12/76	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Secure and oversee training for County employees from internal and external sources	Various Statutes	<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Pension Administration														
Administer pension benefits to County retirees		<input type="checkbox"/>		8-22-96-115	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				

OVERVIEW – INFORMATION TECHNOLOGY

The Information Technology (IT) Department is responsible for providing and maintaining a robust and secure computing environment for County employees and other authorized personnel, which is used in the performance of their mandated and authorized County functions. In addition, IT employees consult with all areas of the County to ensure that technology solutions are put into place that increase effectiveness, improve service to constituents, reduce costs, or offer other efficiencies.

As part of its ongoing operations, IT supports computer-based systems, including Equalizer (for property taxes and equalization), a Geographic Information System (GIS), PeopleSoft HR and Financial modules, the Justice Network (JNET), Onbase for document management, and numerous applications that are specific to individual departments or agencies. The County's involvement in Equalizer, and the Justice Network has been authorized by resolution.

The IT Department is further responsible for the operation and maintenance of the County's website, which includes an E-Government portal, as well as the County phone system.

Information Technology

Function	Mandated						Non-Mandated							
	Statute	Fully Funded	Un-Funded	Partially Funded			Board Authorized Agreement	Board Resolution	Necessary	Discretionary	Funding Source			
				Designated State/Feds	User Fees / Fines	Other					Gen. Fund.	User Fees	State/Fed Grant	Other
Applications														
Develop and support a consolidated system of data processing for the County's criminal justice functions - JNET		<input type="checkbox"/>		2-27-97-19 7-13-00-94	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Operate and maintain applications that facilitate organizational communication		<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Support Equalizer software for 35 local government agencies		<input type="checkbox"/>	3-23-00-33		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Support the Finance and Human Resources system - FHRS		<input type="checkbox"/>		11-24-98-80 11-24-98-177	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Support the geographic information systems - GIS		<input type="checkbox"/>		11-24-98-177	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Computing Environment														
Supply and operate a robust and secure computing environment that meets the County's needs		<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
E-Government														
Develop and operate an e-government portal for the convenience of area commerce and citizens that may wish to transact business electronically		<input type="checkbox"/>		2-22-01-21 3-10-05-22	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Help Desk														
Operate a centralized system for the deployment of technology services		<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Technology Support														
Support computers, software, and networks used by County departments without departmental technology staff		<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Telecommunications														
Operate and maintain a county owned telephone system		<input type="checkbox"/>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

CONTRACTUAL – GENERAL GOVERNMENT

BUILDING AUTHORITY

Kent County first created its Building Authority in March 1989. The purpose of the Authority is to acquire, construct or improve County facilities as directed by the Board of Commissioners. Projects are assigned to the Building Authority by resolution on a project-by-project basis. The Facilities Management Department provides the primary support for the specified building projects, and staff assistance to the Authority.

CONVENTION CENTER AND ARENA AUTHORITY

In June 2001 the County authorized a bond issue of \$125 million from the County's Lodging Excise Tax revenues to fund the renovation and construction of a convention center in Grand Rapids. The Board had previously approved the creation of the Convention Center and Arena Authority in March 2000 with the responsibility to appoint two members to the CAA board.

EXPERIENCE GRAND RAPIDS – GRAND RAPIDS/KENT COUNTY CONVENTION AND VISITOR'S BUREAU

In December 2007 the Kent County Board of Commissioners approved an Agreement with the Kent County Convention and Visitor's Bureau to provide annual contributions from the Lodging Excise (Hotel/Motel) Tax collections to support tourism and economic development. The Agreement was renewed in December 2009 for a period of three years and will expire in December 2012.

GRAND VALLEY METRO COUNCIL (GVMC)

The Grand Valley Metropolitan Council was created in 1990 to plan for and manage the growth and development of the area, to provide services to promote the coordination and cooperation of governmental services, and to promote the social well-being of the area.

The Board of Commissioners voted to join the Grand Valley Metro Council in September 1990 and approved the Council's bylaws, which detail the requirements for representation and appropriations. Each year, as part of the budget process, the Board appropriates funding to pay membership dues to the Council. This is considered necessary as a result of the Board's decision to participate in the Council.

KENT OTTAWA MUSKEGON FREE TRADE ZONE (KOMFTZ)

The Kent Ottawa Muskegon Foreign Trade Zone was established in July 1989 to allow for the establishment of a tax free zone within the County and to enhance foreign trade opportunities for Kent County businesses. At that time, the Board approved an agreement with Kent and Ottawa County, detailing the requirements for representatives and appropriations, the latter of which has expired.

THE RIGHT PLACE

The Right Place is an economic development program created in 1985 as a partnership of the City of Grand Rapids, Greater Grand Rapids Chamber of Commerce, Kent County and others.

Although the Board never formally adopted a resolution authorizing participation, the Chair of the Board of Commissioners, or his/her designee, has participated on the Board of Directors since its inception. This appointment was first formalized by the Board of Commissioners in January 1997, and most recently on January 5, 1999. The County has also made a contribution annually, a discretionary activity until March 16, 1999, when the Finance and Physical Resources Committee took formal action to set the amount.

LEGAL ASSISTANCE CENTER

Since 2002, the Legal Assistance Center has leased offices in the 17th Circuit Court for \$1 per year. In November 2006, the Board of Commissioners entered into a contract to provide operating support to underwrite their services. Through this contract, citizens of Kent County can receive assistance in educating themselves on civil matters, find information on area nonprofit agencies and other community agencies, lawyer referral services as well as materials designed to allow the pro se litigants to file their own civil cases.

WEST MICHIGAN SPORTS COMMISSION

The West Michigan Sports Commission was established by the Kent County Board of Commissioners in July 2006 to promote the area, improve the quality of life, and make a positive impact on our local economy through the promotion of sports. The Sports Commission is a public/private partnership whereby the County has agreed to provide operating support in the amount of \$200,000 per annum from 2007 to 2011 from the Lodging Excise Tax.

WEST MICHIGAN ECONOMIC PARTNERSHIP

In 2012, the County entered into an Agreement with cities of Grand Rapids, Wyoming, and Kentwood and Cascade Township, as well as Muskegon County, the City of Muskegon, and Muskegon Township to advance the marketing and development of a region that is served by two or more modes of transportation infrastructure (i.e., air, rail, road and water-port facilities and infrastructures). This partnership is enabled through Public Act 275 of 2010 which created a new economic development tool called the Next Michigan Economic Development Corporation, to assist with and encourage economic development. The County Board Chair appoints the County representative.

General Government: Contractual

Function	Mandated						Non-Mandated							
	Statute	Fully Funded	Un-Funded	Partially Funded			Board Authorized Agreement	Board Resolution	Necessary	Discretionary	Funding Source			
				Designated State/Feds	User Fees / Fines	Other					Gen. Fund.	User Fees	State/Fed Grant	Other
Building Authority														
Allocate funds and/or approve financing mechanisms as required to acquire, construct, and equip facilities as directed by the Board of Commissioners		<input type="checkbox"/>		3-89-29	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Appoint representatives		<input type="checkbox"/>		3-89-29	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Convention Center and Arena Authority														
Allocate funds and/or approve financing mechanisms as required to construct and manage the convention center and the Van Andel Arena		<input type="checkbox"/>		6-14-01-76	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Appoint representatives		<input type="checkbox"/>		3-28-00-38	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Grand Valley Metro Council (GVMC)														
Allocate funds toward membership dues		<input type="checkbox"/>		9-90-146	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Appoint County representatives to the Council		<input type="checkbox"/>		9-90-146	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Kent-Ottawa-Muskegon Foreign Trade Zone (KOMFTZ)														
Appoint County representatives to the Board of Directors		<input type="checkbox"/>		7-89-105	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Legal Assistance Center														
Provide a central location where citizens can receive legal assistance in civil matters		<input type="checkbox"/>		11-16-06-123	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Function	Mandated						Non-Mandated							
	Statute	Fully Funded	Un-Funded	Partially Funded			Board Authorized Agreement	Board Resolution	Necessary	Discretionary	Funding Source			
				Designated State/Feds	User Fees / Fines	Other					Gen. Fund.	User Fees	State/Fed Grant	Other
The Right Place Program														
Allocate funds toward program expenses		<input type="checkbox"/>	1/31/00	3/16/99 FPR(A)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Appoint County representatives to the Board of Directors		<input type="checkbox"/>			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
West Michigan Economic Partnership														
Appoint a County Representative		<input type="checkbox"/>	04-12-12-31		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
West Michigan Sports Commission														
Appoint members		<input type="checkbox"/>		12-14-06-138	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Provide operating support from the Lodging Excise Tax		<input type="checkbox"/>		12-14-06-138	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				

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